

2013 – 2018

**COMPREHENSIVE INTEGRATED
TRANSPORT PLAN**

December 2013



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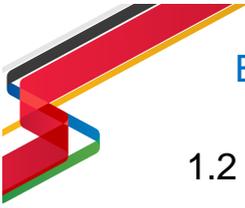
EXECUTIVE SUMMARY

1.1 INTRODUCTION

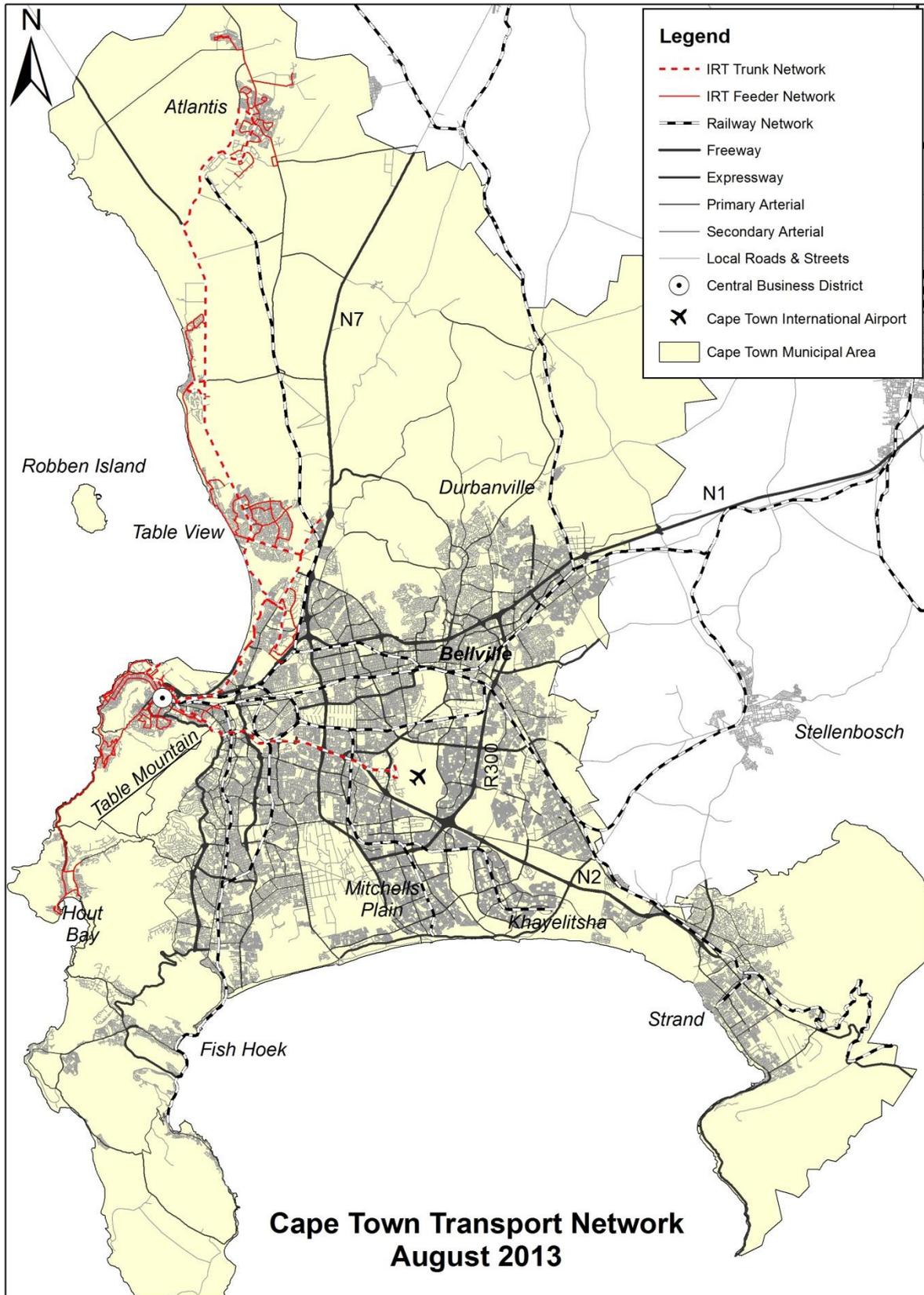
The City of Cape Town is committed to bringing about a transformation to all aspects of its transport network and operations for the benefit of the City's citizens, businesses and visitors. To this end, the City launched a new transport authority, Transport for Cape Town ("TCT"), on 18 October 2012. TCT is the first transport authority to be established in the twenty first century and is charged with the delivery of this transformation. The purpose of this Comprehensive Integrated Transport Plan ("the CITP") is to give the City (and so TCT) its mandate for the transport network and everything that moves on it. This CITP describes what TCT is committed to and accountable for. In particular, it describes how TCT will take the delivery of integrated, intermodal and interoperable transport and its related network in Cape Town to the next level.

This Executive Summary covers the following:

- a brief description of Cape Town, together with some important transport related data;
- a description of TCT's key stakeholders and the significance of this CITP for them;
- the creation of TCT, its vision, objectives and philosophy;
- the "User Access Priority" – the requirement of different users to move from A to B and importantly the social, economic and environmental cost of doing so;
- TCT's challenge to drive down the cost of the User Access Priority for all users;
- the relationship between the User Access Priority, the City's and TCT's wider strategic objectives and TCT's investment strategy;
- TCT's financial management and investment strategy for the Municipal Land Transport Fund ("the MLTF"); and
- TCT's priority programmes and projects for this CITP.



1.2 CAPE TOWN A SNAPSHOT





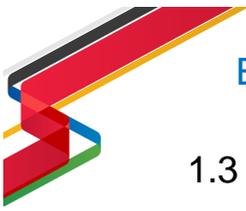
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The table below sets out a brief overview of Cape Town:

Metropolitan area:	2,455km²
Resident population (2011 Census):	3,740,026
Estimated percentage of population who rely on public transport:	55%
Total passengers across all modes:	2,528,000 per day
Total length of passenger rail network:	914km
Total length of dedicated BMT lanes:	25km
Total length of dedicated BRT median busways:	24.4km
Signalised intersections:	1,050
Signalised pedestrian crossings:	355
Population growth:	Rising by about 30% between 2001 and 2011
Highest population growth:	Lower income groups
Number of informal dwellings:	Significant increase
Unemployment rate:	Rising over last three years reaching up to 37% and affecting previously disadvantaged communities
Total length of City roads:	9,836km
Cost of upgrading/rehabilitating all "poor" and "very poor" residential roads:	R12.2 billion over 15 years
Cost of relieving just three congested hotspots (Blaauwberg, Kuilsriver, Kommetjie):	R887.50 million
Current estimated value of roads:	R78.9 billion
Increase in estimated value of roads due to growth of Cape Town:	R900 million every three years

And above all:

Percentage of household income of lower income groups spent on access:	45% to 70%
International standard for percentage of household income spent on access:	5% to 10%

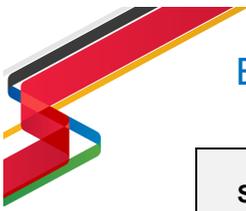


1.3 TCT'S STAKEHOLDERS

The table below sets out who TCT's key stakeholders are and what this CITP will provide for them as a strategic policy directive.

Table A1 TCT's Priority Programmes and Projects

STAKEHOLDER	ROLE OF THE CITP
Community in Cape Town	Local government's focus is on targeted service delivery. This CITP derives from the five strategic pillars ("the Five Pillars") of the City's Integrated Development Plan ("the IDP") and provides a short, medium and long term plan for the delivery of transport and related services to all identified communities.
National Government	National Department of Transport (NDOT) provides policy, legislation and financial direction. This CITP acknowledges this and elaborates on the City's commitment to implementing this CITP within this strategic and legislative context.
Provincial Government	The City has a strong relationship with Western Cape Province and over the next five years will develop a new relationship as functions are assigned to the City by Province and Province takes up a stronger coordinating role.
State Owned Enterprises (SOEs)	There are numerous transport related SOEs that the City has a relationship with. These need to be developed further over the next five years for the benefit of sustainable service delivery. The key SOEs include PRASA, SANRAL, TRANSNET and ACSA.
Transport Stakeholders	<p>Transport Stakeholders include all operators whether scheduled or on demand. TCT will broker and consolidate new relationships with them. This CITP maps out the various processes that will be embarked on by TCT in the next five years and beyond. The aim is to enter into working partnerships with the key stakeholders in the next 6 months through the establishment of working MOAs. The focus is on three MOAs:</p> <ul style="list-style-type: none"> • TCT and the Minibus Taxi Industry • TCT and PRASA • TCT, Province and GABS
Functional Area	As has been agreed in the Western Cape Growth and Development Strategy and Western Cape Land Transport Framework, this CITP covers Cape Town's Functional Area.



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STAKEHOLDER	ROLE OF THE CITP
Educational Institutions	Over the next five years and beyond, TCT aims, through this CITP, to forge relationships with key educational institutions so as to facilitate innovation in service delivery.
Business	TCT has been established with a strong investment perspective. Service delivery will be costed and there will, with the assistance of the business community, be a move towards a socio-economic approach to integrated, intermodal and interoperable transport.
Transport Industry	There are many facets to the transport industry from an Intelligent Transport System to non-motorised transport, from construction to public transport systems, and from road to rail. This CITP addresses all these different dimensions.
International Investment Community	Although this CITP is only required to relate to the municipality and in the case of Cape Town its adjoining municipalities where transport crosses their borders ("the Functional Area"), TCT has taken this CITP to the next level by identifying its governance responsibilities and investment opportunities within the international context for the benefit of Cape Town's citizens, businesses and visitors.
Internal	<p>In terms of TCT's Implementation Plan (please see Annexure 2) and in terms of the relationship between policy directives and the priority programmes and projects described in this CITP, this CITP will ensure that all services delivered and budget expenditure not only are in accordance with the City's IDP but also lead towards the City's Transport Vision of 1 and ensure that all the standards and targets are met. Internal refers to the 8 TCT Departments as well as the relationship between TCT and its sister directorates, with specific reference to:</p> <ul style="list-style-type: none"> • Finance • Economic, Environment and Spatial Development • Safety and Security • Human Settlements • Tourism, Events and Marketing • Utilities



1.4 TCT: A NEW TRANSPORT AUTHORITY AND A NEW CHALLENGE

The City of Cape Town’s Comprehensive Integrated Transport Plan 2013-2018 is a statutory requirement. This sector plan that flows from the Integrated Development Plan provides the City and accordingly Transport for Cape Town (TCT) with its strategic, functional and operational mandate. This CIP has followed due process and determined service delivery programmes, projects and initiatives that will move towards driving down the cost of the User Access Priorities. This will be done through striving towards achieving the Transport Vision of 1 and the related nine Objectives.

The Transport Vision of 1 is fully aligned to the City's Five Pillars identified in the IDP for 2012-2018. These are:

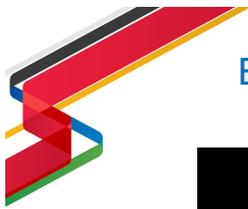
- an Opportunity City;
- an Inclusive City;
- a Safe City;
- a Caring City; and
- a Well Run City

1.4.1 Vision and Objectives

The City established TCT in order to achieve its vision for transport and to deliver integrated, intermodal and interoperable transport and its related network for Cape Town. The City's vision for transport is the “Transport Vision of 1”. The Transport Vision of 1 is:

Table A2 TCT's Priority Programmes and Projects

TRANSPORT FOR CAPE TOWN'S VISION OF 1	1	Plan	1 Plan refers to the CIP 2013-2018, which includes the 9 long-term objectives and will include the mini review to get the CIP in line with the budgetary cycle and to allow for the performance-based, target-driven implementation plans for each of TCT’s 8 Departments.
	1	Network	An integrated road and rail network, which relates to the infrastructure, facilities, street furniture, systems, etc. that is well maintained and facilitates safe, reliable, efficient and effective access for a multiplicity of users.
	1	Management System	Over the next five years and beyond TCT will establish a unified information management system and a functional management system for all of its departments, which focus on focused, performance-driven service delivery. The management system will further develop unified and sustainable standards for all of its functions so as to drive down the cost of the User Access Priorities.
	1	Contracting Authority	The Contract Authority relates to section 41 and 46 contracts. The assignment for the management of the section 46 contract is eminent. TCT will set up and manage all vehicle operator contracts in a performance-driven, unified manner.



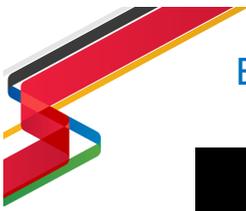
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1	Ticket and Timetable	Critical to driving down the User Access Priorities that relate to social, economic and environmental costs, is the establishment of an integrated timetable and an electronic EMV ticket across all modes. The aim is to have both in place within the next 5 years.
1	Unified Enforcement System	1 Unified Enforcement System relates to the establishment of the Municipal Regulatory Entity (MRE), strengthening the public transport law enforcement capacity in the City and rolling out an integrated CCTV system across Cape Town, all managed at the TMC.
1	Unified Structure	TCT, the City of Cape Town's transport authority has been established. It now operates within the bounds of the TCT Constitution Bylaws, 2013 and the newly established Implementation Plan. The foundations of the unified structure have been established, which enables its further growth over the next 5 years and beyond.
1	Brand	The TCT Brans had now been established and confirmed in a brand strategy, as detailed in Chapter 10 of this CITP. It has also been aligned to the City of Cape Town's Brand. The aim is to roll the TCT Brand out over the next 5 years and beyond so as to enable transportation direction, information management, regulation and control.

In order to achieve the Transport Vision of 1, TCT has established nine key objectives ("the Objectives"). In the same way as the Five Pillars, these Objectives, detailed in Table 1-3 are long term and are expected to remain constant for many years. The table below sets out these Objectives:

Table A3 TCT's Priority Programmes and Projects

OBJECTIVES	
1	An efficient and viable relationship between land use, supporting infrastructure and transport for the sustainable development of the City region
2	Integrated, intermodal, interoperable, responsive and car competitive public transport for the benefit of the community
3	An economically viable transport system by balancing service provision with demand and through transparent regulation
4	Services delivered in an accountable, investment orientated and performance driven manner, ensuring quality and unified standards



Executive Summary

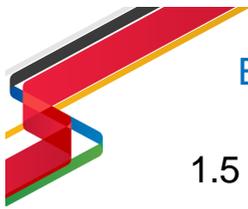
5	A costed, viable and financially accountable transport management system and network through exploiting all potential sources of funding
6	Consolidated and improved public transport law enforcement functions in the City so as to facilitate safety and security on the public transport network and related facilities for the benefit of all
7	Comprehensive communication and stakeholder management under the banner of TCT so as to ensure responsible service delivery in partnership with all industry role players
8	A fully integrated, responsive and well maintained infrastructure network along with related facilities that are appropriately managed as the largest asset of the City
9	Fully functional and user friendly systems on the intermodal network

1.4.2 TCT's Constitutional By-law

On 28 August 2013, the City's Council unanimously approved the Constitution of Transport for Cape Town By-law 2013 ("the By-law"). This followed an extensive consultation process. The By-law gave TCT its mandate and in particular provided that TCT had nine functions ("the Functions"):

- Planning Authority;
- Contracting Authority;
- Municipal Regulatory Entity;
- Performance Monitoring and Evaluation;
- Financial Management;
- Public Transport Law Enforcement;
- Liaison, Communication and Stakeholder Management;
- Infrastructure Management; and
- Network Operations Management.

The By-law then sets out the scope of these Functions and how they must be discharged within TCT. The Functions refer extensively to the National Land Transport Act, No 5 of 2009 ("the NLTA") and other relevant legislation to ensure that TCT operates firmly within the transport and municipal legislative framework.



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1.5 OPERATIONAL STRUCTURE OF TCT

1.5.1 Structure of TCT

As described above, TCT has been created in order to deliver the City's Transport Vision of 1 and the nine Objectives. The structure of TCT itself is a bespoke design that is intended to enable TCT to meet the considerable transport challenges and user access priorities across the City of Cape Town. TCT comprises eight Departments in its new structure. This structure is shown diagrammatically in Figure 1-1 below. The Departments are:

- TCT Performance and Coordination;
- Planning;
- Contract Operations;
- Financial Management;
- Infrastructure;
- Maintenance;
- Network Management; and
- Regulations.

1.5.2 TCT's Overarching Principle

The overarching principle that TCT will adopt across the activities of its nine Functions is an investment and performance driven approach. That principle is itself broken down into four further principles (together "the Principles") that TCT must adhere to for each Function:

- accountable service delivery;
- costing;
- management of risk; and
- communications

1.5.3 Objectives and Targets

Each TCT Department will be responsible for establishing targets (the Targets") that correlate to TCT's Objectives. These Targets, and how performance against them will be measured, must be created by reference to TCT's Principles. Diagrammatically, this approach can be summarised as follows:

TCT's Objectives and Principles	Departments' Role
Objectives	Establish Targets
Accountability/costing	Performance against Targets
Risk Management/costing	Risk Mitigation
Communication	Reporting on Performance

By directly linking the Departments' Targets and their performance back to TCT's Objectives and Principles, TCT will be able to deliver its investment and performance agenda. Each TCT Department must establish these Targets as part of their detailed strategies. This must be done as part of the mini review of this CIP referred to in paragraph 7 below.

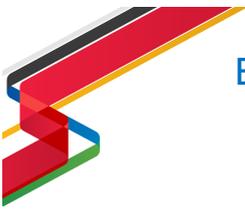
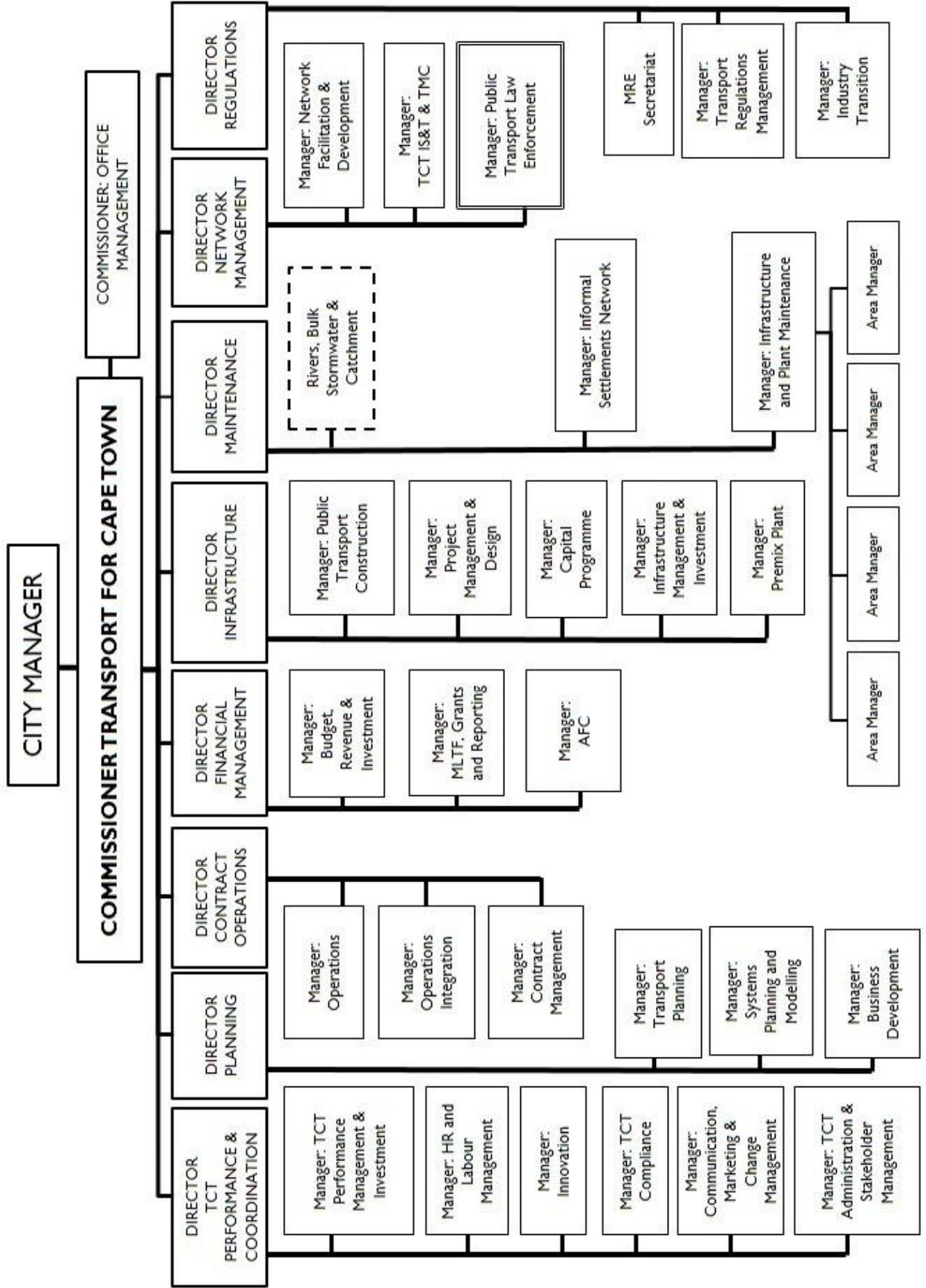


Figure A-1 TCT's Departments





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1.6 THE USER ACCESS PRIORITY

Every person in Cape Town – be they a citizen, business or visitor – must be able to move from A to B for their own purposes. Behind that simple statement, however, lies a matrix of interlocking factors that vary from one type of user to another. For each type of user, there are four key questions:

- who is the user?
- what does access mean to those users?
- what are the access priorities for those users?
- what is the social, economic and environmental cost of those access priorities to those users?

The answers to these four questions amount to the User Access Priority. The section below addresses these four questions in more detail.

- Who is the user?

Although there are many types of user, this CITP focuses on five principal categories:

- public transport users;
 - private car users;
 - freight;
 - non-motorised transport users; and
 - tourists
- What does access mean to those users?

The answer to this question is in effect the answer to “where is that user going and why?” There are of course infinite possible answers to that question but it is those answers that frame the access priority for that user. Those access priorities are the factors that are essential, important or desirable in relation to that user’s access. These access priorities are explored in more detail in the section below.

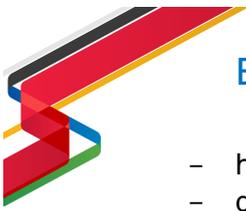
- What are the access priorities for those users?

There are set out below some examples of possible access priorities for the five main categories of users identified. It should be stressed that these are just a few examples of their access priorities. In reality, all users will have numerous access priorities that are particularly important to them.

- **Public Transport Users**

Access Priorities for these users include:

- can the users move conveniently?
- does the transport network serve the places the users actually want to go?
- is the transport service reliable?
- is the route congested?
- is the transport service available at the times the users want?
- how long will the journey take?



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- how long will the users have to wait for the transport service?
- does the transport service appear safe?
- are the facilities such as bus shelters, stations and public transport interchanges clean and safe?
- do the users have necessary and useful information?
- is it accessible at convenient locations?
- is it responsive to the users' needs such as persons with disabilities?

- **Private Car Users**

Access Priorities for these users include:

- how short is the route?
- is the route well maintained?
- is the route congested and does the congestion cause environmental damage?
- how long will the journey take?
- are there restrictions?
- do the users have necessary and useful information?
- when users reach their destinations, do they have necessary facilities - parking?

- **Freight**

Access Priorities for freight include:

- do the users have to wait at the beginning and end of their journeys?
- how short is the route?
- how long will the journey take?
- is the route congested?
- are the route and its facilities well maintained?
- are the users permitted to take their preferred routes or are there restrictions?
- when users arrive at their destinations, are necessary facilities available?
- do the users have necessary and useful information?

- **Non-motorised Transport Users**

Access Priorities for these users include:

- is the route safe?
- is the route well maintained?
- is there a sidewalk or dedicated non-motorised user lane?
- is there a safe, convenient and conducive interface with motorised transport?
- is the route conveniently located?
- do the users have necessary and useful information?

- **Tourists**

Access Priorities for tourists include:

- does the transport service appear safe and reliable?
- how long will the journey take?



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- will the transport service take the users all the way to the sight or attraction or will the users need to walk some of the way?
 - is the form of transport service accessible for users with disabilities?
 - do the users have necessary and useful information?
- **Access Priorities – a more complex concept than it appears**

The above examples of different access priorities highlight that although the concept seems straightforward, there are a plethora of different factors in play. For example, even an access Priority such as safety is much more complex and nuanced than might at first appear. For instance, safety for public transport users includes:

- are there law enforcement officers present or nearby?
- is the service reliable so as to minimise waiting times when users might be isolated?
- is the public transport vehicle roadworthy?
- does the driver of that vehicle have a licence and public driving permit?
- are the operator and commuter covered by insurance policies?
- are the roads in good condition?
- are the facilities lit and in good condition?
- are the designs of facilities conducive to a safe environment?
- is information available?

In other words, each of the access priorities can be divided into numerous sub access priorities.

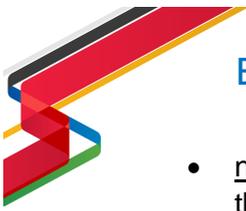
- What is the social, economic and environmental cost to those users?

The cost to users of their User Access Priority falls into the following main categories:

- social
- economic
- environmental

The cost of each User Access Priority will differ markedly depending on the user. For example:

- public transport users from lower income groups are severely affected by the percentage of their household income that travel costs consume;
- private car users may be concerned about the environmental impact of their car use. They may be prepared to pay more for that car use provided that the additional revenue raised is directed to reducing the impact on particular environmental assets;
- freight will take a robustly commercial approach. For example, if they are conveying perishables to market, they may well be prepared to pay more to use a shorter route. If, however, they are conveying bulk non-perishables, they may still be prepared to pay more to use a longer route provided that the additional revenue raised is directed at improving waiting facilities;
- persons with disabilities will primarily be concerned about ease and safety of access between the transport service and its facilities;



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- non-motorised transport users' major concern will be the level of protection for their mode through an integrated transport network; and
- tourists will place a premium on the perceived safety of access to and between the transport service and facilities.
- **TCT's Challenge: To Drive Down the Cost of the User Access Priority**

TCT's core challenge is to provide a transport system and to take responsibility for everything moving on it in a way that addresses the User Access Priority of a wide range of users equitably, economically and sustainably. In order to do this, TCT must recognise the plethora of different User Access Priorities and calculate their cost as accurately as possible. Having done so, TCT will then identify a series of investments that drive down the cost of those User Access Priorities.

The top investment priority for TCT will be addressing the percentage of household income spent by lower income groups on access. Currently, estimates suggest that this is somewhere between 45% and 70%. By contrast, the international standard is between 5% and 10%. TCT regards the reduction of Cape Town's percentage to closer to international standards as a key objective for its activities. As a first step to meeting this objective, TCT will undertake a study to ascertain the percentage accurately so that TCT has a clear understanding of the scale of its challenge.

The objective of reducing this high percentage of household income being spent on access is inevitably a long term one. Nevertheless TCT regards substantial progress on this objective as essential if Cape Town is to leave behind the legacy of apartheid and truly become an Opportunity City.

- **Relationship between the User Access Priority and TCT's Strategy and Investment Methodology**

Figure A2 below sets out TCT's investment methodology and in particular the relationship between:

- the Five Pillars;
- the User Access Priority;
- the City's Transport Vision of 1;
- TCT's nine Objectives;
- the MLTF; and
- TCT's priority programmes and projects.

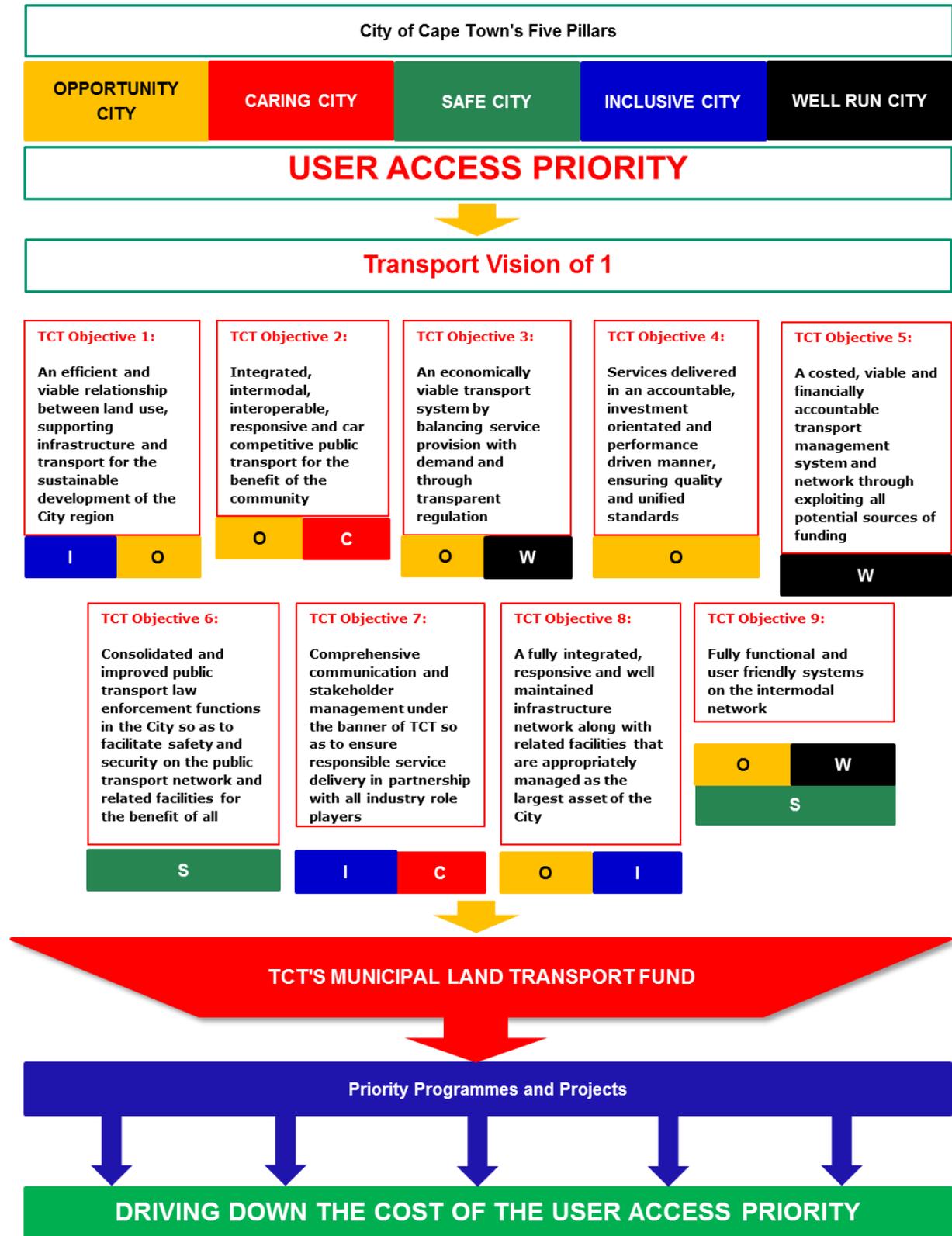
In Figure A2, the User Access Priority is deliberately positioned between the City's Five Pillars on the one side and its Transport Vision of 1 and TCT's Objectives on the other. This highlights figuratively how driving down the cost of the User Access Priority must be at the heart of all TCT's activities and so enable TCT to play its part in achieving the Five Pillars.

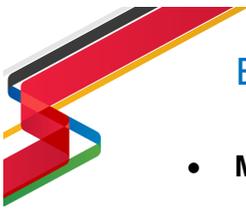
Towards the bottom of Figure A2, the MLTF is shown. The MLTF is the mechanism through which TCT will fund the priority programmes and projects that it will undertake over the lifespan of this CIP and beyond. The first five year priority programmes and projects, which are described below, are the initial steps by which TCT will set about meeting its nine Objectives referred to in Figure A2 below.



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Figure A2: TCT's Investment Methodology





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- **Municipal Land Transport Fund**

The MLTF is a vital tool for TCT. As mentioned above, it is the MLTF that will be used as the funding mechanism for all TCT's priority programmes and projects. Sections 27 and 28 of the NLTA require the City (and so TCT) to receive, raise, invest and spend money through an MLTF for transport related functions.

In particular, section 27 provides that the City must administer the MLTF and use it to defray the cost of the functions of the City in terms of the NLTA or its CITP. The MLTF must also be used to cover any other expenditure that will promote the objectives of the NLTA in the City's area. These obligations on the City will be discharged by TCT and will be subject to the Municipal Finance Management Act, No 56 of 2003. In short, this means that any sums that are to be expended by TCT in relation to the transport network or its operations must be managed through the MLTF.

Section 27 provides that the following sums must be paid into the MLTF:

- money appropriated by the Minister;
- money appropriated by the MEC;
- user charges collected in terms of section 28;
- interest on invested cash balances; and
- donations and contributions to the MLTF from any other source, including foreign aid agencies.

Section 28 then gives the City (and so TCT) wide powers to impose a variety of user charges.

Although the City's MLTF has already been established, TCT's next step is to ensure that the MLTF is used positively as a strategic financial management investment tool. In other words, the MLTF is the mechanism by which TCT will take an investment driven approach to carrying out its priority programmes and projects and so to meeting its nine Objectives.

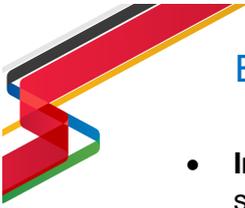
In practice, this investment driven approach means that TCT will use the MLTF to:

- deploy the funds TCT already has but sweat them more effectively;
- use its funds where appropriate to leverage the obtaining of more funds;
- use innovative ways of raising more funds such as through the use of appropriate and focused user charges; and
- spend its funds more innovatively so that they go further.

In essence, this means that TCT will use the MLTF to support its focus on driving down the cost of the User Access Priority.

- **Priority Programmes and Projects**

In order to tackle the challenge of driving down the cost of the User Access Priority, TCT recognised that it needed to identify, cost and undertake a series of priority programmes and projects over the timescale of this CITP. In doing so, TCT identified three principal categories of priority programmes or projects:



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- **Institutional:** those which will bring about institutional transformation for TCT or the City so as to enable them to be better able to meet the challenge of reducing the cost of the User Access Priority;
- **Mechanism:** those which will lead to the creation of a mechanism that can be used by TCT as a tool to bring about investment to drive down that cost; and
- **Investment:** those which will deliver that investment itself.

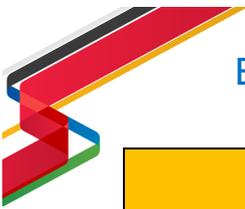
Table A4 below identifies the following:

- these priority programmes and projects;
- the Departments within TCT that are to take the lead in the delivery of these priority programmes and projects;
- the Objectives and Pillars that such priority programmes and projects are intended to contribute to realising; and
- which category each priority programme or project falls into.

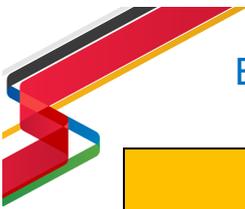


Table A4: TCT's Priority Programmes and Projects

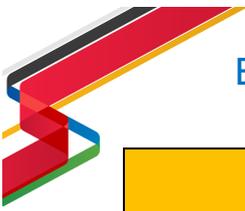
Inclusive City		
Opportunity City		
TCT Objective 1	TCT Departmental Leads	Priority Programmes/Projects
<p>An efficient and viable relationship between land use, supporting infrastructure and transport for the sustainable development of the City region</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Planning • Financial Management • Infrastructure 	<p><i>Institutional:</i></p> <ul style="list-style-type: none"> • Continually review and update the CITP for the furtherance of City's Transport Vision of 1 and TCT's nine Objectives, as well as ensuring that the CITP is within the National and Provincial strategic directives (National Development Plan, PLTF, etc.) <p><i>Mechanism:</i></p> <ul style="list-style-type: none"> • Finalise the Integrated Public Transport Network (IPTN) and develop IPTN implementation mechanisms • Finalise the Development Charges Policy and Mechanism <p><i>Investment:</i></p> <ul style="list-style-type: none"> • Develop a Transit Orientated Development (TOD) Strategy and key related investment programmes and projects • Give effect to the investment potential of the Development Charges Policy and Mechanism for the component related to TCT • Expedite process of releasing abandoned road schemes and invest the proceeds into the maintenance and management needs of TCT • Finalise the business model and funding mechanism for the Vlakterplass stormwater canal project and its implementation so as to release the adjoining land for development with the priority being the Human Settlement Project



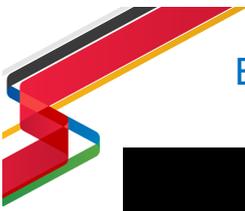
Opportunity City		
Caring City		
TCT Objective 2	TCT Departmental Leads	Priority Programmes/Projects
<p>Integrated, intermodal, interoperable, responsive and car competitive public transport for the benefit of the community</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Contract Operations • Financial Management • Planning 	<p><i>Institutional:</i></p> <ul style="list-style-type: none"> • Roll out of Contracting Authority Function assignment and integration with all other vehicle operator contracts across the City • Fully functional and mandated Contracting Authority <p><i>Mechanism:</i></p> <ul style="list-style-type: none"> • Development and implementation of an integrated, responsive single timetable across all scheduled modes of transport <p><i>Investment:</i></p> <ul style="list-style-type: none"> • Roll out of MyConnect across all modes and expansion of its capabilities for other secondary uses (such as events, parking etc.) • Approval of the City's Comprehensive Universal Access Policy and further development of Universal Access Operational By-laws and Infrastructure Standards • Restructure the provision of public transport services for persons with disabilities to ensure implementation of the City's Universal Access policy • Continue with the MIT / Sensible City Lab project and roll out of the preferred project



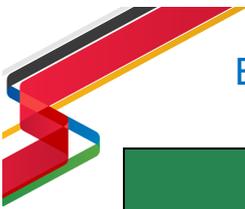
Opportunity City		
Well Run City		
TCT Objective 3	TCT Departmental Leads	Priority Programmes/Projects
<p>An economically viable transport system by balancing service provision with demand and through transparent regulation</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Regulations • Financial Management • Planning 	<p><i>Institutional:</i></p> <ul style="list-style-type: none"> • Roll out of the Municipal Regulatory Entity (MRE) Function, the related Operating Licence Administrative System (OLAS) and registration of all taxi associations • Fully functional Municipal Regulatory Entity Committee and Secretariat <p><i>Mechanism:</i></p> <ul style="list-style-type: none"> • Develop local operational demand plans related to growth areas across the City as well as an operational/growth model that is based on economic parameters <p><i>Investment:</i></p> <ul style="list-style-type: none"> • Costed and performance driven public transport operational model for all modes • Continue the process for the roll out of the ORIO funding initiative, with a focus on developing a workable model for revenue generation at and maintenance of public transport interchanges • Develop, consult and implement a socio-economic solution for all taxi operations (e.g. direct, partial, indirect, etc.) • Roll out of projects that will focus on the alleviation of congestion and development of related investment funding mechanisms



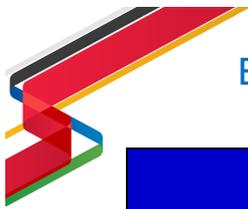
Opportunity City		
TCT Objective 4	TCT Departmental Leads	Priority Programmes/Projects
<p>Services delivered in an accountable, investment orientated and performance driven manner, ensuring quality and unified standards</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Contract Operations • Infrastructure • Maintenance • Network Management 	<p><i>Institutional:</i></p> <ul style="list-style-type: none"> • Specify, establish and make operational TCT’s IS&T system and related centralised databank with the aim of creating a Transport Development Index and a Transport Performance Index <p><i>Mechanism:</i></p> <ul style="list-style-type: none"> • Develop detailed norms and standards for the use of the infrastructure network (eg freight, non motorised transport, Universal Access) • Establish and roll out a system by which all vehicle operators are managed through a performance driven accountability mechanism which is available to the public and published on TCT’s website • Create and maintain a comprehensive asset management register of all road and stormwater infrastructure, bus stops, stations, public transport interchanges, which will be managed on an area basis, as well as being used as an investment tool <p><i>Investment:</i></p> <ul style="list-style-type: none"> • Investigate and cost the establishment of a training academy to cater for all the Functions of TCT



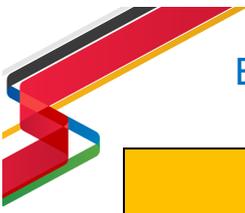
Well Run City		
TCT Objective 5	TCT Departmental Leads	Priority Programmes/Projects
<p>A costed, viable and financially accountable transport management system and network through exploiting all potential sources of funding</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Financial Management • Infrastructure 	<p>Mechanism:</p> <ul style="list-style-type: none"> • Establish a fully functional Municipal Land Transport Fund that maximises its funding opportunities so as to enhance service delivery by TCT • Establish and work up the costing model for integrated public transport along with service delivery scenarios <p>Investment:</p> <ul style="list-style-type: none"> • Continue with and expand on the funding maximisation model to expedite roll out of BRT and ultimately the fully integrated public transport system across Cape Town • Investigate and cost for the potential establishment of the Premix Plant that will service all infrastructure and maintenance projects across the City • Develop an investment methodology that takes into account the relationship between capital investment and the operating cost of infrastructure and facilities, as well as long term repairs and maintenance



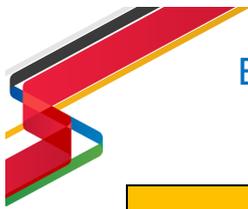
Safe City		
TCT Objective 6	TCT Departmental Leads	Priority Programmes/Projects
<p>Consolidated and improved public transport law enforcement functions in the City so as to facilitate safety and security on the public transport network and related facilities for the benefit of all</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Network Management • Regulations 	<p><i>Institutional:</i></p> <ul style="list-style-type: none"> • Consolidate the parameters of public transport law enforcement required in the City, delivery roles and responsibilities, financial sources and establish the mechanisms for such enforcement <p><i>Investment:</i></p> <ul style="list-style-type: none"> • Extension of the TMC (including comprehensive CCTV roll out) to cover all TCT functional activities, including rail • Improve public perception of safety on and of the transport network and facilities • Roll out the approved Road Safety Strategy for the City of Cape Town • Develop the specifications for and roll out the enforcement component of the MRE • Continue with the roll out of the rail/informal settlement project that is in partnership with PRASA so as to improve community safety



Inclusive City		
Caring City		
TCT Objective 7	TCT Departmental Leads	Priority Programmes/Projects
<p>Comprehensive communication and stakeholder management under the banner of TCT so as to ensure responsible service delivery in partnership with all industry role players</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Planning • Contract Operations • Regulations 	<p><i>Institutional:</i></p> <ul style="list-style-type: none"> • Establish and operate the Land Transport Advisory Board and the Intermodal Planning Committee <p><i>Mechanism:</i></p> <ul style="list-style-type: none"> • Roll out the TCT brand and appropriate wayfinding methodology (e.g. app, signage, website) • Develop and roll out a comprehensive marketing and communication strategy for TCT that covers its operational, corporate, functional, national and international mandate <p><i>Investment:</i></p> <ul style="list-style-type: none"> • Develop and implement a memorandum of action with the following role players in Cape Town that is focused on responsive service delivery and building capacity within that sector: <ul style="list-style-type: none"> ○ PRASA ○ Minibus taxi industry ○ Scheduled bus operators ○ Meter taxi industry ○ Small bus operator industry ○ Non-motorised transport stakeholders ○ Universal Access stakeholders ○ Educational institutions ○ Construction industry ○ Freight ○ Business ○ Adjoining local municipalities ○ Other relevant State Owned Enterprises (SOE) • Establish TCT as a World Design Capital 2014 legacy project



Opportunity City		
Inclusive City		
TCT Objective 8	TCT Departmental Leads	Priority Programmes/Projects
<p>A fully integrated, responsive and well maintained infrastructure network along with related facilities that are appropriately managed as the largest asset of the City</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Financial Management • Infrastructure • Maintenance 	<p>Investment.</p> <ul style="list-style-type: none"> • Develop a new comprehensive investment based Pavement Management System and Bridge Management System and register the network in terms of the Road Infrastructure Strategic Framework for South Africa (RIFSA) • Using the asset register, develop a lifecycle costing methodology for infrastructure investment and maintenance decisions, and move towards a more appropriate planned versus reactive maintenance ratio • Develop a stormwater and access track strategy and intervention priorities for identified informal settlements • Continue and expand the project for the upgrading of concrete roads, addressing the pavement, stormwater and sidewalk needs in identified areas • Continue with the UCT/TCT partnership related to the Foreshore Freeways with the aim of progressing the preferred research outcomes into a detailed project brief



Opportunity City		
Well Run City		
Safe City		
TCT Objective 9	TCT Departmental Leads	Priority Programmes/Projects
<p>Fully functional and user friendly systems on the intermodal network</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Financial Management • Maintenance • Network Management • Contract Operations 	<p>Investment:</p> <ul style="list-style-type: none"> • Establish and ensure operation of a cost effective and responsive network of public transport facilities, including bus stops, shelters, stations, public transport interchanges, bike share and related street furniture • Establish and roll out a transport model for events that addresses movement, safety, convenience, interrelated costs and promotion • Work in partnership with PRASA to expedite the roll out of the new Blue Downs rail connection and ensure that the linkage and working relationships are established with sister departments

1.7 MINI REVIEW OF THIS CITP

The City of Cape Town’s CITP 2013-2018 has taken six months longer than originally anticipated to complete. As a result it is out of sync with the budgetary cycle and there is therefore an opportunity to focus on the immediate term deliverables in the coming six months. The immediate term priorities, which are elaborated on below, will be actioned and incorporated under what will be termed as a “Mini Review”.

Further, this CITP has not elaborated on the 5 year proposed budget as TCT is in the process of being established and realigning its budget. It is also expected that the two assignments (Contracting Authority and Municipal Regulatory Entity) will be signed off by the National Department of Transport so there will be a substantial change to the TCT budget. The “Mini Review” will ensure that the TCT budget is related back to the functionality of the MLTF and projected for the next 5 financial years.

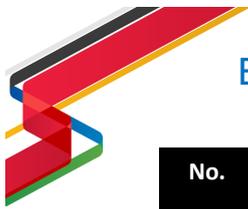


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Table A5 below elaborates on the immediate term priorities for TCT and comments on the reason for these. This does not mean that the projects and programmes elaborated on in Chapter 11 will only commence after the completion of the Mini Review. It only means that they will not necessarily be completed.

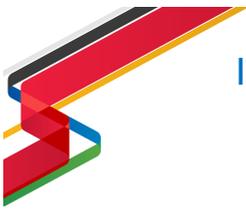
Table A5 TCT CITP Mini Review Immediate Term Priorities

No.	Immediate Term Priorities	Comment / Focus
1.	A detailed performance-driven implementation plan for each of the eight TCT Departments, as well as further the overall TCT Strategy, that highlights the service delivery targets for the benefit of citizens of and visitors to the City of Cape Town.	<ul style="list-style-type: none"> ✓ Focus on achieving business principles ✓ Focus on performance and investment priorities both internally and externally ✓ Focus on driving down the User Access Priorities of the identified users ✓ Linkage to the MLTF ✓ Focus on information management to establish the foundation of the Transport Development Index
2.	A detailed freight strategy for the City of Cape Town. The CITP 2013-2018 does elaborate on the basic. There is a need for a more comprehensive strategy	<ul style="list-style-type: none"> ✓ Determine freight's User Access Priority ✓ Route prioritisation ✓ Investment management mechanisms ✓ Performance of the network in relation to freight
3.	A detailed memorandum of agreement between TCT and the mini bus taxi industry	<ul style="list-style-type: none"> ✓ Focus on the new relationship ✓ Investment opportunities ✓ Training and capacitation to enable the industry to engage in opportunities ✓ Direct, partial, indirect, etc. ✓ Involvement in the rollout of the Contracting Authority, MRE, BRT, etc.
4.	A detailed, action-orientated memorandum of agreement between TCT, PRASA and Metrorail Western Cape	<ul style="list-style-type: none"> ✓ Investment opportunities ✓ Blue Downs Rail Line ✓ Engagement in the modernisation programme ✓ Investment into the TMC in relation to CCTV, management and control of services, PTIs, etc. ✓ Transit Orientated Development ✓ Informal settlement programme ✓ Etc.
5.	A memorandum of agreement between TCT, Provincial Government and Golden Arrow Bus Services to give effect to TCT's Contracting Authority Function	<ul style="list-style-type: none"> ✓ Focus on growing the public transport service for Cape Town ✓ Confirming new relationships ✓ Develop and confirm the methodology to give effect to the assignment of the Contracting Authority
6.	Finalised and approved Universal Access Policy	<ul style="list-style-type: none"> ✓ After the participation process, ensure approval ✓ Rollout the survey of TCT facilities and infrastructure by persons with disabilities to determine problems and their User Access Priorities ✓ Commence the development of a Universal Access Bylaw



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No.	Immediate Term Priorities	Comment / Focus
7.	Finalised and approved Parking Policy and a Parking Tender that has been issued for submissions so as to give effect to the new Policy	<ul style="list-style-type: none"> ✓ Finalise public consultation and obtain approval for the City's Parking Policy. ✓ Redesign and issue the Parking Tender with the focus on principles of equity, sustainability and management of facilities in relation to land uses
8.	Finalised Integrated Public Transport Network (IPTN)	<ul style="list-style-type: none"> ✓ Complete the IPTN ✓ Develop an implementation and management strategy for the IPTN tool that will be utilised in relation to the management of VOC contracts, operating licences, planning of future investment, etc. ✓ Relate the IPTN to the infrastructure management and maintenance strategy
9.	Finalise the business plan for TCT as a legacy project for the World Design Capital 2014	<ul style="list-style-type: none"> ✓ Position TCT into the national and international space so as to facilitate the performance and investment related methodology. ✓ TCT marketing and communication strategy
10.	Commence the N2 Express MyCiTi service to the Metro South East	<ul style="list-style-type: none"> ✓ Complete the Heads of Agreement with all parties ✓ Training and capacitation at three different levels: <ul style="list-style-type: none"> ○ Business and financial management ○ Scheduled public transport operations management ○ Driver training ✓ Construction of the infrastructure ✓ Bus delivery ✓ Operations of the service ✓ Development of relevant and sustainable operational entities
11.	Develop the Business Plan for the Road Safety Strategy for the City of Cape Town	<ul style="list-style-type: none"> ✓ Costing of the objectives and proposed initiatives and determine the value-add ✓ Explore potential funding sources ✓ Build a rollout process into the business plan ✓ Commence with the initiatives that either have available funds or can be built into existing internal capacity



1. INTRODUCTION

1.1 OVERVIEW OF THE COMPREHENSIVE INTEGRATED TRANSPORT PLAN

In terms of section 36 (1) of the National Land Transport Act (No 5, 2009) (NLTA), all Planning Authorities must prepare and submit to the Provincial Member of the Executive Council (MEC) an Integrated Transport Plan, or “CITP”, for their respective area for a five year period and must update the CITP as frequently as prescribed.

The Constitution of Transport for Cape Town (TCT) By-law, 2013, provides that TCT, under the Planning Authority functions shall prepare a CITP, for each five year period, and shall ensure that the CITP is aligned to the corresponding Integrated Development Plan (IDP) for the City.

One of the first tasks allocated to TCT, in terms of its Constitution By-law and as a Type 1 Planning Authority in terms of the NLTA, is to prepare a Comprehensive Integrated Transport Plan (CITP) for the planning horizon of 2013 to 2018.

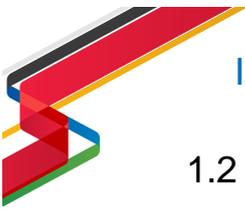
TCT is mandated by the City to plan and implement integrated, inter-operable and intermodal transport in Cape Town as detailed below. TCT aims to use the new functions entrusted to it, to provide better transport in an innovative and sustainable manner for the benefit of the citizens of and visitors to the City of Cape Town.

This Integrated Transport Plan that has been developed in accordance with the requirements of the National Regulations for the preparation of Integrated Transport Plans published by the Minister of Transport in terms of the minimum content and form. The CITP has as its foundation objectives that have been formulated taking cognisance of the nine functions of TCT (see below) as well as the key actions that are required to achieve the objectives. The CITP has been formulated on the premise that the nine objectives have been aligned to the five pillars of the City and are long term statements of intent.

Although the CITP is only required to relate to the Municipality and in the case of Cape Town the functional area, TCT has taken its CITP to the next level by identifying its governance responsibilities and investment opportunities within the international context for the benefit of the citizens and visitors to Cape Town.

Over the next five years and beyond, TCT via the CITP aims to embark on working relationships with the education institutions so as to facilitate innovation in service delivery.

There are many facets to the transport industry from its non-motorised transport, from construction to public transport systems and from road to rail. The CITP addresses the different components in terms of the By-law Implementation Plan (Annexure “B”).



1.2 METHODOLOGY

The methodology that was followed in the preparation of the CITP was guided by the objectives of TCT and the national Requirements and has been based on sound research of the status quo of the planning and provision of integrated transport services and facilities within the City of Cape Town.

From the outcome of this research key needs for the improvement and expansion of the transport network have been identified and appropriate measures and strategies to serve the current and future demand have been proposed.

1.3 COMMUNICATION AND CONSULTATION PROCESS

The development of the CITP has been informed by a number of communication and consultative processes including:

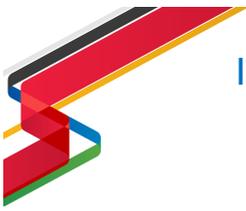
- Meetings to prepare technical inputs where all internal stakeholders have been invited
- Technical sessions where specific topics have been debated and discussed
- An intercept survey with over 2 400 participants that has provided input into travel preferences
- Consultations with formal Council structures and Committees
- Consultative sessions held during the 2012 October transport month
- A formal public participation process

The above processes have followed the City of Cape Town: Guidelines on Public Participation and the outcome has been documented in a public participation report that sets out the key issues and needs that were raised. These needs have informed the formulation process and were incorporated in the appropriate sections of the CITP.

1.4 CONTEXT

This CITP has been developed within the context of the following policy and strategic initiatives:

- The National Development Plan that sets out policies and strategies to achieve economic growth and social development targets in the Country
- The pillars on which the Cape Town Integrated Development Plan is founded
- The vision, perspectives and objectives of Transport for Cape Town



2. TRANSPORT VISION AND OBJECTIVES

2.1 TRANSPORT VISION AND OBJECTIVES

The City of Cape Town's vision is the Vision of One as set out in the following table.

Table 2-1: TCT Vision of One

	Perspective	Meaning for Cape Town
Vision of One	Plan	One plan for the provision of integrated and inter-operable transport system that has the support and approval of the majority of stakeholders.
	Network	One that provides seamless transport from origin to destination using a number of interconnected modes of transport.
	Management System	One uniform management system that plans, implements and maintains the integrated transport system.
	Contracting Authority	One Authority that provides a public transport service through the contracting of transport operators in an equitable and transparent manner.
	Ticket and Timetable	One integrated timetable and ticketing system for all public transport that provides for convenient and seamless travel within the transport system.
	Unified Enforcement System	One uniform law enforcement system that ensures the safety and security of all users of the transport system in a fair and transparent manner.
	Unified Structure	One unified institutional structure to oversee, plan, implement and maintain the integrated transport system
	Brand	One uniform brand for transport in Cape Town that is easily identifiable and is synonymous with a safe, convenient and cost effective transport system across all modes of transport.

In order to achieve its vision, TCT has established nine key objectives. These objectives are long term in the sense that they are not expected to change for many years. They are as follows:



Table 2-2: TCT Objectives

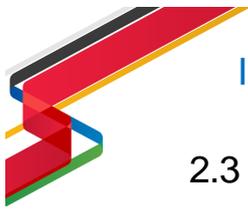
No.	COCT Objectives
1	An efficient and viable relationship between land use, supporting infrastructure and transport for the sustainable development of the City region
2	Integrated, intermodal, interoperable, responsive and car competitive public transport for the benefit of the community
3	Economically viable transport system by balancing service provision with demand and through transparent regulation
4	Services delivered in an accountable, investment oriented and performance driven manner ensuring quality and uniform standards.
5	A costed, viable and financially accountable transport management system and network through exploiting all potential sources of funding
6	Consolidated and improved the public transport law enforcement functions in the City so as to facilitate safety and security on the public transport network and related facilities for the benefit of all.
7	Comprehensive communication and stakeholder management under the banner of TCT so as to ensure responsible service delivery in partnership with all industry role players
8	A fully integrated, responsive and well maintained infrastructure network along with related facilities that is appropriately managed as the largest asset of the City.
9	Fully functional and user friendly systems on the intermodal network

2.2 ACHIEVEMENT OF THE VISION

As you proceed through this Comprehensive Integrated Transport Plan 2013 – 2018, the nine long term objectives determine how we move towards their achievement and ultimately the TCT vision of 1. The analysis in the Transport Register will determine the short, medium and long term targets and deliverables over the next five years.

The achievement of the vision will be driven through the following factors:

- The current state of the transport system and the desired end state that must be achieved through the provision of an integrated and inter-operable transport system
- National transport legislation (National Land Transport Act) and the Integrated Development Plan of the City which formalises and structures long term planning
- The mandate of the City in relation to the provision of resources and the functions with Transport for Cape Town
- The effective communication of all components of the transport system to the end user that communicates how the City intends to provide an improved transport system.
- The accountability of the City to the user to provide an efficient, integrated transport system



2.3 INFORMANTS TO THE TRANSPORT VISION

Table 2-3 highlights the most important strategic documents that inform the vision and objectives for the transport system in Cape Town. These informants are also used to define the needs and eventually the prioritisation of interventions.

Table 2-3: Overarching Policies and Development Strategies

Respective Overarching Strategy	Respective Elements
National Development Plan	Policy and Planning Priorities <ul style="list-style-type: none"> - Increase investment in public transport - Devolve transport management to local government - Provide incentives for public-transport use and Public-transport solutions
National Transport Master Plan	Demographic Forecasts <ul style="list-style-type: none"> - Densification and infill development should take place along public transport corridors, in order for people to reduce their driving time to work. Energy and Transport <ul style="list-style-type: none"> - Create an energy awareness programme. Promote fuel efficiency measures. - Promote non-motorized transportation. - Plan for new long-term transportation infrastructure
Provincial Land Transport Framework	An efficient, accessible and integrated multimodal public transport system <ul style="list-style-type: none"> - Fully implement a universally accessible and multimodal IRT phase 1a by 2014. NMT as pivotal part of transport planning <ul style="list-style-type: none"> - NMT plans will be developed and implemented for each municipality A sustainable transport system <ul style="list-style-type: none"> - A 13% modal shift from private to public transport into Cape Town's CBD by 2014 - A Public Transport Integration Plan for the Cape Town Functional Region NLTA migration to the City <ul style="list-style-type: none"> - A joint plan must be developed by the City and DTPW that will set out how the various functions will be devolved – as set out in the NLTA. - Preparation of Case to National Treasury (Business Plan for Integrated Public Transport Plan) - Management vehicle for the Integrated Public Transport Plan, funding models, contract agreements - Pursue the integration of road and rail based public transport and the development of a Public Transport - Provide user-friendly information, integrated timetables, public transport website and other communication tools



Respective Overarching Strategy	Respective Elements
<p>One Cape 2040</p>	<p>'hard infrastructure' must include :</p> <ul style="list-style-type: none"> - Urban public transport systems that ensure improved access to all while mitigating the general risk of accelerated oil prices into the future - Development of the ports and freight routes <p>Soft Infrastructure must include:</p> <ul style="list-style-type: none"> - Funding infrastructure required to support enterprise growth and innovation at micro, small, medium and large scales <p>Spatial framework</p> <ul style="list-style-type: none"> - High density compact environments are the most sustainable urban form
<p>City of Cape Town IDP 2012-2017</p>	<p>Pillar 1 - Opportunity City</p> <p>Pillar 2 - Safe City</p> <p>Pillar 3 - Caring City</p> <p>Pillar 4 - Inclusive City</p> <p>Pillar 5 - Well run City</p>
<p>Cape Town Spatial Development Framework</p>	<p>Notion of an Primary Accessibility Grid - At a metropolitan scale comprising :</p> <ul style="list-style-type: none"> • Activity routes • Development routes <ul style="list-style-type: none"> - (the primary accessibility grid is supported by a system of mobility links – connectors, urban freeways and the rail network) - Objective to encourage land use intensification on corridors and routes, in order to generate the thresholds required to support public transport - Four Corridors identified: <ul style="list-style-type: none"> • Western Corridor <ul style="list-style-type: none"> - (<i>Main Road – Simonstown to Cape Town and north to along West Coast</i>) • Southern corridor <ul style="list-style-type: none"> - (structural linkage between Claremont / Wynberg and Metro SE and Strand / Somerset West) • Eastern corridor <ul style="list-style-type: none"> - (linkage from Mitchells Plain / Khayelitsha to Bellville) • Urban Core Corridor <ul style="list-style-type: none"> - (Cape Town CBD along Voortrekker Road to Bellville) - Nodes are located within the accessibility grid and are differentiated in terms of metropolitan, sub metropolitan, district, local and neighbourhood nodes
<p>Cape Town Densification Policy</p>	<p>Objectives - include initiatives to support the development of a viable public transport system and improve levels of access</p> <ul style="list-style-type: none"> - Higher levels of densification should be encouraged at specific locations with good public transport accessibility, at concentrations of employment, commercial development and/or social amenities and in areas of high



Respective Overarching Strategy	Respective Elements
	amenity. The City will encourage densification in priority zones- include activity routes; activity streets; around rail and IRT stations.
City of Cape Town Social Development Strategy	<p>Maximise income generating opportunities for those who are excluded or at risk of exclusion</p> <ul style="list-style-type: none"> • Create job opportunities through the Extended Public Works Program <p>Support the most vulnerable through enhancing access to infrastructure and social services</p> <ul style="list-style-type: none"> • Focus on the needs of women and vulnerable groups • Continue to expand the HIV/AIDS and TB programs <p>Promote and foster social inclusion</p> <ul style="list-style-type: none"> • Address spatial segregation through transport and planning • Get people to jobs- making it easier and cheaper to commute through an effective and efficient transport system and get jobs to the people through when renewal and upgrading
City of Cape Town Economic Growth Strategy	<p>Accelerate and deepen regulatory modernisation program: Accelerate decision-making processes for planning and building approvals Better coordination between economic development, transport and land use priorities</p> <p>Infrastructure for Growth: Transport Infrastructure Develop a coordinated approach to Cape Town’s International transport hubs Expand public transport and consolidate integration process Expand BRT network and integrate into a seamless public transport system Utilise the mandate as per the NLTA to implement a fully “Vision of 1” public transport network</p> <p>Broaden job opportunities via the Expanded Public Works Program</p> <p>Investigate options for energy diversification and promote energy efficiency</p>

2.4 IMPORTANT TRANSPORT STAKEHOLDERS

Transport for Cape Town is the custodian and authority responsible for the Comprehensive Integrated Transport Plan for Cape Town. However, a range of stakeholders are affected by the plan, or influence the delivery of the plan through their actions and interventions. Table 2-4 lists the key stakeholder groupings, and highlights specific examples, that are engaged to formulate and implement the various aspects of the CITP.

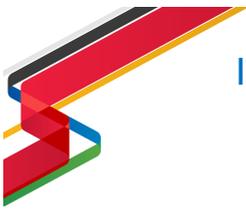
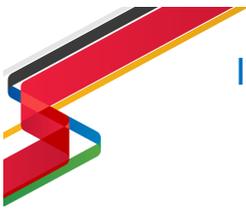


Table 2-4: Stakeholder Groupings

	Stakeholder Grouping	Specific examples
1	Community in Cape Town	Residents and visitors
2	Provincial Government	Department of Transport & Public Works
3	National Government	Department of Transport
4	State-owned Enterprises	PRASA, TRANSNET, SANRAL
5	Transport Stakeholders	Minibus taxi industry, Bus operators, Metered taxi industry, Freight industry
6	Business	Developers, Large employers, Cape Chamber of Commerce
7	International Investment Community	
8	Education Institutions	Cape Higher Education Institutions (CHEC)
9	Transport Industry	Non-motorised transport, Disability sector
10	Internal Stakeholders	Spatial Planning, Finance, Law enforcement
11	Functional Area	Cape Winelands District Municipality, Saldanha Bay Municipality



3. TRANSPORT REGISTER

3.1 PURPOSE OF THE TRANSPORT REGISTER

The Transport Register is a snapshot of the *status quo* of transport in Cape Town in the sense that it reflects the general situation and condition of the system at the time of preparing the CITP, as well as elaborating on the historical trends.

The Guideline for the preparation of a CITP (DoT, 2009) proposes that various data be collected that relates to the CITP. The Transport Register has, as far as possible, followed the guidelines as detailed in the following sub sections for the planning of transport operations and infrastructure

The above topics have been addressed as far as possible given the availability of data at the time of writing this version. For the purposes of this document the above aspects have generally been described under the following sections:

- Section 3.2: Overview of the 2006 – 2011 CITP
- Section 3.3: Transport Fact Sheet
- Section 3.4: Demographics and Socio-Economic Overview
- Section 3.5: Demand and Supply Overview
- Section 3.6: Demand and Supply Detailed Analysis
- Section 3.7: Overview of other Public Transport services
- Section 3.8: Road network management
- Section 3.9: Freight management
- Section 3.10: Costing and Financial Management system
- Section 3.11: Organisational and Institutional overview

The Transport Department is currently in the process of collecting new data on all aspects of the supply and revealed demand for transport through a structured data collection exercise. The current IPTN project includes a household survey of about 25 000 households, through which potential latent and new demand patterns could be estimated. Some of the data being collected by the Transport Department, but also by other government entities, is not available yet. This includes:

- On-board bus surveys – expected late 2013;
- IPTN modelling output for the current situation – expected early 2014;
- Taxi routes;
- Traffic counts

3.2 OVERVIEW OF THE 2006 - 2011 CITP

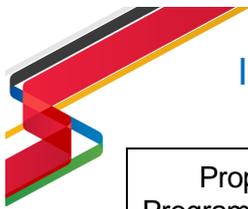
The City of Cape Town completed an initial Comprehensive Integrated Transport Plan 2006-2011, with a subsequent update thereof in 2009 and a technical update in 2011. All these plans and respective updates were statutorily approved by the City of Cape Town and the Member of the Executive Committee (MEC) for Transport and Public Works of the Provincial Government of the Western Cape. The validity period for this CITP has been extended under approval of the MEC until 2013. Table 3-1 includes the major deliverables within the Cape Town Transport systems under the validity period of the 2006 - 2011 CITP.



Integrated Transport Plan

Table 3-1: Major deliverables within the Cape Town Transport systems under the validity period of the 2006 - 2011 CITP.

Proposed Project / Programme Interventions in 2006 – 2011 CITP	Achievements as at end 2012/2013 Financial Year	Not Achieved as at end 2012/2013 Financial Year
City of Cape Town IRT	<ul style="list-style-type: none"> - 7.8 million person trip journeys* - 2 business plans - Atlantis IRT Bus depot - Atlantis IRT trunk station and roads - Atlantis non-motorized transport facilities - Stables IRT bus depot, Potsdam Road - Inner City IRT bus depot - Blaauwberg Road IRT bus route and station sub-structures 	<ul style="list-style-type: none"> - 12 year VOC Contracts for Phase 1A
Delivery in terms of the NMT / Bicycle Master Plan	<ul style="list-style-type: none"> - 435 km bicycle paths built - 1 “Open Streets” events held - Skateboarding in Seapoint - Cycling on Seapoint Promenade 	-
Major Road Construction	<ul style="list-style-type: none"> - Koeberg Interchange - N1 upgrades - N2 Hospital Bend Upgrade - Granger Bay Boulevard - M5 upgrade - R300 upgrade - Strandfontein Road Phase 2 dualling: New Ottery Road to Fifth Avenue, Grassy Park - Main Road Phase 2 rehabilitation: St James to Kalk Bay (including services) - Van Riebeeck Road rehabilitation: Stellenbosch Arterial to Baden Powell Drive, Eerste River/Kuils River - Heideveld Phase 1D Reconstruction of concrete roads - Gugulethu Phase 4B concrete roads upgrade 	<ul style="list-style-type: none"> - Kalk Bay Main Road
Travel Demand Management	<ul style="list-style-type: none"> - Pilot Travel SMART project - Lenteguur Station precinct upgrade - Mitchells Plain CBD public transport and precinct upgrade - Delft/Belhar Phase 2 non-motorized transport facilities 	-
Rail Network Extension	<ul style="list-style-type: none"> - 4km of rail extension of Khayelitsha Rail line - 3 new rail stations 	-
Traffic Network Operations	<ul style="list-style-type: none"> - Construction of Transport 	



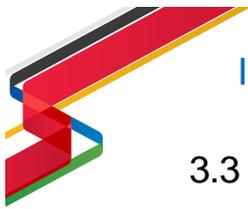
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Proposed Project / Programme Interventions in 2006 – 2011 CITP	Achievements as at end 2012/2013 Financial Year	Not Achieved as at end 2012/2013 Financial Year
	Management Centre (TMC) - Operation of Freeway Management System (FMS)	
Strategic benefits	<ul style="list-style-type: none"> - Created a statutory and technical framework to deliver on integrated and multi-sectoral programs like the 2010 FIFA World Cup and Integrated Rapid Transit program, based on the principle of sustainable transport - Facilitated strategic partnerships with other transport agencies - Consolidated a transport technical framework and set objectives for Transport for Cape Town - Elevated corporate institutional awareness within the context of the IDP and created general public awareness of the plan of the City - Strategically leveraged and influenced corporate City budgetary processes and other agency funding - Secured multi billion rand capital funds from external sources for the City of Cape Town and for the benefit of its citizens. 	

*Total since launch in May 2010 to July 2013

3.2.1 Lessons learnt from the previous Integrated Transport Plan

- Set the technical and institutional basis and to some extent secured external transport agency alignment on programs and strategies
- Highlighted capacity and systems constraints, to implement comprehensive infrastructure programs and to implement strategies
- Highlighted limited capacity in business processes and tools, marketing, change management strategies and plans, to deliver evidence on overall objectives;
- National guidelines and regulations were processes were evolving in parallel, while the respective plans were being developed



3.3 CAPE TOWN FACT SHEET

Physical Characteristics

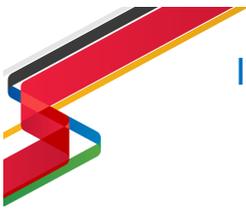
Statistic	Total
Metropolitan area (km ²)	2 455
Built up area (ha)	70 000
Resident population (2011 Census)	3 740 026
Average household size (persons per household)	3.5
Population density (average dwelling units per ha)	15.3

Transportation network

Statistic	Total	
Total length of roads in Cape Town (2013)	9 836 km	
Length of Class 1,2 & 3 roads	1 804 km	
Length of Class 4 & 5 roads (2013)	8 032 km	
Condition of Class 4 & 5 roads	2008	2013
% in very good condition	62%	55.4%
% in good condition	26%	27.5%
% in fair condition	5%	6.9%
% in poor condition	4%	8%
% in very poor condition	3%	2.1%
Total length of Passenger Rail network	914 km	
Total length of dedicated BMT lanes	25 km	
Total length of dedicated BRT median busway (Bi-directional)	20.6 km	

Approximate Total Daily Passengers Per Mode (2012)

Mode	Passenger / day
Private car	1 338 450
Rail	635 000
Contracted buses	240 000
BRT	22 000
Minibus-taxis	320 000
TOTAL	2 555 450



Cape Town Vehicle Fleets

Statistic	Total	
Vehicle registrations (as at end- September 2013)		
Private cars	798 099	
Trucks (all classes)	262 819	
Motorcycles	55 925	
Minibuses	24 389	
Buses (>12 passengers)	4 064	
Other	15 251	
Vehicle ownership rate (cars / 1000 population)	2009	2013
	278	306
Public Transport Fleet (as at June 2013)		
Trains (coaches)	91 (900)	
Contracted buses	1 134	
BRT – 18m	8	
BRT – 12m	34	
BRT – 9m	211	
Minibus-taxis	7 576	

Tourism-related Passenger Operations (for the entire year, 2011)

Statistic	Total
Airport	8 225 422
Port	18 000

Average Yearly Road-based Accidents and Fatalities (2006 to 2011)

Statistic	Total
Average yearly accidents	81 670
Average % fatalities	0.86%

Intersections

Statistic	Total
Signalised intersections	1 050
Signalised pedestrian crossings	355
% of signals controlled by SCOOT	54%



Parking

Statistic	Total
On-street (unmanaged) vehicle parking spaces	1 400 000
Metro-wide priced parking bays	5 040
Bays at Park and Ride stations	4 189

Modal Split (2012)

Overall Statistics	Private : Public: NMT
To and from the CBD (All day, person trips)	61% : 36% :3%
Metropolitan-wide (All day)	66% : 40% : 4%

Estimated Average Daily Passenger Trip Distance Per Mode (2008)

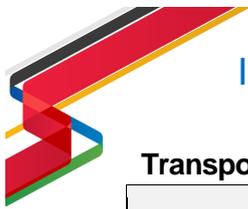
Mode	km/passenger
Private car	17.5
Rail	22.8
BRT	16.7

Enforcement Statistics (for whole year, 2011)

Statistic	Total
Drug-related arrests	1 383
Drug-related operations	885
Section 13 roadblocks	99
Traffic fines	154 323
DWI arrest	2 298
By-law enforcement	7 775

Financial information for 2013/14

Statistic	Total
Total Capital budget	± R 1.4 bn
Total Operating budget	± R 1.9 bn
Total subsidies for Public Transport services	± R 2.2 bn



Transport Information Centre

Statistic	Total
Total calls per month (2012/13)	161 814
Average calls per day	5 320
Answering rate	5 seconds

3.4 DEMOGRAPHICS AND SOCIO-ECONOMIC OVERVIEW

3.4.1 Population and Household Growth

Cape Town is characterised by a growing population and an even faster growing number of households, with the growth being the highest among the poorer communities. As will be illustrated later in this section, these communities are mostly concentrated in the areas of the city with high density and in areas furthest removed from centres of economic activity and employment. Unless otherwise stated, all data in this section was compiled by the Strategic Development Information and GIS Department of the City of Cape Town, using 2011 Census and 2011 Quarterly Labour Force Survey data from Statistics South Africa (CCT, 2011).

In 2011 the population of Cape Town was estimated to be 3.74 million and is projected to grow to 4.3 million by 2031. As indicated in Table 3-2, between the years of 2001–2011, the city’s population size has increased by 29.3% but the number of households has increased by 37.5% because the average household size has declined from 3.72 to 3.50 persons per household. This trend is seen internationally and amongst all racial groups, which, in the South African context, exhibits a strong correlation with household income, and therefore the trip making characteristics of the household..

Table 3-2: Population growth and Household size in Cape Town (2001- 2011)

Cape Town	2001	2011	Change 2001 to 2011		
			Number	%	% Per annum
Population	2 892 243	3 740 025	847 782	29.3%	2.4%
Households	777 389	1 068 572	291 183	37.5%	2.9%
Average Household Size	3.72	3.50			



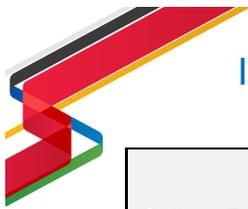
Table 3-3: Changes in number of households per population group (1996 – 2011)

Population Group	Cape Town								
	1996		2001		1996-2001 % change	2011		2001-2011 % change	1996-2011 % change
	No. of HH	%	No. of HH	%		No. of HH	%		
Black	168 000	25.7	251 125	32.3	49.5	444 781	41.6	77.1	164.8
Coloured	259 982	39.8	310 465	39.9	19.4	358 629	33.6	15.5	37.9
Asian	8 742	1.3	10 065	1.3	15.1	14 267	1.3	41.7	63.2
White	195 011	29.9	205 734	26.5	5.5	232 826	21.8	13.2	19.4
Other	21 350	3.3				18 069	1.7		-15.4
Total	653 085	100.0	777 389	100.0	19.0	1 068 572	100.0	37.5	63.6

Table 3-3 summarises the demographic profile of Cape Town in terms of age, education, ethnicity, mode of transport and household income, in comparison to the greater Western Cape Province and South Africa. The Western Cape Province and Cape Town have lower unemployment rates than other parts of South Africa, with 21.6% and 23.9% of the working population being unemployed, compared to 29.8% nationally (Census 2011).

Table 3-3: Demographic profile of the Cape Town compared to the Western Cape Province and the greater South Africa (Source: Census 2011)

Salient Demographic Features		City of Cape Town	Western Cape Province	South Africa
			% for Province	% for South Africa
Total Population (number)		3.74m	5.82m	51.8m
Proportion of Population			64.2%	7.2%
Population group	African	39%	33%	79%
	Coloured	42%	49%	9%
	Asian	1%	1%	2%
	White	16%	16%	9%
	Total	100%	100%	100%



Salient Demographic Features		City of Cape Town	Western Cape	South Africa
			Province	
			% for Province	% for South Africa
Age	0-4	10%	10%	11%
	5-14	15%	15%	18%
	15-24	18%	18%	20%
	25-64	51%	51%	45%
	65+	6%	6%	5%
Highest education	No schooling	2%	3%	9%
	Some Primary	8%	11%	12%
	Complete Primary	5%	6%	5%
	Some Secondary	39%	38%	34%
	Grade 12	30%	28%	28%
	Higher	16%	14%	12%
	Unemployed	23.9%	21.6%	29.8%
Average Household Income			R143 461	R103 195
Gender	Male:female (Ratio)	49:51		48:52

3.4.2 Household characteristics

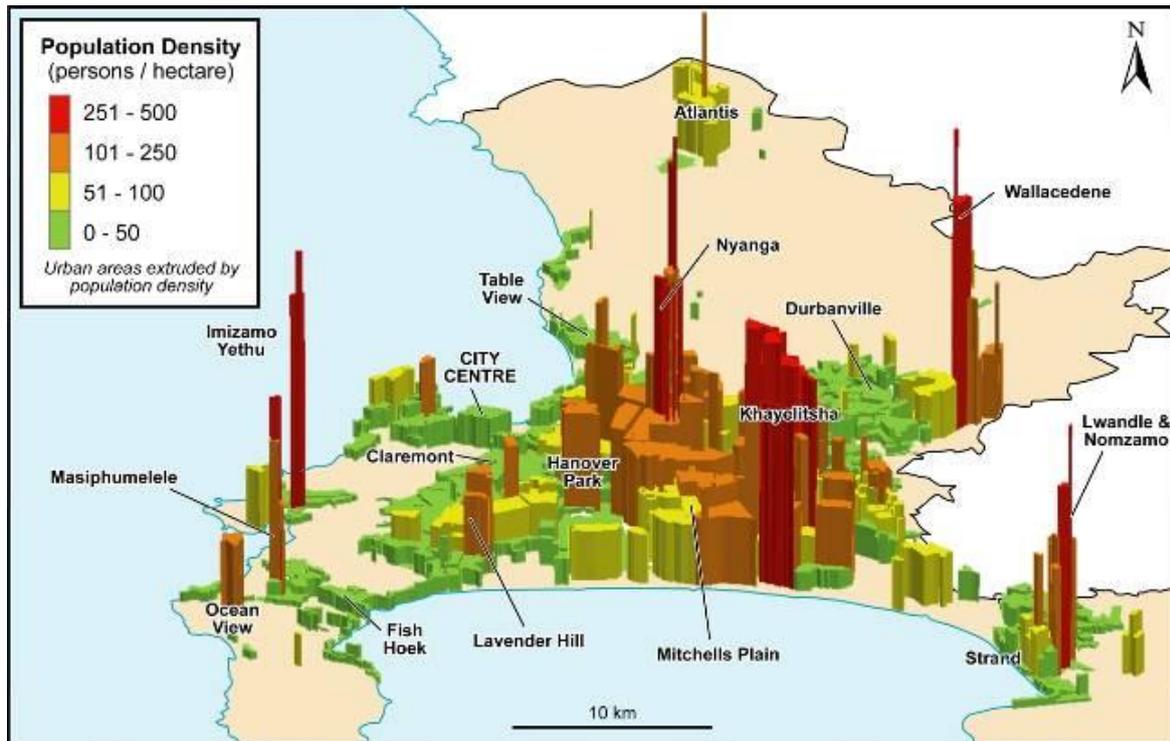
The 2012 SDF indicates that more than one third of the City’s population was concentrated in the metropolitan south east (see also Figure 3-1). The metropolitan south east is the least economically developed part of the City and is where most of the City’s poor live. Household income in Cape Town is still divided along racial lines, so that the majority of urban poor are in the Black African and Coloured communities. Another characteristic of Cape Town is that residential densities are generally inversely proportional with household income in an area, the implication being that population densities across the city give a reliable indication of income distribution. The few exceptions include mid to high density residential areas like Sea Point, and the beach properties of Table View and Strand.

In 2011, 46.4% of adults older than 20 years in Cape Town had a Grade 12 or higher level of education with 1.8% having had no formal education. Of the population 15 years and older 1.3% were totally illiterate and 7.2% were functionally illiterate.

The number of households living in informal dwellings has increased significantly and was estimated to be 291,826 in 2010. The 2011 census revealed that an estimated 78.4% of households were living in formal dwellings, 7.0% were living in informal dwellings in yards and 13.5% were living in informal dwellings in settlements.



Figure 3-1: Cape Town population densities (Source: Turok and Sinclair-Smith, 2009)



In 2009, 55.1% of all households in Cape Town had a monthly income under R7000 with 34.6% below the household poverty level of R3500 per month. The highest percentage of Black African headed households are living in poverty with 52.2% of households having a monthly income under R3500. For Coloured households 29.7% have a monthly household income under R3500.

The unemployment rate for Cape Town has increased from 15.1% in 2006 to 25.8% in 2010 with that for Black Africans having increase from 25.2% to 37.3% and that for Coloureds from 15.3% to 24.5%. The White unemployment rate increased from 3.0% to 6.6% over the same period.

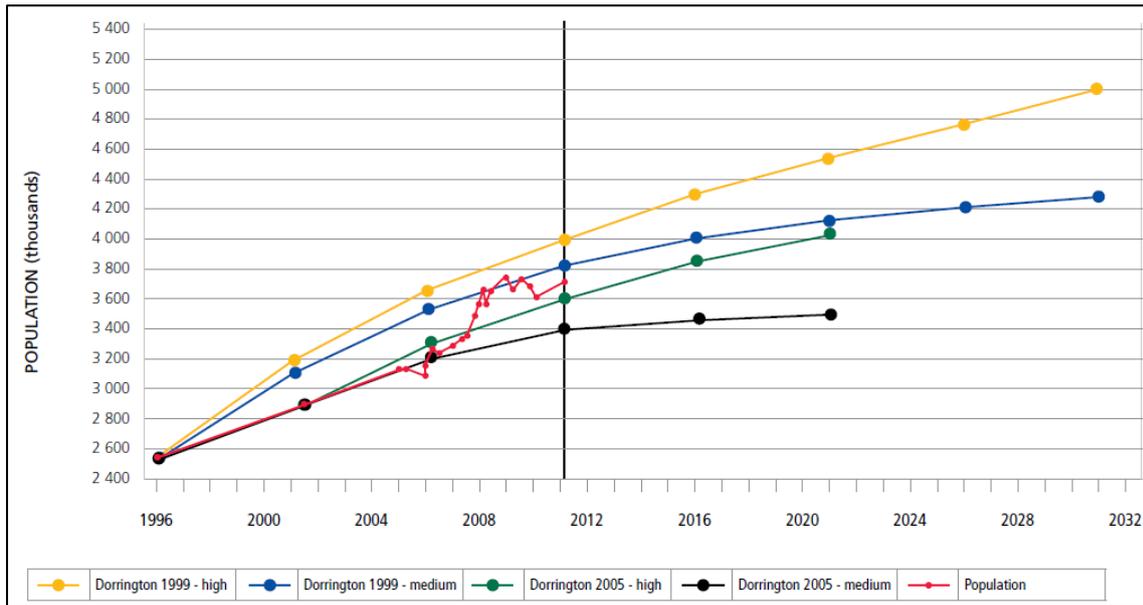
3.4.3 Population growth forecast

The Dorrington reports contain the most authoritative population projections for the City. The projections are continually updated as new information becomes available. The results of the 2011 census showed that the population of the City has grown slightly less than the medium growth projections of the Dorrington (1999) report, but slightly more than the high growth projections of the Dorrington (2005) report (see Figure 3-2).



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Figure 3-2: 2011 Census results compared to the low, medium and high case population projections of the Dorrington (1999) report (Source: CoCT, 2011a)

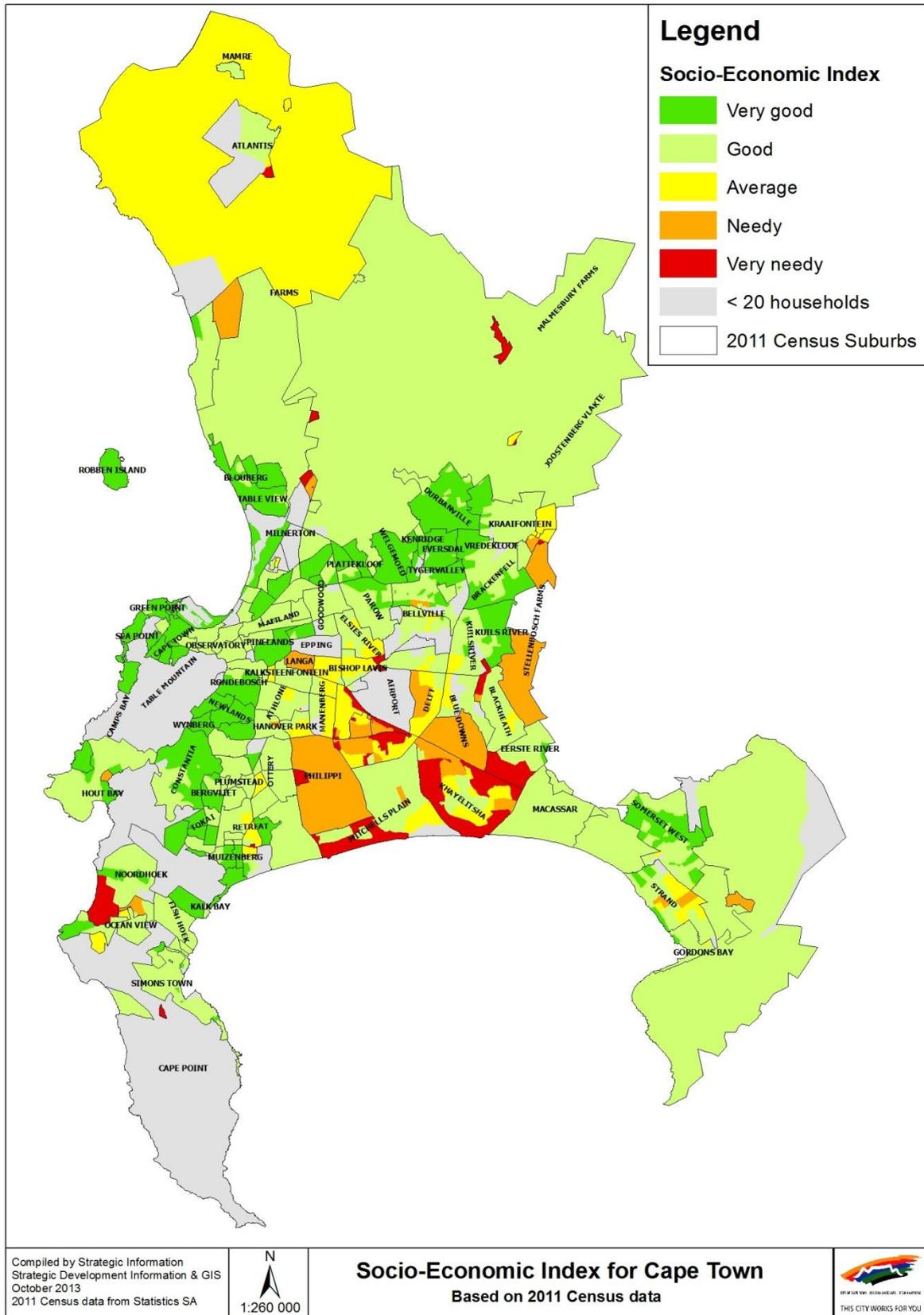


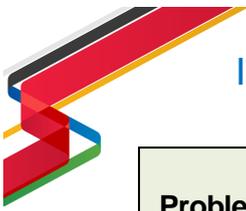
Many areas of Cape Town are characterised by a relatively low population density – the average being around 18 du/ha. With few exceptions, the areas of highest density are those consisting of informal settlements and areas with low cost housing with informal dwellings in their yards (see Figure 3-1 and Figure 3-3). In general, it is the high density areas that have the highest levels of poverty and therefore the greatest need for reliable and accessible public forms of transport. A notable example of a higher income high density and mixed-use area is Sea Point.



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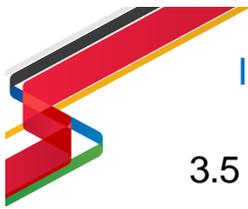
Figure 3-3: 2011 Socio-economic index for Cape Town (Source: Strategic Development Information and GIS, 2013)





Problem Statement

- The number of trips generated in the City is a function of the number of households. Transport planning must therefore accommodate for a growth rate higher than that of the population.
- Traditionally planning assumed a proportional growth in all modes. However, this plan must consider the total person trips and determine an appropriate and desirable modal split to meet the demand.
- A rapidly growing population is typically seen as a threat to the ability of the City to provide quality services, as it places strain on the City's resources. However, it could also hold an opportunity if the growth is accompanied by gains in skilled people.
- Cape Town has a higher proportion of economically active population (46%) than the greater South Africa (37%). While still facing the threat of large unemployment, the threat is smaller than in most other South African cities.
- At 34% the proportion of the population using NMT as the main mode of transport is significantly lower than the 59% in the greater South Africa. While this probably reflects the ability of more people to pay for transport, and that the transport system is more accessible, it does not detract from the fact that 47% of the local population lives at or below an income of R3200 (Source: StatsSA 2011 census), are reliant on a quality public transport system for active participation in what the City offers and transport cost is a major burden on household finances
- The highest residential densities still persist in the Metro South East, Atlantis and Wallacedene. These are also the poorest communities with arguably the worst access to public transport, especially quality services.
- A monthly household income of R7 000 is generally regarded as the point when a household could afford a car (and that households purchase a car at the earliest possible time to improve their ability to obtain a better job or retain their current one). The City therefore needs to ensure that existing and new phases of public transport are designed to discourage this modal shift and also to benefit the majority of the population.
- Non-social residential development continues to be driven by the availability of land to accommodate the private car, and not by the availability of transport. This means that the trend of sprawl, that gained momentum over the past 4 or 5 decades with the rising popularity of the private car, continues unabated despite policy and legislative changes that aims to reverse this trend.
- It is believed that the low levels of service of the public transport system creates a significant barrier to commercial development around transit, since the market for choice land uses also choose to continue favouring car-based development in the absence of competitive alternative transport.
- Demand for transport will grow significantly during the life of this plan. Much of the increased demand could be met through better utilisation of existing services if land use planning is effective at discouraging sprawl. If current land use trends continue, additional transport capacity will be required involving substantial amounts of new rolling stock and infrastructure.
- The City does not have a model to estimate latent demand for transport services at present, and should investigate the impact from this to inform future demand.



3.5 DEMAND AND SUPPLY OVERVIEW

3.5.1 Modal Split

3.5.1.1 Cape Town CBD

The number of jobs in the CBD of Cape Town is estimated at about 153 000 at present. Historic cordon counts for the CBD provide details of both the total number of vehicles and their occupancy entering and leaving the area. A summary of these counts, reflecting the total daily inbound passenger trips, is shown in Table 3-4.

Table 3-4: Historic daily person trips per mode entering the CBD

Year	Source	LV	Bus	Taxi		Rail	NMT	TOTAL
				Metered	Minibus			
2001	CoCT ¹	257 370	14 716	1 048	39 972	71 256	-	384 362
2003		268 288	15 382	2 033	45 537	68 783	-	400 213
2007		244 560	21 004	1 943	54 238	62 884	-	384 629
2011	TRS ²	210 827	24 003	2 732	34 757	64 983	8 381	355 051
2012	TRS	227 436	39585*	2 532	49930	74001	10057	403541

Notes:

- 2011's Transportation Reporting System (TRS) counts were captured in more detail than those previously, and included additional groupings for NMT and heavy vehicles. Those numbers have been separated above to accurately compare annual figures across the other modes.
- The 2011/12 bus total includes GABS, MyCiti and private buses.
- The *Total* column reflects all persons captured in the surveys.

The data in Table 3-4 indicates that the number of trips into the CBD reduced by about 8% from 2007 to 2011. The drop in Car and Minibus Taxi passenger numbers is significant and appears counter intuitive. The daily inbound modal split described here is summarised in Table 3-5.

Table 3-5: Daily modal split for passenger trips (excluding NMT and cycling) entering the CBD

Year	Private	:	Public
2001	67%	:	33%
2003	67%	:	33%
2007	64%	:	36%
2011	59%	:	36%
2012	58%	:	42%

¹ Streamlined cordon counts, located at Data_for_IPTN_LUM_2012_contractTrafficCountsDatabases

² TRS, 2011 Cycle 1, located at <http://trslive.aspdemo.co.za/Account/LogOn?ReturnUrl=%2f>



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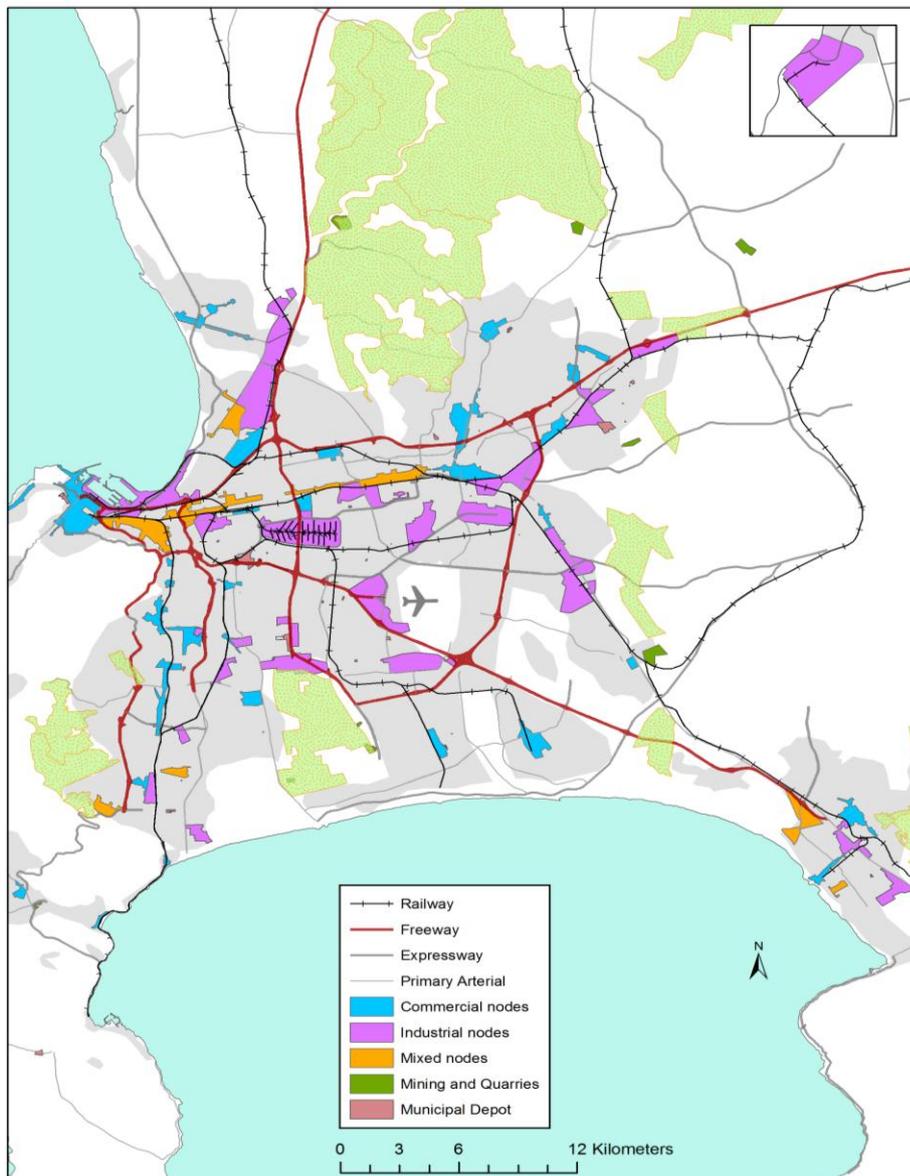
While this information indicates that the modal split into the CBD is moving in the desired direction, the data does not clarify the possible causes, or whether this trend is likely to be sustained.

A stated objective of the PLTF is to achieve a modal shift from private to public transport into Cape Town's CBD by 2014, so that the relationship of public : private transport is 60:40. However, this objective was not supported by the action plan that would deliver the public transport capacity required to achieve such a shift, assuming the number of trips into the CBD will not decrease dramatically. It has been acknowledged that this target will not be reached, and that a more realistic target will be set during the review of the PLTF in 2014.

3.5.1.2 Other economic areas

The number of jobs in the Metropolitan area are estimated at 1 172 691, including 153 346 jobs in the CBD (see spread across the metropolitan area in Figure 3-4).

Figure 3-4: Major economic areas across the metropolitan area





Integrated Transport Plan

Table 3-6 shows a summary of the cordon transport surveys³ conducted at Cape Town's major economic areas in 2012. Note that rail utilisation in some areas could be under-recorded, as areas such as Epping and Montague Gardens do not have a single adjacent station, therefore, passenger numbers have been estimated using the nearest stations. Clearly, detailed travel surveys in these locations would provide more accurate details, however, it is unlikely results from such surveys would influence the order of magnitude by much or resulting strategies.

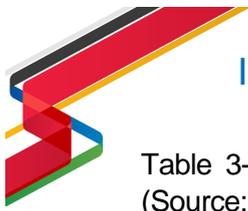
Table 3-6: Whole day passenger trips surveyed across the different economic areas across the City (Source: TRS, 2013)

CBD	Direction	BUS			Cyclists	HV's	LV's	TAXI		Pedestrian	Rail	TOTAL
		GABS	MyCiTi	Private				Metered	Minibus			
Bellville	Inbound	7 631	0	866	236	7 467	106 627	264	34 452	9 058	35 572	202 173
	Outbound	23 873	0	1 588	503	8 761	121 819	248	32 178	11 756	33 930	234 656
Cape Town	Inbound	28 188	2 132	9 265	460	9 592	217 844	2 532	49 930	9 597	65 159	394 699
	Outbound	20 074	2 936	8 575	400	9 616	169 744	2 071	42 086	9 529	57 591	322 622
Claremont	Inbound	23 649	0	647	283	2 592	91 004	228	12 101	3 124	4 475	138 103
	Outbound	5 758	0	667	278	3 806	78 510	404	11 114	3 314	4 688	108 539
Epping	Inbound	2 654	0	719	319	17 959	62 254	44	4 547	4 142	43 013	135 651
	Outbound	3 792	0	777	307	12 704	63 131	14	4 187	3 911	34 350	123 173
Killamey Gardens	Inbound	681	0	0	32	1 671	8 406	2	1 332	1 391	0	13 515
	Outbound	1 007	0	0	22	2 050	8 738	0	249	1 620	0	13 686
Montague Gardens	Inbound	13 118	0	563	132	14 031	105 182	70	14 686	2 990	2 517	153 289
	Outbound	9 052	0	1 359	183	8 211	67 958	15	6 236	3 518	2 047	98 579
Wynberg	Inbound	5 884	0	588	483	4 047	62 519	146	25 750	8 123	7 700	115 240
	Outbound	6 654	0	1 135	287	3 661	68 546	117	15 877	5 376	9 298	110 951
TOTAL		152 015	5 068	26 749	3 925	106 168	1 232 282	6 155	254 725	77 449	300 340	2 164 876

The combined passenger numbers on buses, minibus-taxis and the BRT across the metropolitan area are 574 017 per day. According to the above table the seven surveyed economic areas account for roughly 382 972, or 67%, of the daily passenger trips undertaken by minibus-taxis and buses across the metropolitan area.

The types of economic activities differ across the various economic areas. Bellville, Cape Town, Claremont and Wynberg generally consist of business activities, while Epping, Killarney Gardens and Montague Gardens contain mostly industrial activities. The vehicular modal split for the economic zones, separated according to business and industrial activities, are shown in Table 3-7 below. For the purposes of the calculation NMT usage has been excluded and metered taxis have been included.

³ TRS, 2011 Cycle 1, located at <http://trslive.aspdemo.co.za/Account/LogOn?ReturnUrl=%2f>



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Table 3-7: Whole day vehicular modal split for the different economic areas across the City (Source: TRS, 2013)

Economic activity	Private	:	Public
Business	63%	:	37%
Industrial	72%	:	28%
All zones combined	66%	:	34%

The data indicates that other the modal split to other business nodes are similar to that of the CBD, while industrial areas typically have lower public transport usage.

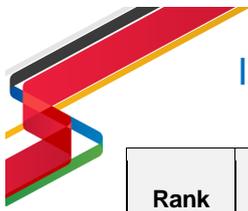
3.5.1.3 Entire Metropolitan area

The 2010 EMME Transport Model can be used to indicate mode usage in different transport zones across the City. Table 3-8 provides a summary of the modal split for twenty zones with the highest number of trips undertaken during the morning peak from the input to the model. The table confirms significant differences in the trip making characteristics among the many communities in the City, such as the use of public transport which is as high as 57% in Khayelitsha, and as low as 2% in Durbanville. An analysis of mode choice and household income has not been performed, but is required to establish strategies that will deal with the transport needs and objectives for the different communities.

The table will be updated with the results of the 2013 Household Surveys when it becomes available in early 2014. The model will be used to develop transport strategies to address the needs of the communities and within the City's vision.

Table 3-8: Modal split per area for the AM peak period and whole day

Rank	Zone	AM peak period			Whole day				
		Private	:	Public	:	NMT	Private	:	Public
1	Khayelitsha	9%	:	57%	:	34%	19%	:	81%
2	Mitchells Plain	24%	:	41%	:	35%	47%	:	53%
3	Crossroads	10%	:	51%	:	39%	23%	:	77%
4	Blue Downs	26%	:	42%	:	32%	48%	:	52%
5	Elsies River	26%	:	33%	:	41%	54%	:	46%
6	Paarl	38%	:	25%	:	37%	69%	:	31%
7	Somerset West	53%	:	16%	:	31%	83%	:	17%
8	Brackenfell	38%	:	28%	:	34%	67%	:	33%
9	Airport	24%	:	39%	:	37%	49%	:	51%
10	Bergvliet	46%	:	28%	:	26%	71%	:	29%
11	Grassy Park	51%	:	26%	:	24%	75%	:	25%
12	Parow	54%	:	18%	:	27%	82%	:	18%
13	Epping	13%	:	46%	:	41%	30%	:	70%



Rank	Zone	AM peak period			Whole day	
		Private	Public	NMT	Private	Public
14	Athlone	37%	29%	34%	66%	34%
15	Durbanville	84%	2%	14%	98%	2%
16	Atlantis	21%	34%	44%	48%	52%
17	Manenberg	28%	35%	38%	54%	46%
18	Fish Hoek	54%	20%	26%	80%	20%
19	Bellville	60%	13%	27%	88%	12%
20	Claremont	68%	13%	18%	88%	12%
TOTAL % FOR METRO		38%	31%	31%	65%	35%

3.5.2 Transportation Modelling

The City has a well-developed macroscopic transport simulation software package (EMME/3) which is used to model the effect of changes in the transport network and land use patterns. The model has been successfully calibrated against current traffic volumes and is used as a conventional four-step travel demand model, which is particularly useful for strategic investigations of future land use scenarios and transport proposals.

This model was recently used for the Cape Town Growth Options Bulk Infrastructure Study⁴, and subsequently refined and updated. In its present form, the EMME/3 Model focuses mainly on morning peak period commuter demand, covering the whole of the Cape Metropolitan Area, including Atlantis, Paarl/Wellington, Franschhoek, Stellenbosch and the Helderberg area. It currently consists of 1 376 transport zones and more than 17 000 one-directional network links, representing all major metropolitan transport infrastructure components.

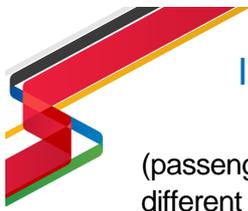
The latest update of the model, as part of the IPTN, will be calibrated using the 2011 census information and 2013 metropolitan-wide household interview data as well as rail, bus and taxi passenger counts.

Many other transportation analysis tools are widely used throughout the City of Cape Town. These include traffic signal optimisation and intersection capacity analysis software and microscopic simulation models. The application of these tools and models are generally outsourced by the City to assess and evaluate individual projects.

3.5.3 2013 Household Travel Survey

A new household survey is required and is being planned to ensure that the essential data collected for transport planning is collected according to the technical transport planning guideline of the National Department of Transport. Particular attention is being given to the data required for the purpose of the IPTN planning and associated transport demand model, as well as user

⁴ AECOM SA (Pty) Ltd., Cape Town Growth Options Bulk Infrastructure Review, 2012.



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(passenger) attitudes and perceptions with regard to the level of service and other aspects of the different modes of transport. In essence, the data will support multimodal transport analysis and modelling with a key deliverable to determine mode choice of individuals and households.

Previous household surveys will serve as a reference and every attempt will be made to ensure that the survey data can be compared to past years. The latter will enable travel and activity choices and trends to be explored. In addition, the household survey should relate to the National Census and the previous and forthcoming National Household Travel Survey.

The household travel survey was conducted from January to May 2013 as part of the Integrated Public Transport Network Plan. Details of where people lived and worked, the trips made by each household member on a typical weekday, the mode of travel, cost of travel and time taken per trip, including walking and waiting time were collected in this travel survey. Personal information was also obtained with regard to household size, age, gender, income, vehicle ownership and mobility impairments.

The Cape Town metropolitan area as well as external districts such as Malmesbury, Paarl and Wellington was included in this survey. Stellenbosch was excluded in this survey process as an extensive household travel survey was conducted in 2009 for this municipality. The Stellenbosch household survey results were included to the final dataset as input to the 2012 Transport Demand Model for the City of Cape Town.

A total of 22 332 household questionnaires were completed with a sample size of 2.1% of the 2011 Census total of 1 068 573 households in the metropolitan area. All results are represented according to the following regions (Table 3.9) and income categories in Table 3-10.

Table 3-9: Abbreviation and categorisation of the Regions

Region	Abbreviation
Eastern	EA
Klipfontein/False Bay	KF
Mitchells Plain/Khayelitsha	MK
Northern	NO
Southern (Excluding False Bay Region)	SO
Table Bay	TA
Tygerberg	TY
West Coast	WC
Paarl region	PA
Malmesbury region	MA

The Table 3-10 indicates the levels for each of the income categories as well as the sample size surveyed for each of these income categories.



Table 3-10: Income group categorisation and sample size

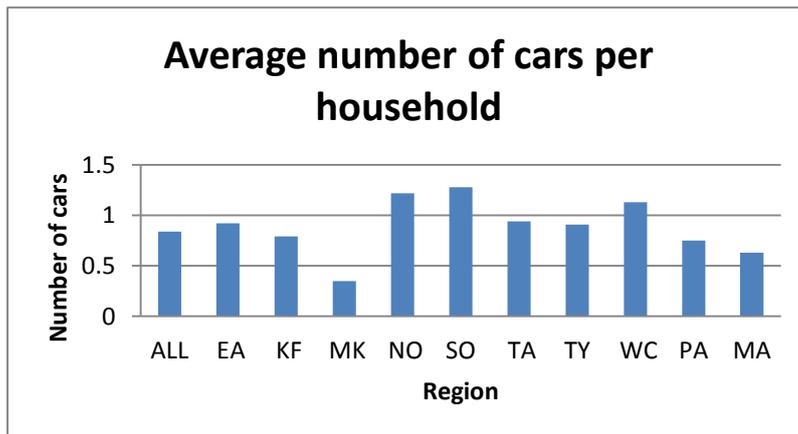
Region*	Percentage										
	ALL	EA	KF	MK	NO	SO	TA	TY	WC	PA	MA
n=	22332	2714	3038	4858	2268	1710	1220	3587	1629	1184	125
Low income (R0 – R3 200 monthly)	37.3	38.5	36.5	54.2	30.0	21.0	28.4	39.4	17.4	35.4	34.4
Low middle income (R3 201 – R25 600 monthly)	51.4	49.4	56.2	44.2	51.6	52.5	54.0	51.4	60.6	55.7	61.6
High middle income (R25 601 to R51 200 monthly)	7.7	8.7	5.3	1.3	12.2	16.1	11.5	6.8	15.2	6.7	2.4
High income (R51 201 or more, monthly)	3.6	3.5	2.0	0.4	6.3	10.4	6.2	2.3	6.9	2.2	1.6

3.5.3.1 Car and motorcycle Ownership

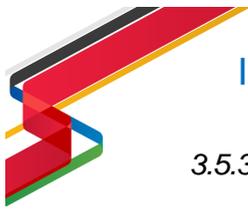
Table 3-11: Car and Motorcycle ownership

Income group*		Number of vehicles (n), also in terms of mean, std dev, median and inter quartile range				
		ALL	Low	Low middle	High middle	High
Total n		22332	8330	11487	1723	792
Car Ownership	Total# (%)	11755 (52.6%)	1797 (21.6%)	7543 (65.7%)	1667 (96.7%)	748 (94.4%)
Own a motor-cycle	Total (%)	1091 (4.9%)	118 (1.4%)	468 (4.1%)	294 (17.1%)	211 (26.6%)

Figure 3-5: Average number of cars by region



When considering the number of vehicles by income groups (Table 3-9), the average percentage of households owning a vehicle increase sharply from 21% in the low income group, to 66% in the low middle income group, and then to 97% and 95% in the high middle and high income groups respectively. The percentage of households owning a motorcycle increases from 1% in the low income group to 27.5% in the high income group.



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3.5.3.2 Modal Split

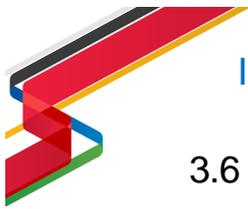
Table 3-12 summarise the main mode travelled by income group. The most popular main mode of travel in the City of Cape Town is by car as driver (25%), then walking (21%) and minibus/taxi (15%), followed by car as passenger (12%) and train (11%).

Walking has the highest percentage (33%) in the low income group, and car as driver the highest percentage in the other income groups (24%, 55% and 60% respectively in the middle low, middle high and high income groups).

Table 3-12: Number of trips per person, by main mode and by income group

Income groups*	Percentage				
	ALL	Low	Low middle	High middle	High
Total n	31247&	7018	19654	3080	1480
1: Walk	20.6	33.1	19.6	6.5	4.1
2: Car as driver	25.2	8.9	23.8	55.1	59.9
3: Car, passenger	11.7	6.0	11.6	20.8	21.7
4: Train	10.9	15.1	11.1	3.7	3.2
5: Bus	7.9	9.1	8.8	2.4	1.2
6: Minibus/taxi	15.3	19.5	16.6	4.1	2.4
7: Bicycle	0.4	0.3	0.4	0.3	0.5
8: Motorcycle/ driver	0.7	0.3	0.5	1.6	2.0
9: Motorcycle/ passenger	0.2	0.1	0.2	0.1	0.1
10: MyCiti Bus	0.3	0.1	0.3	0.7	1.0
11: Employer transport	3.7	4.1	4.1	1.4	1.2
12: Scholar transport	3.0	3.4	2.9	3.0	2.6
13: Other	0.3	0.03	0.3	0.4	0.3

The split between car users and public transport users is 52:48 overall, but varies from 25:75 for the low income group to 91:9 for the high income group. When considering the split between the public transport modes (train, bus and minibus taxi) it is significant that the household interviews reveal that more people use minibus taxis than trains, whereas the passenger counts done in 2012 for these three modes indicates that almost twice as many people use the train as use minibus taxis. This apparent discrepancy is probably due to the fact that the minibus taxi counts were done at ranks, but a lot more people are getting on and off taxis along the routes and were thus not counted in rank surveys.



3.6 DEMAND AND SUPPLY - DETAILED ANALYSIS

3.6.1 Supply

The transport network in Cape Town consists of two main elements, namely the road and rail networks. The road network includes sections that are dedicated to public transport vehicles, freight, as well as to pedestrians and cyclists. The rail network consists of both passenger and freight lines, but these are often shared. While not part of the Land Transport System that is included in this CITP, the port and airport are significant contributors of both freight and passenger movement.

3.6.1.1 Rail Network

The rail network in Cape Town consists of 610 km of rail line, comprising both passenger and freight rail lines (see Table 3-13). The passenger rail network is owned and operated by Metrorail for PRASA, while the freight lines are owned and operated by Transnet Freight Rail. Agreements are in place between the two owners to share the use of each other's the rail network.

Table 3-13: Details of rail network in Cape Town

Owner	Main use	Length
PRASA	Passenger services	169 km
TRANSNET	Freight	120 km
City	Freight sidings (mostly dormant)	53 km

3.6.1.2 Road Network

Figure 3-6 shows the City's 2013 Right of Way (RoW) Map for its road network. It is part of a suite of maps that highlight the following components in Cape Town:

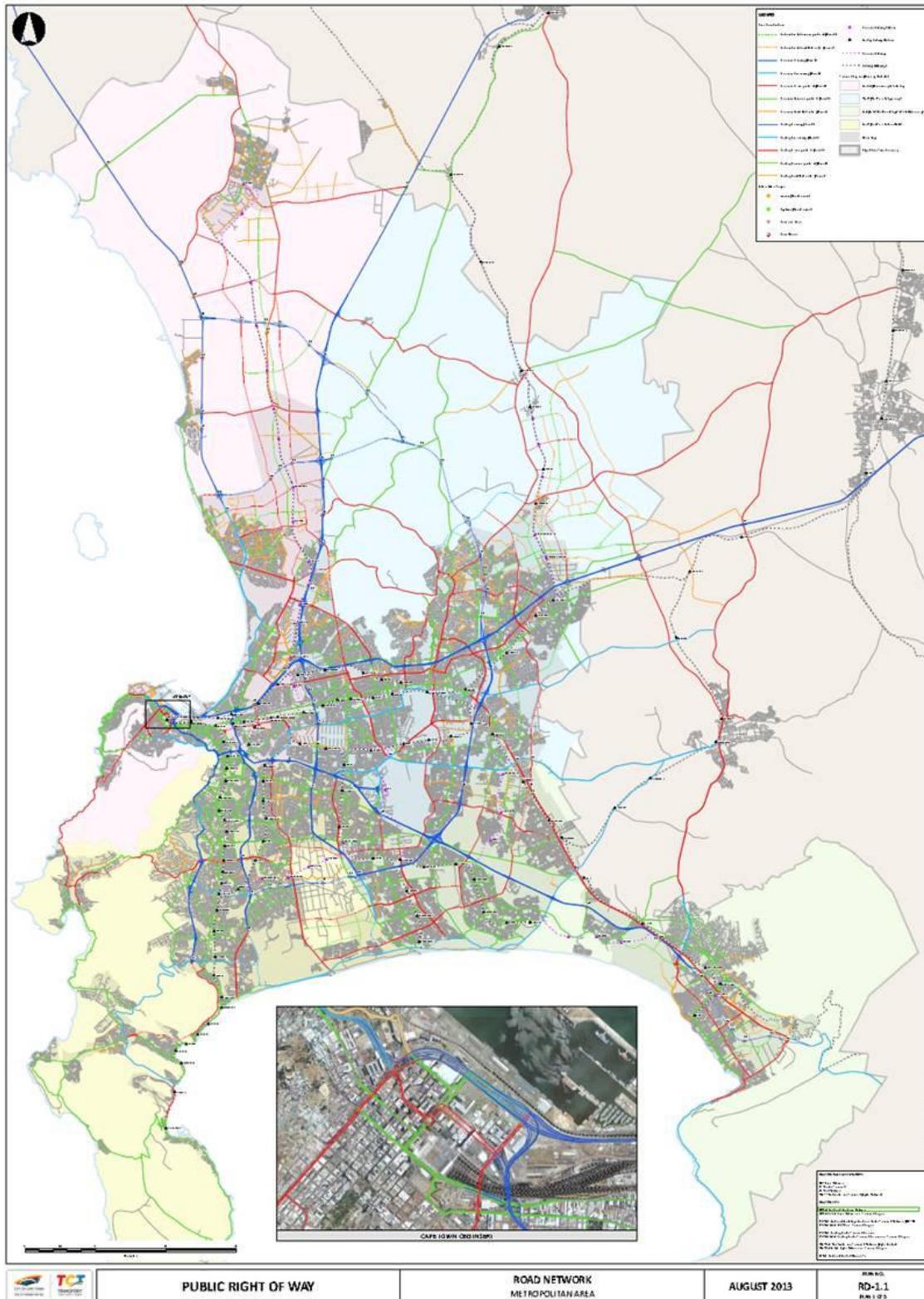
- Road Hierarchy map
- Higher order public transport network
- Lower order public transport network
- Rail network and ownership
- Non-motorised Transport network

The maps are best viewed in A0 format or electronically in a GIS program, and are available from TCT.



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Figure 3-6: Public Right of Way (Road Classification) Map





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Salient facts for the City of Cape Town's road network are:

- The total length of the network is 9 836km
- Of this 1 804 km (19%) are higher order Class 1, 2 and 3 roads
- 8 032 (81%) are Class 4 and 5 roads
- The road network was estimated to have a total asset value of R78 billion, of which Class 4 and 5 roads are valued at R68 billion
- 927km of roads require urgent attention
- 580km will require attention in the short term.

In terms of surfacing type, the extent of the road network in Cape Town is shown in Table 3-14. The TCT is now the responsible authority for planning of all road types, while SANRAL and the Provincial Government are responsible for the maintenance and management of Provincial, National Roads (SANRAL) and Trunk Roads (WCG) within the city.

Table 3-14: Extent of Cape Town road network according to surface type

Surface type	Distance (km)	Percentage of total
Bituminous	9 392	95.5%
Block paving	107	1.1%
Concrete	123	1.3%
Gravel	214	2.2%
TOTAL	9 836	100%

A further breakdown of the bituminous road types in terms of its functional class and length is provided in Table 3-15.

Table 3-15: Length of functional road classes in Cape Town (bituminous)

Functional Class	Distance (km)	Percentage of total
Freeway (Class 1)	133	1.4%
Expressway (Class 1)	213	2.3%
Primary Arterial (Class 2)	553	5.9%
Secondary Arterial (Class 3)	983	10.5%
Tertiary Roads (Class 4)	1 443	15.4%
Minor Roads (Class 5)	6 067	64.6%
Private Roads	Not available	Not available
Total	9 392	100%

A breakdown of all road types of class 4&5 and lengths per district in the City is shown in Table 3-16.

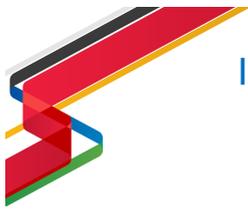


Table 3-16: All road types of class 4&5 and lengths per district

District	Surfaced Roads (km)	Concrete Surfaced Roads (km)	Unsurfaced Roads (km)	Total (km)
Blaauwberg	669	0	20	689
Kraaifontein	948	1	69	1017
Bellville	1392	20	0	1392
Somerset West	1171	0	24	1195
Cape Town	580	9	2	582
Athlone	981	77	50	1031
Khayelitsha	957	1	11	968
Plumstead	1140	9	18	1158
Total	7838	117 *	194	8032

Road condition surfacing criteria is measured by the quality of the riding surface and ability to prevent the ingress of water. It is expressed in terms of five classifications from very good to very poor and is summarised in Table 3-17 for the above-mentioned districts.

Table 3-17: Surface conditions of road classes in Cape Town (%)

District	Very Good	Good	Fair	Poor	Very Poor	Total
Blaauwberg	21	33	37	155	443	689
Kraaifontein	39	78	52	273	575	1017
Bellville	42	123	11	390	726	1392
Somerset West	32	108	82	353	620	1195
Cape Town	16	56	52	174	284	582
Athlone	40	105	79	255	552	1031
Khayelitsha	25	68	60	223	592	968
Plumstead	20	121	107	356	554	1158
Total	236	692	580	2179	4346	8032

A summary of the City's class 4 & 5 road condition is as follows:

- 90% of the surfaced roads are in a fair to very good condition
- 30% of un-surfaced roads are in an acceptable condition
- 796km of surfaced roads are in a very poor to poor condition and require rehabilitation
- 46km of concrete roads are in a very poor to poor condition and require rehabilitation
- 131km of un-surfaced roads are in a very poor to poor condition and require upgrading
- 927km of roads require immediate rehabilitation or upgrading



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- Roads currently in a fair condition (580km) will also over time deteriorate to a poor or very poor condition. Related timescales could be accelerated due to future developments/growth in traffic volumes or a lack of maintenance

The asset value of Class 4 and 5 roads in the City of Cape Town's jurisdiction area is estimated at R68 billion. The required budget for rehabilitation and reconstruction of all major and minor roads is in the order of R1.8 billion per annum and excludes reseal and preservation maintenance.

3.6.1.3 Tolling of roads

The on-going debate about road tolling, and specifically e-tolling of the Gauteng Freeway system to fund the roads improvement programme is also important for Cape Town. An interdict was issued in favour of the City of Cape Town and the Western Cape Province to prevent SANRAL to implement a similar toll project to upgrade and extend the freeway network around Cape Town. The imposition of toll roads will have the following negative impacts:

- A substantial extra cost on the City of having to upgrade and maintain its roads that will inevitably be placed under strain by motorists diverting off the N1 and N2 to escape the tolls
- Add an additional financial burden on the many disadvantaged communities along these routes
- A substantially increased environmental impact as a result of the stop-start nature of the toll booth operations
- The ecological impact of the land required for the toll booths.

While a well maintained road network, including the freeway system is critical for the successful functioning of Cape Town, the City's Policy on Tolling (City of Cape Town, 2001) calls for appropriate funding sources for road infrastructure upgrades. While it does not support tolling as a means to fund roads, it does support a congestion charge or fuel levy that can be used to cross-subsidise the appropriate modes, and influence travel behaviour.

3.6.1.4 Bus Rapid Transit (BRT) and dedicated lanes

Since 2007 the City has been working on the first phase of an Integrated Rapid Transit (IRT) system in Cape Town, aimed at significantly improving public transport in the City. The first leg of this IRT system is primarily a 'Bus Rapid Transit' system. It is designed in a way that emphasises the need for integration with other modes, especially rail, the backbone of public transport in Cape Town.

The City is implementing the MyCiTi service in phases. The first elements of the system enabled the City to meet the public transport requirements for hosting the 2010 FIFA World Cup. This service consisted of an events service to the Cape Town Stadium, a service to the Airport and a temporary service around the inner city.

In May 2011, the first phase of the overall network was launched. This consisted of a route between the Civic Centre station in central Cape Town and Table View; temporary services around the residential areas of Table View, Blaauwberg and Parklands, connecting to the main route; and a connecting temporary route around the central city.



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In early 2013, a route between Salt River railway station and the central city was launched, serving the historic Walmer Estate and District Six areas.

In September 2013, the Cape Town City Council approved the 12-year contracts to be entered into between the City and MyCiTi's Vehicle Operating Companies (VOCs), making a major expansion of the MyCiTi bus service possible. Because of these contracts, many of the existing minibus-taxi and bus services along the new routes will be phased out.

Three identified VOCs that have been established by minibus-taxi owners will be operating parts of the MyCiTi service the system. The VOCs will be responsible for: operating the buses, in accordance with the timetables and routes as stipulated by Cape Town's MyCiTi team; maintaining the buses they are allocated to operate on these routes; and managing the bus depots and staging areas.

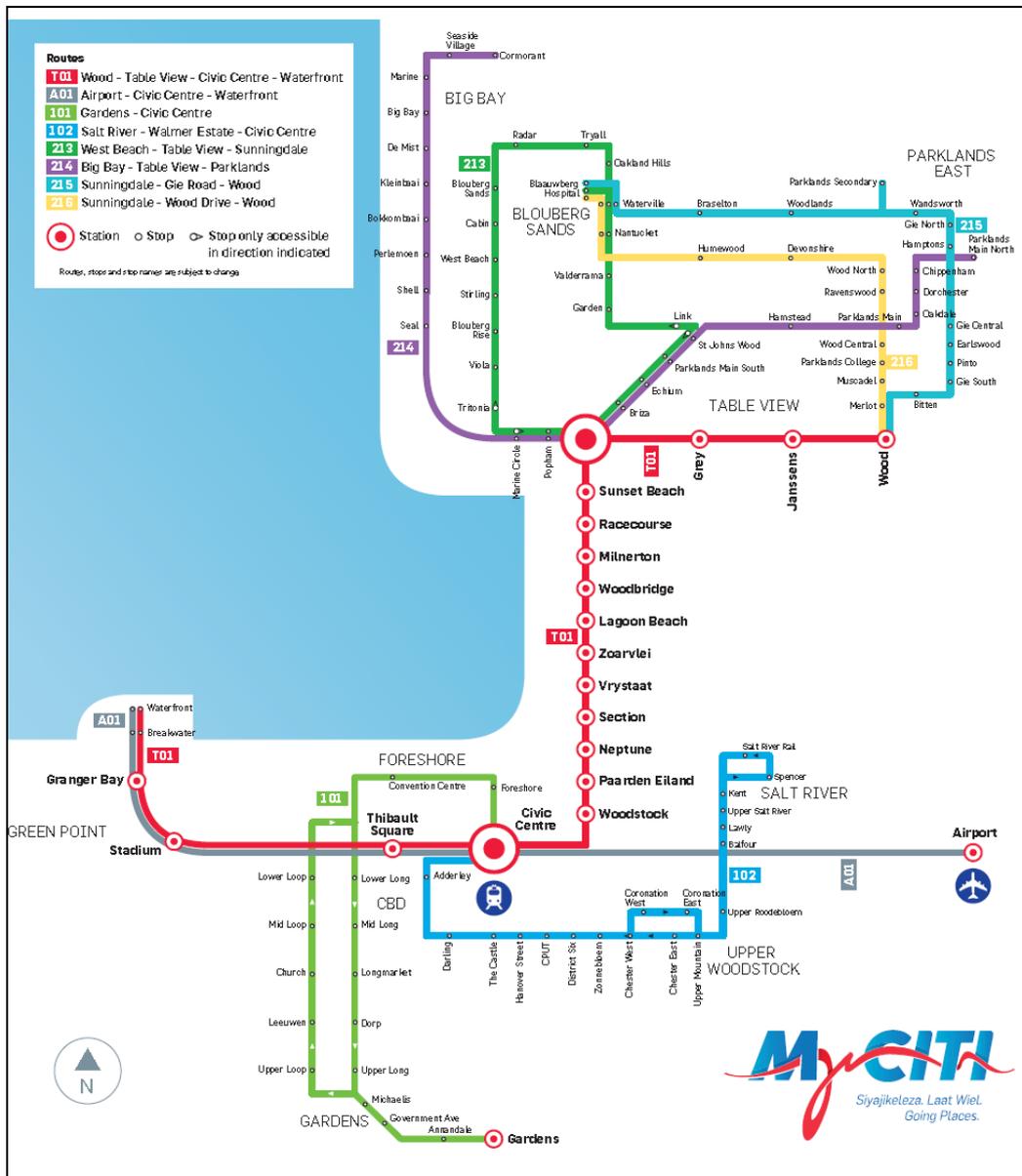
On 2 November 2013, MyCiTi will start operating in Vredehoek, Oranjezicht, Sea Point (along High Level Road and Beach Road via the V&A Waterfront), Melkbosstrand and Duynfontein.

On 30 November, two routes will launch between the Silo area of the V&A Waterfront, and over Kloof Nek to Camps Bay. In the Century City area, the existing shuttle service will be replaced by a MyCiTi route from the Century City rail station along Century City Boulevard to Montague Gardens.



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Figure 3-7: Current MyCiti Routes



The current plan is to rollout Cape Town’s BRT system across the whole Metropolitan area in five phases.

The extent of the infrastructure that has been put in place for the current operation is summarised in Table 3-18.



Table 3-18: Summary of IRT infrastructure

Indicator	As at 30 Sept. 2013
No of km of dedicated bi-directional median bus way/lanes in operation within the integrated system for trunk and/or complementary services (cumulative total)	20.6 km
No of km of bi-directional trunk or complimentary services operating in mixed traffic lanes (cumulative total)	20.5 km
No of km of bi-directional feeder services operating in mixed traffic lanes (cumulative total)	49.4 km
No of trunk buses (18m) in use in network (cumulative total)	8
No of trunk buses (12m) in use in network (cumulative total)	44
No. of feeder buses (9m) in use in network (cumulative total)	179
No. of bus stops (cantilever, extended, full or totem)	384
No. of trunk and other bus stations in current use	21

3.6.1.5 *Dedicated Bus and Bus Minibus-taxi lanes*

Details of the dedicated Bus and Bus-Minibus Taxi (MBT) lanes in the City are summarised in Table 3-19 (excluding MyCiti dedicated bus lanes). MBT which are effectively dedicated bus lanes, with an allowance for mini-bus taxis to use them, run along the N2 inbound to the CBD, are operational during the morning peak hours and are enforced mainly by the use of cameras. The remaining details in Table 3-19 relate to dedicated bus lanes in the City (not enforced or regularly patrolled). Due to the level of enforcement of the MBT lane, its targeted operational function and despite the lack of a physical enforcement, it performs its intended function well with few reported abuses. There is little or no data on the remainder of the dedicated bus lanes in the City, however, the general impression is that they are regularly used by all vehicles at all times.



Table 3-19: Locations and lengths of dedicated BMT and Bus lanes

	ID	Road	From	To	Distance (km)
Existing	1	N2	Borcherds Quarry	Liesbeek Parkway	11.24
	2	Klipfontein Road	Klipfontein Road	Athlone Terminal	3.37
	3	Vanguard Drive	Klipfontein Road	Gunners Circle	3.99
	4	Modderdam Road	Borcherds Quarry	De La Rey Road	1.90
	5	Lansdowne Road	New Strandfontein Road	Wetton Circle	0.52
	6	Main Road	Russel Street	N2	3.98
	TOTAL				
Proposed	10	Ottery Road	Strandfontein Road	Rosmead Avenue	4.41
	11	Strandfontein Road	Spine Road	5th Avenue	5.03
	12	Turfal Road	Vanguard Drive	Flamingo Crescent	3.30
	13	Wetton Road	Strandfontein Road	Rosmead Avenue	3.49
	14	Lansdowne Road	Prince Arthur	Palmyra Road	3.22
	TOTAL				
Extension	21	N2	Oswald Pirow	Liesbeek Parkway	5.72
	22	Klipfontein Road	Athlone Terminal	Liesbeek Parkway	3.03
	23	Klipfontein Road	NY1	Heideveld Avenue	2.18
	24	Vanguard Drive	Gunners Circle	Voortrekker Road	2.41
	TOTAL				

3.6.1.6 Public Transport Interchanges

Public Transport Interchanges (PTIs) are being redefined to include all facilities used for passengers to embark and disembark from public transport services, regardless of mode the passengers move to or from. The current distinction between mode specific interchanges will no longer be used for the multi-modal, integrated and inter-operable public transport system. For instance, a rail station would be part of a PTI where passengers can transfer to other public transport modes. However, data are still collected in terms of different facilities, and are reflected accordingly.

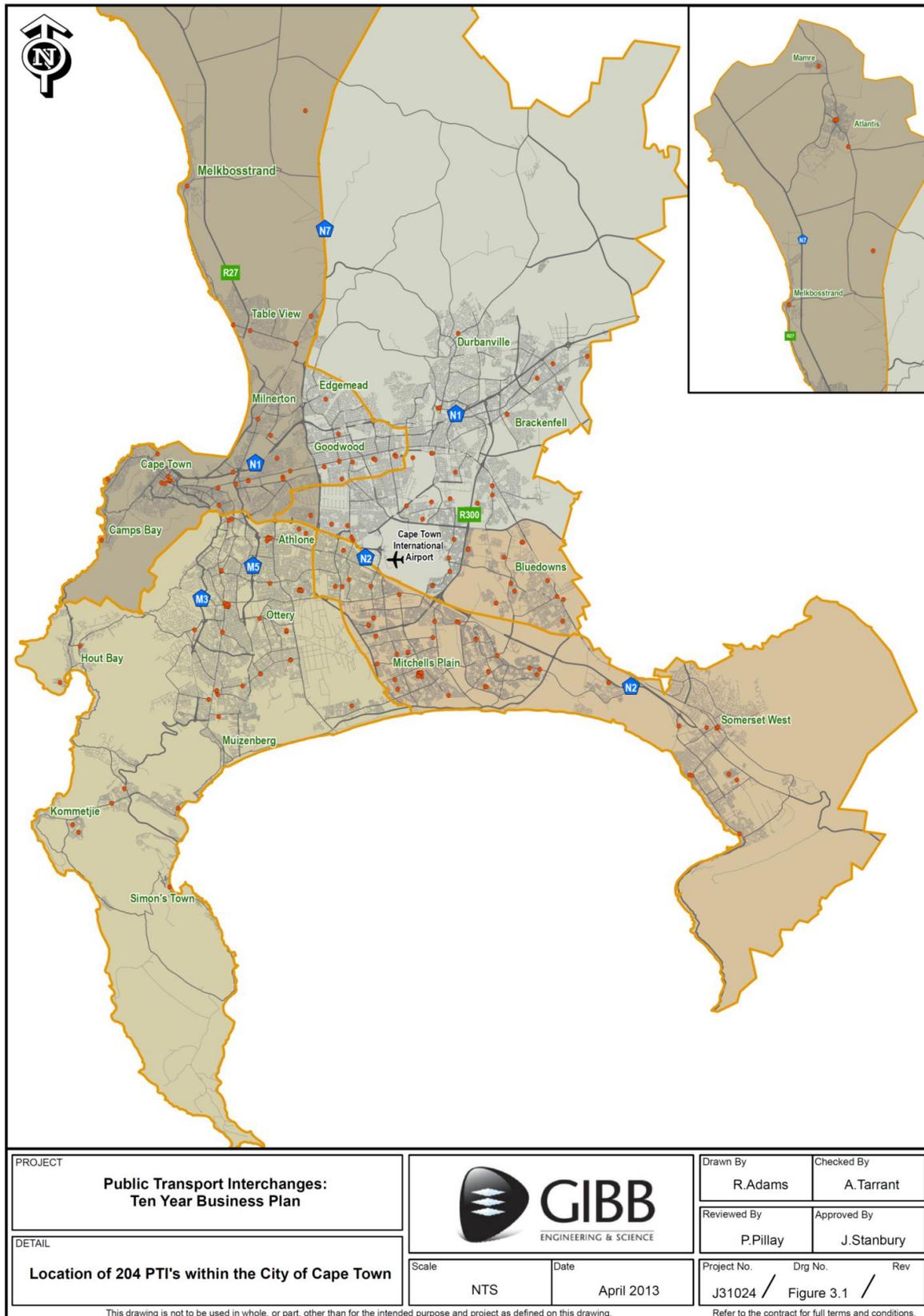
TCT currently manages and maintains 213 PTIs throughout the City. These range in size from very large (e.g. the Cape Town Station Deck) to very small (e.g. London Road, Ocean View). TCT is currently producing a full categorised list of these facilities; however the most-up-to-date map showing the location of 204 of these PTIs is shown in Figure 3-8.

Each of the interchanges is of a different size and handles a different number of passengers and therefore requires different levels of management and funding.



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Figure 3-8: Location of PTIs





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The 213 PTIs are currently categorised into 5 groups as shown in Table 3-20 below.

Table 3-20: Categories of PTIs

Category Number	Facilities and Number of Passengers	Level Of Management
1	Off-street facilities processing more than 20 000 passengers per day.	Full-time management, established structures, manage daily operations.
2	Off-street facilities processing between 20 000 and 3 000 passengers per day.	Part-time management, established structures, report on operational activities.
3	Off-street facilities processing less than 3 000 passengers per day.	Part-time management, weekly visits, establish contact with stakeholders.
4	On-street facilities processing more than 1 000 passengers per day.	Monthly visits to monitor activities, respond to queries.
5	On-street facilities processing less than 1 000 passengers per day.	Facilities visited on an ad-hoc basis, respond to specific queries (e.g. maintenance requests)

The PTIs are categorised per region (see shaded areas in Figure 3-8) as shown in Table 3-21.

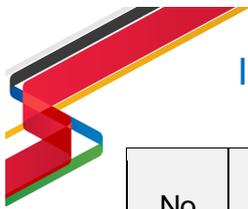
Table 3-21: PTIs per category and region

Region	Category 1	Category 2	Category 3	Category 4	Category 5	Total
Central	3	4	3	6	14	30
Southern	4	6	13	17	21	61
Eastern	4	7	11	20	22	64
Northern	3	8	12	16	19	58
Total	14	25	39	59	76	213

The ten most utilised public transport interchanges (PTIs), ranked according to the daily passengers boarding and alighting, are listed in Table 3-22. Given the capacity of rail, it is not surprising that all ten busiest PTIs include rail stations.

Table 3-22: Most utilised PTIs ranked according to total daily passengers (Source: TRS, 2011)

No	PTI station	Passengers Boarding and Alighting (ALL DAY)		
		Rail	MBT	TOTAL
1	Cape Town Station TI	122 750	27 618	150 368
2	Bellville Station TI	69 502	39 174	108 676
3	Khayelitsha TI (Site C)	25 747	31 914	57 661
4	Mutual	56 336	**	56 336
5	Philippi (Joburg Stores) Lansdowne Rd	44 563	6 151	50 714
6	Salt River	46 415	**	46 415



No	PTI station	Passengers Boarding and Alighting (ALL DAY)		
		Rail	MBT	TOTAL
7	Bonteheuwel	45 748	**	45 748
8	Maitland	37 314	2 295	39 609
9	Nyanga Central Terminus	26 204	11 440	37 644
10	Langa	31 615	3 675	35 290

- Rail Stations

There are 118 rail stations located across the Metropolitan area. Rail stations are owned by PRASA and Transnet. Land adjacent to the stations is generally privately owned. Different station typologies exist, and are based on the surrounding environment and the main activities generating trips, e.g. commercial nodes, residential neighbourhoods and industrial areas.

The stations are typically fed by minibus-taxi, bus, private car and walking, although some bicycle activity does exist. Station areas are generally characterised by development with their backs toward the stations. Often vagrants and unsavoury activities occupy the precincts which discourage choice users from utilising rail as a transport mode.

- BRT stations

The number of main BRT stations and stops is indicated in Table 3-18 above.

Main stations are located along the trunk routes and are typically in the median adjacent to the dedicated BRT lanes. These stations allow boarding on both sides and are sheltered. Security personnel and ticketing officers are also usually present. Feeder stations are located along the feeder routes and are either sheltered waiting areas (around 57%) or totem pole style stops.

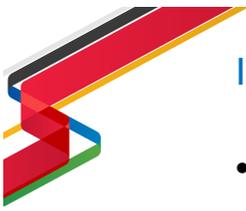
Stations on the (current) Phase 1A trunk route are configured for high floor buses, while feeder routes have low floor buses with kerbside boarding. However, TCT have decided that all future stations on new trunk routes will have low floor platforms that allow for low floor boarding.

- Long distance stations (bus and rail)

Long distance bus stations are situated at:

- Joe Gqabi in Philippi next to Stock Road railway station.
- Inner City Hub.
- Mispel Street, Bellville.

Approximately 10 to 15 buses depart from the Joe Gqabi bus terminal for the Eastern Cape each day, with this number increasing to up to 100 on the weekends. Peak periods for travel are the Easter and Christmas holiday season, where up to 120 buses depart from the city per day. About 20 buses use Langa as their departure point for the Eastern Cape (DTPW, 2011).



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- Long distance rail stations include:
 - Inner City Hub (Cape Town station)
 - Bellville

In total, three Shosholoza Meyl trains and two Premier Class trains are using these facilities at the moment (daily).

- Facilities provided at Public Transport Interchanges

With the exception of rail stations, TCT is, or will become, responsible for the management of PTIs within the City. It currently provides direct management services to at least 58 of the ranks. These services include stakeholder engagement, cleaning and maintenance and the provision of security services.

A summary of amenities at PTIs is provided in Table 3-23.

Table 3-23: Summary of amenities provided at public transport interchanges

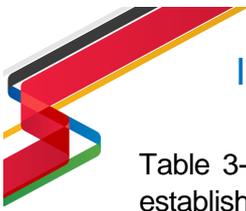
Mode	Plat- forms	Shelter	Parking	Office	Toilet	Tele- phone	Lighting
Rail	250	370	3743	83%	83%	25%	85%
Minibus-taxi	0	43	983	0	85%	30%	85%
BRT (MyCiTi)	53	146	0	21	21	None	100% (Trunk)
							60% (Feeder)

TCT is currently experiencing numerous maintenance and management issues at some of these facilities and, with the devolution of the contracting authority function this function is likely to become more expensive. TCT currently oversees and maintains the PTI facilities in an ad-hoc fashion due to insufficient staff resources, poor responses from other City Departments that provide maintenance services and a lack of funding. Consequently much of the maintenance is re-active instead of preventative which makes allocating funding and resources difficult. Furthermore, new PTIs need to be constructed in areas of high demand where current facilities are insufficient or do not exist.

3.6.1.7 Parking

- Priced parking

TCT manages eight parking areas as detailed in Table 3-24, where priced on street parking and time limits have been introduced. The introduction of priced parking improves the turnover and availability of parking bays more equally in cases where demand exceeds supply. In some areas, priced parking has been introduced in response to requests from local communities to replace informal parking attendants.



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Table 3-24 shows the areas and related number of bays where parking is charged for. The establishment of this regime is based on the level of parking stress which occurred during certain parts of the day, week or year.

Table 3-24: Summary of the distribution and quantity of the City-wide priced parking bays

Location	Parking bays
Cape Town Central CBD	2 000
Sea Point (Main Road, Kloof Street and Regent Street only)	400
Bellville CBD including Edward Street	550
Claremont	240
Strand CBD	550
Strand Beach Road (seasonal management)	470
Somerset West	260
Gordons Bay	570
TOTAL	5 040

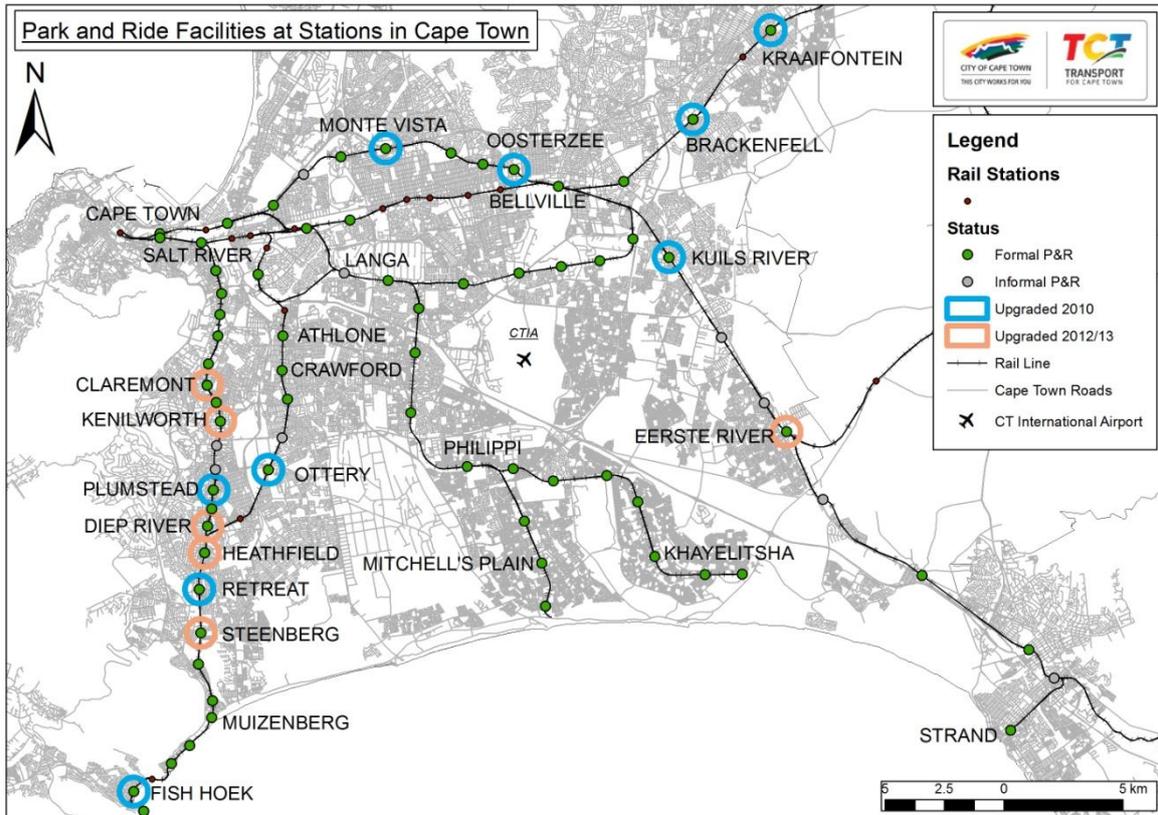
Priced parking areas are currently managed by means of City of Cape Town contracts which are procured via tenders. The contracted company employs parking marshals who carry portable meters and collect parking fares from those using the parking space.

- Park and Ride at rail stations

Figure 3-9 provides an overview of the Park & Ride facilities that were upgraded over the past five years, as well as those earmarked for upgrade in the short term future.



Figure 3-9: Park and Ride Facilities at Stations



- Parking bays with time limits

Time limits are applied on limited scale for instance near ATMs and other on-street parking bays in urban nodes. The total number and locations of parking bays with time limits is unavailable.

- Free and unmanaged parking bays

The number of free on-street parking bays in Cape Town is unknown. Within the city there are about 8,500 km of tertiary roads and minor roads. It is estimated that 50% of these roads can be used for parking as a result of property accesses and street design, which approximates to 1.4 million, mainly unmarked, on-street parking bays that are available in public street space.

3.6.1.8 Park & Ride

In total there are 4189 parking bays at 86 commuter rail station (ARUP, 2011). More than 50% of these parking bays are located at 11 Park & Ride facilities with more than 100 parking bays each. Table 3-25 provides an overview of the location and size of these major Park & Ride facilities.



Table 3-25: Park & Ride facilities with more than 100 parking bays (Source: CoCT, 2012b)

Station	Number of parking bays
Brackenfell	335
Muizenberg	311
Monte Vista	235
Retreat	227
Oosterzee	220
Kuils River	210
Kraaifontein	210
Plumstead	186
Fish Hoek	152
Ottery	150
Eerste Rivier	100
TOTAL	2336

A number of Park and Ride facilities have recently been upgraded, or are in the process of being upgraded. Most of the Park & Ride facilities are located close to residential areas and are orientated to mainly facilitate an increase in public transport use to the CBD.

In addition to unreserved Park & Ride facilities, dedicated reserved Park & Ride facilities have been established for users of the business train express that runs during peak hours between Strand and the CBD, and Paarl and the CBD.

3.6.1.9 *Catchment, Stormwater and River Management Service*

This service involves the management of urban drainage catchments within the metropolitan area in respect of their hydrological functioning for drainage, flood control, ecological and social needs and as an important urban water resource. While this function resides with TCT for historic reasons, an investigation is underway to determine whether it would not better located within another branch.

Integral to the successful functioning of the road infrastructure, is the ability of the storm water network to support transport operations by handling the surface runoff water from storm events.

The current storm water asset register for the City is detailed in Table 3-26.



Table 3-26: Storm water assets in Cape Town (Source: CoCT, 2012)

Description	Estimated total
Pipes and Culverts	7500
Intakes along roadways	180000
Access Manholes to the underground network for maintenance purposes	85000
Outlets along watercourses	8000
Km of surface Canals, Channels, Rivers and Streams	1200
Stormwater Detention/Retention ponds to hold back flood flows	850
Maintained wetlands areas	10
Dams	11
Pumping Stations to drain low lying areas	32
30 Hydrological monitoring stations to monitor rainfall and river flow levels	30
Water quality monitoring sites	100
Coastal water quality monitoring sites	80

Approximately 40% of the underground pipe and culvert network is older than 50 years with elements in the city centre exceeding 100 years in age. Replacement value of stormwater management infrastructure is conservatively estimated at R13 billion (2009). Capital expenditure for the development, upgrading and rehabilitation totals some R50 to R60 million per annum.

Annual expenditure on repairs and maintenance is currently R70m. Approximately 90% of this is directed towards maintenance of system functionality (viz. cleaning) given the flat sandy nature of the Cape Flats and associated ingress of sand and litter into road intakes particularly in the south-eastern region of the metropolitan area.

Various initiatives, which includes the compilation of asset and functionality management plans, are currently underway to improve infrastructure management techniques and processes in the longer term.

3.6.1.10 Rail

Transnet owns all main and branch railway lines in the Western Cape rail network, except for approximately 610 km of suburban network in the Cape Town area which belongs to PRASA. The respective ownership of railway lines in Cape Town is illustrated in Figure 3-10 below.

The City owns and maintains 53 km of private railway sidings.

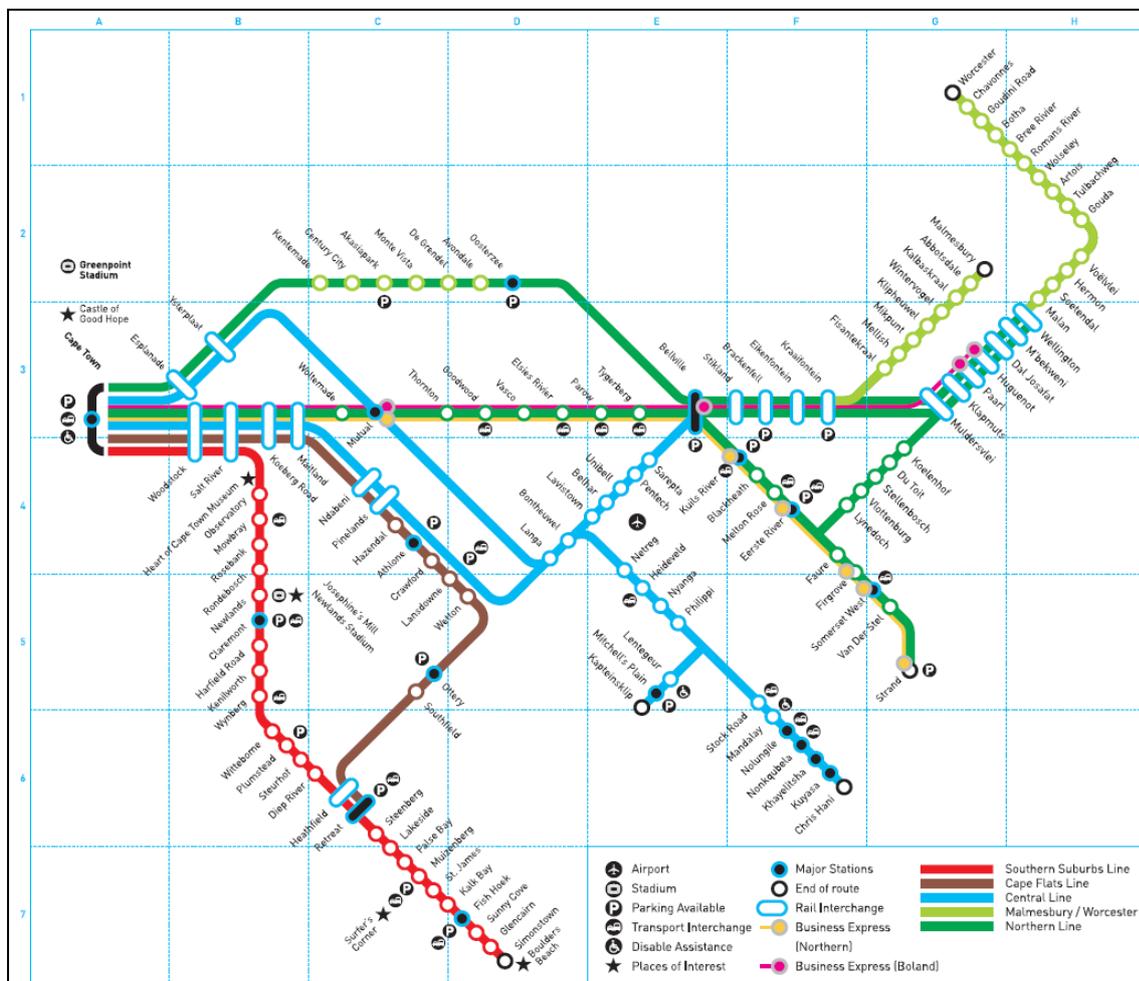


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- Passenger rail

Commuter rail services in the Cape Town metropolitan area are provided by Metrorail, which operates services on the entire suburban network (610 km). It also operates services on 314 km of track owned by Transnet Freight Rail (see Figure 3-11). The Metrorail Network consists of nine route corridors radiating out from Cape Town. The network consists of 118 stations.

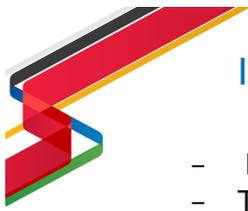
Figure 3-11: Extent of Metrorail network (Source: Metrorail website)



Problem Statement:

Despite the fact that rail has a large share of the public transport ridership, there are many problems with the current services provided. These are summarised as follows:

- Rolling stock age, condition and shortages affect service reliability
- Longer distance journey times are not competitive
- Corridor interchanges need further development
- The City has major housing growth plans which rely on development of new Metro corridors
- Metro Plus and Business Express segmentation is very important (and successful)
- Single line sections need modernisation
- Rail does not serve provincial growth corridors
- Timetables and networks need re-planning to better fit travel demand



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- New regular timetables need to be developed to be more customer friendly
- There needs to be an alignment between PRASA planning and the City's priorities
- Better connections are needed between rail corridors and other transport modes

3.6.1.11 Non-motorised transport (NMT)

- NMT routes

The City has an extensive NMT network. This is indicated on the *Final Draft* of the City's Bicycle Masterplan (Cape Town, 2011). Figure 3-12 shows the extent of Cape Town's NMT infrastructure.

Since 2010 the City has allocated a number of projects for the construction of roughly 435 km of walkways and cycleways. These include the Klipfontein Corridor NMT project that was initiated under the City-wide NMT programme, as well as the cycle lane along the R27 IRT route.

There are still many kilometres of facilities that have not been captured, including pedestrian sidewalks and Class 3 and 4 cycle routes⁵. Consequently no conditional assessments or an inventory of street lighting provisions are available.

- Bicycle facilities

The City of Cape Town is working to develop its bicycle infrastructure, and there are a growing number of safe cycling routes and places to ride in the city and surrounds. Bicycle lanes are provided as a part of IRT infrastructure as far as possible. There is a growing bicycle-friendly culture developing, and frequent community organised cycling events to promote cycling are held.

There is, however, a general frustration from cyclists who complain that it is a Metrorail policy not to allow bicycles on trains, a policy that is in opposition to already acceptable international practice. Metrorail's argument is that during commuter peak periods the passenger demand exceeds train capacity and space for bicycles is problematic.

A key objective highlighted in the PLTF is that dedicated cycle lanes in the Western Cape must be doubled by 2014 by promoting cycle friendly environments in areas with high cycling potential. An example of such a successful system is in the Western Cape in the Stellenbosch Local Municipality with a high number of cyclists, including students travelling between the campus and home.

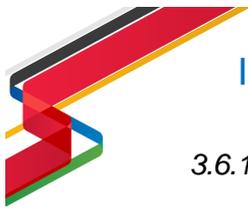
⁵ Class 3 cycle routes have markings only. Class 4 routes are routes with signage only.



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Figure 3-12: Map of the Bicycle Masterplan





3.6.1.12 Air Transport

There are three operational airports located within the City’s limits: Cape Town International Airport, Ysterplaat Air Force Base and Fisantekraal. The total land area of the Cape Town International Airport (CTIA) is approximately 976 hectares. On this land, two runways configured as a cross-runway system are currently in use.

Table 3-27: List of airports within city limits (DTPW, 2011)

Airport	Owner	Runway length (m)	Ownership and usage
Cape Town International	ACSA	3 200 (main)	Public
		1 700 (cross)	
Ysterplaat	DoPW	1585	SANDF
Fisantekraal	Private	900 700	Private

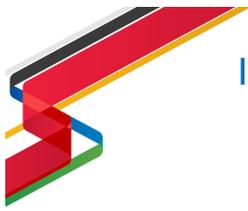
CTIA has road access via the major road network from the north, east and south via Modderdam Road, the Airport Approach Road and via Borchards Quarry Road respectively. Various modes of road based public transport provide services to the Airport.

- Passengers

The passenger terminal area is located on the west side of the main runway and is flanked by the SAA maintenance area in the south and the cargo area in the north. North of the cargo area is a fairly large piece of vacant land.

The airport is well serviced by a complete range of support agents, clearing and forwarding and transport services. Most of the airfreight companies represented at CTIA are branches of the major national clearing and forwarding organisations, based mainly at Oliver Tambo International Airport in Johannesburg.

The Cargo area is situated north of the passenger terminal area, all air cargo is handled in the cargo area of approximately 14 hectares. In this area are also two cargo terminals, one of which is owned by SAA Cargo with a dedicated cargo apron and the other terminal is owned by ACSA.



3.6.2 Demand

This section provides the best available information on passenger usage (demand) of the main public transport modes.

3.6.2.1 Passenger rail

PRASA's passenger rail activity consists of two rail branches namely:

Metrorail, which provides two commuter rail services in the Cape Metropolitan Area: Metrorail and Business Express; and Shosholozza Meyl, which operates long-distance regional and inter-city rail service.

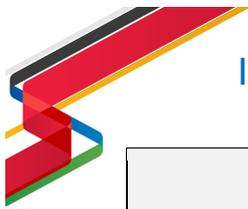
- Metrorail

The latest complete rail survey, the 2012 Rail Census, shows that approximately 622 000 passenger trips are made over the network in Cape Town on an average weekday. This represents a decrease of 2% from the 2007 Rail Census.

Approximately 81% of the passengers used the Metro class service and 19% used Metro Plus class. The Business express only carries a very small proportion of passengers due to its low frequency and capacity. Table 3-28 summarises the daily and morning peak period boarding passengers across the entire network.

Table 3-28: Railway passenger boarding per line for the whole day and morning peak periods (Source: Rail Census 2012)

SERVICE LINE		PAX BOARDING BOTH DIRECTIONS				
		ALL DAY			MORNING PEAK PERIOD	
		Metro Plus	Metro	Total	Total	% of daily
1	Simonstown to Cape Town	33 581	63 189	96 770	35 773	37.0%
2	Retreat to Cape Town via Maitland	15 271	30 658	45 929	18 057	39.3%
4	Wellington to Cape Town via Woodstock	18 871	72 509	91 380	30 022	32.9%
5	Muldersvlei to Cape Town via Esplanade and Stellenbosch	3 299	8 761	12 060	4 245	35.2%
7	Muldersvlei to Cape Town via Stellenbosch	4 626	13 416	18 042	6 809	37.7%
9	Strand to Cape Town via Bellville and Woodstock	10 220	34 082	44 302	15 553	35.1%
10	Bellville to Cape Town via Esplanade and Langa	1 859	33 184	35 043	9 961	28.4%
11	Bellville to Cape Town via Pinelands and Langa	0	959	959	904	94.3%
13	Kapteinsklop to Cape Town via Woodstock and Pinelands	6 233	66 248	72 481	28 472	39.3%
14	Kapteinsklop to Cape Town via	388	5 852	6 240	3 380	54.2%



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SERVICE LINE		PAX BOARDING BOTH DIRECTIONS				
		ALL DAY			MORNING PEAK PERIOD	
		Metro Plus	Metro	Total	Total	% of daily
	Esplanade and Mutual					
15	Chris Hani to Cape Town via Esplanade and Mutual	13 211	120 554	133 765	38 864	29.1%
17	Chris Hani to Cape Town via Pinelands	1 498	17 040	18 538	3 883	20.9%
19	Wellington to Cape Town via Monte Vista	1 367	3 603	4 970	3 736	75.2%
21	Wellington to Cape Town via Woodstock	7 618	31 098	38 716	15 303	39.5%
23	Strand to Cape Town via Monte Vista	1 025	1 613	2 638	1 606	60.9%
TOTAL		119 067	502 766	621 833	216 568	34.8%

Notes:

- For the whole day survey, no data was captured for the outbound services along line 11.
- During the morning peak period, the outbound service along line 11 has been discontinued.
- During the morning peak period, no data was captured for the outbound services along lines 14, 17 and 23.

Table 3-29 and Figure 3-13 below summarise the passenger numbers versus train sets during survey years from 2000. The number of operational train sets dwindled from about 110 to a low of 81 since about 1995 due to under-investment in rail, old rolling stock and vandalism.

Table 3-29: Comparison between yearly rail census volumes and available trains sets (GIBB, 2012a)

Year	All day passengers boarding	Train sets		
		Running	Spare	Total
2000	675 607	90	4	94
2004	621 285	85	5	90
2007	635 046	81	6	87
2012	621 833	86	5	91

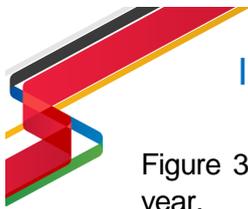
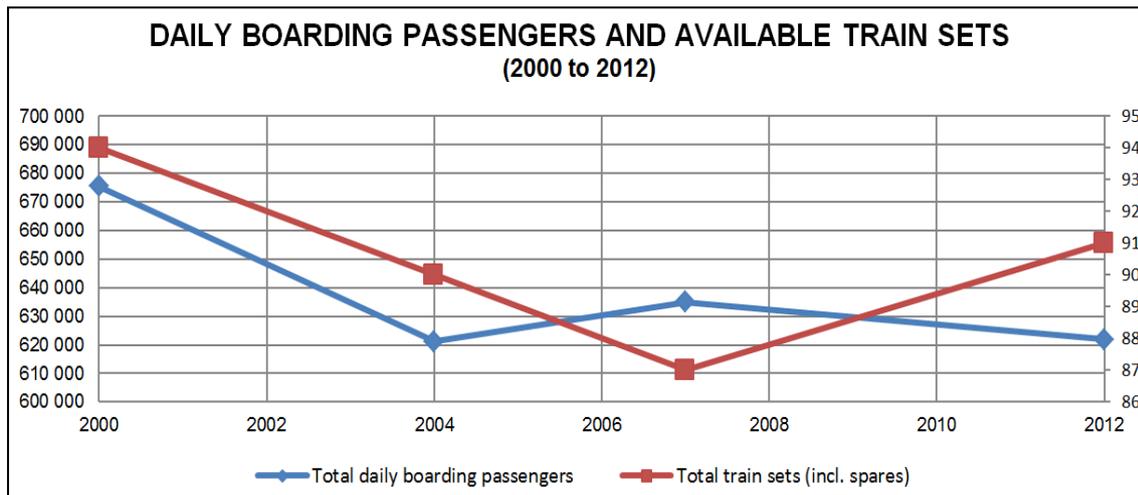


Figure 3-13: Plot summary showing the daily boarding passengers and available train sets by year.



- Metrorail Business Express

Three express service routes are currently operated by Metrorail:

- Boland Express, between Paarl and Cape Town with 300 seats;
- Premium Express, between Strand and Cape Town with 252 seats.
- Khayelitsha Express, between Khayelitsha and Cape Town with 278 seats.

The express services only operate in the morning and evening peak periods. The Boland and Premium services above currently have a waiting list for monthly tickets.

- Operating conditions (v/c rating):

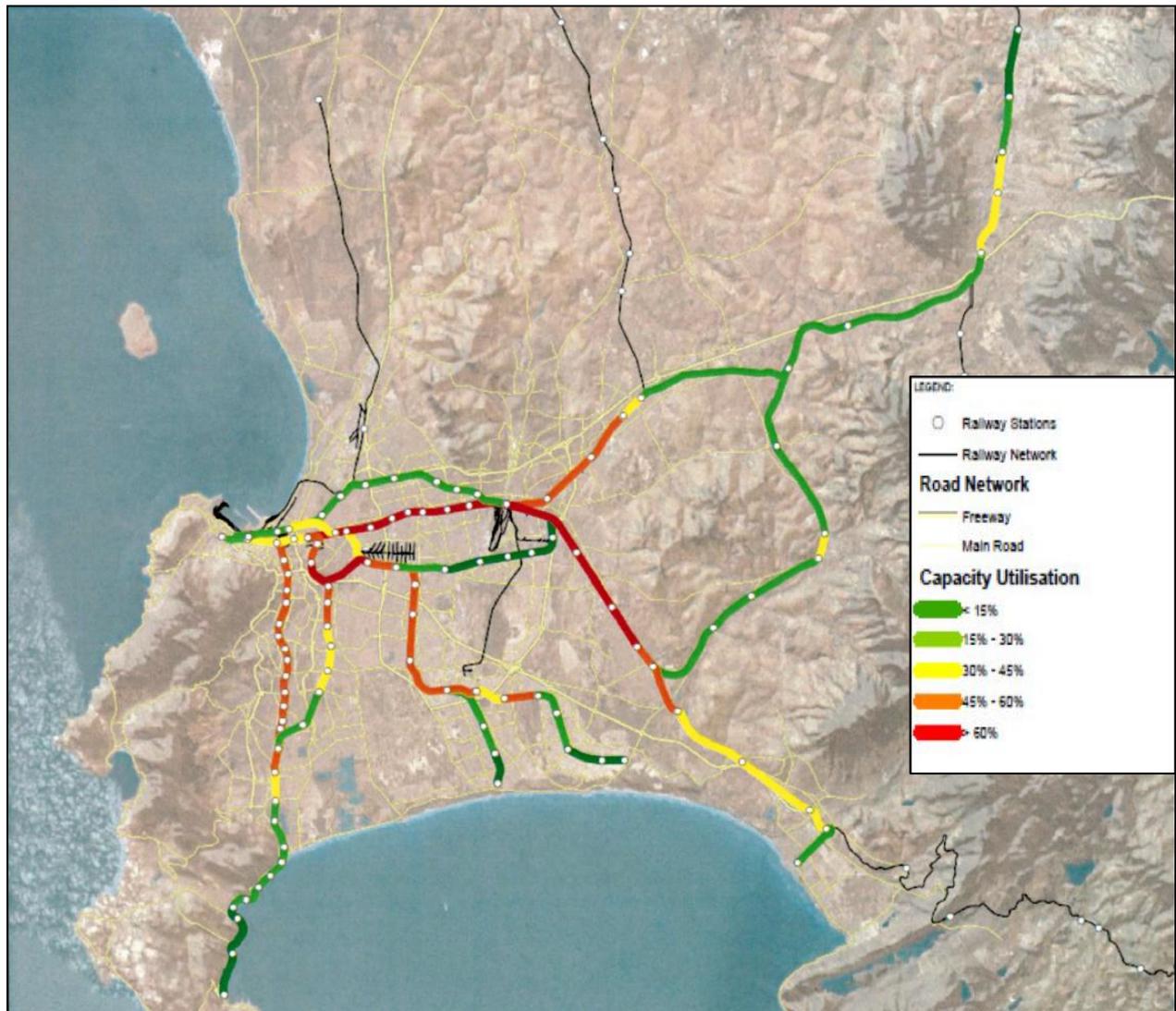
The 2012 rail census provides data on the headways between trains during the peak and off-peak hours. Table 3-30 provides details for the morning peak. Figure 3-14 provides an overview of the train capacity utilisation for the main corridors in the a.m. peak period for 2012.

Table 3-30: Headways between trains during the peak and off-peak hours.

Headways for Morning Peak Period (06:00 – 09:00)				
Service Line	Station	AM Peak period		
		Avg headway	Max headway	Min headway
Service Line 1	Simonstown	36 min	38 min	33 min
	Fish Hoek	13 min	24 min	7 min
Service Line 2	Heathfield	16 min	20 min	13 min
Service Line 4 and 19	Wellington	31 min	40 min	25 min
	Kraaifontein	15 min	25 min	3 min
Service Line 5 and 19	Bellville	20 min	58 min	4 min
Service Lines 7, 9, 21 ,and 23	Strand	43 min	50 min	40 min
	Eersterivier	15 min	32 min	4 min
Service Line 10 and 11	Bellville	25 min	33 min	15 min
Service Line 13 and 14	Kapteinsklip	14 min	33 min	7 min
Service Line 15 and 17	Khayelitsha	11 min	20 min	1 min



Figure 3-14: 2012 Cape Town AM Peak Hour capacity utilisation levels (Rail census, 2012)



Partly as a result of this level of provision, it can be seen that many trains run over-capacity in the morning peak. The evening peak is more spread out and therefore the demand is better fulfilled.

PRASA estimates that at least 30 and up to 60 additional modern train sets are required to improve rail services to acceptable standards on all the lines. In recognition of this demand and to ensure that future travel markets are satisfied, PRASA has, amongst others, prioritised the rail corridors in Cape Town as part of their Western Cape Regional Strategic Plan (2012). Corridors are ranked from A-D in this document, and there is a clear focus on corridors ranked A (i.e. the most congested routes). In addition, other elements of their strategy are:

- Upgrading modal fleets
- Extending hours of operation to between 16 and 24 hours
- Peak frequencies of 5-10 minutes and off-peak frequencies of between 10-30 minutes and hourly services are proposed
- Increased safety and security
- Electronic fare integration and single ticketing when making transfers
- Integrated feeder services
- To make rail a car competitive option.



Over the past two years PRASA has renewed its commitment to invest significantly in the renewal of commuter rail services, in particular by increasing the number of operational train sets (from 86 to 91) and updating the outdated signalling system country wide. The first new train sets are expected to be delivered by 2015⁶.

- Train Delays:

A train is deemed to be delayed if it arrives more than 5 minutes after its planned arrival time. A summary of the passenger rail network performance over a five year period are summarised in Table 3-31.

Table 3-31: Service reliability and punctuality of Metrorail: 2006 to 2011 (Source: PRASA, 2011)

Year	KEY ISSUE		
	Average Service Reliability	% of Trains delayed	Average minutes late per train
2006/07	98.15%	7.36%	10.48
2007/08	97.58%	8.12%	16.88
2008/09	99.08%	9.65%	19.16
2009/10	98.62%	10.17%	22.39
2010/11	96.37%	12.51%	19.57

Service reliability is calculated as the percentage of services that run compared to the number of planned services, the target being 99%. From Table 3-31 it can be seen that the number of cancelled trains has nearly doubled between 2006 and 2011 from 1.85% to about 3.6% today (Cape Town, 2012a). The international benchmark for reliability is 0.5% indicating that PRASA's performance is way below these standards. Whilst the majority of these cancellations may be caused by rolling stock problems, cable theft or vandalism, the details illustrate that services are becoming increasingly unpunctual, and that the number of trains delayed are now more than 12%.

- Long-distance trains:

Shosholoza Meyl is the main-line division of PRASA and operates long distance regional and inter-city rail services. Two other long-distance train services are also operated, although both are aimed primarily at international tourists:

- Shosholoza Meyl – PRASA
- Premier Class - PRASA
- The Blue Train - Transnet
- Rovos Rail - Private

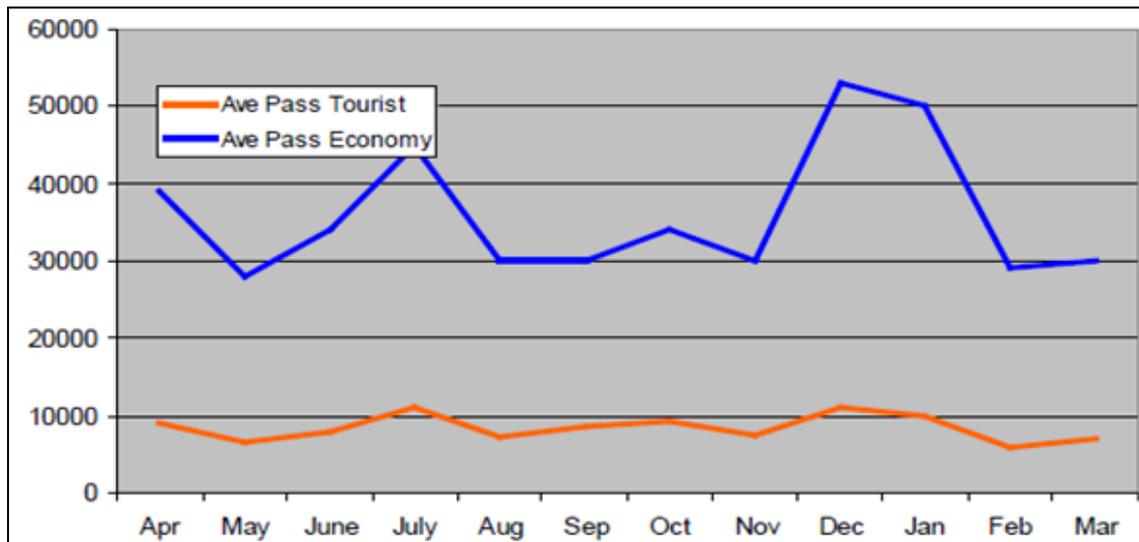
⁶ From the media statement regarding ("Announcement of the preferred bidder for the design, manufacture and supply of the PRASA new rolling stock fleet") as published on 5 December 2012.



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The Cape Town to Johannesburg service is one of the best utilised inter-city rail services in South Africa. Average monthly volumes and variations for the entire service line are summarised in Figure 3-15. Peak months generally occur in April and December (DTPW, 2011).

Figure 3-15: Average economy class passenger volumes per month for peak and non-peak periods (Source: DTPW, 2011)



The average weekly utilisation for the service is contained in Table 3-32, and indicate that the service is well utilised, except for the premier service that is generally under-utilised. The data is applied from origin to destination without on-route boarding and alighting taken into account, leading to more than 100% utilisation.

Table 3-32: Average weekly demand for Shosholozza Meyl train services entering and leaving Cape Town (Source: www.shosholozameyl.co.za and DTPW, 2011)

Class	Route	Departing days	Capacity (seats)		
			Available	Booked	% Utilisation
Economy	Cape Town - Johannesburg	Monday, Wednesday, Friday, Sunday	7 800	8 853	114%
	Cape Town - Durban		1 096	1 030	94%
Tourist	Cape Town - Johannesburg	Tuesday, Thursday	1 612	1 158	72%
	Cape Town - Durban		726	463	64%
Premier	Cape Town - Johannesburg	Tuesday, Saturday	329	114	35%

3.6.2.2 Bus Services

Scheduled bus services in the City are provided by MyCiTi, Golden Arrow (GABS) and Sibanye. While all of these services are subsidised, they differ greatly in terms of their respective service operations. MyCiTi is a trunk-and-feeder service provided by the City of Cape Town, operating on a regular time table throughout the day. GABS and Sibanye are contracted services, currently regulated by the Western Cape Government and soon to be devolved to TCT. The latter two



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both provide a Metro-wide origin-destination type service, focussing high demand routes for limited periods of the day.

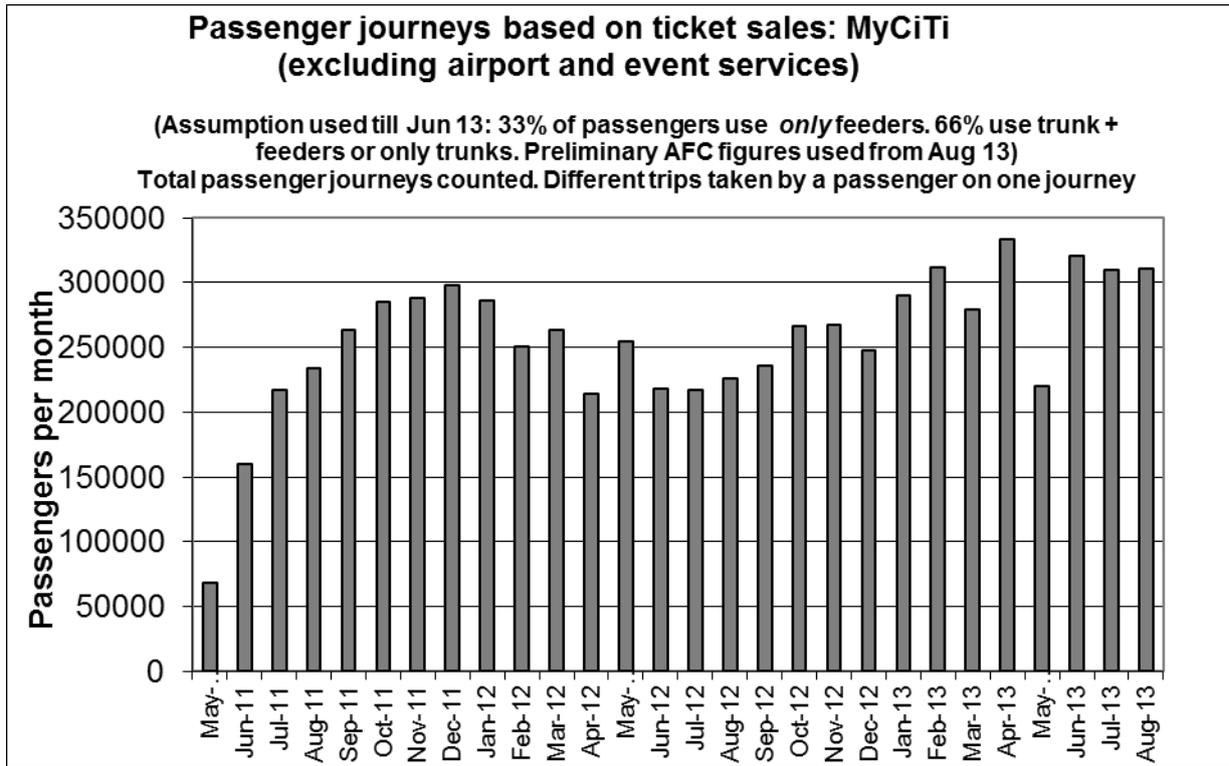
Major changes to the structure and functioning of the contracted bus services across the City of Cape Town is imminent and will be described in more detail in the Public Transport Operations Strategy section.

- MyCiTi

Since its launch in May 2010 until July 2013, approximately 7.8 million passenger journeys have been made on the MyCiTi rapid transit system. This number includes the transporting of passengers due to Cape Town hosting special events such as the 2010 Soccer World Cup, passengers who made use of MyCiTi buses during events at both the Cape Town Stadium and Cape Town International Convention Centre, transporting local and international visitors from Cape Town International Airport and those who made use of event services offered with buses.

A total of 310 560 passenger journeys (excluding airport and special event services) were recorded during August 2013 which was an increase of 38% in comparison with the same period last year (see Figure 3-16) . One of the reasons for this increase is not only the roll-out of the Salt River Route but also due to organic growth on other routes.

Figure 3-16: Monthly passenger journeys: MyCiTi



A summary of the fleet size and operational characteristics of the MyCiTi services is provided in Table 3-33.



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Table 3-33: Cape Town BRT fleet size in 2013 and operational capacity

Bus type	Design capacity	Number
18m Articulated	130	8
12m Standard	90	37
12m Airport adapted	60	7
9m Optare	53	179

Initial experience has shown that the operational capacity is 15 to 20% below the design capacity.

During 2013, approximately 90% of the operational Optare fleet and 80% of the Volvo fleet was in service. On average 11% of the fleet was on standby in case of any breakdowns. Reasons for being out-of-service ranged from accident repair, breakdown repair, routine service and maintenance, which were deemed to be at acceptable levels by most standards.

In terms of levels of service, a bus is deemed to be delayed if it arrives more than 5 minutes after its planned arrival time. Table 3-34 illustrates that the services provided have increasingly been on-schedule, with most buses meeting the 85% on time international benchmark.

Table 3-34: Punctuality of MyCiti services

% On-Time (2 min early to 5 min late vs. time table time)								
July to December 2011								
	T1	Airport		F1		F14	F15	F16
Averages	87%	98%		90%		77%	64%	73%
January to December 2012								
Averages	89%	97%		92%		79%	86%	81%
Jan-13								
Averages	91%	97%		90%		80%	87%	81%
Feb-13								
Averages	87%	93%		84%		79%	83%	77%
Mar-13								
	T1	A01 Airport	A01a	101	102	F14	F15	F16
Averages	88%	90%		85%	84%	69%	83%	75%
Apr-13								
Averages	83%	90%		76%	87%	68%	84%	79%
May-13								
Averages	83%	87%	88%	88%	87%	76%	85%	76%
Jun-13								
Averages	86%	95%	93%	84%	93%	79%	82%	81%
Jul-13								
Averages	87%	96%	93%	91%	93%	82%	83%	83%
Aug-13								
Averages	90%	94%	93%	93%	92%	82%	82%	82%

On 28 January 2012 the BRT terminated the paper ticketing system and switched over to the MyConnect, prepaid card system. Distance based fares were introduced on 03 August 2013, enabling passengers to pay lower fares for shorter distances travelled. The new fare system also offers the option of cheaper fares outside peak times. Simultaneously MyCiti Mover packages were introduced, offering passengers savings of 20% or more on Mover fares, compared to Standard fares.

MyCiti Mover package sales started on 28 July 2013 and sales grew to more than 30% of total load value at MyCiti stations within the first 4 weeks. Further growth in MyCiti Mover packages is expected when frequent users load their monthly travelling budgets.



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A key focus to enabling the system to improve relies on regular feedback from the general public. Data is collated from calls received from the public at the Transport Information Centre. The majority of comments and complaints received during the past month relates to the implementation of the access gates at stations and the implementation of the new iFlat fare system which involves not only tapping on but also tapping off.

- Golden Arrow Bus Services (GABS)

Golden Arrow Bus Services (Pty) Ltd is the largest private bus company in the Western Cape. The company operates a subsidised and scheduled bus service throughout the Cape Metropolitan Area on a single comprehensive permit which covers all routes and services. The services are predominately provided by a contracted, subsidised service in terms of an interim contract with the Department of Transport that commenced in April 1997. This contract is currently being extended on a monthly basis. The City is not able to dictate the extent and the quality of the subsidised bus services as the City under the current arrangement.

GABS operate 1056 buses on nearly 400 schedules. A total of 2269 scheduled routes are served in the Cape Metropolitan Area. GABS provided some operational statistics that are contained in Table 3-35. These statistics exclude Sibanye bus services (see below).

The average age of the fleet is 10 years, with 214 of the buses being less than two years old.

Table 3-35: GABS operations (GABS, 2012)

Item	Quantity
Fleet size	1 056
Peak (buses)	971
Departures per day	5 198
Departures per week	29 337
Passengers carried per day	220 028
Passengers carried per year	39 635 309
Kilometres travelled per year	36.6 million (live – revenue earning)
	56 million total
Number of routes operated	2 269
Average trip length (km)(1)	30.7
Staff employed	1 355 drivers
	2 645 total

NOTE: The average trip length refers to the average distance travelled per bus. It does not reflect the average trip distance per passenger. Average passenger trip distances are discussed below.

An on-board bus survey was being undertaken during the preparation of this CITP, but is scheduled for completion only by mid-2013. Currently the most complete bus survey is contained



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in the 2004/5 CPTR. The biggest trip origination areas in terms AM peak passengers are contained in Table 3-36.

Table 3-36: Morning peak GABS trip details (TRS, 2013)

Origin	Total Trips	Total Passengers	Total Trips %	Total Passengers %
Khayelitsha	363	25034	18.82%	26.88%
Town Centre Mitchells Plain / Strandfontein	333	21712	17.26%	23.31%
Nyanga	117	5788	6.07%	6.21%
Delft	89	5053	4.61%	5.42%
Blue Downs / Mfuleni	71	4031	3.68%	4.33%
Philippi	63	3446	3.27%	3.70%
Atlantis	49	3375	2.54%	3.62%
Bellville	60	2465	3.11%	2.65%
Mamre	24	1448	1.24%	1.55%
Hanover Park	33	1320	1.71%	1.42%
TOTAL	1202	73672	62.31%	79.09%

- Sibanye Bus services

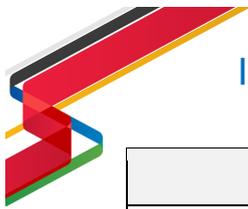
Sibanye was established as a joint venture company between Siyakhula Bus Services, Abahlobo Bus Services and Golden Arrow Bus Services in 2001. Since then it has successfully operated the Atlantis routes as a subcontractor to GABS. GABS has subcontracted these routes to Sibanye as part of the company's commitment to the economic empowerment of previously disadvantaged bus operators. Sibanye operates a total of 20 timetables in the area.

Sibanye Bus Services also provides the Jamie shuttle service for the University of Cape Town (UCT). The service provided by Sibanye, of which Golden Arrow Bus Services is a 33% shareholder, is meant to ease the traffic congestion and parking space limitations at UCT (DTPW, 2011).

The average age of the Sibanye fleet is 10 years. GABS provided the operational statistics that are contained in Table 3-37.

Table 3-37: Sibanye operations (GABS, 2012)

Item	Quantity
Fleet size	78
Peak (buses)	72
Departures per day	262
Departures per week	1 521
Passengers carried per day	19 972



Item	Quantity
Passengers carried per year	3 956 460
Kilometres travelled per year	3 897 198 (live – revenue earning)
Number of routes operated	155
Average trip length (km) ⁽¹⁾	48.01
Staff employed	82 drivers
	95 total

NOTE: The average trip distance refers to the average distance travelled per bus. It does not reflect the average trip distance per passenger. Average passenger trip distances are discussed in subsequent sections.

- Long-distance bus

Several private companies operate long-distance services to and from Cape Town. Some of the primary / largest operators include:

- Autopax

Amongst the long-distance bus services are those operated by Autopax, a wholly owned subsidiary of PRASA. Autopax operates Translux and City-to-City, with a total combined fleet of 570 buses. Both services operate out of a single depot in Cape Town.

- Translux

This luxury long-distance, inter-city service currently serves more than 100 destinations throughout the country. The fleet consists of single and double decker buses with daily operation to and from Cape Town.

- City to City

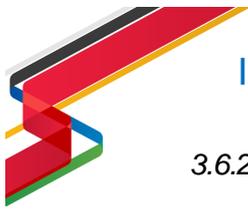
This operator provides a semi-luxury, no frills regional bus service across most of South Africa, and the neighbouring countries. Daily services to and from Cape Town are offered.

- Greyhound

Greyhound has a depot in Cape Town. The national fleet consists of roughly 75 coaches. Daily services to and from Cape Town are provided.

- Intercap

Intercap is a privately owned company with a fleet of 57 luxury double deck and 42 single deck coaches. It offers 49 daily departures country-wide. Tickets are sold for Mainliner and Sleepliner classes.



3.6.2.3 Minibus-taxi Volumes

Minibus taxis are on-demand and unsubsidised services that operate on a particular route or routes. They operate without a timetable where passengers are charged individual fares.

Minibus-taxis operate under the authority of an operating license granted by the Provincial Regulating Entity (PRE). However, surveys reveal that approximately 49% of the observed taxis are unlicensed, and that these unlicensed operators load up to 35% of the passengers at official facilities. The size of the taxi fleet is estimated at 7 576 vehicles (CoCT, 2007).

The TRS website contains six taxi rank surveys conducted between 2010 and 2012. Each survey was done over the course of six months. The survey for 2011 (Cycle 2, from July to December) was used to determine the busiest taxi ranks, as that survey was the most recent with the smallest amount of unconfirmed passengers (only 567, or less than 0.2% uncertainty).

On average, 323 263 passengers are transported by 30 836 trips with an average occupancy of 10.5 passenger/trip during the day (TRS, 2011 Cycle 2). A short summary of the top 10 busiest taxi ranks are contained in Table 3-38 ranked according to the 2011 survey.

Table 3-38: Top ten busiest taxi ranks (TRS, 2011 Cycle 2)

No	Taxi rank	All day passengers	% of daily Metro-wide passengers
1	Bellville Station TI	39174	12.1%
2	Khayelitsha (Nolungile Station) TI (Site C)	31914	9.9%
3	Cape Town Station TI	27618	8.5%
4	Mitchells Plain Station TI Eastern Side (Northern)	21652	6.7%
5	Wynberg Station TI Western Side (Cape Town Route)	14823	4.6%
6	Nyanga Central Minibus-Taxi Terminus	11440	3.5%
7	Retreat Station TI Western Side	10533	3.3%
8	Wynberg Station TI Eastern Side	6781	2.1%
9	Mitchells Plain Station TI Eastern Side (Southern)	6215	1.9%
10	Philippi (Joburg Stores) Lansdowne Rd	6151	1.9%
		TOTAL	54.5%

Please note that the abbreviation “TI” = Transport Interchange.

Minibus-taxis operate roughly 565 routes across the Metropolitan area. The majority (55%) of services are considered to be line haul services, which in effect is in competition with buses and trains. The peak headway on line haul routes is 1.2 minutes, feeder services 1.7 minutes and distribution 0.5 minutes (DTPW, 2011).



Table 3-39: Minibus-taxi operations (estimated from available data for 2012)

Item	Quantity
Fleet size	7 600
Peak (buses)	7 600
Departures per day	30 800
Departures per week	175 000
Passengers carried per day	323 300
Passengers carried per year	90 000 000
Number of routes operated	565
Staff employed	7 600+ drivers
	5 000+ "guards"

NOTE: Most of the above numbers have been estimated as no accurate information is available.

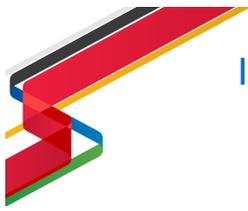
- Minibus-taxi associations:

As part of the regulation of the minibus-taxi industry, legislation requires all operators to be either a member of an association that is registered (provisionally or fully) with the Provincial Transport Registrar, or a non-member who is registered with the Registrar.

The Registrar's role is to ensure that associations meet the requirements of the National Land Transport Act (NLTA), of which an important requirement is that each association must have adopted a constitution.

There are 102 registered minibus-taxi associations within the City of Cape Town (CoCT, 2012). Some organisations belong to larger umbrella organisations such as CODETA or CATA.

As of 2012, there are roughly 10 259 minibus taxi operating licenses existing in the system. Of these 7 258 licenses were active, 2 644 were cancelled and 357 applications were pending. Most associations



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3.6.3 Utilisation

3.6.3.1 Summary of main transport modes

Approximately 52% of daily passenger trips made in the Cape Metropolitan area are made by private car (DTPW, 2011). Based on this figure and the discussions of the preceding sections, the daily transport modal split for Cape Town is estimated in Table 3-40 below. These figures exclude NMT.

Table 3-40: Approximate Daily modal split for Cape Town, excluding NMT (2012)

Public Transport Mode	Modal Split	Daily passenger trips
Car	52%	1 310 833
Rail	25%	621 833
Contracted buses	10%	240 000
My CiTi (2013)	< 1%	10 754
Minibus-taxi	13%	323 263
TOTAL	100%	2 506 683

Based on the calibrated 2010 EMME Transport Demand Model, estimates for the total daily passenger distances travelled on the public transport modes are shown in Table 3-41. These figures were used to determine the average daily travelled passenger distances per mode

Table 3-41: Average daily passenger trip distance per mode (Source: CoCT Transport Planning Department)

Mode	Average trip distance (km)
Private car	17.5
Rail	22.8
BRT (trunk route)	16.7

The available data indicates that the average daily passenger trip distance for rail is less than half of the average bus and minibus-taxi passenger trip distance. This could be interpreted to imply that buses and minibus taxis provide an important origin-destination type service which is supporting the rail service.

3.6.3.2 Road Network

- Operating conditions (v/c rating)

The only representation of road network utilisation presently available is the EMME/3 Transport Model for the morning peak period. This model is calibrated against traffic counts from around the City.

The latest official EMME model is the 2010 Base Traffic Model. This model is currently being re-calibrated and is scheduled for completion by mid-2013 as part of the IPTN project. An unofficial

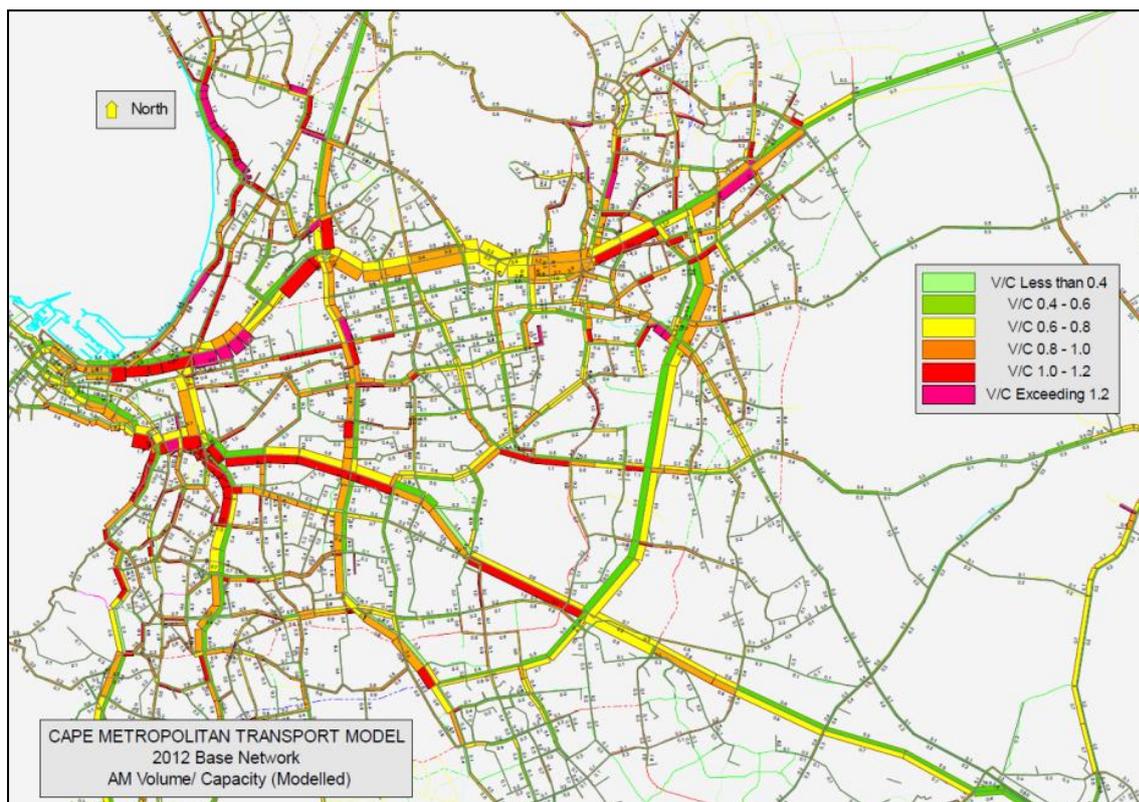


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2012 EMME iteration exist but it is not calibrated because the City does not collect updated link counts on a scheduled basis. Notwithstanding the assumptions and shortcomings of the 2012 EMME iteration, a rough order of magnitude regarding V/C can be approximated. The output of the 2012 EMME iteration depicting the morning peak hour network traffic capacity utilisation is shown in Figure 3-17.

The above figures do appear high and should be calibrated further. As stated before, these figures will be refined as part of the IPTN document that should be completed by October 2013.

Figure 3-17: Capacity utilization for the metropolitan road network during the AM peak (as per the 2012 EMME iteration)



From the above modelled output, the most congested corridors in the City of Cape Town include:

- Marine Drive (R27).
 - N1 from Marine Drive to N7, and between Durban Road and Okavango Road.
 - N2 from Modderdam Road to Cape Town CBD, and between Borchard Quarry Road and R300.
 - M5 from Racecourse Road to Koeberg Interchange.
 - M3 from Wynberg Hill.
 - N2 through Somerset West.
- Travel Time Comparison

A travel time survey has been conducted during the latter part of 2012 to examine the differences between modes. Four key destinations were selected together with 8 origins. Different modes were analysed including private car, train/BRT, bus and minibus taxi. The following can be concluded:



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Public transport travel time is three times higher than private car travel. This is caused by high waiting and transfer times associated with public transport, and higher operational speeds with private cars.

The cost of private car travel is generally four times that of public transport when considering fuel and parking cost. For many people however parking is still a free benefit, reducing the cost difference to only two times that of public transport.

3.6.3.3 Park and Ride Usage

A summary of the operational statistics for a number of Park & Ride facilities is shown in Table 3-42.

Table 3-42: Average AM peak period (05:30 to 09:00) utilisation of various Park and Ride facilities

Station	Number of passengers arriving by mode type						TOTAL
	Private transport					Public transport	
	Park and Ride	Drop and Go	Motorcycle	Bicycle	Walking	Bus and taxi	
Kraaifontein	96	386	0	8	6 204	257	6 951
Eersterivier	155	317	1	11	3 040	2 234	5 758
Kuilsrivier	470	578	3	8	3 105	1 094	5 258
Brackenfell	270	290	2	1	1 183	5	1 751
Monte Vista	144	84	0	-	192	0	420
TOTAL	1 134	1 656	6	28	13 723	3 590	20 138

The above table indicates that significant portions of the daily AM peak period passengers arrive via public transport. Formal bicycle parking is not provided at all these stations and bicycles may not be taken onto trains during peak periods.

3.6.3.4 Capacity available on public transport modes

The instantaneous capacity of the available public transport vehicles in Cape Town is shown in Table 3-43.



Table 3-43: Estimated operational capacity of different public transport modes

Mode	Unit type	Number of units operating	Crush Capacity/unit
Rail	Train sets	91	2 000
	Coaches	1 000	90
IRT	18m Articulated	8	130
	12m Standard	36	85
	12m Airport adapted	7	60
	9m Optare	30	53
Contracted bus (currently GABS and Sibanye)	High-floor	1 134	85
Minibus-taxi	20 Seater	1 327	20
	15 Seater	6 440	15
Metered taxi	4-seater sedan	558	4
Amaphelas	Units	-	4

Amaphelas are in the process of being legalised and the number of vehicles operating will be determined when this process concludes.

3.6.3.5 Airport

- Passenger transport

The current capacity of CTIA is 30 aircraft movements per hour. This is based upon arriving and departing aircraft with 5 nautical miles headway between them. The ultimate capacity is 80 movements per hour, although this is based on completion of a second runway (DTPW, 2011).

The current terminal capacity is 15 Million Annual Passengers (MAP), with an ultimate terminal capacity of about 40 MAP. Table 3-44 summarises the operational characteristics over the past three years (ACSA, 2012).

Table 3-44: Operations statistics for Cape Town International Airport

Year	Total movements	Total passengers	On-time target	On-time performance
2009/10	73 200	7 799 252	85%	86.08%
2010/11	74 598	8 225 422	86%	84.97%
2011/12	78 333	8 576 709	87%	86.81%



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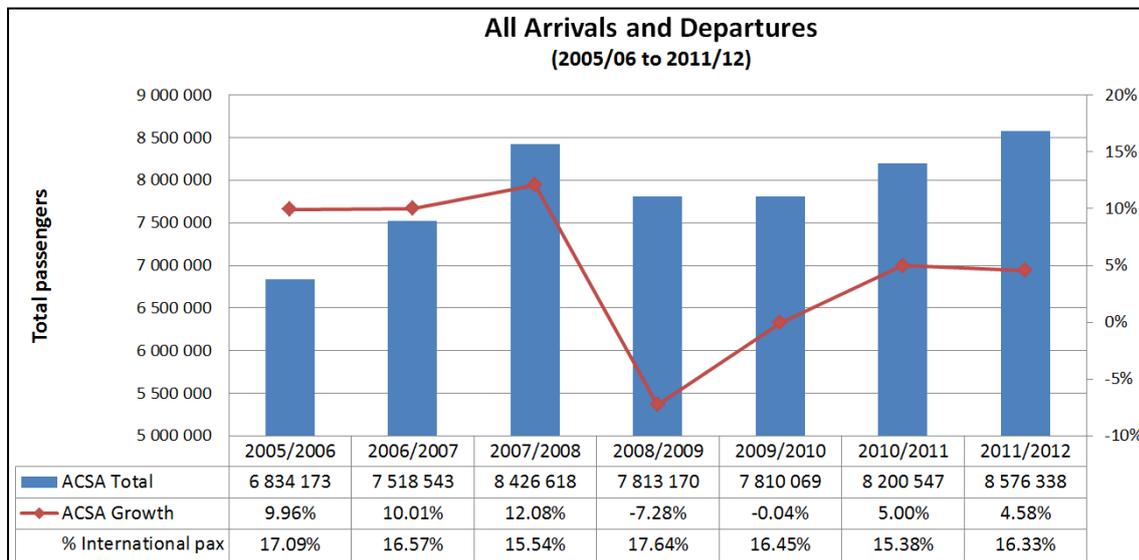
The following constraints are of concern:

- Land access will constrain the ultimate capacity
- The N2 causes a bottleneck
- Borchards Quarry and Modderdam roads could restrict access

Constraints in the road system require a major shift to public transport in order to accommodate the growing landside demand to and from the airport. This would alleviate congestion which also hampers the transport of airfreight to and from the airport.

The global economic slowdown experienced in 2008 and 2009 has seen a decline in the total number of air passengers at CTIA, a trend that most major international airports worldwide experienced. Over the past two years some growth has returned. The total passenger volumes and year-to-year growth experienced over the past six years are shown in Figure 3-18.

Figure 3-18: Total passenger volumes handled at CTIA between 2005 and 2012



Over the six-year period discussed above, CTIA has experienced an average effective annual growth rate of roughly 3.9% per annum.



3.7 OTHER PUBLIC TRANSPORT SERVICES

3.7.1 Metered taxis

Tourist and business visitors use this service most regularly, since it provides a 24-hour per day, 7-days per week door to door service.

Metered taxi services are not regulated in terms of tariffs or service quality standards. This situation needs to be rectified with the introduction of some form of regulation and is further discussed under the 2013 Operating License Strategy. The fare is typically distance based and averages roughly R10 per kilometre, resulting in some instances in R200 or more for a typical commuter trip.

The authority to operate a metered taxi is granted by the Provincial Regulatory Entity (PRE), and is issued in the form of an operating license or a permit. It is granted to a motor vehicle which is designed or lawfully adapted to carry fewer than nine seated persons (including the driver) where the vehicle:

- is available for hire by hailing, by telephone or otherwise;
- may stand for hire at a rank;
- is equipped with a sealed meter to determine the fare payable.

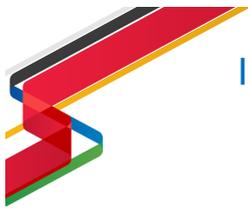
The service is complementary to the route-based bus, minibus taxi and commuter rail services and offers itself as an alternative to those services for customers who prefer or require more personalised transport.

It is estimated that there are well over 1 000 active permits and operating licenses in use throughout the City, but data has been notoriously poor for many years. The City, in conjunction with the PRE and the Western Cape Metered Taxi Council, is currently in a process to verify and validate the extent of the Metered Taxi operations within the City.

A survey on the TRS website (2011 Cycle 1) shows that 4 938 daily metered taxi trips are made across the Metropolitan area, transporting 5 763 passengers with an average occupancy rate of 1.2 passengers per trip. The five most utilised metered taxi facilities are summarised in Table 3-45.

Table 3-45: Five most utilised metered taxi facilities according to total passengers (Source: TRS, 2011)

No	Facility name	All day passenger trips
1	Cape Town (Upper Adderley Street)	720
2	V&A Waterfront (Victoria and Alfred)	505
3	Cape Town (Plein Street)	447
4	Airport (Main Entrance and Exit)	415
5	Claremont	268



3.7.2 Transport for learners

In terms of the Department of Education policy children living further than five kilometres from selected schools are entitled to a school bus service. These dedicated services are provided free of charge to the learners. Once a route is identified, it is put out to tender and the successful operator provides the service according to the contract conditions. Since the first quarter of 2011, a total of 31 five-year contracts have been awarded to transport 12 541 learners to educational institutions across the Metropolitan area.

3.7.3 Tour Operators

Tour operators play an important role in the transfer of passengers between hotels, conventions and the airport due to the limitations of the public transport system and the absence of a public transport culture. Tour operators often provide passenger services that could be accommodated by an improved public transport system.

3.7.4 Tuk Tuks

The City of Cape Town has prepared a policy that has set parameters for consideration of applications to operate tuk-tuk services. This policy is discussed in Chapter 10.

3.7.5 Dial a Ride System

The City of Cape Town introduced a service, which is dedicated to providing on-demand, or demand responsive, transport to special needs passengers who do not have or cannot access to the general public transport services in the City. This service is available to registered persons. The Dial-a-Ride (DAR) service is available throughout the City of Cape Town's municipal area and operates on the mainstream public transport routes. The service is provided from the nearest point at the kerbside closest to the booked point of pick-up or drop-off where safe to do so. Users intending to use the service are required to make a reservation through the call centre indicating their requirements. The dispatchers then schedule a driver and vehicle to undertake the journey.

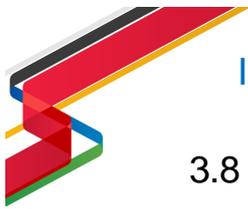
At present there is no infrastructure dedicated for the use of the DAR services, although consideration is being given, on the IRT routes and facilities, to make provision for integration with the IRT services.

The DAR service is provided by means of 30 universally accessible vehicles, the majority of which are owned by the City. A call centre which handles the queries and bookings for the DAR service is located at the City's Transport Call Centre. The service is available seven days a week between the hours of 06:00 – 22:00.

At present only one operator is contracted to provide the service. This contract has been signed for a period of 2 years from 1 July 2012 to June 2014. A further service provider is appointed to undertake the performance monitoring function.

The fares payable for the DAR service are distance based with three tiers of fare for applicable distances, 1) for journeys up to 10 km, 2) between 10.01 and 20 km, and 3) greater than 20 km.

Approximately 360 regular passengers make daily use of the DAR.



3.8 ROAD NETWORK MANAGEMENT

3.8.1 Freeway Management System

Approximately 150 km of freeway, co-owned by the City, Province and SANRAL, is monitored as a part of the Cape Town Freeway Management System (FMS). The following freeways are covered:

- N1, between the CBD and the Huguenot Tunnel;
- N2, between the CBD and the top of Sir Lowry's Pass;
- M5, between the N1 and the N2;
- N7, between the N1 and Potsdam Interchange;
- R300, between the N1 and the N2.

The FMS comprises more than 200 CCTV cameras and 50 electronic boards, referred to as Variable Message Signs (VMS). Additional cameras are added regularly. Some of these are solar and/ or wind- powered with the ability to function for up to two days in the absence of these energy sources.

The system is controlled from the City's Transport Management Centre (TMC) in Goodwood which has been operational since March 2010. This system is used for incident management, collection and dissemination of traffic information, and traffic law enforcement on all public roads within the City. The VMSs are used only to convey real-time and relevant information to motorists. The benefit of the real-time surveillance is that a multi-agency response with appropriate resources to any incident can be mobilised and co-ordinated from a single location, resulting in shorter response times and alleviating delays.

All infrastructure that forms part of the FMS belongs to three party joint venture, namely City, SANRAL and Provincial Government. The FMS is operated as a single system notwithstanding the involvement of three authorities.

Cell phones and social media (Facebook and Twitter) are also utilised to convey real-time incident information to road users, allowing them to make informed decisions.

3.8.2 Navigational systems

Cape Town road signs are well maintained and provide good coverage on all roads in the network. Pedestrian signage in touristic areas has received considerable attention in areas such as the CBD / Greenpoint area.

3.8.3 Fare Collection

Ticketing systems are currently disparate and uncoordinated, with every public transport mode making use of its own revenue collection system. A brief summary of the systems used by the different modes is contained in Table 3-46.



Table 3-46: Ticketing systems used by different public transport modes

Mode	TICKETING SYSTEM		
	Cash	Card or prepaid	
		Fare based on	Description
BRT	Only for Airport route	Trunk or feeder	Prepaid, rechargeable myconnect card which is EMV compliant
GABS	Yes	Route specific	Monthly and 10-trip GABS clip card
Rail	Yes	Distance by Class: Metro, MetroPlus or Business Express	Monthly and weekly Metrorail ticket
Minibus-taxi	Yes	Distance	“Tap-i fare”, a smartcard used along some taxi routes

Lower income users show a tendency to buy daily tickets as individual cash flows allows. This practice has implications for higher cost EMV card technology. A road-based public transport Fare Policy was introduced in early 2013 to govern fare structures going forward.

Despite the fragmentation referred to above, Cape Town is the first city in South Africa to introduce EMV (Europay, Mastercard, Visa) compliant public transport cards that can be used to access selected services. Both MyCiTi and selected taxi routes are currently using this system and it is anticipated that the coverage will be expanded over time. More detail is provided in Section 3.10.

3.8.4 Transport Information Centre (TIC)

The TIC is a 24-hour, seven days per week call centre service that provides the public with information regarding public transport in the City. It focuses on routes, schedules, ticket prices, ticket outlets and the locations of public transport interchanges, ranks and Park-and-Ride facilities.

Additionally, the Centre attends to all public feedback related to Metrorail, GABS and Dial-a-Ride transport, Park-and-Ride facilities and kerbside parking management. The TIC is staffed by means of a contract that is put to tender every three years. It provides a seating capacity of 42 and 60 incoming telephone lines increase in calls received between January 2012 and March 2012 was the introduction of the myconnect. Services are provided in Afrikaans, English and Xhosa.

Since July 2011 a total of 5 035 public calls have been received that were related to the IRT and its operations. This is approximately 315 calls per month (TIC, 2012).

Since 28 January 2012 paper tickets were no longer sold or accepted on the system.

The relevant statistics are shown in the Table 3-47, Figure 3-19, Figure 3-20, Table 3-48 and Table 3-49.

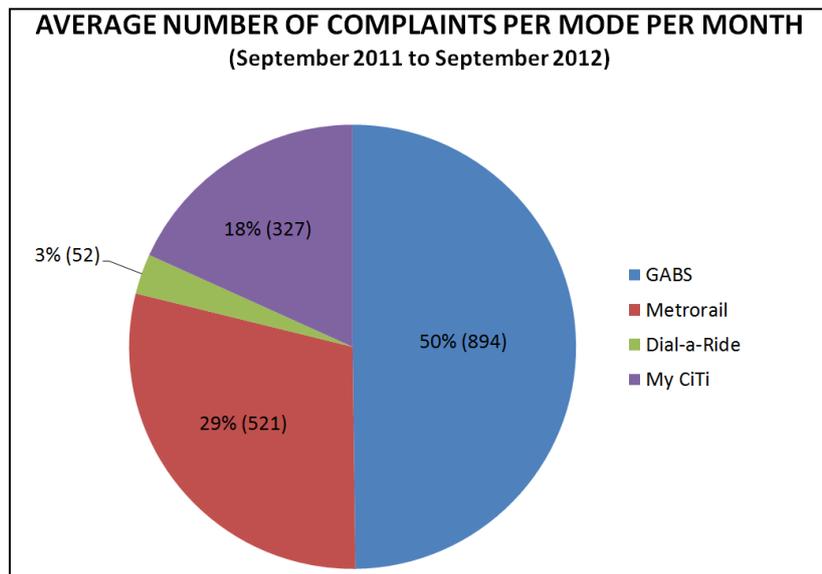


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Table 3-47: Five most frequent complaints from IRT users over the period July 2011 to October 2012

Complaint	Total complaints over period	Percentage of total
Ticket/myconnect card irregularities	1 215	24.1%
Complaint requiring feedback	991	19.7%
Buses running late	341	6.8%
Rudeness from bus driver	328	6.5%
Reckless driving	257	5.1%
TOTAL	3 132	62.2%

Figure 3-19: Comparison between the average number of complaints received per mode per month





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Figure 3-20: Graphic illustrating of total number of calls received per month at TIC from September 2011 to September 2012

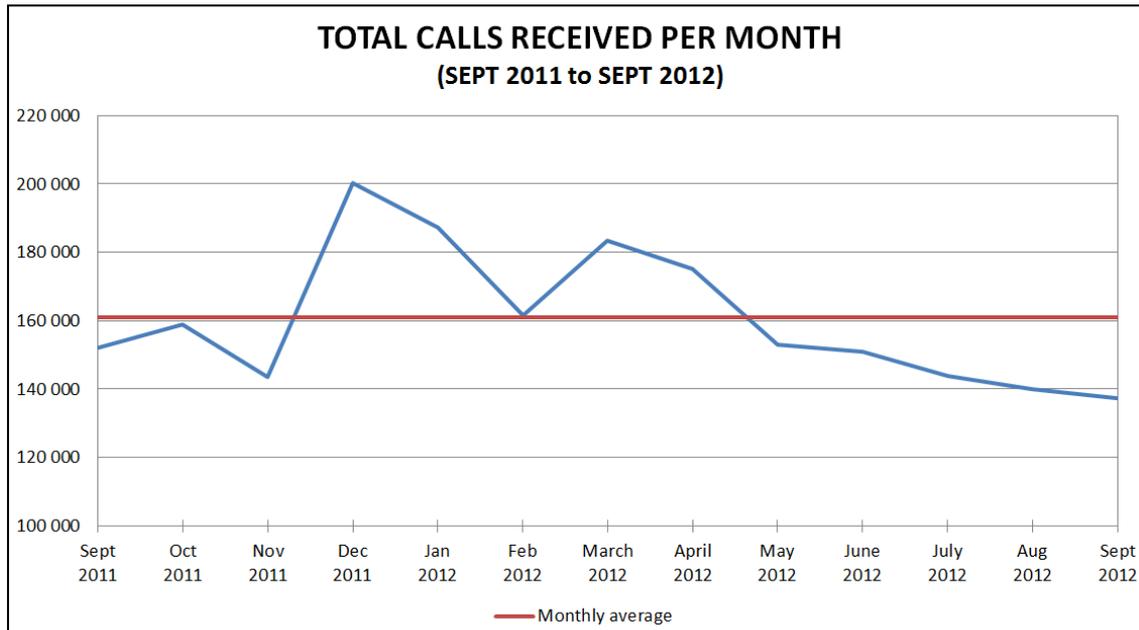


Table 3-48: Average daily operational statistics for the TIC (Source: TIC, 2012)

Total Calls per month	160 932
Average calls per day	5 279
Abandoned calls	1.31%
Answering speed	6 seconds
Average call time	64 seconds

Table 3-49: Five most frequent reasons for calls to the TIC between September 2011 and September 2012 (Source: TIC, 2012)

Reason for call	Average calls received per month	% of monthly calls
Require information	158 124	98.3%
Requesting/giving feedback	1 974	1.2%
Exception	517	0.3%
Reporting incidents	295	0.2%
General queries	22	≈ 0%
Total	160 932	100%

3.8.5 IRT Monitoring and surveillance

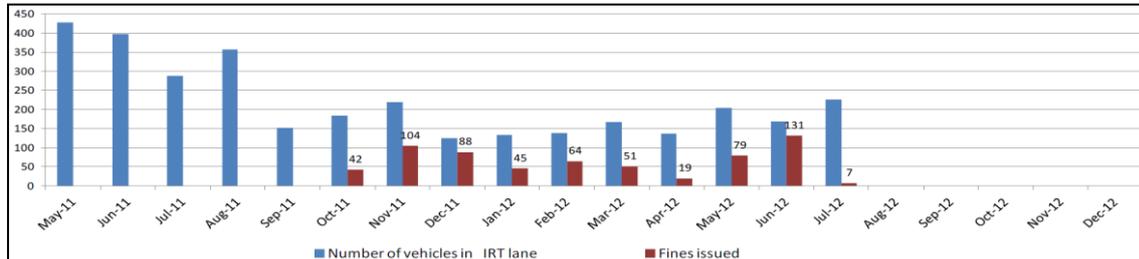
A large part of being able to operate the IRT Trunk Service on time despite any traffic congestion in public transport lanes is ensuring that the dedicated IRT lane is kept free of private transport.



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This is being done by monitoring the lanes with camera surveillance and then issuing fines to vehicles which travel in the lane without permission. Figure 3-21 illustrates the measure of success that has been achieved since the fining system was implemented in September 2011 (CoCT, 2012a).

Figure 3-21: Vehicles recorded on IRT red lane and fines issued.



3.8.6 Accidents

Accident statistics for the Metropolitan were obtained for the period since 2000. The data is summarised in Table 3-50 and it is plotted in Figure 3-22

Table 3-50: Road accident statistics for the Cape Town Metropolitan area (Source: CoCT Accident Bureau, 2012)

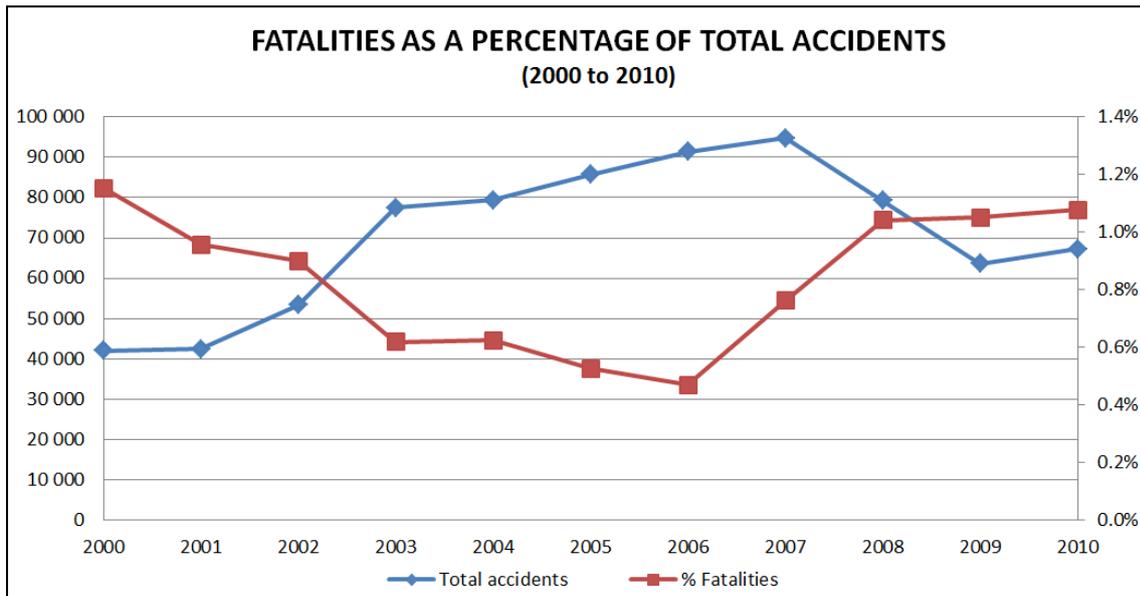
Year	Accidents					Persons					SAPS
	Fatal	Serious	Slight	Damage	TOTAL	Fatal	Serious	Slight	No Injury	TOTAL	
2000	366	992	5 766	34 993	42 117	486	1 678	10 866	64 468	77 498	See Note 2
2001	339	1 084	5 784	35 288	42 495	407	1 719	9 611	67 884	79 621	
2002	399	1 467	8 143	43 398	53 407	481	2 118	12 387	78 990	93 976	
2003	432	1 830	9 823	65 469	77 554	480	2 286	13 418	105 233	121 417	
2004	449	2 096	10 777	66 015	79 337	495	2 715	14 837	102 502	120 549	
2005	417	2 396	11 901	71 054	85 768	451	3 062	16 409	115 177	135 099	
2006	376	2 431	11 162	77 429	91 398	429	3 116	15 901	118 525	137 971	
2007	See Note 1	2 541	11 365	80 838	94 744	723	3 294	15 506	121 449	140 972	815
2008		2 219	8 937	68 085	79 241	826	2 820	12 214	123 338	139 198	748
2009		2 122	8 679	52 825	63 626	669	2 708	11 936	107 228	122 541	615
2010		2 327	9 457	55 512	67 296	725	3 067	12 861	119 321	135 974	605
Ave.	397	1 955	9 299	59 173	70 680	561	2 598	13 268	102 192	118 620	696

NOTES:

- Since 2007, the Forensic Pathology Services Database was used to extract the total number of deaths that resulted from accidents. The fatalities from 2007 onward are included under "persons".
- Figures in this column refer to the numbers of culpable homicide dockets that have been opened against drivers by the SAPS. No records are available for this category prior to 2007.



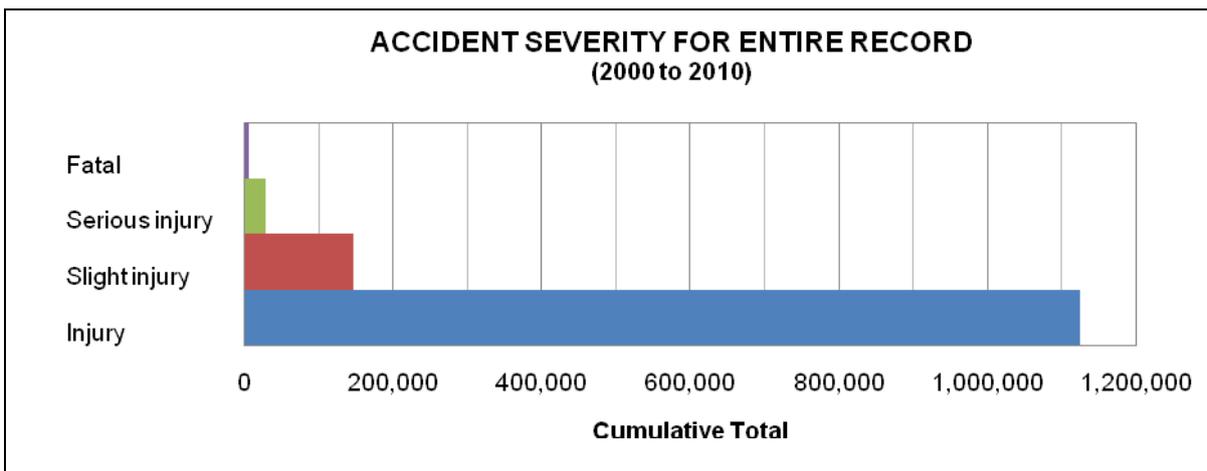
Figure 3-22: Plot summary of the total accidents and percentage of fatalities from 2000 to 2010



The plot shows a general increase in the number of annual accidents for the first period of the data set. During the latter period a general decrease in the number of accidents is indicated. The percentage of fatalities shows the inverse: a generally declining trend during the first period of the data set, and a general increase during the last period of the data set. These trends are difficult to explain, but could be due to the capturing method of fatalities after 2007. See note above.

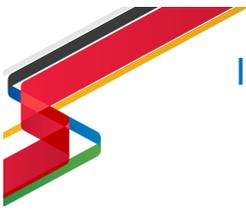
The accidents for the “persons” involved are grouped together in terms of severity and presented cumulatively for the entire accident period in Figure 3-23.

Figure 3-23: Cumulative totals of the personal severity of all accident over recorded period



3.8.1 Bridge Management System

A Bridge Management System will be developed by Transport for Cape Town incorporating all bridges and culverts in the city.



3.8.2 Traffic signal system

The road traffic network comprises 1 050 signalised intersections with an additional 335 signalised pedestrian crossings. Of these, 760 (75%) are connected and controlled from the Transport Management Centre (TMC). The system uses the Split Cycle Offset Optimisation Technique (SCOOT) software to assist in synchronising the 760 interconnected traffic signals. This real-time adaptive traffic control system was recently upgraded at a cost of approximately R4 million. All signals have LED lights.

A project is currently under way to connect all traffic signals to the TMC within the next three years by introducing a wireless communication network to all traffic signals.

3.8.3 Safety and security

At present 16 new CCTV automated enforcement cameras are being installed on the N2 dedicated bus and minibus-taxi lane toward the CBD. This system will use Automatic Number Plate Recognition (ANPR) technology that will enable the City to do Average Speed over Distance (ASOD) enforcement.

A process is underway to have 10 additional CCTV cameras and five radar counting devices on the M4 bus lane to be used for traffic management and enforcement. These are being installed in areas not covered by the Metro Police's existing CCTV system on that route. This means that both Metro and Transport will have CCTV cameras on that route, although all will be managed as a single system.

There are an additional 90 CCTV cameras that are connected to the TMC but which does not form part of the FMS. These are under ownership of Transport, but monitored by Metro Police. These cameras are mostly installed at public transport interchanges.

From December 2012 all PRASA/Metrorail CCTV cameras are connected to the TMC. Although these cameras do not belong to the City, they are included as part of the system under the new TCT and NLTA.

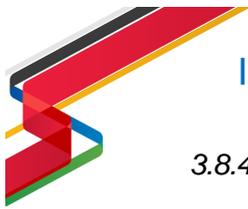
3.8.4 Enforcement

Enforcement and crime prevention across the Metropolitan area are carried out under the Safety and Security Directorate. Agencies included are Law Enforcement, Traffic Services, Emergency Services, Cape Town Metropolitan Police and South African Police Services (SAPS). These agencies all perform different, albeit complementary functions.

3.8.4.1 Traffic Services

Traffic Services is tasked to enforce parking in Cape Town. Parking in areas that are not designated for the particular purpose is an offence and the Parking By-law makes provision for the City to:

- attach a wheel clamp to any unlawfully parked vehicle;
- remove an unlawfully parked vehicle to a place designated by the City, and;
- charge a fee for the removal of a wheel clamp or the release of a vehicle which was removed.



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3.8.4.2 CoCT Law Enforcement

Law Enforcement is responsible for upholding by-laws and deal with contraventions. By-laws are laws that are passed by the City Council to uphold social order. To effectively fulfil their function, Law Enforcement works closely with local, provincial and national departments and external agencies.

Common by-laws include those formulated to control graffiti, noise, stray animals, vehicle parking, building and construction, zoning, metal theft, loitering and public drinking.

A dedicated law enforcement unit, the Transport Interchange Unit, has been introduced at three major public transport interchanges in 2012, namely Bellville, Cape Town Station Deck and Joe Gqabi. There are 9 dedicated Law Enforcement Officers at each of the interchanges. These officers are supported by a Senior Law Enforcement Officer at each interchange being managed by a supervisor reporting to an Assistant Chief: Law Enforcement. The number of prosecutions and arrests made at three major PTI's from January to October 2012 is shown in Table 3-51.

Table 3-51: Summary of prosecutions and arrests made at three major PTI's from January to October 2012 (Source: CoCT)

Action	Public Transport Interchange		
	Bellville	Joe Gqabi	Cape Town Station Deck
Non-moving prosecutions	8 641	3 676	6 737
By-law prosecutions	1 289	630	2 286
Good confiscated/impounded	11 329	471	16 169
Total arrests made	152	9	46

3.8.4.3 Metro Police / SAPS

The main function of the Metro Police Department includes traffic enforcement, by-law enforcement and crime prevention. This entity performs a 24 hour, 7 days per week service.

The force consists of 469 personnel members, of which 400 officers are deployed on ground level. The personnel operate out of 60 police stations across the Metropolitan area (CPMPD, 2011). The Metro Police achievements from 2009/10 and 2010/11 are shown in Table 3-52.

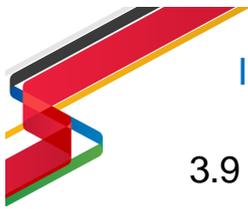


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Table 3-52: Metro Police achievements: 2009/10 and 2010/11 (Source: CPMPD, 2012).

Indicator	Result achieved		Target
	2009/10	2010/11	2010/11
Drug-related arrests	955	1 383	1 002
Drug related operations	N/A ¹	885	688
Section 13 roadblocks	N/A ¹	99	96
Traffic fines	130 259	154 323	149 000
DWI arrests	1 920	2 298	2 112
Patrol Hours in relation to Man Hours	N/A	61.50%	55%
By-law enforcement	5 833	7 775	6 412

Note: ⁽¹⁾ Metro Police did not perform the specific operation or statistics were not kept



3.9 FREIGHT LOGISTICS SYSTEM

3.9.1 Introduction

This section describes the current freight situation in Cape Town. It describes where freight demand is generated, the state of the supply system for freight movement, as well as the utilisation of freight facilities. A key conclusion from this section is that, while many components of the freight system is described and understood, an in depth assessment and quantification of the freight system has not been a priority for the City. The need for such in depth analysis and the risks to not doing it will be explored in this section.

3.9.2 Freight Demand

3.9.2.1 *Freight Demand Model*

At a national level, TRANSNET have developed a Freight Demand Model that describes the generation of freight movement of 74 commodities across 263 freight districts across the country. This is a valuable resource for assessing and understanding freight demand in Cape Town and the Western Cape, but has not been obtained by the City to date.

An opportunity exists for the City to mine the data from this model to feed into the EMME traffic model for the City. This would lead to a more comprehensive basis to model traffic flows on the major road network, and to test the impact of increased use of rail to move freight.

3.9.2.2 *Overview of Freight Demand in Cape Town*

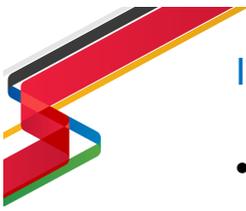
This section briefly describes the status quo regarding the operations of freight in the City, based on available data.

- Major concentration of Industrial Areas in the City of Cape Town

Freight centres within the Metropolitan Area may be divided into heavy industrial and commercial freight centres. The commercial freight centres are widely dispersed and distributed in all the commercial activity nodes around the City. Presently they are catered for by means of the general transport network. The key industrial freight centres within the Cape Town Metropolitan area are listed below, and indicated as economic areas in Figure 3-4.

- Port of Cape Town (± 240ha)
- Atlantis (± 587ha)
- Montagu & Killarney Gardens (± 478ha)
- Paarden Eiland (± 99ha)
- Epping 1&2 (± 445ha)
- Airport Industrial (± 191ha)
- Somerset West (± 1198ha)

Data is currently being collected to determine the type and volume of freight movement in and out of these areas. This data will provide an understanding of trends in freight demand, especially if it is compared to the type of industries in the different industrial areas.



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- Hazardous material

Hazardous materials are classified into the following nine classes:

- Explosives
- Gases
- Flammable Liquids
- Flammable Solids
- Oxidisers and Organic Peroxides - This class has two divisions:
 - Division 5.1 - Oxidising Substances
 - Division 5.2 - Organic Peroxides
- Toxic Materials and Infectious Substances - This class has two divisions:
 - Division 6.1 - Toxic Substances
 - Division 6.2 - Infectious Substances
- Radioactive Materials
- Corrosives
- Miscellaneous Dangerous Goods

Vehicles carrying dangerous goods often share the roadways with commuter traffic with no restrictions, whereas in many developed countries dangerous goods traffic has certain specified route usage. The creation of a detailed Hazardous Goods movement plan is required in terms of the NLTA. At present, the City manages the movement of hazardous goods on an ad hoc basis. It is required in terms of the CITP however, that certain key routes be classified as hazardous goods routes and that these routes be clearly demarcated and are closely monitored by the Incident Management team, with provision for appropriate response times in the event of an incident.

The movement of Classes 1 and 7 materials are well regulated and strictly enforced. At present there are no specific route maps for the distribution of other classes of hazardous material, as certain classes are inconspicuous and therefore very difficult to detect. Inspections of where hazardous materials are loaded onto trucks and into containers, is a National Department of Transport competency. However this department is severely understaffed and does not play meaningful role in Cape Town. The current problem is that the extent of transgressions and the prevalence of dangerous movement in the City is not known, and has to be addressed as part of a comprehensive freight strategy.

- Abnormal Loads

Abnormal loads consist of vehicles that exceed any one or more of width, height or weight limitations prescribed by the Road Traffic Act. Figure 3-24 depicts the current abnormal load network in the City. While this network also satisfies the needs of more conventional heavy goods movement, it is not necessarily the preferred heavy vehicle network in the City. The need has been identified to develop a heavy vehicle network for general freight movement to improve road maintenance management.

The National Department of Transport is finalising a revised policy on the movement of abnormal loads. A key element of the policy is the categorisation of routes and a focus on minimising the impact of abnormal loads by promoting the use of off-peak times, especially weekends and public holidays for such movement. TCT's strategy for the movement of abnormal loads follows a similar path, with the key objective being the maintenance and modification, where necessary, of a network that links all the major industrial centres, thus providing an abnormal load network.



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Abnormal loads make use mainly of the N7, major sections of the N1 and sections of the N2 where widths, bridge clearances, etc are such as to permit such movements. The remainder of the road system is limited in its capacity to carry abnormal vehicles. However, a network linking the main industrial nodes is in place that is protected in that construction within and immediately adjacent to the road reserve is managed so as to protect the ability to move abnormal loads along these routes.

The current abnormal load routes were determined to enable the delivery of electricity transformers to substations across the Metropolitan Area. Unfortunately the R300 was not identified and protected, so that the construction of pedestrian bridges across the R300 restricts this route for abnormal height freight. A process is currently underway to map the routes for which abnormal load permits have been applied for in the last year to determine the demand for new roads to be protected. This information will be used to update the abnormal load network for the City.

Figure 3-24: Abnormal load routes in the City



- Cordon count of freight to and from City of Cape Town:

Figure 3-25 shows the number of trucks with 4 or more axles crossing the Metropolitan boundary on a typical day, as counted in November 2011. While it is generally accepted that the N1 is the busiest freight corridor in the City, the N7-R27 pair carry almost the same number of vehicles.



Figure 3-25: Volumes of vehicles with 4 axles or more entering and leaving the City

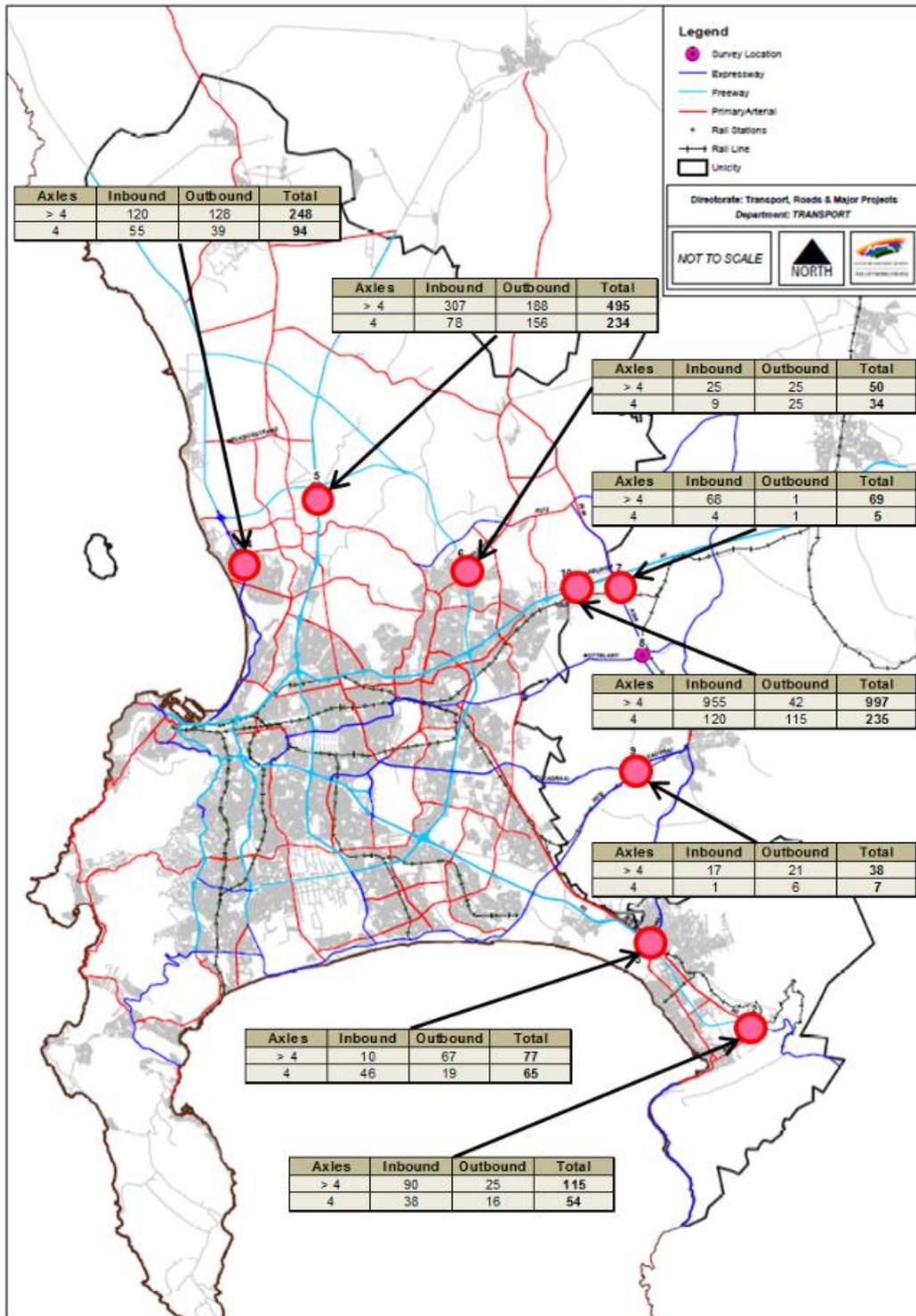
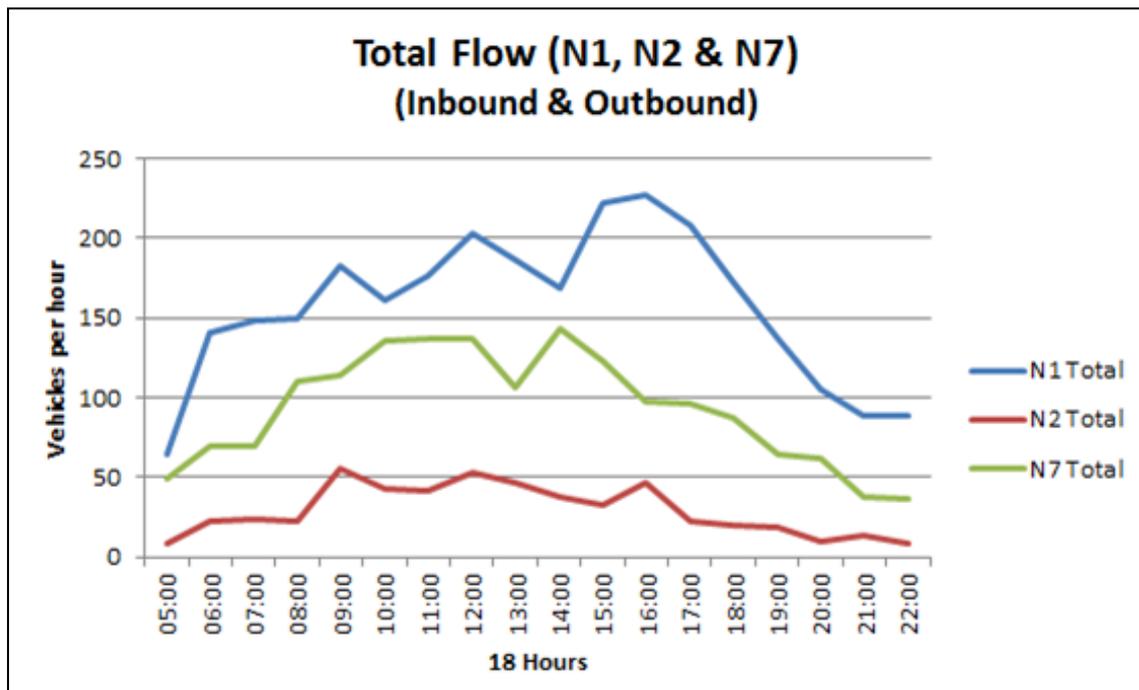


Figure 3-26 shows the hourly distribution of freight vehicles on the three national routes entering the City. Between 15:00- 17:00 the N1 generated over 200 vehicles per hour in and out of the City whereas along the N2 and N7, truck volumes peak during the middle of the day. This figure illustrates that even long distance freight appears to be move mostly by day.



Figure 3-26: 18-Hour cordon count



- Trip Generation to Industrial Areas

Information is being gathered about the trip generating characteristics of the main industrial areas in Cape Town. It is the intention to later study the relationships of these patterns with the types of industries in each area, and to also monitor trends over time. The information for the first two of these areas is shown here.

3.9.2.3 Port of Cape Town as freight generator

The Port of Cape Town is the major seaport in the Western Cape region for general cargo import and export. Transnet Port Terminals (TPT) manages several cargo specific facilities within the port, which comprises:

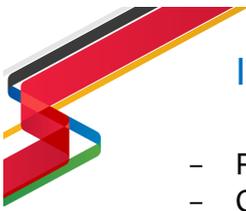
- A Container Terminal
- A Multi-purpose Terminal
- A Grain Handling Facility
- A Cold Storage Facility

- Freight

Cape Town Port is South Africa's second busiest container port. The port is owned, managed and operated by Transnet through its Ports Division, which comprises the National Ports Authority (the "landlord") and Port Terminals (the "operator").

The major break bulk commodities that are handled are (CoCT, 2006b):

- Agricultural produce (fresh fruit, wheat, maize, barley)
- Iron
- Steel



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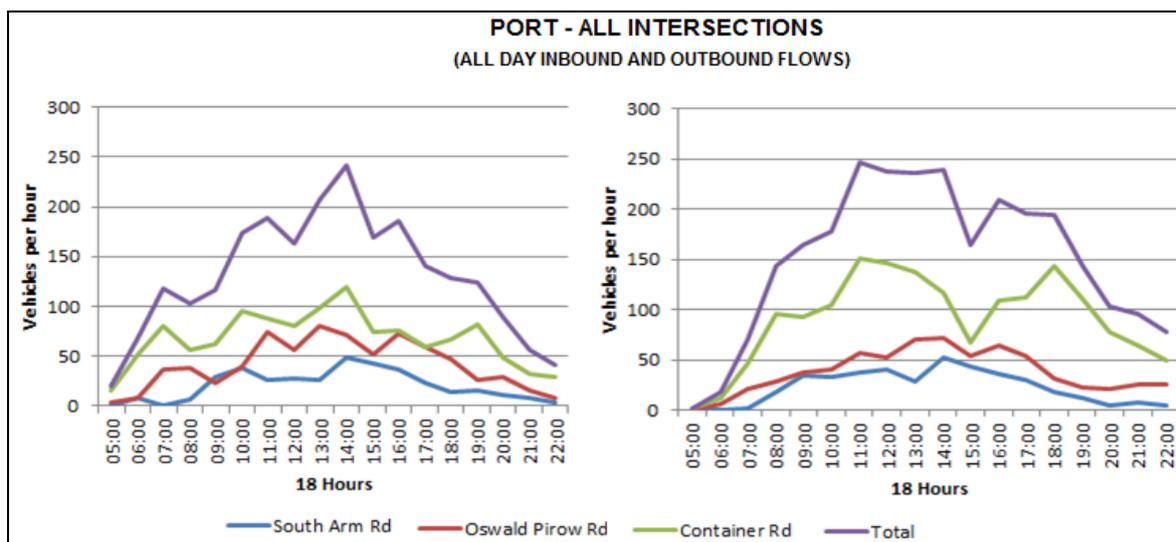
- Petroleum products
- Chemicals (fertiliser)
- Oil terminal

It is the preferred port of export for the fruit industry and serves as one of the main bases for the deep sea fishing industry. An estimated 70% of all freight through the Port of Cape Town is generated within the Cape Town Functional Area, with the bulk of the remaining 30% moving to and from the Gauteng region.

The port's deep entrance has made it an attractive resource to provide support, repair and maintenance facilities for work on off-shore drilling platforms in support of the emerging oil industry in West Africa. The port operates 24 hours per day, 7 days per week.

Figure 3-27 shows the ingress and egress of vehicles at all three the access intersections to the port, during an 18 hour survey. It is apparent that, while the port operates for 24 hours a day, the road freight industry mainly operates during daylight hours. The majority of movements happen between the commuter peak periods on a normal day.

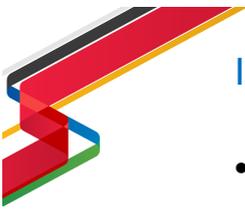
Figure 3-27: All day inbound (left) and outbound (right) flows of vehicles to and from the Port



- Port Planning and Development

The *Table Bay Maritime Study* has focussed on the Cape Town Container Terminal (CTCT) since 1999. The idea is to expand the terminal by reclaiming land adjacent to the long quay 300m into the Table Bay area. A positive Record of Decision (ROD) was received from the Minister in November 2004, appeals were lodged and the Minister partially upheld the appeals in May 2006. It was requested that Transnet investigates the following:

- Possible expansion of the terminal through an "inland port" option
- Review all maritime studies and areas of concern.



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- Passengers

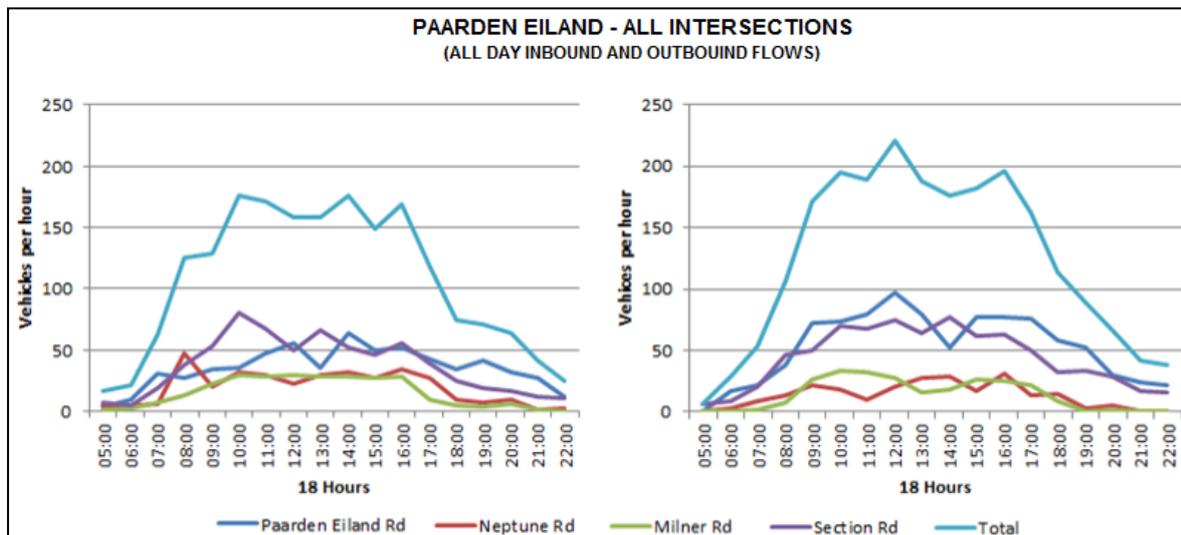
In 2011 a total of 19 passenger cruise ships visited the port and accounted for approximately 18 000 passengers⁷. At the moment the port does not provide a dedicated passenger ship terminal. Passenger ships are received at the multi-purpose terminal in the Duncan Dock area, where passengers disembark in the working area of the port. The lack of a dedicated passenger ship terminal has drawn severe criticisms in recent years, when aspects such as dangerous terrain and unsightliness have been pointed out.

There is strategic value in attracting seafaring tourists to Cape Town as a coastal tourist city. As the accommodation of passenger activities are typically not compatible with freight activities, the economic benefit from passenger liners has to be weighed against the opportunity cost of reduced capacity to handle freight. However, preparation is currently being made to allow cruise liners to dock near the V&A Waterfront in order to improve access to tourist facilities.

3.9.2.4 Paarden Eiland as freight generator

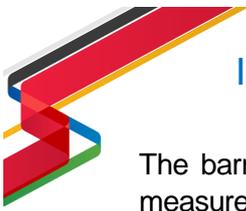
Paarden Eiland, which is adjacent to the Port of Cape Town and which shares Container Road as an access point, is the second industrial area where freight surveys was done during 2012. Figure 3-28 shows the ingress and egress of vehicles at all four its access intersections, during an 18 hour survey.

Figure 3-28: All day inbound (left) and outbound (right) vehicle flows to and from Paarden Eiland



This survey confirmed that the majority of the freight activity at Paarden Island occurs during the day, and mostly between the commuter peak periods. The problem that is created through this behaviour is that significant pressure is placed on the road system that feeds both the Port and the CBD. While business hours are key for person movement into and out of the CBD, a significant proportion of freight could be moved into and out of the Port at night, thereby either relieving congestion of the road system, of slowing the growth in freight movement going forward.

⁷ <http://mg.co.za/article/2012-01-13-passenger-ships-banned-from-docking-at-va-waterfront>



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The barriers to seeing more freight moved at night has to be determined so that appropriate measures can be designed to achieve such a shift.

3.9.2.5 *Air Freight Movement*

Air freight plays an important part in the Cape Town regional economy, with significant value of time-sensitive fresh produce being exported on an annual basis. However, the air freight industry is highly fragmented with the implication that reliable data is not readily available.

The movement of airfreight (air cargo) in the Western Cape is confined mainly to the operations at Cape Town International Airport. A considerable amount of freight is moved from Cape Town in the hold of passenger aircraft, with 80% of goods associated with passenger travel. It is estimated that approximately 30,000 tons per annum of air cargo is lifted from Cape Town, both internationally and to Johannesburg International Airport for transshipment and transfer to international flights. Some of the freight transported by air from the Western Cape comprises fish and crustaceans (mainly rock lobster), abalone and ostrich products. Certain chemical, pharmaceutical and photographic products are received by air as well as computer software and hardware components.

In order to determine trends and planning priorities for supporting land transport, the extent of this demand needs to be determined in a Comprehensive Freight Strategy for the Cape Town region.

3.9.3 Freight Movement

3.9.3.1 *Road freight*

Freight movement happens unrestricted throughout the City, which occasionally results in noise, undue delays and damage to pavements on lower order roads, especially in residential areas. The need to create a preferred freight network throughout the City has been identified to minimise these problems.

- Overload Control

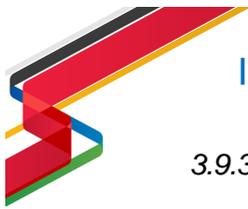
All weight bridges are controlled by the Provincial authority, and intercepts freight vehicles entering and leaving the City. There are three located in the City:

- On the N7 at Vissershok
- On the N1 at Joostenbergvlakte
- On the N2 at Somerset West

Overload control within the metropolitan area is conducted randomly. The effectiveness of the current enforcement practice needs to be monitored to ensure adequate protection of the road network is achieved.

- Truck Overnight Holding Areas

Cape Town does not provide any of these types of facilities. SANRAL controls a direct access service station with such a facility along the N7 (approximately 35 km from central Cape Town).



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3.9.3.2 Rail freight

High order freight rail lines are owned and operated by Transnet. The main rail lines for the movement of freight in and out of Cape Town are:

- The Main Line runs between Cape Town and Johannesburg, and primarily terminates at the marshalling yards in Bellville, south of the Bellville CBD.
- The line from Bellville to the Port of Cape Town via Monte Vista.
- The line that connects Bellville to Saldanha Bay via Fisantekraal and Hopefield.
- The line from Bellville to Bitterfontein via Malmesbury.
- The line from the Port of Cape Town to Atlantis

Services along these main lines are limited, with the result that the vast majority of long distance freight is moved by road. This has significant implications for maintenance of the national road system. It is both national and provincial transport policy to move contestable freight from road to rail.

- Athlone Refuse Transfer Station (ARTS)

Within Cape Town waste disposal is primarily performed by road vehicles but the ARTS provides the means to transport containerised waste from the municipal collection system by rail to the Vissershok disposal area located adjacent to the Kensington-Chempet-Atlantis railway line. This is currently the only example of regular urban freight-by-rail movement in Cape Town.

The new Kraaifontein Refuse Transfer Station also makes provision for a similar rail service in the future. However, the ability to accommodate both passenger and goods trains on this line is hampered by inadequate signalling facilities. Work is currently undertaken between Prasa and Transnet to resolve this issue.

- Road-Rail transfer facilities

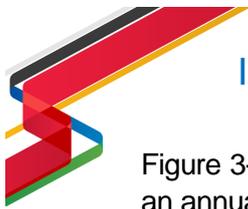
Intermodal freight transfer facilities need to operate efficiently to ensure the competitiveness of rail against road freight. At present the only such facility in Cape Town is situated at Bellville Container Terminal (Belcon).

Belcon is located on the Cape main rail line, to the south of Bellville. The location of the terminal, places it at the centre of the main rail lines used for container and general cargo in the Western Cape, where transfer takes place to and from trucks. The future role and use of the Belcon site is currently under review by Transnet.

The City cannot play a significant role in effecting such a shift. However, it can facilitate the process through appropriate land use planning and strategic road network planning to encourage the efficient transfer from road to rail. This strategy will be further developed under a comprehensive freight logistics strategy for the Cape Town functional area.

3.9.4 Freight volumes

This section contains some of the volumes of commodities moving through the Port of Cape Town. The information was provided by the National Ports Authority (NPA), and is used to evaluate trends in freight movement in order to plan for future transport operations and infrastructure requirements.



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Figure 3-29 and Figure 3-30 illustrates the number of vessels entering the port of Cape Town on an annual basis, with the results for 2012 reported up to October. Figure 3-30 illustrates the amount of TEUs (Twenty-foot Equivalent Units) shipped, landed and transhipped at the port of Cape Town over a 6 year period, again with results for 2012 reported up to October. The current demand for break bulk is displayed in Figure 3-31, with results for 2012 reported up to October.

Figure 3-29: Totals of vessels entering the port (2006 to 2012)

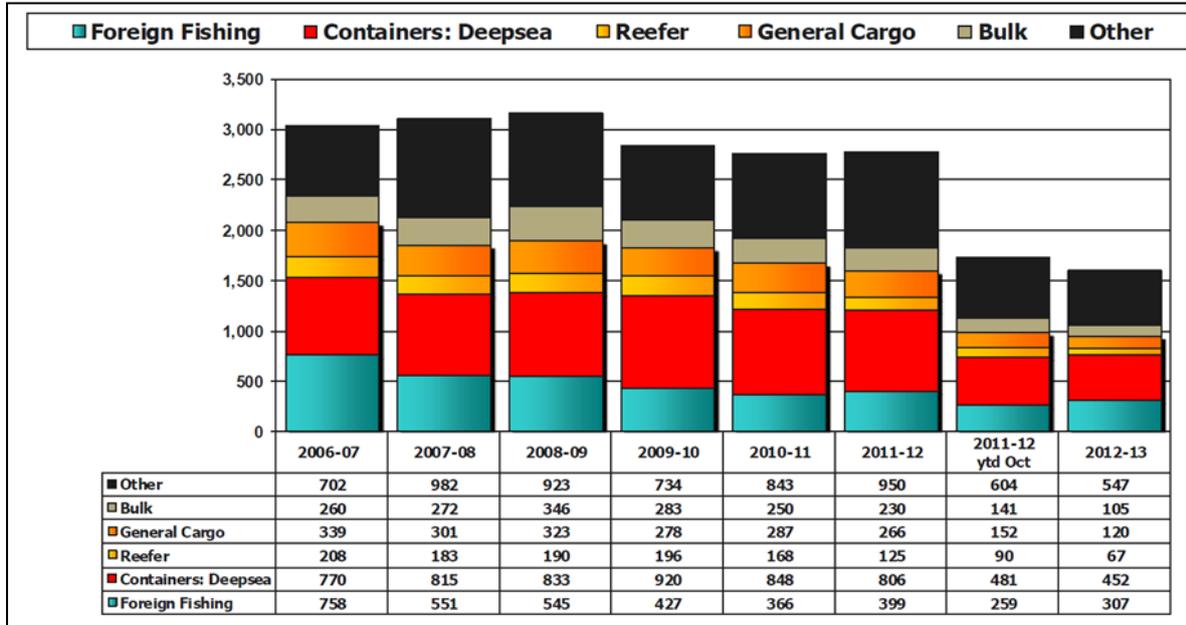


Figure 3-30: Total TEU's handled at the port (2007 to 2012)

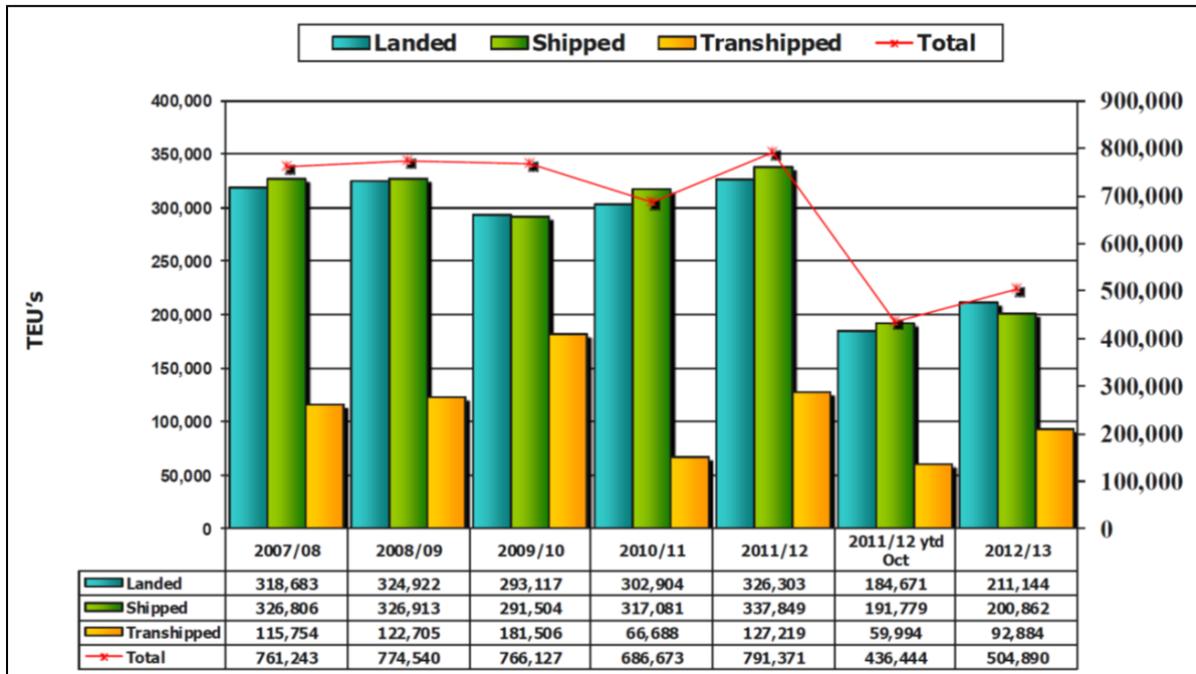
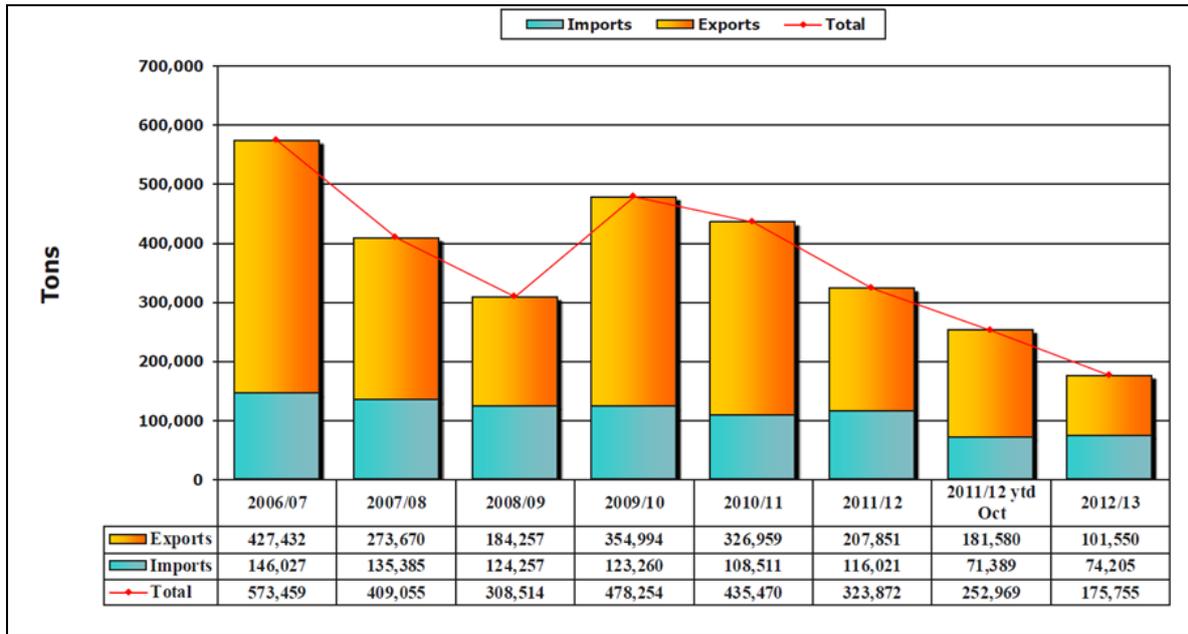




Figure 3-31: Totals of break bulk cargo handled at the port (2006 to 2012)

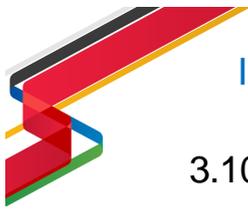


The drop in the number of vessels and containers moving through the port in 2009/10 reflects the worldwide economic slowdown that started in 2008. While container volumes are slowly increasing again, the number of vessels entering the Port has not shown returned to the upward trend seen before 2008. The difference can partly be ascribed to the fact that ships are increasing in size and therefore fewer ships carry more containers. A second factor would be the continued trend of containerisation of break-bulk cargo.

The implication for the City is that the growth in containers moving in and out of the port must be acknowledged in land transport planning. Under the current trend, the opportunity arises to increase the rail container service to and from Bellville, so that fewer trucks have to visit the Port, where the constraint of road capacity will lead to increasingly longer delays for both freight and general traffic.

3.9.5 Incident Management

The Incident Management Plan deals with all aspects of freight and other incidents on the road and rail network. Incidents are managed and co-ordinated through the TMC. More detail is contained in Chapter 9.



3.10 COSTING AND FINANCIAL MANAGEMENT SYSTEM

Table 3-53 shows the funding sources of the approved capital budget for Transport for Cape Town for the current financial year, from 1 July 2013 to 30 June 2014. The largest amount of just under R1 billion funds the construction of BRT infrastructure.

Table 3-53: 2013/14 Capital Expenditure Funding Sources for Transport for Cape Town

Fund Source	2013/14 Approved Budget
City Funds	
External Financing Fund	R 103 877 469
Revenue: Insurance	R 200 000
AFF: Ward Allocation	R 14 648 308
Assets Sale	R 1 200 000
Capital Replacement Reserve	R 532 227
User Charges	
Developer Contributions	R 24 340 603
Provincial Grants	
Cape Metropolitan Transport Fund	R 5 299 308
Metropolitan Road Rehabilitation	R 5 000 000
National Grants	
Neighbourhood Development Partnership Grant	R 13 500 000
Public Transport Infrastructure Grant	R 946 241 000
Public Transport Network Operations Grant	R 80 000 000
Urban Settlements Development Grant	R 236 384 354
Private Sector Finance	
Flood alleviation	R 619 657
Total Capital Expenditure funding	R 1 431 842 926

Table 3-54 shows the funding sources for the operational expenses of Transport for Cape Town. Operations in this definition refer largely to maintenance and upgrade of transport infrastructure, and do not include vehicles operating costs associated with public transport services.

Table 3-54: Funding of Transport for Cape Town's Operations

Source of Funding	Amount
City's Own Funds	R 1 646 990 434
National Grants	R 274 350 120
Provincial Grants	R 17 600 000
Other Grants	R 970 000
Total	R 1 939 910 554



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Subsidies for public transport operations are distributed to vehicle operators, and not users. The agency and amount currently paid to different services are shown in Table 3-55.

Table 3-55: Subsidies paid per public transport operator per annum in the City of Cape Town

Service description	Funding Agency	2013/14 amount
Metrorail	NDoT	± R 1 300 000 000
Contracted bus (GABS)	PGWC	± R 770 000 000
BRT - MyCiTi	TCT	± R 150 000 000
TOTAL		± R 2 200 000 000

The current Provincial Transport Operating Grant (PTOG) that funds the existing GABS and Sibanye bus service will be replaced by a Municipal Transport Operations Grant (MTOG). All contracted bus services operating within the City of Cape Town will be funded out of the MTOG, once new contracts have been concluded between TCT, as Contracting Authority, and new VOCs, or Vehicle Operating Contractors.

3.10.1 Public Transport Cost Assessment

It is not known what the total cost and revenue, from other sources including ticket sales, are for Metrorail and contracted bus services. It is also not known what the cost and revenue of the minibus taxi industry are. It is therefore not possible at present to determine the passenger cost per kilometre for the different modes, which would enable TCT to plan comprehensively for the most appropriate mode for each type of service in the public transport system.

While not apparent from the tables above, the budget is highly capital intensive, with maintenance and repair costs lagging behind. The budget for transport safety is relatively low, mainly due to safety and security services are not a core function of TCT. However, as transport security is also not a high priority for other departments, funds for transport security is insufficient to meet the demand of a safe and secure transport system.

3.10.2 Road Network Cost Assessment

In a 2013 study, TCT estimates the value of the road network at about R78bn. The study also determined that the Class 4 and 5 roads comprise about 80 of the network, while it carries around 20% of the traffic volumes. This portion of the network requires an estimated R12bn over the next 15 years to remove the backlog in road maintenance, as to upgrade all of these roads to the same pavement design standard.

The conventional budgetary process cannot accommodate these costs, which means that specific funding mechanisms and sources have to be secured as a matter of urgency.

3.10.3 Tariff Management

The City of Cape Town, through TCT, has developed and approved a fares policy for contracted, road-based public transport in 2013. This policy establishes the goal(s), objectives and principles underlying and guiding the City's fare-related decisions (i.e., decisions regarding developing or adjusting the fare design, levels and tariffs).



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This policy also provides the guiding principles for the establishment of a by-law, which amongst other aspects of the public transport system, would address the enforcement of the fares policy.

The fares policy is, therefore, an overarching framework document or guiding document that must be referred to in all fares-related decision-making. The fares policy is consistent and compliant with the existing and current legislative and policy requirements and directives. The objectives and principles of this policy encompass all public transport modes administered by the City. The fare design and fare system initially developed for the MyCiTi system will be applied to all contracted and road-based public transport systems administered by the City, dependant on a budget for the service and being agreed upon by Council. This is defined in the associated tariffs as applicable per financial year.

In terms of the greater public transport systems in the City it is intended that:

- the fare system be expanded in future to include all public transport modes administered by the City
- a uniform fare design be developed for all public transport modes within the City (i.e., BRT, other contracted bus services, commuter rail, dial-a-ride etc.).

This is in order to provide a co-ordinated public transport system in a multi-agency/operator environment.

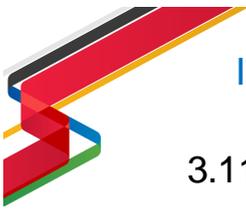
Also, it is anticipated that the fare policy document will be amended and expanded periodically to include the inter-agency issues associated with fare integration and the universal smart card fare collection system. It should be noted that implementing fare integration and a universal fare collection system for the whole city carries with it extensive requirements, from both a technical and institutional perspective. The planning and development of such a system must address a range of complex issues.

Figure 3-32 illustrates typically the role of a fares policy in the process towards the establishment of tariffs for public transport.



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- Validators
 - o Permanent validators on bus
 - o Gates at stations
 - o Handheld validators for inspection & redundancy
 - o Card Office Machine
- Point of Sales
 - o Point of Presence
- Card Vending Machines
 - o To dispense, if possible, both EMV Contactless smartcards & Mifare single trip
 - o Single Trip only dispensers
- ATM Cash Receptors
 - o ABSA ATMs
- Retail Network
 - o ABSA Retailors
 - o CAPTOUR
 - o City Station kiosks
 - o Schools
 - o University/Technikon Campuses
 - o City Cash Offices
 - o Public Transport Interchanges
 - Roll-out of My Connect Card requirement per mode
- Metro Rail
 - o EMV certified validators
 - o Gates (if existing gates can't be modified)
- Busses (GABS)
 - o EMV certified validators
 - o Vehicle Logic Units
 - o Mobile Touch Terminals
- Long Distance and Tourism
 - o Plans not finalised
- Mini-bus Taxi's
 - o EMV certified validators
 - o Vehicle Logic Units
 - o Mobile Touch Terminals
- Dial a Ride
 - o EMV certified validators
 - o Vehicle Logic Units
 - o Mobile Touch Terminals
- Park & Rides
 - o EMV certified validators



3.11 ORGANISATIONAL / INSTITUTIONAL OVERVIEW

3.11.1 Transport for Cape Town

Transport for Cape Town was launched in October 2012 in terms of the National Land Transport Act. The TCT structure, which appears in Figure 3-33, was approved by the Council of the City of Cape Town in May 2013. The structure comprises eight Departments, the functions of which are described in the sections below.

3.11.1.1 *Performance & co-ordination*

This is the overarching department which focuses on co-ordinating and monitoring the achievement of the mandate of TCT, with the focus being on ensuring that the end user and community needs are addressed in an efficient, effective and targeted manner, within the overall context and direction of the City. This includes TCT and functional performance compliance and the IRT Compliance Office, change management communication, etc. It will also be responsible for all HR and the training academy.

3.11.1.2 *Planning*

The Planning Department essentially focuses on the 3 core components in the integrated transport management process, namely the medium to long term plan and related policies, sector plans and strategies - the CITP and the related strategies, standards and sector plans. It focuses on systems planning and network design. Planning also includes business development and long term strategic planning.

3.11.1.3 *Contract operations*

The Contract Operations Department focuses on the new function that is to be assigned to the City and then combines the existing functions related to the operational management of the IRT contracts, in order to make up the composite whole of scheduled road-based public transport services. Essentially, all vehicle operator contracts will be managed in a unified manner, ensuring seamless public transport at a premium standard.

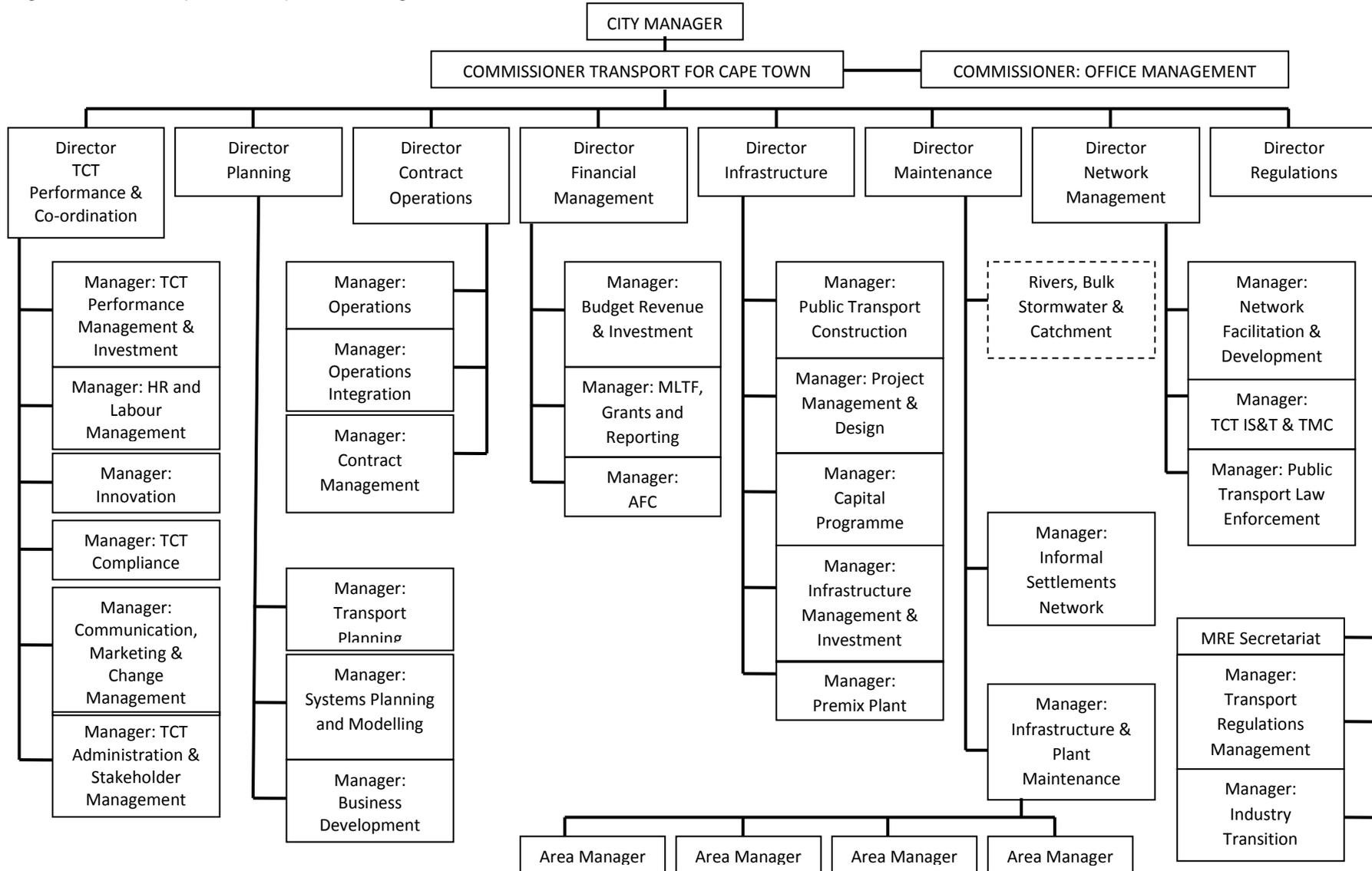
3.11.1.4 *Financial management*

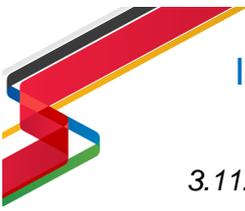
This restructure has pulled together all the financial management functions under one umbrella in TCT. This then includes budgeting, revenue management and investment including costing thereof (a critical new function that has been assigned to TCT Sections 27 and 28 of the NLTA). The Financial Management Department will also cover the management of the MLTF. Lastly, the Automated Fare Collection (AFC) and billing system needs to be reassigned to the Department. TCT will be taking this system and developing it further with a detailed billing system.



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Figure 3-33: Transport for Cape Town Organisational Structure





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3.11.1.5 *Infrastructure*

The Infrastructure Department is responsible for all construction and capital investment on the network related to public transport, NMT, roads and related local stormwater, and facilities. It also focuses on the registration, management and monitoring of the public transport permanent assets as well as the road network. It will then undertake the registration as well as investment planning and infrastructure asset management profiling. The new self-sufficient and sustainable premix plant will be costed, funding sources, developed and made operational.

3.11.1.6 *Maintenance*

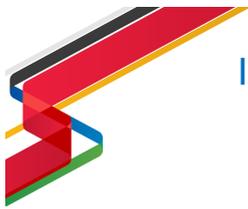
The Maintenance Department is responsible for the overall management and maintenance of all assets falling under the auspices of TCT. It will manage the districts and depots as well as a number of critical elements. This will include the registration and management of all plant for the rollout of the management and maintenance of the infrastructure. This function includes the team that will be responsible for the road and stormwater interventions into informal settlements.

3.11.1.7 *Network management*

The Network Management Department is a new department that is considered essential to deal with the added functions in terms of the systems management. It deals with operations, traffic related systems as well as traffic management and public transport law enforcement. This Department focuses on the City's responsibility for what happens on its integrated network.

3.11.1.8 *Regulations*

The Regulations Department is necessary as the City is to be assigned the Municipal Regulatory Entity function, as determined in the NLTA. It is essential that all related functions in terms of regulation are consolidated in one department so that there can be synergy and the efficient management of regulation. This includes industry management and transition and managing operating licences.



4. SPATIAL DEVELOPMENT FRAMEWORK

4.1 INTRODUCTION

The regulations require a cross reference to the City's Spatial Development Framework as it relates to integrated transport planning, with specific reference to development trends, densities, growth nodes and corridors and economic trends. It is considered important for the CITP to be in line with Integrated Development Plan, respond to and in turn direct the SDF and also move towards the implementation of the City's Economic Development Strategy and Social Development Strategy. This Chapter will elaborate on each of the overarching development strategies.

4.2 CAPE TOWN SPATIAL DEVELOPMENT FRAMEWORK (CTSDF)

The Cape Town Spatial Development Framework (CTSDF) was approved by the Western Cape MEC for Local Government, Environmental Affairs and Development Planning on 8th May 2012 in terms of section 4(6) of the Land Use Planning Ordinance (No.15 of 1985) (LUPO). The CTSDF is a long term (20-year) plan intended to manage urban growth in Cape Town.

According to the CTSDF, the notion of an accessibility grid is based on the recognition that the need to travel is a derived demand and a function of the land use distribution that supports the grid. The transport routes are therefore not seen as only movers of people, goods and services but also as conduits of economic opportunity. At the metropolitan scale, two key elements of the primary accessibility grid are identified namely the activity routes and development routes. The primary accessibility grid is supported by a system of the following mobility links: connectors, urban freeways and the rail network.

The CTSDF notes that areas of land use intensification can be in various forms namely development corridors, strip development, urban nodes and civic precincts.

According to the CTSDF, some corridors in Cape Town are more established than others, and four corridors are identified namely: (1) the western corridor, located along the Main Road from Simon's Town to Cape Town CBD and extends from the CBD northward along the West Coast; (2) the southern corridor, which is the structural linkage between Claremont/Wynberg, the Metro Southeast, and the Strand/Somerset West area; (3) the eastern corridor, which provides linkage from Mitchell's Plain/Khayelitsha to Bellville; and (4) the urban core corridor, extending from Cape Town CBD to Bellville CBD along Voortrekker Road (CoCT, 2012a). These corridors are shown schematically in Figure 4-1.

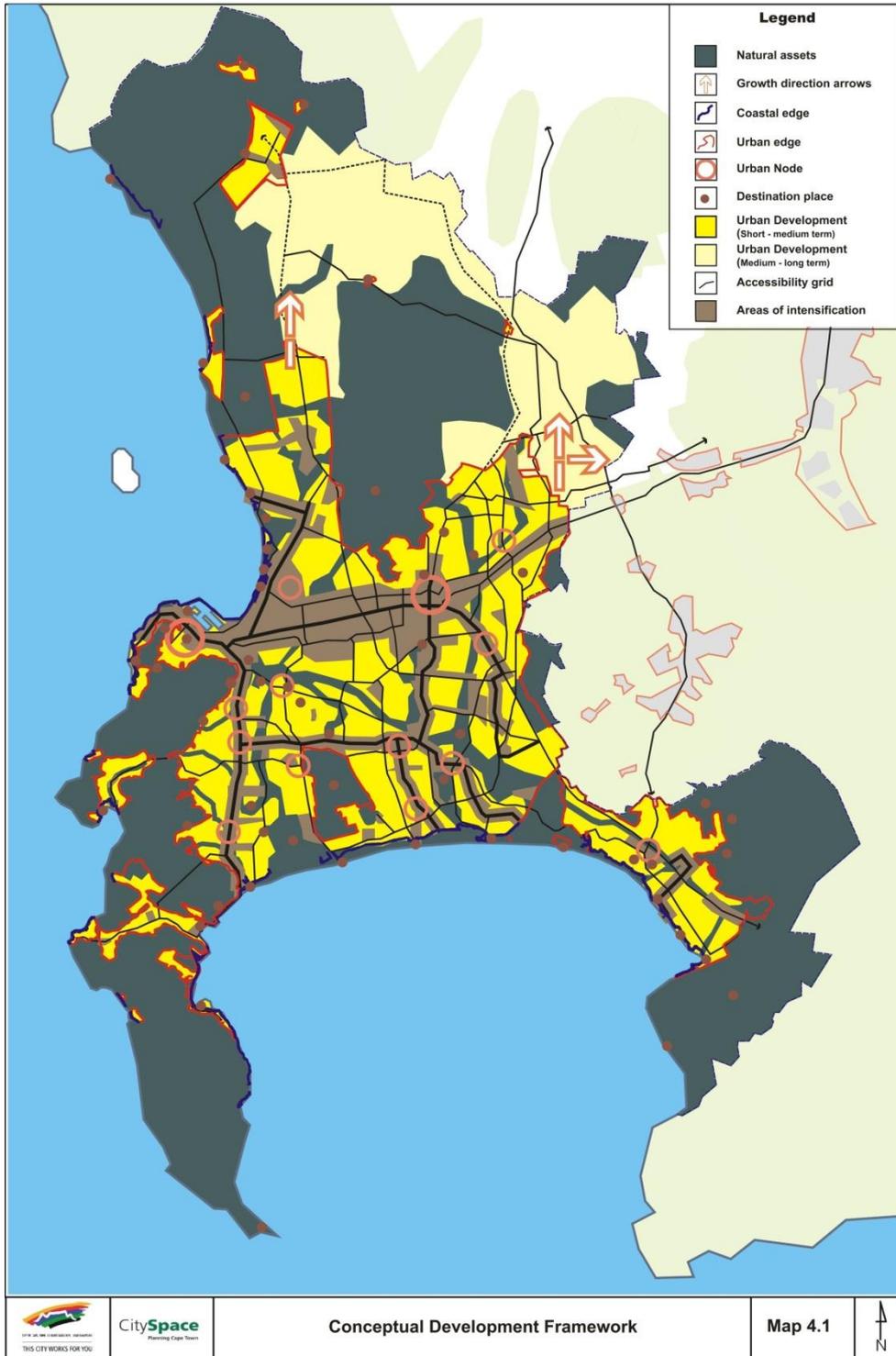
The CTSDF notes that strip development are mixed uses that are located along the portions of activity routes and development routes. Urban nodes are characterised by the intensity, mix and clustering of activities at points of maximum accessibility and exposure. The role and function of the nodes are differentiated in terms of the scale (metropolitan, sub metropolitan, district, local and neighbourhood).

Despite the reference to the rail system, it is apparent that the CTSDF assumes that accessibility is predominantly provided through the road system. This could probably be the result of the poor quality of service provided by rail as a passenger mode, which means that many private sector



developers cannot envisage their clients making use of rail as a means of access to those new developments.

Figure 4-1: Cape Town Conceptual Development Framework



4.3 PROVINCIAL LAND TRANSPORT FRAMEWORK (PLTF)

The PLTF is developed in terms of section 35 of the NLTA, and is a key informant to the City's CITP. In addition to the directives listed in Table 4-1, the PLTF requires of the City's transport



Integrated Transport Plan

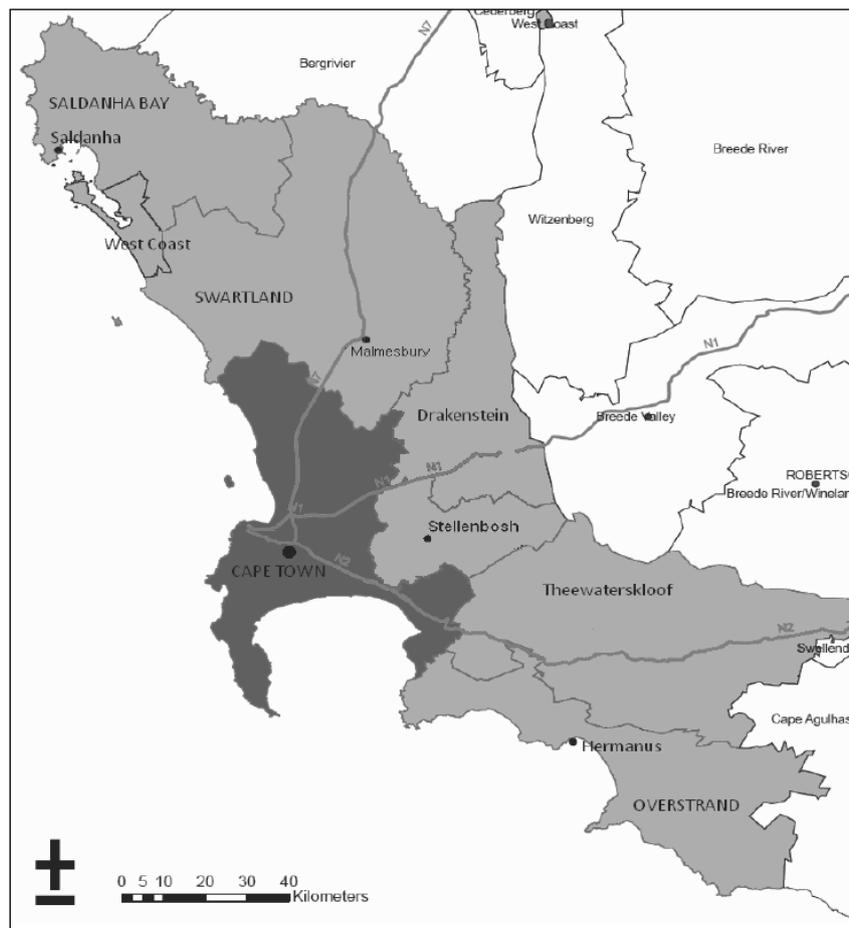
plan to incorporate trips made across the municipal boundary, and into its Functional Region (or Functional Area).

The OECD (Organisation for Economic Co-operation and Development) defined the functional region of Cape Town based on: transport interaction, location of strategic infrastructure (harbours, airport, main roads, pipelines, railway and tourism), ecological connectivity and existing administrative structures. This resulted in a definition of a functional region that includes the municipalities of Saldanha Bay, West Coast, Swartland, Drakenstein, Stellenbosch, Theewaterskloof and Overstrand, as shown in Figure 4-2.

The functional region relationships from a transport perspective include commuter trips by private and public transport, tourist and recreational trips, and freight movements. It further includes the road and rail networks on which above services are served.

While the NLTA and PLTF require planning across the municipal boundary, other legislation, such as the Municipal Systems and Municipal Structures Acts, restrict certain decision making powers to within a municipal boundary. For improved network planning, design, operations, maintenance and management alignment, various policy coordination measures and coordination structures must be put in place.

Figure 4-2: Functional Region of Cape Town

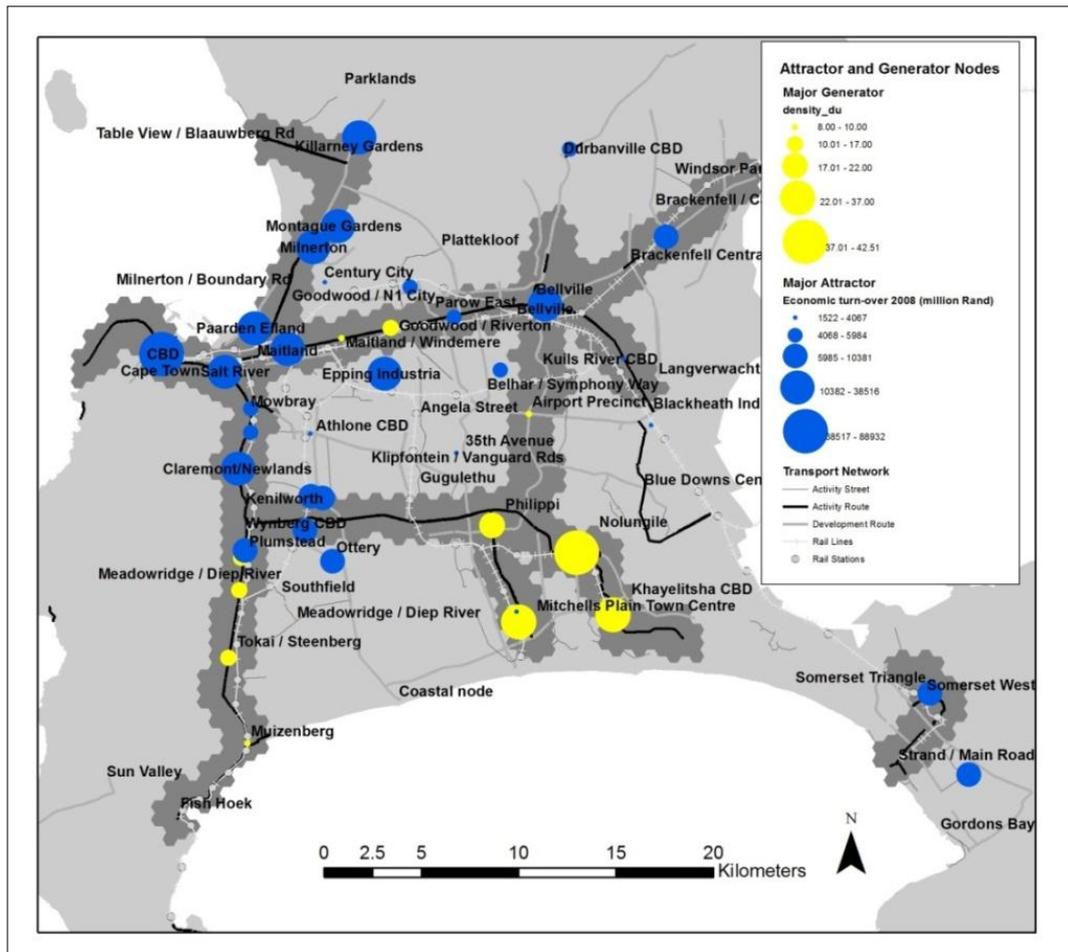




4.4 TRIP GENERATORS AND TRIP ATTRACTORS

Many of the policy directives shown in Table 2-3 identify the need to achieve densification along public transport corridors. An assessment was made of the major trip generating and attracting nodes in the context of the corridors highlighted in the Cape Town Spatial Development Framework (SDF). Figure 4-3 spatially illustrates trip attractor nodes (blue) and trip generator nodes (yellow), as distributed within the transport network and respective corridors in Cape Town.

Figure 4-3: Major trip attractor and generator nodes



A transport analysis of the trip generators and trip attractors within the city revealed a number of trends which led to the definition of mature, generator and attractor corridors, as reflected in terms of the Figure 4-4.

The mature corridors (green) - (Main and Voortrekker Roads) connect major attractor nodes while smaller-scale economic activity characterises the majority of the corridors' length. The corridors are dotted with points of medium density between the major attractors. Generators tend to be located South of Claremont and between Maitland and Goodwood.

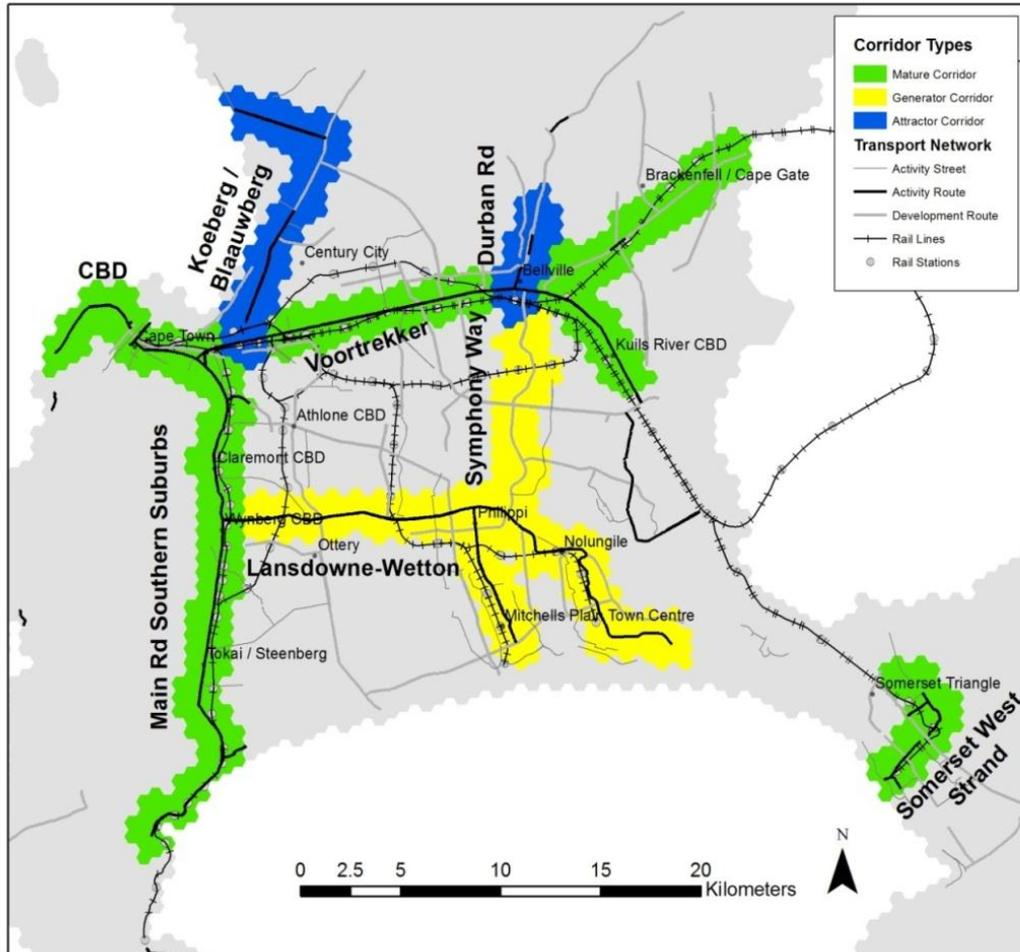
The generator corridors (yellow) - (Metro South-east) is the greatest generator pool in the city where very high densities are concentrated around Mitchell's Plain, Khayelitsha, Philippi, and Nolonigile. Some high densities are also located north of the airport precinct. While these areas have a large population, they lack economic opportunities to act as attractors.



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The attractor corridors (blue) - (Koeberg/Blaauwberg and Durban Road) have different characteristics: while the Koeberg/Blaauwberg corridor has a number of attractor areas although few nodes are well-developed. Durban Road is an extension of the Bellville node. Residential densities are low throughout these corridors save for a few medium-high density points.

Figure 4-4: Types of corridors



This assessment highlights the need to consider a diversity of land uses in a corridor to optimise the utilisation of transport services in a corridor. It is therefore important to develop supporting strategies that will attract appropriate land development to different zones along the main transport corridors.



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The EMME 3 model will be updated by early 2014, to reflect 2013 demand lines and to enable the estimation of future desire lines. It will then also be shown to what extent the demand exceeds the current capacity for road and passenger rail components of the network.

Figure 4-6: Modelled Private Transport Demand between residential areas and work opportunities for major movements in Cape Town (Source: EMME 3 - City 2010 am peak)

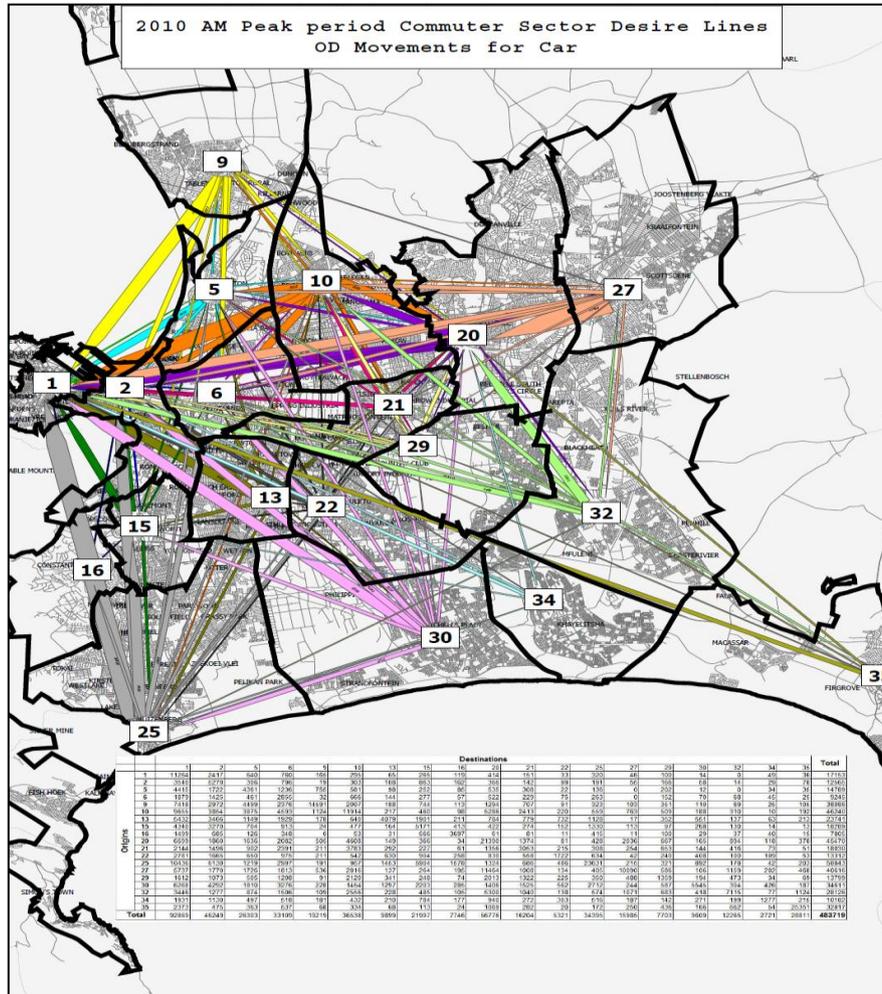
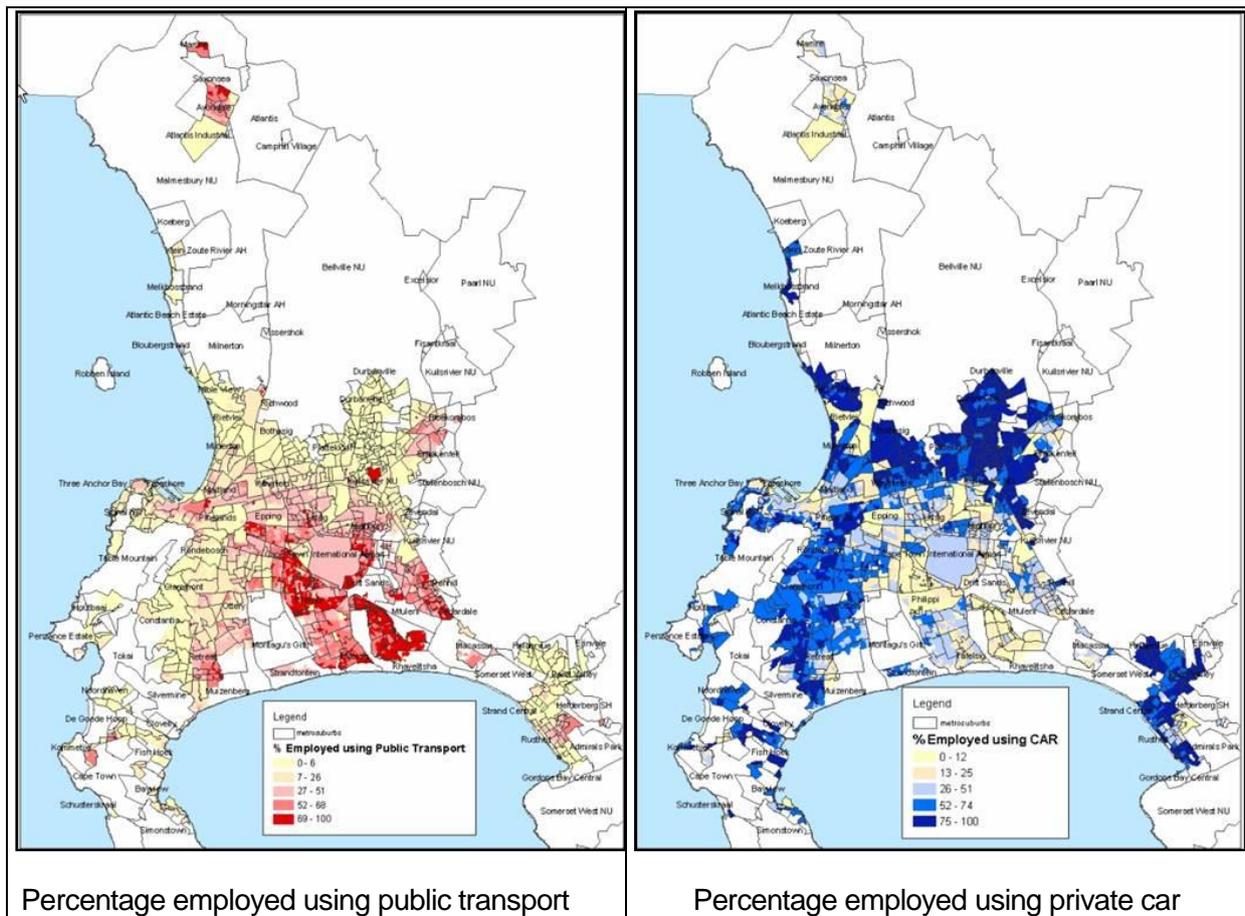




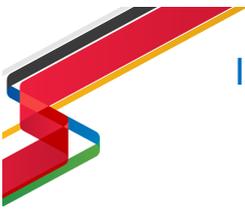
Figure 4-7: Employed Inhabitants – Usage of Public Transport and Private Car



If demand is expressed in vehicular terms, traffic queuing is interpreted as a need for more road space, while overcrowding on trains indicate a need for more rolling stock. However, if demand is expressed in person trips, the most cost-effective solution could be more trains that would remove overcrowding, and then still more trains to allow road users to shift to rail. In this scenario, delays could be reduced through adding operational capacity, without the need for new infrastructure. Another mechanism to consider is to reduce the need for people to reach their destination at the same time, by staggering work or school start times.

Based on the above, conventional planning would have simply resulted in more public transport in existing corridors towards the Metro Southeast, and for more road space toward the northern and southern suburbs. However the objective for an integrated, intermodal and interoperable public transport system requires that the appropriate mode is strengthened to meet existing and future needs.

The strategic implication for transport is that the areas that are currently dependent on private vehicles should be targeted with appropriate strategies and implementation frameworks that achieve a modal shift toward public transport, with inherent environmental and other benefits. For areas that are currently dependent on, and often captive, to public transport, appropriate strategies and implementation frameworks are required to improve the quality and availability of public transport, at a low cost to users, for social and other benefits.



4.5.2 Demand from urban growth

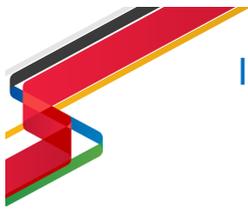
Section 3.4 describes that the City population is likely to grow by about 400 000 people over the next 20 years. The current population of 3,7 million people generates about 1,3 million home-based trips per day. This population growth could therefore add an additional 140 000 home-based trips to the network, most of which would want to take place during the peak period.

4.5.3 Potential induced demand

Transport theory indicates that the actual demand for travel could be suppressed through a lack of capacity. For example, some people choose not to travel if they will experience excessive delays or high cost. While some trips can be delayed, others are simply cancelled. This potentially induced demand is not reflected in counts of traffic and public transport trips, and therefore typically not included in determining the need for transport services, especially because it is very difficult to estimate the extent thereof.

While fewer trips result in a saving in total transport system cost, it also results in a loss of productivity to the greater society, which is difficult to quantify. The aim of transport planning should therefore be to maximise the availability of transport to facilitate access to opportunities. Simultaneously, demand should be managed so that trips that will not hamper productivity are deferred to times when spare capacity exists in the system.

An assessment of the extent of the potential demand is essential to plan adequate levels of transport operational capacity and infrastructure to optimise the City's productivity. In the absence of scientific evidence to estimate the potential demand, it is recommended that the revealed demand be increased by 10% for the purpose of planning the supply for transport.



5. TRANSPORT NEEDS ASSESSMENT

5.1 INTRODUCTION

This Chapter reflects on the transport needs to be addressed in Cape Town. The methodology used to determine the need was to go through a GAP analysis process between the current system (Chapter 3) and the directives for a desired future environment (Chapter 4).

5.2 INTERPRETATION OF THE TRANSPORT REGISTER

5.2.1 Overview of the transport system

The overall modal split in Cape Town is fairly balanced at approximately 50% for both public and private transport in the morning peak period. However, there is a significant distortion between private and public transport use among the different socio-economic groups.

This creates a particular challenge to provide sustainable alternatives and measures for high income households that would reduce the number of single occupancy car trips, while simultaneously providing for the transport needs of lower income communities.

5.2.2 Detailed analysis of public transport

The key characteristics of the infrastructure, operational and system elements of the rail and road system are highlighted below.

- Limited new infrastructure has been added to the rail network in the last 30 years
- Rail is over-subscribed and has lost market share to bus and especially minibus taxi on the Central Line over the past decade
- There is no direct bulk passengers services from the Metro SE to Bellville and Wynberg, which has resulted in significant detours on rail via Mutual and Pinelands stations respectively
- A comprehensive Road Safety Strategy is required to address the unacceptably high accident rates in Cape Town, particularly the pedestrian fatality rate
- Personal security is one of the key barriers to more public transport usage, which requires an integrated approach to law enforcement in the public transport system
- Public transport management systems lag behind similar traffic management systems for private motorised transport, which have evolved to a high standard
- To improve the public transport system to attract tourists.
- To improve non-motorised transport facilities to integrate with public transport services.

5.2.3 Other Public Transport Services

The following needs are identified through an analysis of other transport modes that make up the transport system:

- To find an optimal role for Metered Taxis in the multi-modal transport system
- To integrate long distance public transport services with the local public transport network.
- The City's Operating Licensing Strategy was amended in 2013 to make provision for the use of Tuk Tuks in designated areas of Cape Town



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- Since there is a very limited Dial-a-Ride on demand service, this indicates a need to improve mainstream public transport to satisfy the demand from passengers with special needs

5.2.4 Infrastructure Management

Needs identified for management of infrastructure elements include:

- The proportion of road that are now in the “Poor” and “Very Poor” categories have reached levels that require significant additional maintenance investment to prevent the road system from failing within the next decade
- Differential standards exist between roads in different parts of the City, with the need to move towards a single standard, especially for class 4 and 5 roads
- The Pavement Management System needs to be updated to ensure appropriate management of this high value asset.
- A comprehensive Bridge Management System must be developed to ensure appropriate management of this critical asset in the transport system.
- Cycle lanes need to be extended as a continuous network within the integrated transport system.

5.2.5 Costing and Financial Management System

Needs identified for costing and financial management of transport include:

- To secure operational and maintenance funding for all capital projects.
- To extend the Automated Fare Collection (AFC) system to all public transport modes. Care should be taken that this takes into account the requirements of all categories of passenger, especially affordability for lower income users.
- The MLTF that has been established under the NLTA must be utilised to cross-subsidise the appropriate mode of transport for different segments of the transport market
- Under-investment in the transport system must be corrected to ensure adequate supply exist to support social and economic development of the City. Additional funding sources and incentives must be investigated and implemented

5.2.6 Organizational / Institutional Overview

The City of Cape Town established Transport for Cape Town (TCT) to help deliver the Vision of One and the objectives set out in section 2.1.

5.3 INTERPRETATION OF THE CAPE TOWN SPATIAL DEVELOPMENT FRAMEWORK

5.3.1 Directives from Chapter 4: Spatial Development Framework

- For incentives to promote the provision of public transport systems
- To attract land use intensification to key transport corridors and a hierarchy of nodes
- To reduce the travel distance and time of, especially the poorer users
- Increased energy awareness and the need for a diversity of energy sources and improved efficiency of transport modes



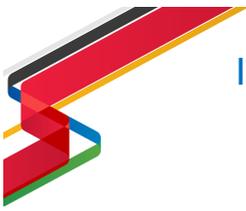
Integrated Transport Plan

- Focus network investment along potential high density corridors in a manner that will maximise all day ridership in both directions
- For increased investment in public transport
- For devolution of Transport Planning to the lowest competent level of government
- Extend transport planning into the functional region
- For increased focus on planning and provision for Non-Motorised Transport trips
- To consider the needs of providing infrastructure in the long term
- For greater accessibility to opportunities by public transport for all people
- For increased focus on the port and freight development
- To deliver a universally accessible transport system
- To achieve a modal shift to the CBD of Cape Town
- For improved financing mechanisms for the transport system
- For improved management systems for transport operations, and the ability to contract appropriate services and the required standard
- For integration between all modes of transport, especially scheduled services
- For improved passenger information and communications
- For a strong, positive brand of transport in Cape Town
- For integrated ticketing across modes
- For significant improvement in road safety and public transport security
- For targeted subsidies to vulnerable users
- For high standards that can be delivered in a sustainable manner
- To maximise the number of jobs created through the EPWP programme
- To provide for social activities at public transport hubs for improved access
- To correct the legacy of spatial segregation
- For improved coordination of land use and transport decision making
- The provision of transport infrastructure for economic growth
- A focus on internationally important transport hubs

5.3.2 Interpretation of directives

The following list of items is the result of the gap analysis between the strengths and weaknesses in the existing system, and the directives from policy informants.

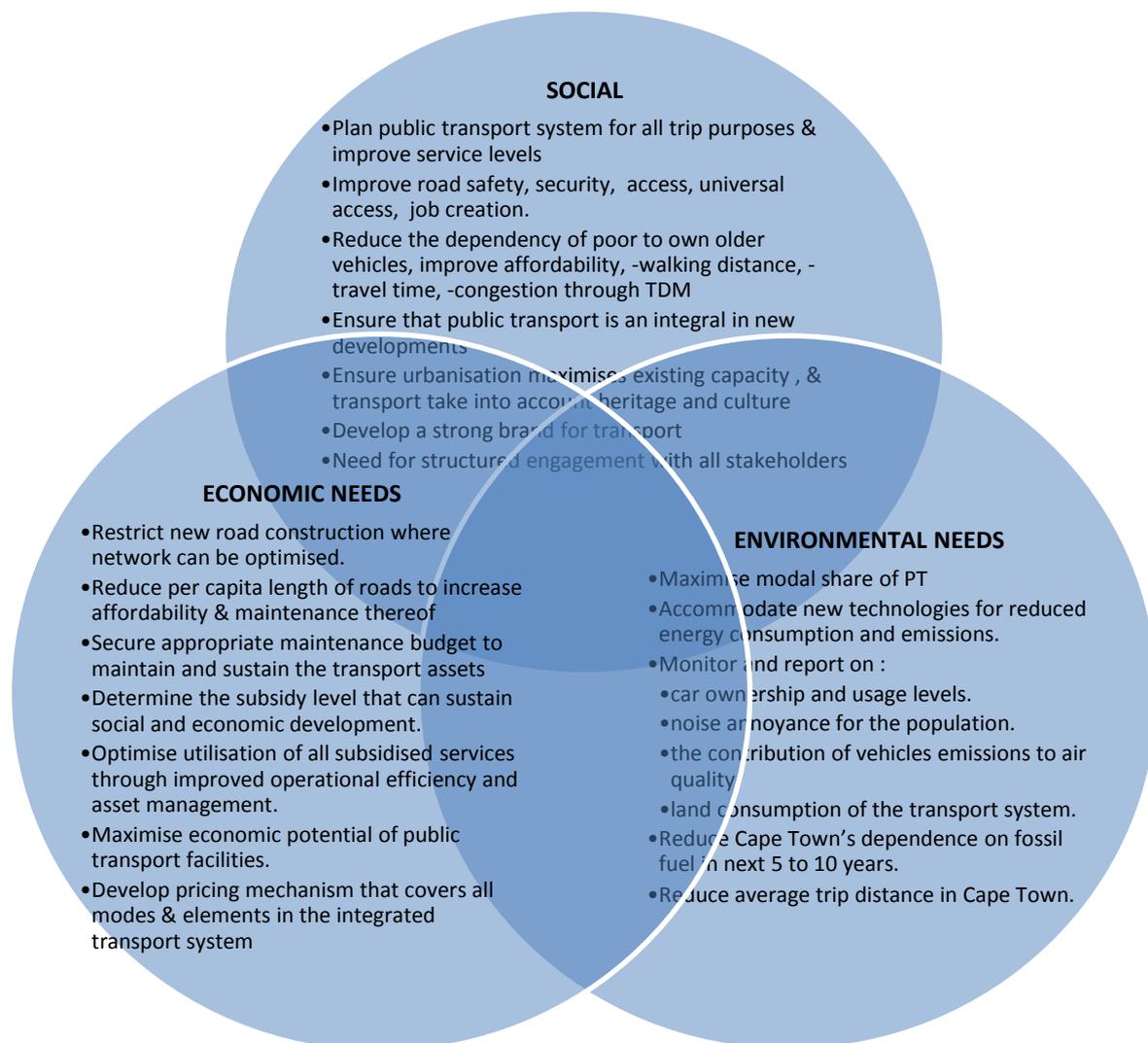
- Reduce average travel distance for the low income users of transport
- Reduce travel time of road based public transport through the provision of priority lanes, especially through critical intersections
- Elevate the needs of the user in network and operational planning above the needs of operators
- Need to extend planning from a focus on work trips to include other trip purposes (sport, education, recreation, social, etc). This will, amongst others, result in higher ridership numbers in the off peak and ensure that public transport can compete with the private car for more people
- Focus regulatory instruments, such as the parking policy and transport impact assessments, to stimulate higher densities and mixed land use
- Need to set clear standards for operations and infrastructure of the integrated transport network, such as minimum service frequencies, and minimum comfort levels
- Need to develop a TOD strategy that directs strategic investment on the integrated public transport network
- Need to directly influence the improvement of the rail service in order to attract development to identified TOD zones



5.4 SUSTAINABILITY FRAMEWORK

The diagram below illustrates the transport needs in the context of the sustainability framework, which aims to reduce the impact of the transport system on the Environmental, Social and Economic functioning of the City.

Figure 5-1: Transport Needs – Triple Bottom Line



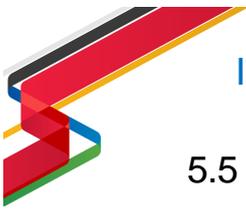


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The above needs are interpreted in terms of the framework of the five pillars of the IDP in Table 5-1 below.

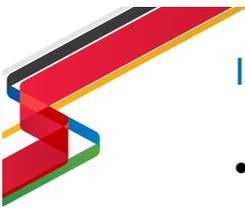
Table 5-1: Transport Needs in the Framework of the Five Pillars of the IDP

Opportunity City	Safe City	Caring City	Inclusive City	Well Run City
<ul style="list-style-type: none"> • To accommodate new technologies for reduced energy consumption and emissions • Reduce Cape Town's reliance on fossil fuel significantly over the 5 to 10 year horizon • To restrict new road construction to where utilisation can be optimised. • To reduce the per capita length of roads to increase the affordability of the maintenance thereof. • To secure the appropriate maintenance budget to maintain and sustain the transport assets. • To optimise the utilisation of all subsidised services through improved operational efficiency and asset management • To maximise the economic potential of public transport facilities. • To reduce congestion on roads through appropriate TDM measures. • To foster developmental employment opportunities related to transport • To significantly improve the travel time for public transport. • To ensure that public transport is an integral part of all new land developments. • To reduce the average trip distance in Cape Town 	<ul style="list-style-type: none"> • To improve road safety for all users especially pedestrians • To improve security for public transport users. 	<ul style="list-style-type: none"> • To determine the subsidy level that can sustain social and economic development. • To develop a pricing mechanism that covers all modes and elements in the integrated transport system. • To improve way-finding and information systems on the integrated public transport network • To formulate measures to improve the affordability of public transport to lower income users and the indigent. • To improve universal access for vulnerable users. • To plan the public transport system for all trip purposes. • To ensure that urbanisation capitalises on spare capacity in the existing public transport network. • To improve access to education facilities. • To reduce the dependency of the poorer communities on ownership of older cars by improving the public transport system • To reduce the walking distance to public transport 	<ul style="list-style-type: none"> • To maximise modal share of PT: • -need to improve public transport for captive users, • -need to retain choice public transport users, • -need to attract new users to public transport • To develop a strong brand for transport in Cape Town. • Need for structured engagement with all stakeholders • To consider the heritage, culture and sense of place for all transport projects 	<ul style="list-style-type: none"> • To monitor and report on car ownership and usage levels • To monitor and report on noise annoyance for the population • To monitor and report on the contribution of vehicles emissions to air quality • To monitor and report on the land consumption of the transport system • To increase the service levels of public transport



5.5 MEASURES TO ADDRESS PRIORITY NEEDS

- Measures to promote public transport
 - The public transport law enforcement function is being established under Transport for Cape Town to improve safety and security within the integrated public transport network.
 - PRASA is increasing rail capacity on priority corridors by improving the signalling system which will be followed by the addition of new rolling stock.
 - Implementation of Phase 1 of the BRT system will be completed and planning and design of Phase 2 has commenced.
 - The BMT lanes on the N2 and the Main Road are operational to reduce travel time for public transport.
 - Transport for Cape Town is establishing a Contracting Authority to with powers to transform contracted bus services, and add contracted minibus services, in a manner that will secure adequate capacity and appropriate service levels to meet existing and latent passenger needs.
 - The City of Cape Town requested PRASA to design, construct and commission services on the Blue Downs line as a matter of priority to meet high passenger demand and stimulate development potential along the route.
 - Transport for Cape Town is establishing a “Municipal regulatory Entity” (MRE) to allow it to regulate the appropriate capacity and service levels on all public transport routes, whether contracted or not.
 - An integrated ticketing system is being developed to achieve interoperability between, initially road based modes, but later also rail.
 - The TCT brand has been launched and will be built out to position public transport as an acceptable mode for captive users, and a viable alternative to the private car.
 - TCT will introduce and further develop standards for the operational, infrastructure and system elements in delivering a high quality transport system.
 - TCT will expand TSM projects to give travel time advantage for public transport at intersections, in addition to full public transport schemes.
 - TCT is developing a marketing and communication plan to improve information sharing, as well as to expand on regular stakeholder engagement.
- Needs of learners and persons with disabilities
 - A universal access policy is being developed.
 - The planning and management of the learner transport system is currently a Provincial competence. However, the City of Cape Town, as the planning authority, is currently collecting data on learner transport through the 2013 Household Travel Survey. An assessment of the data on education trips will be used to develop respective strategies for learner transport.
- Non-motorised transport
 - The City has prepared an NMT master plan. A programme of prioritised projects is funded and is being implemented.



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- Travel demand estimation
 - The City has engaged in a process to develop a transport demand estimation model for the short and medium term future. The purpose of this model is to evaluate different transport responses to a number of land use scenarios.
 - The City is revising its Development Contribution policy in a manner that will internalise some of the incidental and recurring costs to development, in order to promote brownfield development that would utilise spare capacity in the existing public transport system.
- Private transport
 - Transport System Management (TSM) and Intelligent Transport Systems (ITS) solutions are being implemented to improve local congestion zones on the road network. New roads are constructed to address the needs of users in new developments.
 - A Travel SMART programme was developed to guide car users to use alternative, more efficient modes of transport.
 - The Travel Demand Management (TDM) strategy is revised under this CITP to improve the efficiency of measures to targeted areas, modes and user groups, in order to assist private car users to find and use more sustainable modes of transport.

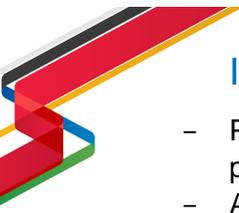
6. PUBLIC TRANSPORT OPERATIONAL STRATEGY

6.1 INTRODUCTION

The aim of the Public Transport Operational Strategy is to address the current and future person trip needs identified in Chapter 5. This includes current needs in the transport system, as well as future needs, aspirations and policy objectives for the City, as described in Chapter 4. The Operational Plan responds to the identified needs through a short and medium term operational plan for the City. The strategy consists of the framework for the Integrated Public Transport Network (IPTN) that is currently being updated; the Operational Strategy that is described in this chapter; the Operating Licensing Strategy that is described here, but bound and issued as a separate document; and the Freight strategy (the framework being discussed in Chapter 9). The strategy is further elaborated upon and costed in the various Sector Plans.

The Public Transport Operational Strategy for the City of Cape Town is informed by the social, economic and environmental needs for a sustainable transport network. The needs that have been identified are contained in Chapter 5, that relate to public transport are listed below:

- The currently fragmented public transport system must be integrated to deliver an interoperable and intermodal public transport service
- Public transport service levels must be improved to cater for all trip purposes in order to serve as a viable alternative to the private car
- Public transport service levels must improve to where it becomes a mode of choice for middle to higher income groups as well lower income groups
- The public transport system must be economically viable, but within the context of social and environmental equity
- Land development must be attracted to existing high order public transport infrastructure to maximise ridership, while reducing trip distances, energy consumption, and viability
- Public transport services must form an integral part of new developments
- Service standards must be set and maintained, and services must be delivered in an accountable manner
- Public transport users must experience high levels of safety and personal security at all times
- The subsidy must be affordable to the broader community in order to sustain social and economic development
- Alternative funding sources must be found that capture value from all beneficiaries of the public transport system
- Transport must take heritage and culture into account
- Passenger information sharing must be effective and efficient to foster confidence with users
- Utilisation of all subsidised services should be optimised through improved operational efficiency and asset management
- Subsidies should be targeted to reduce household expenditure on transport to acceptable levels
- A pricing mechanism should be developed that covers all modes & elements in the integrated transport system
- New technologies that result in reduced energy consumption and emissions should be introduced continuously



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- Public transport services must operate at a speeds that make travel time competitive to private car travel
- A strong positive brand needs to be developed for transport

The Public Transport Operational Strategy provides the framework that TCT is following to integrate public transport services between modes to provide users with a car competitive network so that passengers can move by public transport optimally from origins to destinations. While the framework describes a desired future system, this chapter also deals with the current realities and the progress that is possible over the next five years.

6.2 INTEGRATED PUBLIC TRANSPORT NETWORK OPERATIONAL PLAN

6.2.1 Strategic approach

It has been established, through various assessments and policy directives, that while, public transport should be the primary access system, adequate provision must be made for private car trips and the movement of freight or goods. This has been consolidated in the City's previous CITP as the "Public Transport First" policy.

The strategic approach taken is to provide public transport links from all origins to the key destination zones and nodes in the City, in a manner that optimises access to opportunities for social and economic activities within the constraints of fiscal and environmental constraints. This is done by identifying the nodes of metropolitan significance from the City's Spatial Development Framework (CTSDF), and ensuring that a hierarchy of public transport services, with adequate capacity at each level, connect spatial nodes with service frequency and quality that competes with the private car.

The Integrated Public Transport Network (IPTN) that ensues describes the movement system that will meet the mobility needs of the future City. The IPTN must achieve the appropriate mix of modes which provide a sustainable balance of adequate capacity and low travel time for all the trip purposes of a vibrant city.

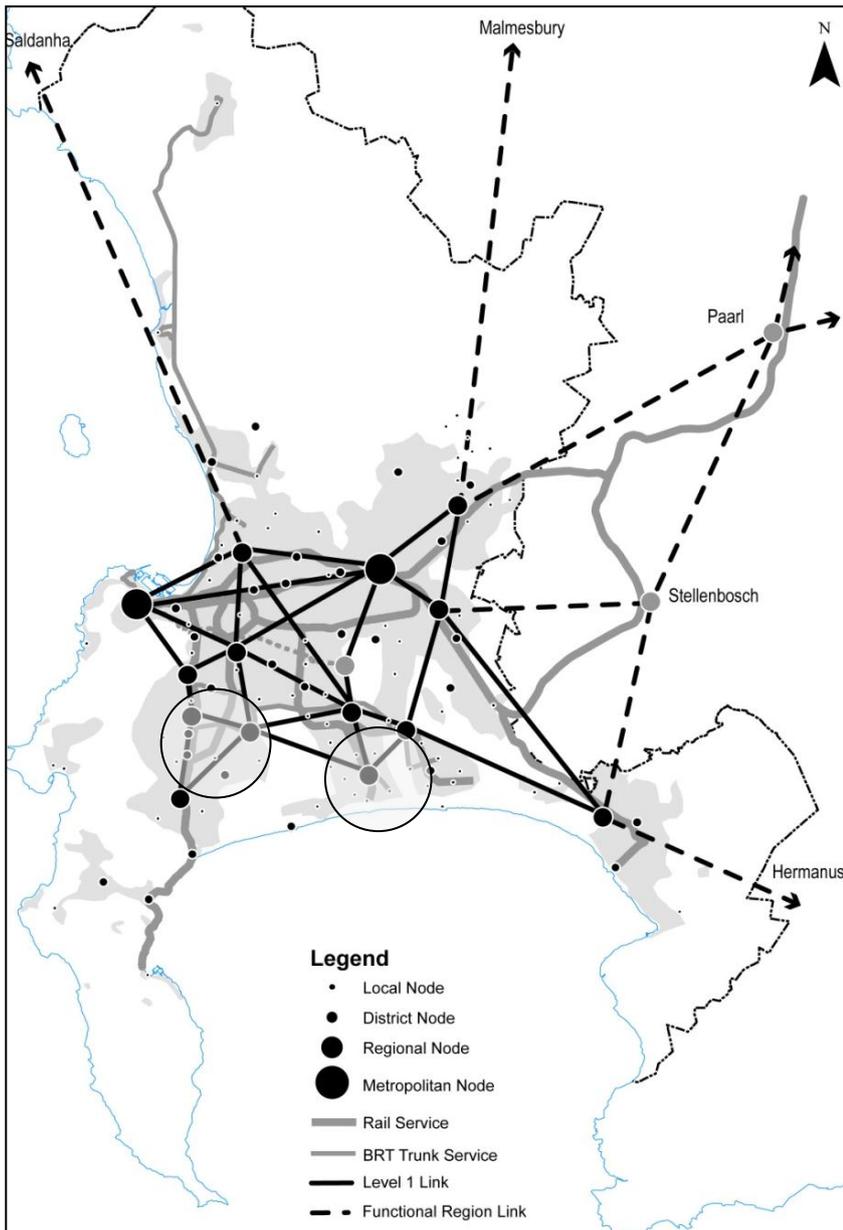
The approach is based on the principles of a Gravity Model that assumes the number of trips between two nodes is proportional to the opportunities within a node, and inversely proportional to the distance, or travel time, between them. This approach overcomes the problem stated in Chapter 4, by which the trips people actually make (revealed demand), are constrained by the capacity, cost and travel time of modes available to users. It therefore aims to deliver a public transport system that can accommodate the total future demand, including existing and potential demand.

Figure 6-1 illustrates conceptually how the desire lines are connecting the 2 Metropolitan and 13 Regional nodes identified by the CTSDf. The desire lines are rationalised to pass through nodes, with the aim to link all nodes to the two major nodes of Cape Town CBD and Bellville.

The Cape Town International Airport (CTIA) was added as a strategic node to link into the public transport system. In addition, the diagram illustrates that the desire to travel extends to nodes in neighbouring municipal areas, and need to be planned in the same manner as those inside the City. In addition, the nodes along the Southern Suburbs rail line as well as in the Metro South East act as significant trip generating nodes when clustering some of these Regional nodes.

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Figure 6-1: Desire lines between nodes of metropolitan significance



The diagram shows the extent of existing rail and BRT lines that provide mobility along the majority of the desire lines. An analysis of this diagram confirms the availability of rail services between the following main nodes and clusters:

- Bellville and Cape Town CBD
- Southern Suburbs cluster and the CBD
- Metro South East cluster and the CBD

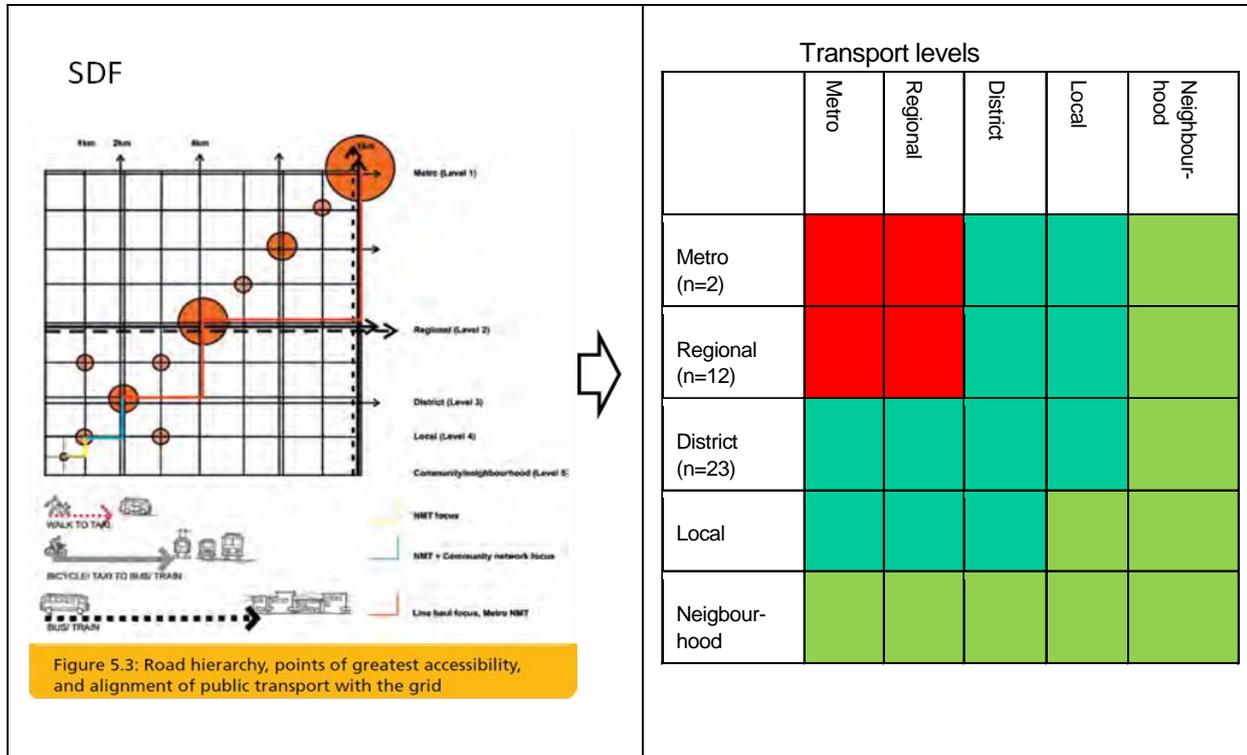
However, the analysis of the diagram also highlights, even at a strategic level, the absence of public transport services between the following nodes and clusters:

- Metro South East cluster and Southern Suburbs cluster
- Metro South East cluster and Bellville
- Southern Suburbs cluster and Bellville

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Figure 6-2 shows the link between the hierarchy of nodes in the SDF and different levels at which public transport services must support these. Higher order public transport services link the higher order nodes, while Local and Neighbourhood type services provide access at the lower levels.

Figure 6-2: Hierarchy of nodes and transport services



While a strategic analysis can indicate the principles, the City uses the EMME 3 Transport Modelling software to expand these principles into the level of detail required to quantify operational and infrastructure requirements.

6.2.2 Framework for Integrated Public Transport Network (IPTN)

6.2.2.1 The selection of the appropriate mode

Each public transport mode has an ideal operating environment. The selection of the appropriate mode is dependent on a variety of factors, including capacity, travel speed and frequency (see also Dauby 2009).

- Capacity

The capacity thresholds of each mode determine its ability to cope with the passenger demand on a route. Table 6-1 provides an overview of the capacities associated with the different modes. BRT is the mode shown to have the biggest capacity range as the implementation thereof varies significantly. However, with a sunken investment in rail, it is not foreseen that BRT will be designed to provide capacity above 20 000 passengers per hour per direction (pax/hr/dir), at which point the benefits of heavy rail typically exceeds the lower cost BRT systems.

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Table 6-1: Line Capacity (Passengers/Hour/Direction)

Mode	BRT Planning Guide 2007	UITP 2009
Minibus taxi	N/a	N/a
Bus	0 – 6 000	0 – 3 000
Bus Rapid Transit (BRT)	3 000 – 45 000	3 000 – 35 000
Light Rail (LRT)	6 000 – 12 000	2 000 – 12 000
Heavy Rail	>25 000	10 000 – 45 000

Source: Dauby 2009, Wright & Hook, 2007

- Travel speed

The operational speed of any public transport mode is influenced by travel speed, spacing between stops, dwell time at stops and the acceleration and deceleration characteristics of the vehicles. The typical operational speeds of modes are shown in Table 6-2 for desirable minimum stop spacing.

Table 6-2: Different modes and their desired spacing and operating speeds

Mode	Stop Spacing	Operating Speed
Heavy Rail	2 400m	70 km/hr
LRT	1 800m	60 km/hr
BRT	1 500m	50 km/hr
City Bus/ Tram	600m	30 km/hr
Taxi	600m	30km/hr

Source: Adapted from Nielsen 2005

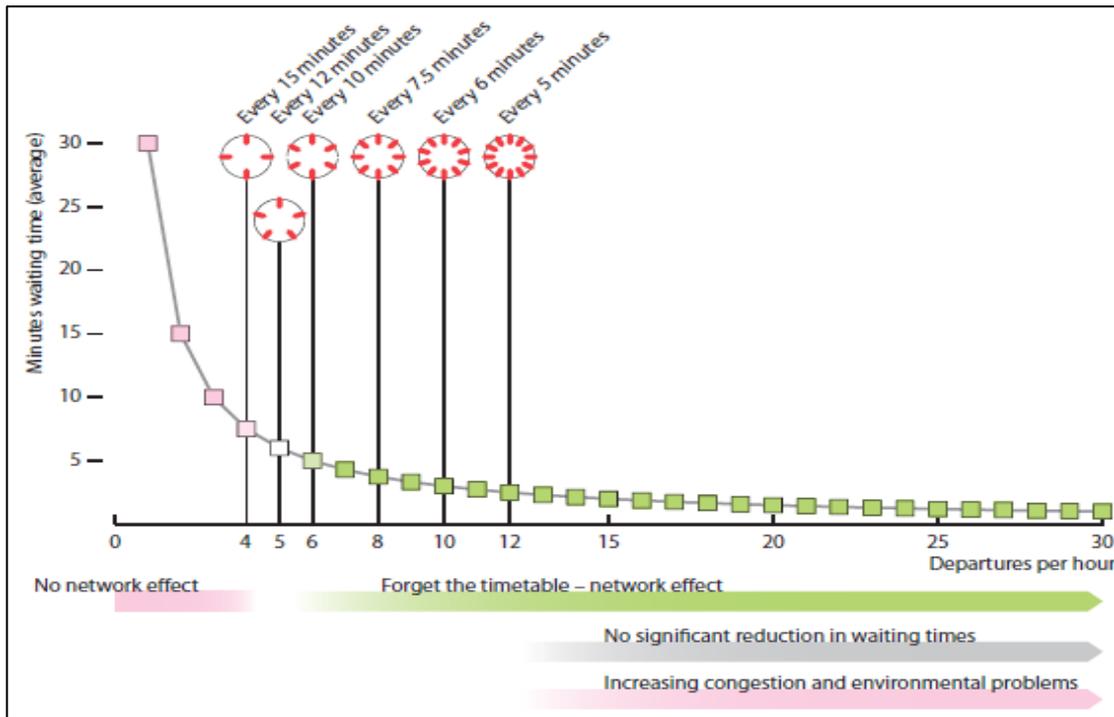
- Service Frequency

For the design capacity, there is a trade-off between the provision of vehicles with a large capacity requiring a low frequency and smaller vehicles with an increased frequency. The strategy is to select the vehicle size with the capacity to meet the demand, while providing it at a desirable frequency (minimum headway). As the patronage along a route tends to increase with time, the ideal vehicle type and size has to be selected to balance short and longer term demand, as well as peak and off-peak requirements.

Figure 6.3 illustrates that the need to plan a journey based on a schedule disappear when the service frequency on that line reaches an average headway of less than about 8 minutes. Under such conditions the passenger waiting time falls to below 4 minutes, which have proven internationally to attract more conventional car users.

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Figure 6-3: Network effect from high frequency services



- Hierarchical IPTN

Based on the urban nodes and the spatial distribution, a four-tier public transport system is proposed, with the following hierarchical levels:

- Level 1: Metro services
- Level 2: Regional services
- Level 3: District and Local services
- Level 4: Neighbourhood services

Table 6-3 summarises the proposed system characteristics of each level of the IPTN. The appropriate mode, or technology, is selected to meet existing and potential demand, based on capacity in a corridor at a speed and service frequency that makes journey time competitive to the private car. These criteria result in a minimum spacing of stops and stations, as well as in requirements for the priority of the mode in the Right-of-Way.

Table 6-3: Four levels of hierarchy of the IPTN

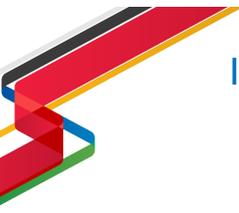
Services	CTSD Scale	Capacity (pax/hr/dir)	Average operating speed	Frequency / Headway	Station / stop spacing	Service type	Technology
Level 1 (Trunk & Express)	Metro-Regional	20.000 - 50.000	35 – 60 km/hour	5 min peak 10 min off-peak	1.500 - 3.000 m	Dedicated RoW	Heavy Rail
Level 2 (Trunk)	Metro-Regional	5.000 – 20.000	30 – 40 km/hour	8 min peak 15 min off-peak	1.000 - 1.800 m	Semi dedicated RoW	Heavy Rail, LRT, BRT
Level 3	District-Local	2.000 - 7.000	25 – 35 km/hour	15 min peak 30 min off-peak	500 - 1.200 m	Feeder / Distributor	LRT, BRT, Bus, MBT
Level 4	Neighborhood	0 – 3.000	5 – 30 km/hour		<500 m	Local Access	MBT, Metered Taxi, and alternative technologies (pedicabs, tuk-tuk)

6.2.2.2 Service levels in hierarchical IPTN

- Level 1 and 2 services

These are the highest order corridors that link large, or series, of origin and / or destination nodes. The key distinction is based on the passenger demand on a corridor. Level 1 services aim a very high demand corridors that require the capacity of rail, while Level 2 services must operate in lower demand corridors where BRT or LRT is preferred, or where existing rail can serve the demand. Service levels 1 and 2 are characterised by the following:

- All services at Levels 1 and 2 will become universally accessible in terms of both vehicles and transfer facilities. New BRT systems will be designed to be universally accessible, while the rail system will be gradually transformed through PRASA’s modernisation programme
- All services will be scheduled during the peak and off-peak
- The target is to provide an 18-hour operational day
- Total travel time will be minimised by keeping operating speeds between 30 and 60km/hr. This will be achieved through:
 - a. dedicated or semi-dedicated right-of way
 - b. minimum spacing between stations
 - c. intersection priority where required
- Skip-stop services will serve higher order stations / nodes to reduce travel time for high demand trips
- Passenger transfer between services must be quick and efficient, through:
 - a. Optimising the number of transfers between key origins and destinations



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- b. Minimise transfer time through interchange design
- c. Integrated scheduling, or timetables
- d. Integrated ticketing

With a well-developed rail network in Cape Town, this is the obvious and only viable mode to provide the very high capacities required of the Level 1 network. The highest capacity of the rail system in Cape Town is currently in the order of 25 000 passengers per hour per direction (pax/hr/dir). However, this capacity is constrained by limited rolling stock and an inefficient signalling system. PRASA has renewed its commitment to invest significantly in the renewal of commuter rail services, in particular by increasing the number of operational train sets and updating the signal system. With planned upgrades the capacity can be increased to in excess of 50 000 pax/hr/dir.

The BRT line capacity on the Table View route is currently adequate and operational capacity can be increased by the addition of more buses.

Where parallel services of different modes are provided between the same broad Origin and Destination pairs, it must not compete for the same function.

- Level 3 services

The most important distinguishing characteristics of this level are:

- The two important functions provided by this level are:
 - a. Distribution services for access to social and economic facilities in a local area, and
 - b. Feeder services to higher order level 1 services for longer distance trips
- To expand the coverage of the public transport system Coverage
 - a. Extent will be determined by affordability and density requirements
 - b. Proposed target is for 80% of population within 500m of a PT stop
- Services can be scheduled or on-demand, based on size and type of demand
- Vehicle type must be selected to match demand at a reasonable frequency
- All vehicles used must be appropriately branded
- In off-peak periods there could be a mixture of scheduled and on-demand services depending on the demand and nature of service to be provided
- Universal Access available on all contracted services
 - a. Not necessary on all vehicles
 - b. Provide a minimum frequency of universally accessible vehicles along a route
 - c. Supplement with on-demand services such as Dial-a-Ride
- Vehicles will mostly operate in mixed traffic at operating speeds of between 25 and 35km/hr., but “queue jump” lanes would be provided where viable
- Quick and efficient transfer from feeder to mobility service
 - a. Minimise transfer time
 - b. Integrating ticketing technology

There will remain a role for bus and minibus taxi type services in the short to medium term, though minimum standards for safety will be enforced on all services.



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- Level 4 services

These are on-demand services that are characterised by the fact that the passenger typically has more control over the destination or route of the trip. Other key characteristics include:

- Service to relatively low demand and short trips
- Typically operate under an Operating Licence issued by the relevant Regulatory Entity
- This level provides access to and from higher order services, but do not take precedent of the need for higher order passengers to transfer between modes
- Ticketing is not necessarily integrated with higher order services

Motorised modes are regulated, and operate according to the conditions provided in their Operating Licences. These modes include Amaphelas, Metered taxi's, Tuk-Tuks, Pedi-cabs and others.

- Non-Motorised Transport

In addition to the motorised modes, Non-Motorised Transport (NMT) remains the most important and preferred “mode” in the public transport system, and need to be considered as the primary means of travel that must be promoted, and accommodated in all aspects of design.

6.2.3 Implementation strategy

6.2.3.1 *Leapfrog and Incremental Approaches*

The roll-out of BRT systems in South African cities is driven by a model of full implementation of a BRT system to rationalise and replace the inefficient public transport system, referred to as the “Leapfrog” approach. Interventions include multi-billion rand investment that transforms infrastructure, operational capacity, frequency and comfort levels, hours of operation, vehicle fleet, stations for boarding and alighting, as well as information systems and fare collecting. While the result is undeniably a positive improvement for passengers within the affected corridor, it will take an estimated 30 years to complete the roll-out of this system to communities in Cape Town.

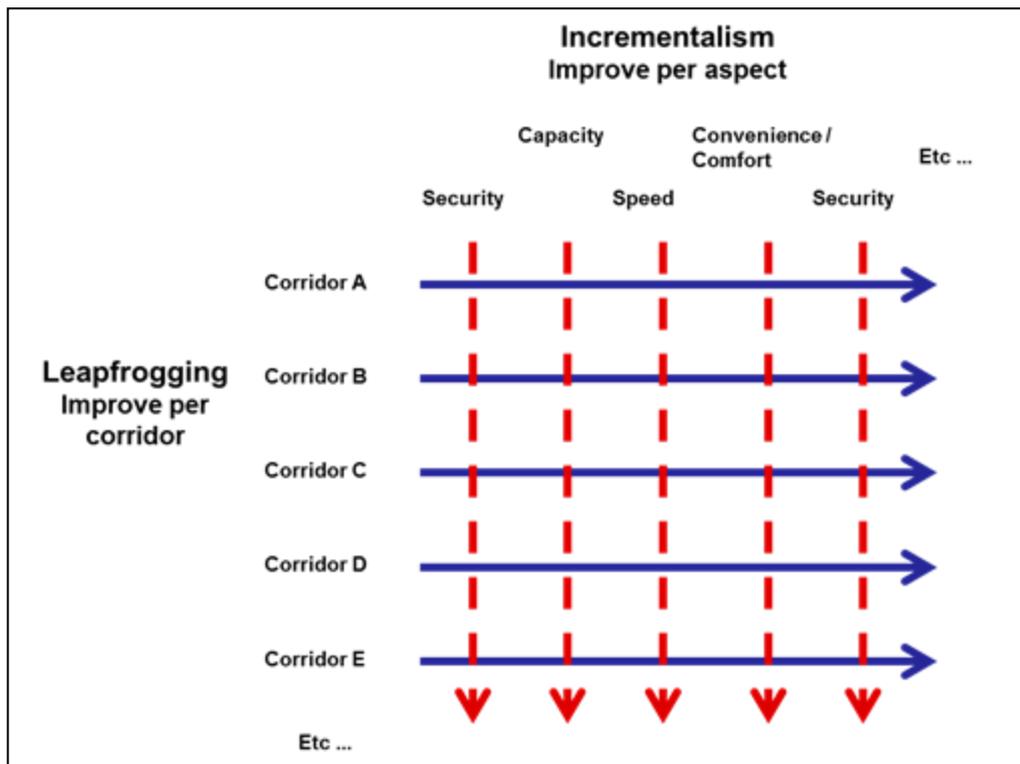
An additional approach is required to ensure public transport improvements are rolled to more parts of the City earlier. This “Incremental” approach will come in the form of TSM (transport system management) improvements for public transport services. This could include improved safety, security and regulated services, scheduling of off-peak services, priority public transport lanes through critical intersections, increase in vehicle size as demand grows, improved shelters and interchanges and better information systems. One or more of these improvements will be implemented as the need requires along a particular route or corridor.

This approach requires that a balance be struck between roll-out of full corridor and citywide improvements to ensure that the operations as a whole improves instead of only on select corridors. Figure 6-4 illustrates the difference between a “leapfrog” and “incremental” approach to the improvement of services along a full corridor or parts of a corridor.

The roll-out of both full and incremental upgrades will be determined through the assessments performed for the detailed IPTN, as updated over time.

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Figure 6-4: Balanced approach between incremental versus leapfrog implementation



6.2.3.2 Integrated transport and land use improvements

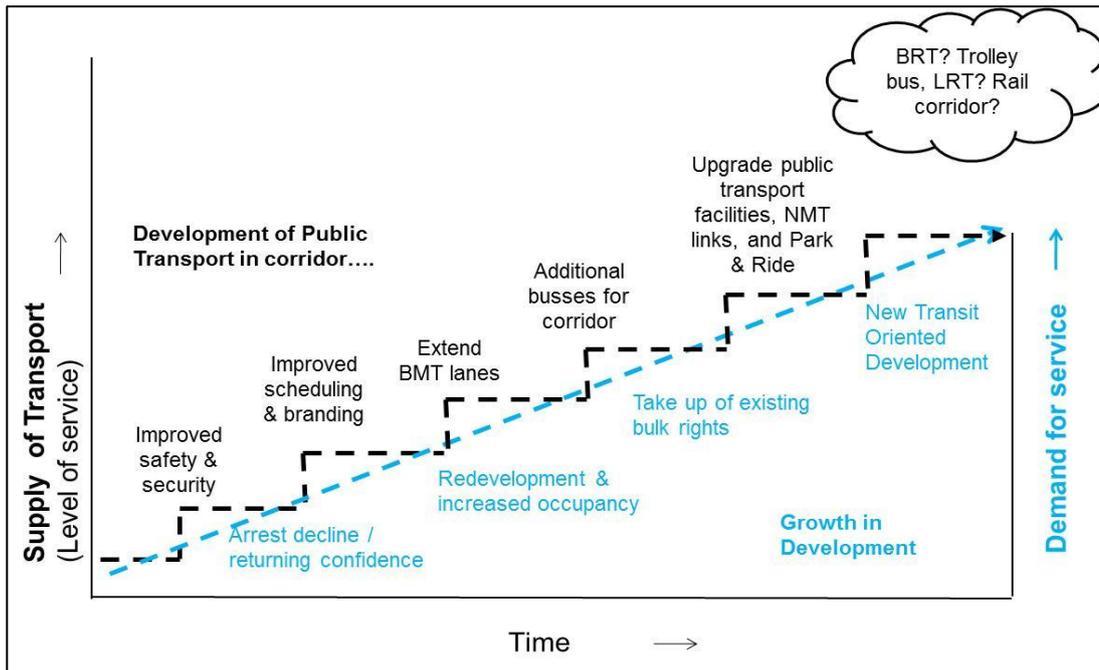
The leapfrog approach is typically required where public transport has not developed in support of land development in a corridor, so that there is a need for sudden and significantly higher quality public transport services. In the absence of existing demand, the leapfrog approach could result in underutilised transport services for an extended period.

The incremental approach recognises the dynamic relationship between transport and land use, and responds to mutual influences between these aspects. It also recognises and emphasizes that improvement to the system happens at a variety of levels, most of which do not require physical infrastructure. The improvement of security, information systems and scheduling, could retain and attract as many passengers as the speed advantage obtained from infrastructure improvements. Conversely, improvements in travel time without appropriate security and information system may not result in an acceptable public transport service that attracts significant new ridership.

Figure 6-5 shows a relationship between the incremental improvement in public transport services and concomitant land development in a corridor. This model assumes that appropriate improvement in transport is required to change land use patterns, which would then require further improvements in transport. The expansion of both land use and transport therefore follows a virtuous circle, which would result in a mature corridor with a sustainable transport system.

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Figure 6-5: Incremental Approach to Service Level Improvement



6.2.4 Modelling approach

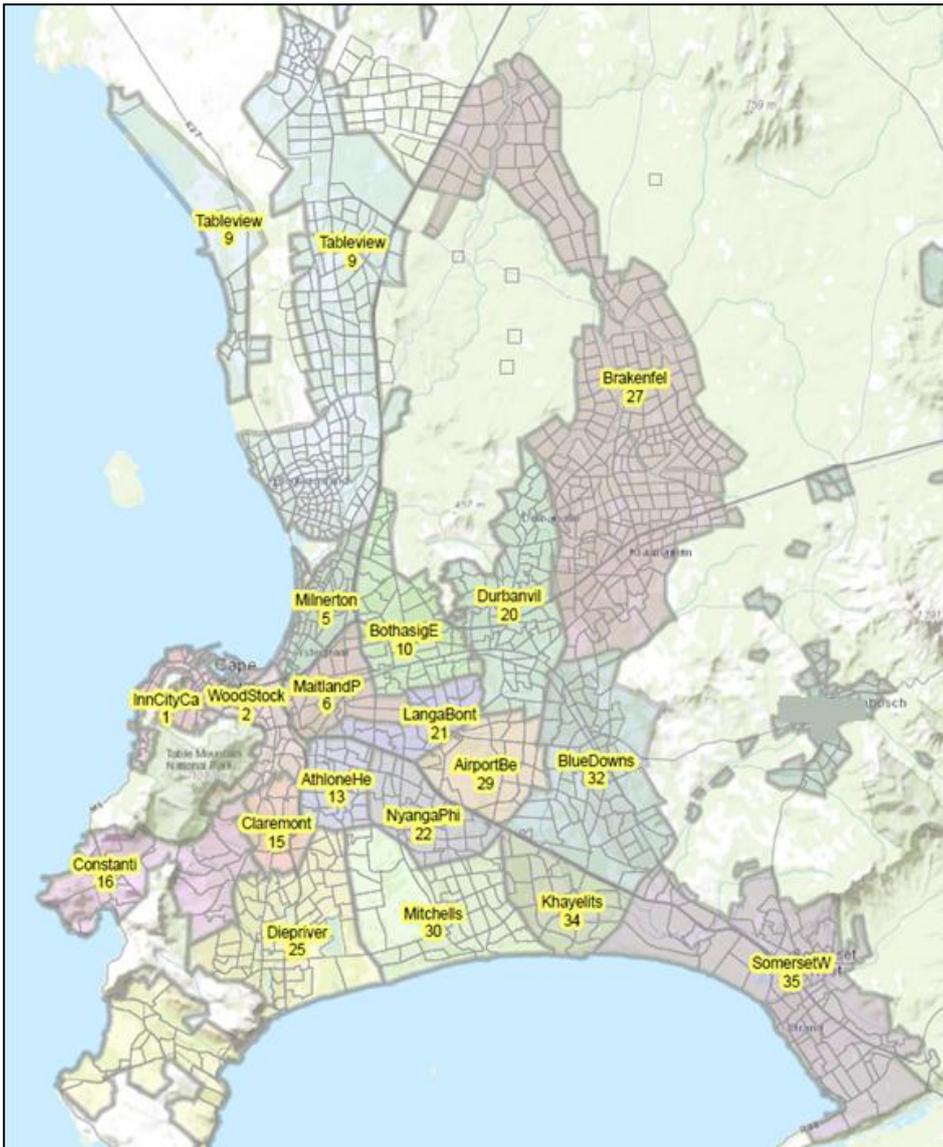
The information of the recent (2013) household survey has been aggregated into a matrix of 20 sub-regional zones as indicated in Figure 6-6.

The inter-zonal travel desire lines which have been determined from people's trip origins and destinations as recorded in the household interview surveys, have been grouped into different trip volume categories for the morning peak hour. These are shown diagrammatically in Figure 6-7 and Figure 6-8 for trips greater than 10 000 persons/hour and for trips less than 10 000 persons/hour.

Inter-zonal trips greater than 10 000 persons/hour indicate the potential for commuter rail development in corridors that are not already serviced by commuter rail. Inspection of Figure 6-6 shows that the current travel desire lines that are not served by direct rail services are the ones from Khayelitsha, Blue Downs / Mfuleni and Belhar to Bellville. The total peak hour persons trips from these zones (34, 32 and 29) to Bellville/Durbanville (zone 20) is currently in excess of 30 000 persons/hour.

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Figure 6-6: Sub-regional Zones and Transport Zones within them



At present most of these commuters travel by bus and taxi, with some from Khayelitsha travelling by train to Bonteheuwel station and then changing trains to travel to Bellville. The implication of these large travel desire volumes is that the planned Blue Downs rail link from the Khayelitsha line to the Eerste Rivier/Bellville line is urgently needed and must be an essential component of the IPTN. Providing a direct rail service to Bellville for Khayelitsha commuters will also relieve the capacity bottleneck on the Khayelitsha/Mitchells Plain to Bonteheuwel line and allow for more land use densification in this corridor, as well as in the Blue Downs/Mfuleni/Delft corridor.

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Figure 6-7: Inter-zonal Person Trips greater than 10 000 in AM Peak Hour (2013)

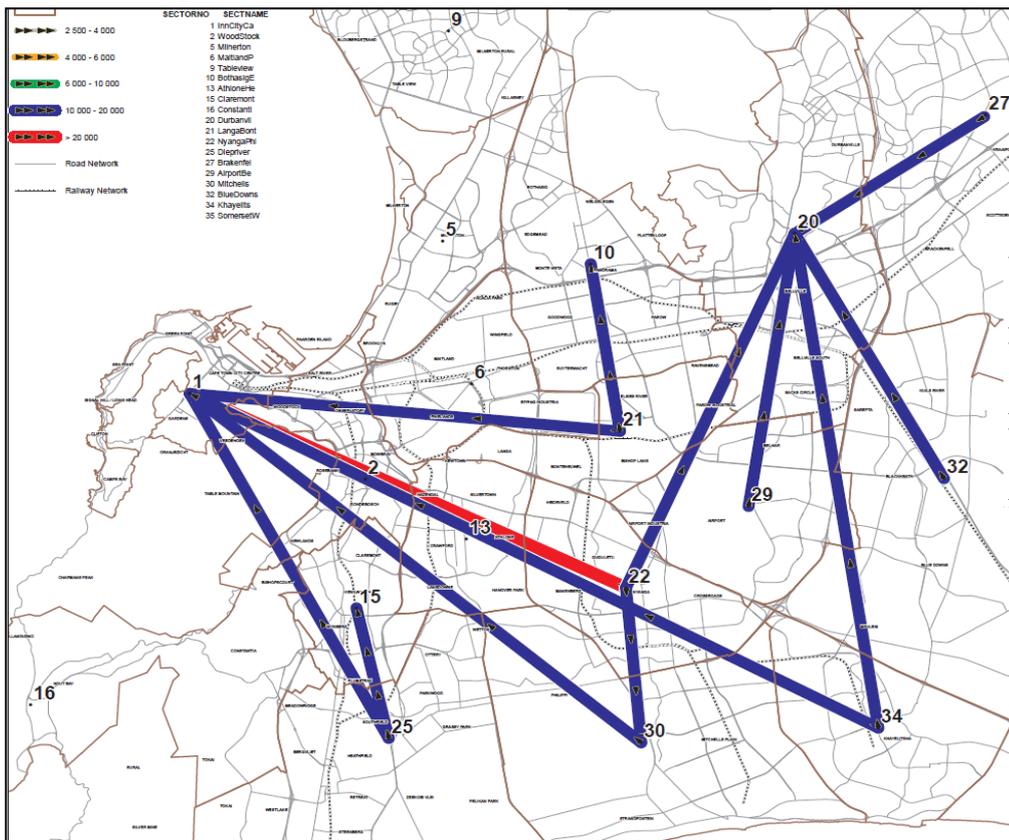
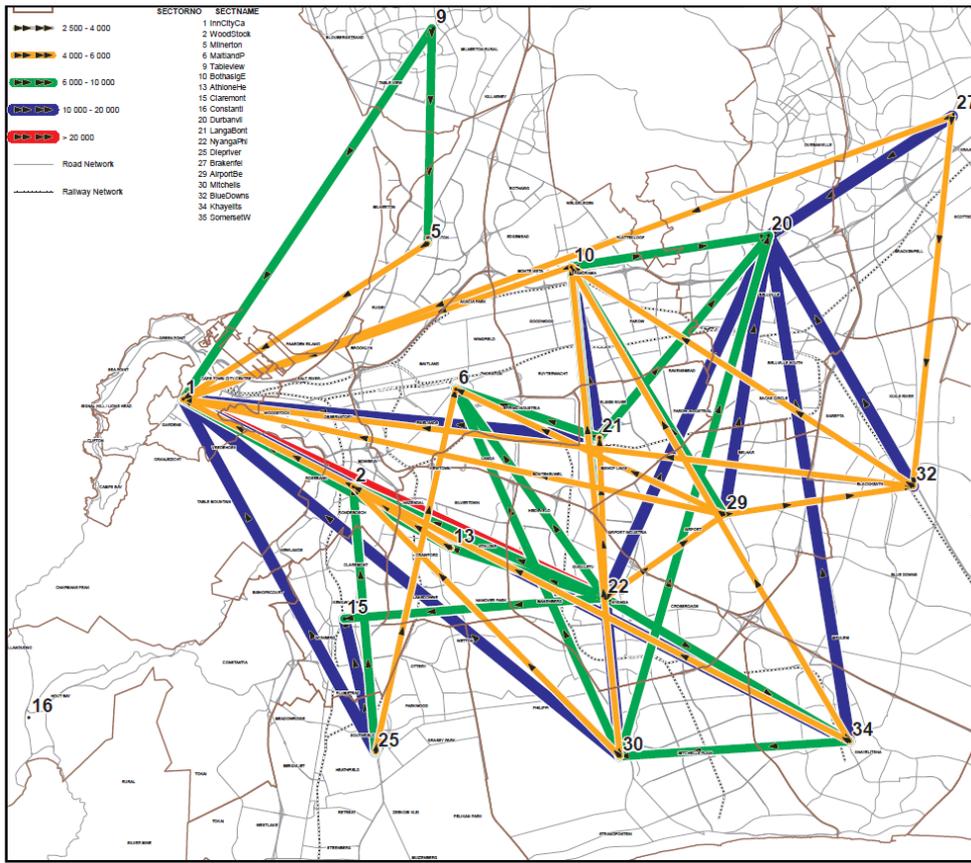


Figure 6-8 shows the travel desire lines for trip volumes between 4 000 – 6 000 persons/hour (in orange) and between 6 000 – 10 000 persons/hour (in green) which have been superimposed on the desire lines greater than 10 000 persons/hour (blue and red). Where the green and orange desire lines do not coincide with an existing rail corridor, it indicates that BRT services are likely to be required, as BRT has the potential to carry up to about 9 000 persons/hour, where after a rail line needs to be considered to accommodate further growth in passenger volumes. The existing corridor between Table View and the Inner City is already served by BRT, but future development north of Table View towards Atlantis will probably require commuter rail services to be introduced onto the existing Transnet Freight Rail line in this corridor, once the capacity of the BRT route is reached. Other corridors where the travel desire line volumes show that there is a need for the introduction of BRT are from zone 22 to zone 15 (Lansdowne – Wetton corridor) and zone 30 to zone 20 (Symphony Way corridor).

Further testing and evaluation of these potential BRT corridors with the transport model for the 2032 population and land use scenarios will indicate whether BRT will be sufficient for the projected travel demand in these (and other revealed corridors) or whether rail will need to be introduced in these corridors before 2030. It must be borne in mind that modal split has not yet been applied to the person trip volumes shown in Figure 6-7 and Figure 6-8. This will be done as part of the transport modelling process which is part of the IPTN development strategy.

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Figure 6-8: Inter-zonal Person Trips 4 000 – 10 000 in AM Peak Hour (2013)



6.3 OPERATIONAL STANDARDS

In order to ensure that all Capetonians receive the same quality of public transport service, TCT has embarked on a process of developing uniform standards for the entire public transport system. These standards need to be equitable, realistic and affordable so as to achieve the desired objective of a car competitive public transport system for the benefit of the community.

While this CITP sets the framework and priority for standards, the agreed level at which standards must be provided requires a realistic balance between desires and affordability. It should however, be noted that the City would probably need to invest in higher, and more expensive, standards first, and thereby attract the very passengers that will pay for them later in the medium to long term.

TCT is in the process of defining appropriate standards for each of the nine functional areas of TCT. Figure 6-4 shows the types of standards that are being developed and what aspects need to be taken into account whilst developing the standards.

Table 6-4: Issues for consideration in the development of standards

Category	Issues to consider when developing standards
User oriented standards	<ul style="list-style-type: none"> • Basic standards for captive users <ul style="list-style-type: none"> – Safety (accident free) standards in line with traffic legislation and the RTQS – Security (protection from personal harm) – Reliability (service design, information communication) – Punctuality • Higher standards to attract discretionary users with a propensity to shift to public transport <ul style="list-style-type: none"> – Speed (express and skip-stop services) – Convenience (parking, amenities) – Vehicle cleanliness and state of repair – Operator-passenger-public interface • Differential standards for more discerning choice users <ul style="list-style-type: none"> – Additional services at a cost to the user (covered parking) – Additional features (e.g. air-conditioning)
Network and system design standards	<ul style="list-style-type: none"> • Standards for network design <ul style="list-style-type: none"> – Coverage of Level 1, 2 and 3 services (% within 500m / 800m from homes) – Capacity standards (person/m²/km travel) – Speed of each hierarchy of service, especially trunk / level 1 services – Intelligent Transport Systems – Universal accessibility – Integrated ticketing • Standards for management of the system <ul style="list-style-type: none"> – Data collection, storing and management – Enforcement of Contracts – Access to management reports – Freeway Management System / Arterial Management System • Standards for facilities <ul style="list-style-type: none"> – Capacity and speed of transfer between modes
Infrastructure and rolling stock design standards	<p>These standards are typically well established in the design and implementation sectors. It may be necessary to review certain design standards to ensure adherence to the higher quality experience required by the operational and quality standards proposed</p>

6.4 SYSTEM INTEGRATION

Modal integration implies a set of seamless linkages from home origin to final destination and back.

6.4.1 Service Integration

The vision of TCT is to strive for an integrated and interoperable system.

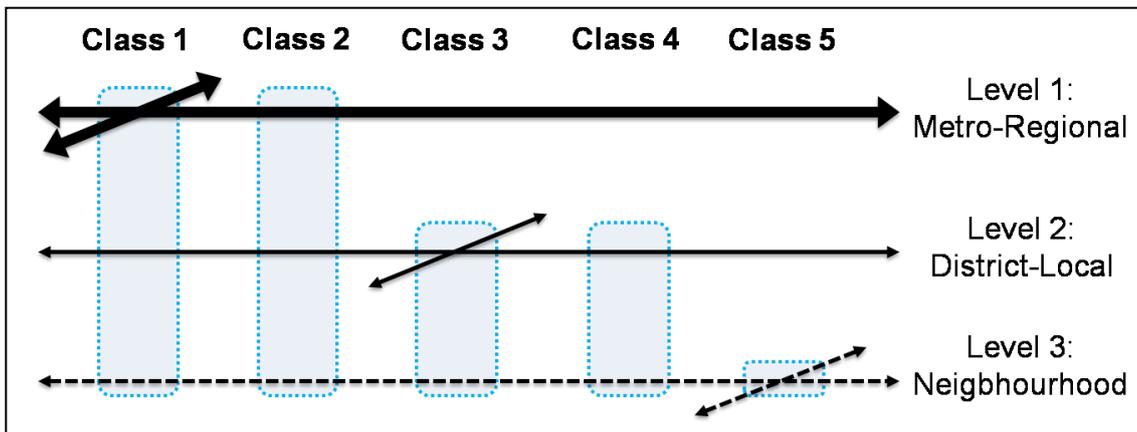
TCT has embarked on a process to fully integrate timetables between road based trunk services, rail services and feeder services. This principle will be adhered to for all road and rail based services.

6.4.2 Transfer Facilities and other Infrastructure Integration

The application of the system hierarchy in Cape Town will result in appropriate interchanges to ensure smooth and convenient transfers. Efficient transfer facilities are essential to the success of hierarchical systems and due consideration should be given to reducing the transfer time and optimising the transfer experience of users.

Based on the proposed public transport hierarchy, the following public transport facilities can be identified (Figure 6-9).

Figure 6-9: Public Transport Interchanges: Class 1 to 5



The characteristic of each of these transfer facilities is included in Table 6-5. The table highlights the need to ensure short and efficient transfers to reduce the overall travel time for high volumes of people using public transport. The “Transfer Time” column gives targets for the walking time between modes, and excludes the waiting time for to board the next vehicle.

Efficient transfer times require infrastructure investment that brings intersecting services to close proximity of each other. While this has capital cost implications, the benefit in time saving for large numbers of people would be significant.

Table 6-5: Public Transport Interchange Characteristics

Transfer Class	Services	Peak Hour Capacity	Transfer Time
Class 1 (PT Hub)	Multiple level 1 and level 2 services.	20.000 - 100.000	<4min L1 & 1 <6min L1 & 2
Class 2	Level 1 and level 2 services	>20.000	<6min L1 & 2 < 8min L2 & 2
Class 3	Multiple level 2 services.	<20.000	< 8min L3 & 3
Class 4	Level 2 service.	>5.000	
Class 5	Multiple level 3 services.	<5.000	

The City has invested heavily in the upgrade of NMT facilities in and around the public transport network. This aspect is addressed elsewhere in the report. The introduction of proper bicycle facilities, amenities, signage and information provision, is part of this initiative.

Proper design of transfer facilities and upgrade of stations and stops has improved the capacity and quality of these facilities. TCT intends to proceed with this initiative as part of the IPTN exercise

A programme has been introduced to develop and improve kiss-and-ride and park and ride facilities at major stations and stops, and is being rolled out by TCT. Details of this programme are provided elsewhere in the report.

6.4.3 Network design targets

Table 6-6 below provides a summary of the network design target standards for an 18 hour service that will be used in the development of the IPTN.

Table 6-6: IPTN Network Design Targets (2013)

IPTN Design Targets							
	General	Level 1 (Trunk)		Level 2 (T/F)		Level 3 (Feeder)	
		Peak	Off-peak	Peak	Off-peak	Peak	Off-peak
Capacity (pass/hour/direction)		10 000 – 50 000		4 000 – 20 000		0 – 4 000	
Headways (min.)		10	20	10	20	20	30
Route Spacings (km)		5		5		1	
Peak Duration (hr)		6		6		6	
Off-peak Duration (hr)			12		12		12
Maximum walking distance (m) (>80% of households)	500						
Maximum walking/cycle time (min)	15						
Maximum cycling distance (km)	3						

IPTN Design Targets							
	General	Level 1 (Trunk)		Level 2 (T/F)		Level 3 (Feeder)	
		Peak	Off-peak	Peak	Off-peak	Peak	Off-peak
Maximum journey time (min) (>80% of passengers)	60						
Operational speed (km/hr)		30 – 70		20 – 30		5 - 10	
Stop / Station spacing (m)		1 000 – 2 000		500 – 1 000		<500	
Affordability	90% pay < 10% of income						
Transfer Characteristics							
	Class 1	Class 2	Class 3	Class 4	Class 5		
Transfer capacities (pass/hr)	> 80 000	>20 000	<20 000	>5 000	<5 000		

6.5 COMMUNICATION AND MARKETING

TCT has embarked on the development of a communication and marketing strategy. The strategy consists of 4 levels: Institutional, Functional, Corporate and Operational. An important element is the branding strategy as it is TCT's intention to unify all Public Transport in the City under a single MyCiti brand.

Chapter 10 highlights TCT's plans to develop a comprehensive communication and marketing strategy.

A further aspect that is receiving attention is the safety and security aspect on public transport, which is highlighted in market surveys undertaken by the City to be the largest deterrent to public transport use. Chapter 10 highlights plans that TCT has to address this issue.

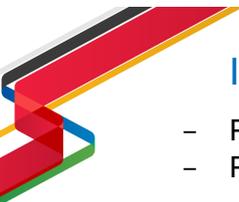
The National Land Transport Act, 2009 (Section 11(c)) states that local government is responsible for

- marketing and promoting public transport and promoting publicity associated with the public transport system
- providing information to users or potential users of public transport
- promoting safety and security in public transport

TCT operates a 24/7 Transport Information Centre (TIC) which gives effect to the above responsibilities. The operations of the TIC may in future be broadened to include the requirements of the Inter-governmental Relations Framework Act, 2005 as provided for in the NLTA.

TCT undertakes various marketing initiatives which includes transport related communication, promotion and educational campaigns including the following:

- Providing the public with a single point of contact for all transport related enquiries and feedback (complaints, compliments, reports and suggestions).
- Providing the public with a variety of modal options.
- Providing the public with access to information on various platforms.



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- Promoting the use of public transport and raising awareness of all transport related matters.
- Promoting the TCT brand.

The expected outcomes from the above activities are:

- An indication of the change/growth in demand for public transport based on statistical data gathered through the TIC.
- Statistical information on the problem areas based on feedback received from the public.
- Interacting with the public on all available platforms and linking all interaction with the TCT brand.

6.6 INTEGRATED FARE MANAGEMENT STRATEGY

TCT has embarked on a sophisticated fare management strategy. This is also linked to the “gross revenue contract” that TCT intends to use to roll out its new subsidised bus contracts. In this model TCT removes the revenue risk from the operator which will greatly simplify the ticket issuing system, thereby facilitating the one ticket concept.

6.6.1 Fare Structure

The fare structure is a stepped distance based system in which the passenger pays a boarding charge on entering the system and then pays a distance based charge on exit from the system. The integrated fare management system, which makes use of smartcard technology (MyConnect card), will permit transfers on the different services of the IRT according to certain rules.

The MyConnect contactless card payment system has been introduced and from 30 March 2013 a “Tap in Tap out” system is in place which permits passengers to benefit with free transfers between services. It is envisaged that a fully distance-based fare structure will be implemented in later stages of implementation of the fare system. Paper tickets are still available on the Airport service for ad-hoc travellers.

The fare policy provides an overarching guiding framework for setting of fares and the development of the tariff schedule. The final draft was considered and approved for public participation by the Council on 27 February 2013. This policy followed the 2013/14 Budget and IDP public participation process and was made available for public comment during the month of April. Relevant comments received from the various City committees are being incorporated.

Fares on the IRT are currently set at levels based on the distances that could be travelled on the various routes. In some cases the journey on a feeder service is included in the trunk route charge and transfers between feeder services at selected stations are also free of additional charge. With the final approval of the TCT’s Draft Fare Policy and the full implementation of the MyConnect smartcard and related systems, fares will be charged according to the stepped distance based structure over most of the network. The policy currently indicates that there will be six distance based steps in use in the whole City.

For this system to perform satisfactorily, the passenger will be required to tap-on with the smartcard on boarding and tap-off when alighting so that the system can calculate the actual distance travelled.

6.6.2 Concessions

The Fare Policy makes provision for an accompanying “Fares Rules” document which can be amended, following prescribed procedures, in which the various concessions and bonuses can be implemented.

Different levels of fare could be charged for peak and off-peak travel. This will be used to encourage improved utilisation in periods when the demand is generally low.

Services, such as journeys originating or terminating at the Airport station, will attract a premium charge that will be added to the fare for the entire journey undertaken. Single trip manual tickets will be available for infrequent travellers who do not require a smartcard.

With the full functionality of the smartcard system TCT may, through the Fare Rules, which can be amended from time to time, introduce products that could be used to encourage, or discourage, certain types of travel.

6.7 OPERATIONAL PLAN FOR THE FUNCTIONAL REGION

In terms of the NLTA, a structure is proposed to align and integrate public transport operational strategies, amongst others, for the functional region which extends beyond the metropolitan boundary to include commuters from Paarl, Stellenbosch, Wellington, etc. This is critical to ensure public transport investment is co-ordinated throughout the functional region, so that trips attracted to Cape Town from neighbouring municipalities can make use of the same integrated public transport system.

As shown in Figure 6-1, the IPTN framework makes provision for expanding the public transport system across the City’s boundary. The implementation of the IPTN into the functional region requires appropriate institutional structures to enable the City to work closely with the neighbouring municipalities. Strong coordinating forums are required to develop a joint programme and budget for common projects.

6.8 OPERATING LICENCE STRATEGY (OLS) AND OPERATING LICENSING ADMINISTRATIVE SYSTEM (OLAS)

The Operating Licence Strategy (OLS) for the City of Cape Town has been prepared in accordance with the requirements as outlined in the “Minimum Requirements for the preparation of Integrated Transport Plans” published by the DOT in 2007. Details are provided in a separate companion document. The OLS is required in terms of the Minimum Requirements to contain the City’s policy and strategies on non-contracted public transport in relation to:

- The maximum passenger demand on a route in the peak hour,
- The calculated fleet requirements to service that demand,
- The existing number of valid operating licences pertaining to a route,
- The resulting capacity required, or a calculation of the resulting over supply,
- A proposal as to the maximum number of operating licences (per vehicle classification category) that may be granted on that route that may be used by the holder of the operating licences for the route, and
- Any particular conditions that should be attached to the operating licences issued in the future in respect of the route.

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The NLTA allows for the establishment of regulatory entities at all three spheres of government i.e.:

- A National Public Transport Regulator (NPTR)
- A Provincial Regulatory Entity (PRE)
- A Municipal Regulatory Entity (MRE) in the case of a Municipality to which the operating licence function has been assigned under Section 11(2) of the NLTA.

In terms of section 11(1) (a) of the NLTA, the national government is responsible for the operating licensing (OL) function. This can be assigned to Municipalities. The function is currently being undertaken by the Western Cape Provincial Regulatory Entity (PRE). The OL function has been assigned to the City, and it is now responsible for issuing operating licences for all public transport services taking place within its Municipal area, and related functions.

6.9 RATIONALISATION PLAN FOR PUBLIC TRANSPORT

The intended result of the IPTN strategy is to, improve and extend the high order rail and trunk BRT services. The majority of existing contracted bus service will be transformed, or rationalised, into the more efficient services described above. The core of the rationalization plan, as described in the detailed OLS, is to describe the process of converting and removing redundant operating licenses, in order to not subsidise competing public transport services and to provide additional services where current ones are nonexistent or inadequate.

The so-called RATPLAN is therefore the mechanism to reduce the number of routes serviced, while increasing the number and frequency of services on the new or existing routes where there is a need. Ultimately the RATPLAN is to ensure that everybody is afforded proper access to public transport which is efficient, effective and satisfies the needs of all.

The short term implication of the RATPLAN is to transform the existing subsidised services from the two high order routes emanating from the Metro southeast, being the modernised Central Rail Line and the Lansdowne-Wetton BRT trunk service.

6.10 SHORT, MEDIUM AND LONG TERM PLANS

The corridors shown in Table 6-7 are under consideration as part of the IPTN.

Table 6-7: Corridors identified for consideration in the IPTN development process

Corridor Name	Land Use Type	Transport Type
THE WESTERN CORRIDOR GROUP: Simons Town - Cape Town CBD along Main Road extending along the West Coast		
Main Road Southern Subburbs	Mature	Activity route
Koeberg Blaauwberg	Attractor	Activity/ development route
THE SOUTHERN CORRIDOR GROUP: Claremont- Wynberg to Somerset West and Strand		
Lansdowne-Wetton	Generator	Activity/ development route

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Corridor Name	Land Use Type	Transport Type
N2 -CBD		
Khaelitsha- CBD		Activity route (high volume transit usage)
Guguletu- CBD		Activity route
Mitchells Plain-CBD		Activity route
Guguletu- Woodstock/Salt River		Activity route
Mitchells Plain- Woodstock/Salt River		Activity route
Khaelitsha- Woodstock/Salt River		Activity route
Parow- Durbanville		Activity route
Paarl and environments- Bellville		Activity route
Kuils River- Bellville		Activity route
Khaelitsha- Wynberg		Activity route
THE EASTERN CORRIDOR GROUP: Mitchells Plain and Khaelitsha to Bellville		
Symphony Way	Generator	Development route
Durban Road	Attractor	Development route
THE URBAN CORE GROUP: Cape Town CBD to Bellville and beyond along Voortrekker Road		
Voortekker-Kuils Rivier-Brackenfell		Activity route
CBD-	Mature	Activity route
OTHER CORRIDOR EXTENTIONS		
Metro South East- Somerset West		
Southern Suburbs- Table View		
Durbanville -Bellville	Attractor	Modal shift (from car to transit)
Muizenberg- Wetton - CBD		Modal shift (high volume car usage)
Paarl- Bellville		Modal shift
Durbanville- CBD		Modal shift
Blaauwberg- CBD		Modal shift
Bellville- CBD		Modal shift
Paarl- CBD		Modal shift
Mitchells Plain- CBD		Modal shift

Corridor Name	Land Use Type	Transport Type
Muizenberg- Woodstock		Modal shift
Bellville- Durbanville		Modal shift
Muizenberg- Wynberg		Modal shift
Durbanville- Bellville		Modal shift
Kuils Rivier- Bellville		Modal shift
REGIONAL CORRIDORS		
Somerset West-Stellenbosch		Modal shift
Urban Core- Saldanha Bay		Development
Stellenbosch- Belville		Modal shift
Malmesbury -Bellville		Modal shift
Bellville- Paarl (via Kraaifontein)		Modal shift
Somerset West- Hermanus		

6.11 PROJECT IDENTIFICATION

During the 2013/14 financial year the establishment of the Contracting Authority and Municipal Regulating Entity will be of crucial importance. A number of projects have been identified in business plans that have been sent to the National Department of Transport for approval of the assignment of the function. The most important activity during the first year will be the development of the IS&T platforms for both functions, which will include the application system for operating licences, the financial, performance monitoring and operational systems for both functions.

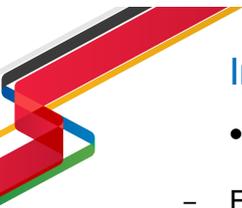
Flowing from this will be the staffing and activation of the two functions within Transport for Cape Town.

The assignment of the contracting function, if done within the first six months of the 2013/14 financial year, will then result in the unbundling and restructuring of the current subsidised bus service, provided by Golden Arrow Bus Services (GABS), and the start of negotiations for seven (7) year negotiated contracts over a phased period according to the results and recommendations of the Integrated Public Transport Plan currently being undertaken. Part of these negotiations is identifying the area and slice of the current subsidised contract to be negotiated with emerging operators.

The roll-out of the negotiated contracts will be accompanied by a branding and communication campaign that will be implemented over the seven year period. Branding will be changed to reflect “Transport for Cape Town” at current public transport facilities / interchanges and on routes. Vehicles will be re-branded during the course of the contract to the TCT brand.

During the seven year period the IPTN strategy will be reconsidered and thereafter twelve year tendered contracts will be advertised and awarded.

The following proposed projects have been identified:



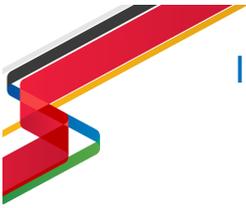
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- Year one:
 - Establishment of the Contracting Authority
 - Development of the SAP platform for managing contracts in terms of financials, monitoring of service quality and performance reporting
 - Establishment of the Municipal Regulating Entity
 - Development of the SAP platform for the Operating Licence function and integration with the Operating Licence Administrative System (OLAS)
 - Mini review of the Operating Licence Strategy
 - Take over current subsidised bus operations running in parallel with start of the restructuring of the service
 - Development of the criteria for negotiating the seven (7) year contracts
 - Integration of learner transport with mainline public transport (negotiate with Department of Education)
 - Investigate whether the Dial A Ride system can be integrated with the mainline public transport
 - Develop a detailed Operating Licence Plan (OLP)

- Year two –three:
 - Develop and negotiate in a phased manner the seven (7) year contracts with the current operator and emerging operators
 - Implement the negotiated contracts according to the principles defined in the Integrated Public Transport network (IPTN)
 - Implement TCT branding of public transport facilities in conjunction with the maintenance, upgrading and building of new facilities
 - Develop a detailed Operating Licence Plans (OLP)

- Longer Term
 - Develop criteria for the next round of twelve year (12) tendered contracts

Each of these projects will be fleshed out in detail over the next 5 years.



7. TRANSPORT INFRASTRUCTURE STRATEGY

7.1 INTRODUCTION

7.1.1 Background

A safe and efficient road and rail network is an essential enabler of sustainable development in both urban and rural areas in the Cape Town Metropolitan Area. Economic growth and development requires the support of an effective and efficient public, private and freight transport system enabled by the road network.

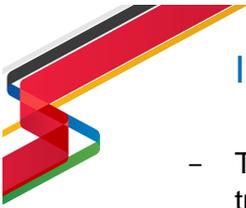
The road and rail network is of critical importance for the efficient functioning of the total transport system. Not only does it provide the network for public transport and much of the NMT network, but also sustains freight movement, other business traffic and private car travel. The availability of an efficient and well maintained road network is vital for the economic well-being of the City.

Transport and Road Authorities have an obligation to plan, design, construct and maintain the road network, to protect the public investment in the road infrastructure, to ensure the continued functionality of the transportation system and to promote a reliable, effective and integrated transport system that supports the sustainable economic and social development of Cape Town.

The previous CITP and the current Provincial Land Transport Framework introduced a policy modal shift towards favouring public transport as part of a menu of interventions to alleviate traffic congestion and promote a sustainable transport system, rather than providing more road space for private vehicles. There will always be a demand for private vehicle travel, but the challenge is towards implementing an integrated public transport system within the existing rights of way and making better use of the infrastructure that is already in place.

The Transport Infrastructure Strategy must deal with all types of transport infrastructure including roads, railways, public transport facilities and traffic control measures, as proposed in the DOT guidelines for CITPs. The Transport Infrastructure Strategy focuses on the following principles as contained in the City's IDP. It should also be noted that these principles and the related projects, programmes and policies are followed through in Chapter 11 of the CITP. The overall aim of these principles is to move towards the reduction in the user access impediments.

- To restrict new road construction to where utilisation can be optimised
- To reduce the per capita length of roads to increase the affordability of the maintenance thereof and develop a business model for asset management and maintenance
- To ensure that public transport is an integral part of all new land developments with the focus on rolling out the IPTN and TOD initiatives
- To improve way-finding and information systems on the integrated public transport network
- To improve universal access for vulnerable users



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- To facilitate the development of an intermodal, interoperable and integrated public transport system for all
- To improve access to social services, including health, education and recreation
- To reduce the walking distance to public transport
- To monitor and report on the land consumption of the transport system

TCT has two departments that will be taking up the function of infrastructure, as detailed below.

7.1.2 TCT Infrastructure Department

TCT Infrastructure Department is responsible for all construction and capital investment related to public transport, NMT, roads and related local stormwater network, stormwater infrastructure, sea walls and related facilities, as well as the management of these assets.

7.1.3 TCT Maintenance Department

TCT Maintenance Department is responsible for the overall management and maintenance of all assets falling under the auspices of TCT. The Director Maintenance will also manage the districts and depots as well as a number of critical elements, under the auspices of 4 newly created areas.

According to the Local Government Capital Asset Management Guideline, the management of assets is defined as *“a broad function and includes a structured process of decision-making, planning and control over the acquisition, use, safeguarding and disposal of assets to maximise their service delivery potential and benefits, and to minimise their related risks and costs over their entire life.”*

Currently a Pavement Management System (PMS) and a Bridge Management System (BMS) exist to record the condition of existing road pavements (metropolitan, local) and bridges but does not include retaining structures, culverts, subways or sign gantries. Chapter 11 elaborates on projects that will revisit the PMS and BMS within an asset management perspective.

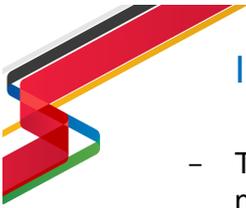
It is therefore important that an Asset Strategy with Asset Management Plans be developed in order to determine Asset Life Cycles and Costs. All of this is critical for the planning and decision phases of new projects and the maintenance of existing transport infrastructure. This will be undertaken and will be in place within the 5 year timeframe of the CITP.

The aim is to ensure that the road network is efficiently managed at an optimum condition. This will be achieved by applying best practice principles in assessing the road network and carrying out the required road maintenance interventions timeously and within budget. In addition, there will be focussed interventions to eradicate infrastructure backlogs, optimising access to grants and promoting appropriate labour intensive activities to assist in job creation.

7.1.4 TCT Planning Department

Thirdly, TCT Planning Department is responsible to provide a safe and efficient, managed and maintained road network to acceptable standards for the benefit of the people of Cape Town.

In terms of road infrastructure, TCT Planning's core functions are:



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- To plan, design, construct, manage and maintain a sustainable road based transport network that promotes shared economic growth, improves the quality of life, reduces road user costs and provides for improved access and mobility for the people of Cape Town.
- To provide formal comment in the approval process of development proposals within Cape Town.
- To improve the energy efficiency of road construction and road maintenance activities.

The customers of this service are the road users - both non-motorised and motorised - as well as the service utilities such as water, waste water, electricity and telecommunications. To this customer group must be added the stakeholders; namely national and provincial road authorities, SANRAL, the port authority, the Airports Company of South Africa (ACSA), Table Mountain National Park (TMNP), local councillors and other municipal departments such as law enforcement, disaster management, City Parks and Sport & Recreation. Their expectations are the provision and availability at all times of an efficient delivery service and a safe and well maintained road network.

7.2 INFRASTRUCTURE FOCUS AREAS

7.2.1 Congestion Strategy

Traffic congestion is a problem that is not going to be completely removed. In fact congestion can be seen as a product of successful cities since all the activities that make living in urban areas so attractive are also the reasons why we need to travel. It is important how we plan our Cities in future and how we manage their growth.

Whilst the focus is on providing increased travel capacity through improved public transport, there must be a fundamental mind-shift away from reliance on the private vehicle as the chosen mode of travel by high-income commuters. It is essential that other reliable and attractive travel alternatives are on offer to give people realistic choices.

The extent and classification of the road network was reviewed and updated for the drafting of this plan, and is now known as the Public Right of Way Plan, as discussed in Section 3.6.1.2 of this document. This plan not only indicates the extent and classification of the road network within the Cape Town Metropolitan Area, as is currently the case, but also includes existing and future planning of the rail network, road-based public transport network and the NMT network (cycle network). All data is captured in GIS in order to improve the accuracy of existing and future road and rail alignments in accordance with 2012 aerial photography.

Cape Town's current growth trends, supported by international precedent, indicates that private vehicle ownership, demand for travel and its associated congestion frustrations seems to be inevitable for our future. The relatively high current public transport mode share, by international standards, cannot be assumed to be a certainty for the future. International precedent in fact shows a distinct decline in public transport usage with increasing income levels. TCT will need to intervene purposefully and deliberately with an integrated Congestion Management Framework if we are to successfully maintain current modal split and try and shift it further towards the public transport modes.



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We cannot simply build our way out of traffic congestion by widening roads, since this will only attract more vehicles and is not sustainable. It is therefore important to strategically manage the situation and ensure that our actions are holistic and attack the problem in an integrated manner. It is essential that TCT continues to pursue this, as referenced further in Chapter 11, through:

- A growth strategy that coordinates land use and transport planning with the application of TOD principles.
- The development and promotion of alternative modes of travel that are more space effective such as public transport and NMT.
- Improvement of existing infrastructure through local TSM measures to alleviate bottlenecks and optimise capacity.
- Actively managing travel demand by implementing programmes that improve vehicle occupant efficiency and reduce the number and length of trips.

7.2.2 Road condition evaluation

The City recently conducted a road evaluation study⁸ of Class 4 and 5 roads within the metropolitan area. In line with the National Land Transport Act, it is incumbent upon major cities to provide and maintain an affordable, reliable and accessible intermodal transportation system, also supporting the City's Integrated Development Plan. The immediate objective of this initiative is the development of a business case which can assist with the securing of funds, the identification and planning of projects and the scheduling thereof in an integrated and equitable manner. Subsequently, much-needed upgrading and rehabilitation work will be addressed, with priority being given to those roads on which public transport services are to be provided in terms of the IPTN. The priority programmes and projects are discussed in Chapter 11.

The latest City's Road Condition Report indicates that 50% to 60% of roads across the city are in a very good condition structurally, however the structural condition of 7% of roads in 20 of 24 Sub-council areas are in need of urgent attention. There is a need for financial growth annually, to proactively manage the rate of deterioration of the road infrastructure. The aim is, starting in the 2013/14 financial year, to begin with a dedicated programme of rehabilitation of the road network superstructure as well as upgrading of roads in disadvantaged areas. There are two aspects relating to backlogs:

- the first refers to where the level of service as presently provided is inadequate or inappropriate
- the second refers to existing infrastructure, where repair & maintenance requirements are inadequate and the result being that an inadequate and unacceptable service will prevail

The outputs of the IPTN planning, which is currently underway, will inform the prioritisation of IRT corridors coupled with supporting municipal roads and associated infrastructure on

⁸ Application for funding for Class 4 and 5 roads, 2013 – 2018, Revision 3, 03 May 2013.



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which feeder and distribution services will operate. The aim of this initiative is to upgrade, manage and sustain the entire road based public transport network within the City to acceptable levels. This needs to be done for the whole road network and not only class 4 and 5 roads. This will ensure that there is improved mobility, access and pedestrian safety for all the citizens of Cape Town.

7.2.3 Infrastructure projects and programmes

Some of the projects and programmes that are discussed in more detail in Chapter 11, and that will be embarked on in the 5 years of the CITP (2013 – 2018) include:

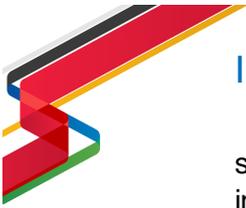
7.2.3.1 *Infrastructure Projects*

- Detailed asset management strategy for the road network which includes the pavement, stormwater, sidewalks and signalling
- Upgrading of all concrete roads in disadvantaged areas
- Investment into the maintenance and management of the City's largest asset
- Road Safety through traffic calming measures, norms and standards etc.
- Road infrastructure norms and standards for all functionality perspectives
- Premix plant
- The green agenda for the road network
- Training academy as referenced in Chapter 11. Enhancing human capital development, to build a competent and capable workforce, has been identified as an important focus area for sustained service delivery. The City will investigate the feasibility of creating a Training Academy that will focus skills development in three activity groups, namely:
 - o talent management, succession planning, mentorship and learner programmes
 - o recruitment enhancement
 - o centres of excellence
- Addressing informal settlements. Effective service delivery to poor communities, especially the provision of and access to basic services like water, sanitation, refuse removal and electricity, remains one of the biggest challenges at municipal level across the country. Many of the informal settlements in the City is situated in low lying areas that are not suitable for permanent residence. While it is not appropriate to provide permanent infrastructure in flood prone areas, the City will from time to time grade informal dirt roads in these settlements to provide for basic movement needs of these communities. The main target of this intervention is to mitigate against disasters and health risks.

7.2.3.2 *Infrastructure Programmes*

The following programmes are also identified:

- The Rehabilitation and Upgrade Programme identifies road sections from the PMS assessment output that are priorities for rehabilitation and will provide the best long term return on investment. Increasing the number of kilometres of road rehabilitated. This will also include assigning both internal and external funding sources to road and



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storm water developmental improvements in conjunction with private development initiatives and providing for bulk services for new public housing initiatives.

- Road surfacing and resealing programme: The strategy is to maximise length of roads resurfaced or resealed using the most appropriate and effective surface treatment as well as to increase number of kilometre of roads resurfaced or resealed annually. The periodic maintenance system for roads needs to be expanded to include maintenance and improvements of NMT facilities, universal access and line and sign elements within the road reserve. The maintenance system for roads will therefore also be informed by the annual road markings programme.
- Flood risk management programme: The City's stormwater infrastructure network requires large capital inputs to deal with existing inadequacies. Formal risk reduction and mitigation programs focussing on vulnerable communities have been prioritised given the adverse socio-economic impacts of flooding. These programmes include the following supporting sub-programmes:
 - o Stormwater Infrastructure Maintenance: A winter readiness programme to reduce the risk of flooding for affected communities by ensuring effective maintenance of storm-water infrastructure.
 - o Flood Risk Programme: A flood risk management plan for informal settlements will be developed.
 - o Metro-wide Stormwater Master Plan: A metro-wide stormwater master-plan (as part of the asset management plan formulation) to identify and prioritise capital funding requirements will be developed.
 - o Developing Area Stormwater Masterplans: Catchment-wide stormwater planning as required to guide and control stormwater management in developing areas.
 - o Stormwater Infrastructure Upgrading: - Various stormwater infrastructure projects such as the Lotus Canal Widening in Gugulethu
- Annual road lane markings programme: The annual road lane marking programme strategy is to improve the visibility of the lane marking and the safety of the road environment, to increase the number of roads and intersections remarked and to activate projects identified via the Pavement Management Systems and District Offices.
- Unified development contribution strategy: The Department will coordinate and manage the process of compiling the new unified and integrated Development Contribution Strategy for Cape Town.
- Non-motorised transport infrastructure: The City has an approved Bicycle Master Plan and has implemented a number of local cycle network projects. The City used the four-regional model to implement the respective prioritised projects per region. The respective projects are monitored in terms of use, condition and maintenance requirements. A formalised monitoring and review process system, need to be put in place. The NMT cycle network implementation programme will continue in terms of the city-wide network plan. The NMT Cycle Master Plan will be regularly reviewed and updated.



7.3 PUBLIC TRANSPORT INFRASTRUCTURE STRATEGY

The DOT Guidelines only prescribes the minimum requirements for the physical design of BRT infrastructure and the associated components. With the view of the Transport of Cape Town to integrate and promote public transport usage, similar attention to the public transport network infrastructure as prescribed for road infrastructure is required and addressed in this section.

Public transport is a key focus area since the publication of the Public Transport Strategy and Action Plan in 2007 and a number of public transport initiatives have been launched and implemented. In Cape Town the MyCiTi Phase 1A is in process to be completed, and the first rail modernisation corridor between the CBD and the Metropolitan South East is underway.

As mentioned in Section 7.2.3.3, the city is currently conducting a project to provide a citywide network plan that covers the entire metropolitan area for all modes of transport. The IPTN will address all public transport modes in Cape Town, including rail, BRT, bus, minibus-taxi and the associated non-motorised transport facilities.

7.3.1 Rail infrastructure strategy

7.3.1.1 *Evaluation*

The coverage of the rail network in the Western Cape is extensive. However, rail passenger services are well below required standards, as a result of underinvestment in current and new infrastructure in rolling stock over many years.

7.3.1.2 *Planning*

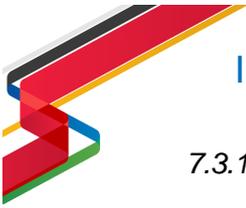
The rail network is the backbone of the public transport system. The provision of rail infrastructure is the responsibility of PRASA, in conjunction with City planning and the IPTN will determine where the rail is the appropriate mode based on network connectivity and modal economic considerations.

TCT is pursuing taking on some responsibilities for the rail network, as provided for in the NLTA. It includes the development of a business case for the management of the passenger rail operations subsidy, as well as corridor-based SLA's for the network.

The prioritisation of the rail corridors (current and new) is addressed in the rail sector plan. It includes the new Blue Downs line, the incremental development of passenger rail services to the Fisantekraal and Atlantis and the Modernisation project of the Metro South East line. To this end, TCT contributed to the development of the Western Cape component of the National PRASA strategic plan.

7.3.1.3 *Maintenance*

Rail assets belong to PRASA who are responsible to maintain and upgrade the entire network. Important maintenance and upgrades are currently focussed on the signalling system, station upgrades and the rolling stock recapitalisation program.



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7.3.1.4 Implementation plan

The following components of the implementation plan for the Rail system have been sourced from planning done under the PRASA Rail Strategic Plan for the Western Cape, and the City's Rail Framework.

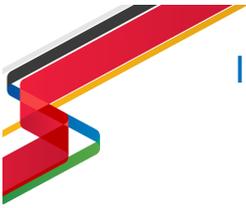
- Signalling system
- Rolling Stock Plan
- Central Line (modernisation project - phase 1)
 - o Planning
 - o Infrastructure
- Blue Downs
 - o Planning
 - o Land Acquisition
 - o Concept and Detail Design
 - o Construction
 - o Commissioning of passenger rail services
- Bellville Line 4th Track
- Fisantekraal – increased services
- Atlantis Line – re-introduction of passenger services
- Station Upgrade Programme, focussed on Central line
- Elimination of level crossing of vehicles
 - o Military Road
 - o Butskop Road
- Pedestrian
 - o Grade separated crossing
 - o Fencing programme
- Other
 - o Protection of Depots / Yards
 - o Grafitti
 - o Service Levels (Quality) See Express
 - o Business Plan development (modal share improvement initiative)
- Operational Improvements
 - o Wynberg - Bellville
 - o Northern Line Express Services

7.3.2 BRT Infrastructure Strategy

7.3.2.1 Implementation plan

The following components of the implementation plan for the BRT are already committed:

- Phase 1 A: West Coast
 - o Table View - Atlantis



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- 1B Koeberg Road
- N2 Express
- Phase 2 A: Wetton-Lansdowne
 - Conceptual Design

The rate of the continued roll-out depends on national government funding programmes and priorities, as determined through the Public Transport Infrastructure Grant (PTIG), but will include the following approach by the TCT:

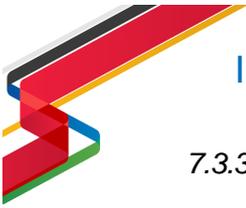
- Phase 2 A: Wetton-Lansdowne Corridor
 - Operator Negotiations
 - Design and Construction
 - Commission Services
- Corridor 3 (to be determined by completion of the IPTN)
 - Conceptual Design and Land Acquisition
 - Detail Design and Construction
 - Commission Services, including contracting of operators
- TSM Projects
 - Prioritise key intersections on key routes
 - Implementation Projects

7.3.3 Public Transport Facilities Strategy

7.3.3.1 Strategic Approach

The Strategic Approach is to provide public transport facilities in a manner that ensures minimum transfer time for the design capacity, at an acceptable level of service for a range of priority facilities, as described in Section 6.4.2. The key change this strategy introduces is that infrastructure needs to be designed so that different modes stop in close proximity of each other, in order to minimise transfer times. The implication is that significantly higher costs are associated when introducing grade separation or securing new land to achieve the operational objectives.

While the priority is to upgrade facilities linked to the Level 1 network, in accordance with the “leapfrog” path described in Figure 7-1, it is also necessary to upgrade existing facilities that will not be affected by Level 1 projects in the medium to long term. This will allow improved user facilities according to the “incremental path” across the metropolitan area for passengers not in “leapfrog” corridors.



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7.3.3.2 *Evaluation and maintenance*

The City assessed⁹ the condition of Public Transport Facilities within the Cape Municipal Area in 2010. The study assessed PTI conditions and maintenance costing of each individual public transport facility in each of the eight districts within the Cape Metropolitan Area.

The objective of the assessment was to update the database inventory, and assess the conditions of the public transport infrastructure, including the costing of the maintenance work and recommend an implementation /prioritisation plan.

The maintenance implementation strategy proposed made the use of multi-criteria analysis using a Prioritisation matrix which sets out a prioritisation assessment of all the public transport facilities. Further work on the Prioritisation matrix incorporating additional criteria is to be explored, particularly with regard to the allocation of weightings to suit specific PTI maintenance objectives.

The outcomes of the study will be used as a management tool to assist the City of Cape Town public transport planning officials. The document should be updated to reflect the latest upgrading at public transport facilities and to monitor upgrading and maintenance projects identified as a priorities as well as the update of GIS information, inventories and plans.

7.3.4 Universal access

Transport for Cape Town has developed a comprehensive Draft Universal Access Policy¹⁰ as an instrument that provides principles, policies and actions to guide the planning, provision, management, regulation and enforcement of universal access measures and facilities in the City. The principles and policies focus on the efficient application of universal access interventions covering the full spectrum of transport operations and facilities in the City. An overview of the policy directives for universal access in terms of transport infrastructure are listed below.

7.3.4.1 *Rail stations*

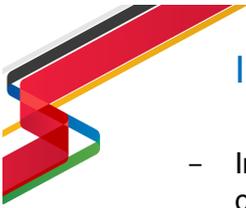
The City supports PRASA's intended programme of station upgrading in the Western Cape with the objective to incrementally make selected stations universally accessible over time.

The city will engage with PRASA on the upgrading of rail stations for regular report back at the Intermodal Planning Committee (IPC) and

- Liaise with Metrorail on progress with the implementation of PRASA's programme of upgrading of rail stations in terms of universal accessibility
- Report back to IPC at least annually

⁹ Goba (Pty) Ltd., Conditions of Public Transport Facilities within the Cape Municipal Area, December 2010.

¹⁰ AECOM (Pty) Ltd., Universal Access Policy for the City of Cape Town, Draft 1, June 2013



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- In conjunction with Province and PRASA, the drafting of a specification on rail commuter services for the Cape covering UA requirements relating to rail stations

7.3.4.2 BRT stations

All new MyCiTi BRT trunk stations will be equipped to be fully universal accessible. UA measures at current IRT stations will be improved where possible

The following review and improvements of BRT station designs will be done:

- Analyse problems encountered with present design
- Consult relevant literature and maintain regular contact with manufacturers and suppliers
- Consider latest technology for improved and safer UA technology
- Consider the improvement of UA at existing stations and apply at new stations

7.3.4.3 Public transport facilities (interchanges) and stops

Appropriate UA measures will be implemented at selected public transport facilities and stops, depending on the type of public transport vehicle serving the particular facility and the extent to which such vehicles cater for SNU/people with disabilities.

Guidelines will be developed to categorise existing public transport facilities and stops in terms of UA needs and providing detail of the type of UA technology that should be implemented at such facilities by:

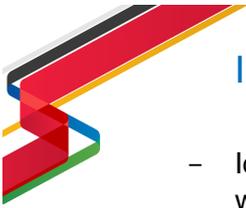
- Determine status quo of universal accessibility at public transport facilities and stops
- Determine UA needs at facilities and stops taking into account the type of public transport vehicles serving the facilities and the extent such vehicles can accommodate SNU/people with disabilities
- Develop guidelines
- Determine priorities for the upgrade of facilities and stops in terms of UA
- Consider the need for ablution facilities at facilities and stops where passengers experience long waiting times
- Develop an implementation programme and budget

All new public transport facilities will be accessible to SNU/people with disabilities by:

- Determine UA needs at facilities and stops taking into account the type of public transport vehicles that will be serving the facilities and the extent such vehicles will accommodate SNU/people with disabilities
- Carry out UA design for new facilities
- Develop an implementation programme and budget

Access to stations and facilities are universally accessible by:

- Survey all walkways and NMT facilities leading from parking areas, other public transport facilities, shopping areas and work places to existing and proposed new public transport stations and facilities for UA deficiencies
- Identify required UA improvements at existing facilities and prioritise



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- Identify required UA improvements at new facilities and ensure that such improvements will be part of the construction contract when the new facilities are built
- Consider accessible way-finding beyond the station (tactile / visual / audible). Use of appropriate technologies to be investigated (such as Bluetooth proximity / RFID).
- Consider the provision of resting places (including accessible seating on route and either inside or close to stations).
- Develop implementation programme and budget

7.3.4.4 Sidewalks

The City will implement and maintain appropriate universal access measures on all sidewalks and NMT facilities with high pedestrian volumes and along higher order roads carrying high traffic volumes. A monitoring process to minimise the obstruction of pedestrian movements on sidewalks and NMT facilities will be implemented.

Existing high priority sidewalks will be upgraded by the implementation of appropriate UA measures by:

- Identify main pedestrian pathways (desire lines) through observations and surveys and prioritise
- Identify and describe UA deficiencies along routes with a high priority
- Develop an implementation programme and budget for the upgrading of existing high priority sidewalks
- Include sidewalk improvements in all major road upgrading and maintenance schemes or roads along which high pedestrian activities have been observed

Implement appropriate UA measures in all new road construction projects by:

- Identify UA measures which are appropriate for the particular road project
- Design and construct sidewalks and pedestrian road crossings including the selected UA measures as part of the particular project

Monitor the obstruction of sidewalks and NMT facilities by:

- Sensitise traffic law officers to the importance of ensuring that sidewalks and other pedestrian and NMT facilities are free from obstacles and to report any observation to the contrary to the appropriate line department
- Sensitise official at Roads and Storm water about the importance of allowing for obstacle free pedestrian movements at road upgrading projects
- Document reports received and report annually to the UA Monitoring Committee

7.3.4.5 Road crossings

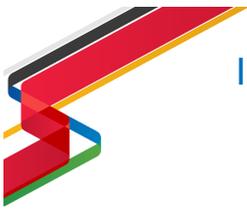
The City will implement appropriate UA measures to assist SNUs/people with disabilities to safely cross roads at pedestrian road crossings

Upgrading of pedestrian road crossings through the application of appropriate UA measures by:



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- Identify all pedestrian crossings through observations and surveys and document the adequacy of the facility in terms the safe use of it by SNU's/people with disabilities
- Prioritise (determine road crossings / intersections to be addressed first)
- Identify upgrading requirements including:
 - o road crossings level to the pavement which can also act as traffic calming measures
 - o automated CCTV pedestrian detection camera ("Safewalk")
 - o the roll-out of tactile push-buttons and
 - o audible signals
 - o Develop an implementation programme and budget



8. TRAVEL DEMAND MANAGEMENT STRATEGY

8.1 INTRODUCTION

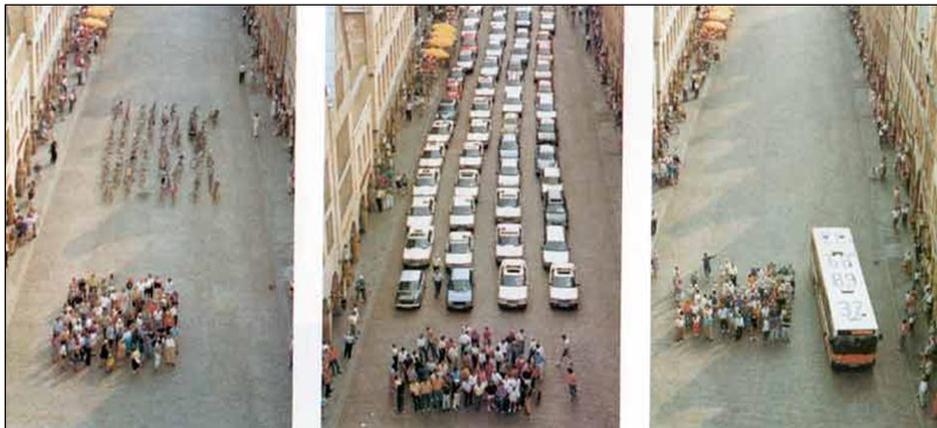
Population growth and urbanisation, together with more private vehicles and increased congestion is a global trend few cities have been able to skirt. Cape Town is following this trend with vehicle sales, ownership and usage continuing to steadily increase, resulting in a shift towards single occupancy motorised vehicles.

In light of supporting pro-public transport policy, the City has invested in BRT, public transport interchanges and non-motorised transport. This investment will support the increase in public transport use in the metropolitan areas, but will likely not be sufficient to establish a change in lifestyles in favour of public transport. Additional interventions are required to amplify the impact of planned investment.

These interventions need to retain existing users and persuade people to use public transport by providing incentives and disincentives. The concept of managing travel behaviour in favour of more efficient transport modes is known as Travel Demand Management (TDM).

Travel Demand Management (TDM) is defined as the organisation of smart mobility for all (KVVVP 2007a). TDM has received a lot of attention in, amongst others, European cities, where space is restricted in historical centres. The lack of space and the increasing car ownership created the need to intervene and generate mode shift in favour of public transport and NMT (Figure 8-1).

Figure 8-1: Space requirements of different modes



TDM is a means and not a goal on its own. In general, five typical goals could be used to motivate the implementation of interventions (Table 8-1). In some cases, conflicting goals are set and TDM interventions need to be carefully aligned to circumvent undesirable impacts.



Table 8-1 Goals of TDM

Goals	Description
Accessibility	Appropriate access by a variety of modes.
Economic vitality	An area that attracts many visitors and provides efficient internal movement.
Liveability	An area with a sense of place that provides a pleasant experience.
Security and Safety	An area that enables people to move without safety or security hazard.
Equity	An area that is accessible to all income groups

Source: KVVP 2007a, p7

In South Africa, the National Public Transport Strategy and Action Plan (2007) acknowledges the importance of TDM to support the implementation of public transport. Unrestricted car access should be addressed in areas where alternatives are available. The National Master Plan 2050 (2009), states that TDM is defined as any action or set of actions aimed at reducing the demand for private vehicle travel in a specific area during a specific time period, i.e. influencing people's travel behaviour and encouraging a shift to other modes of transport. These techniques, strategies and programmes lead to a reduction in the need for road-based travel and are generally implemented to counter the following:

- Congestion of roads (demand for travel exceeding capacity).
- Under-utilisation of existing transport infrastructure and services.
- Over-use or dependency of one particular mode of road based transport.

The TDM Strategy as part of this CITP is informed by travel behaviour theory, to understand how users choose modes, and will have a strong focus on the following:

- Increase use of public transport services.
- Retain existing public transport users.

The Integrated Public Transport Network (IPTN) Framework and Transport Oriented Development Strategy (TOD) are part of TDM, but are addressed in separate sections in this chapter due to the significance of both components.

8.2 LEVELS OF TDM INTERVENTION

Three levels of TDM interventions can be identified. (Table 8-2). These interventions could be either related to the individual, geographic area, or corridors and the network. Each of the levels will be briefly discussed below.

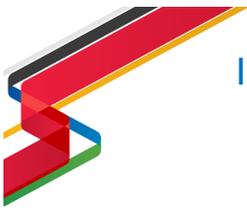


Table 8-2: Scales of intervention

Level	Unit	Description
Micro	The individual	Actual and perceived opportunities.
Meso	Areas	Typical areas that attract and generates movements
Macro	Corridors and Networks	Corridors and networks that encompass multiple areas.

Typical interventions on the meso / macro level address the actual opportunities, while the micro level is mainly focusing on the perceived opportunities.

- Micro – the individual:

Travel behaviour is complex and many variables influence the travel choices that are made on a daily basis.

- Provision of Information:

Personal Travel Planning is a popular form of “soft” TDM intervention and generally consists of personal contact with individuals in order to determine their need and provide customised travel plans and information for public transport (Chatterjee 2009). The impact of these measures is doubled when combined with “hard” system interventions (Brog et al 2009).

- Financial incentives:

Financial incentives (e.g. free tickets) can result in increased use of public transport. However, people tend to fall back to old behaviour once the incentive stops (Thogersen & Moller 2008). A financial incentive could also be linked to the provision of travel information.

- Lifecycle shocks:

Behavioural change is not always easy to establish, as habitual behaviour is difficult to break due to the strong recurrent character thereof. There are however (lifecycle) shocks that encourage people to reconsider habitual travel choices, these include relocation, new job, graduation, family expansion, etc.

- Meso / Macro:

The meso and macro level consists of typical land use areas that generate or attract travel movements. These area types represent components of the land use and transport system. From an area perspective, different reasons for the implementation of TDM can be identified (Table 8-3).

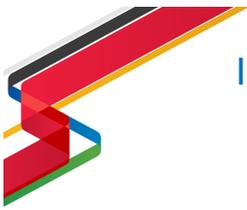


Table 8-3: Area types and need for TDM

Scale	Area type	Reason for implementing TDM
Meso	Industrial areas	<ul style="list-style-type: none"> - Redevelopment. - Parking problems. - Limited public transport accessibility or lack thereof. - Sustainability enhancement (e.g. green star rating).
	Office parks	<ul style="list-style-type: none"> - Growth. - Parking problems. - Status (e.g. green star rating). - Limited public transport accessibility or lack thereof. - Traffic problems internal and external road network.
	Shopping Malls	<ul style="list-style-type: none"> - Low number of customers due to access problems (parking & congestion). - Large traffic demand during peaks. - Status (high car ownership)
	CBDs	<ul style="list-style-type: none"> - Availability of parking
	Residential areas	<ul style="list-style-type: none"> - Historical neighbourhoods with limited space for cars. - Poorly designed areas. - Density
	Recreation and Events	<ul style="list-style-type: none"> - Impact of recreational traffic and parking. - Limited public transport accessibility or lack thereof. - Single events.
Macro	Corridors & Networks	<ul style="list-style-type: none"> - Construction and maintenance of infrastructure. - Increased congestion on key access routes.

Source: KPVV 2007b adapted

8.3 TYPICAL TDM INTERVENTIONS

TDM interventions are unique to the situation where they are implemented. There is no custom fit intervention and each measure needs to be adjusted to local conditions and to the specific TDM policy objectives.

A broad spectrum of interventions is available. TDM measures that have been applied in Cape Town include the following:

- HOV / BMT Lanes (dedicated lanes for public transport)
- Parking management by adjusting the cost of parking.
- Park and ride schemes.
- Land use / Zoning incentives to enable the provision of sustainable public transport and reduce the need for travel.
- Non Motorised Transport facilities.
- Traffic signal settings (e.g. bus/taxi priority systems, optimise the flow of traffic)



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- Improved public transport service / image.
- Connector / Feeder Services to high capacity public transport services such as BRT, rail and light rail.
- Parking supply limitations to encourage the use of public transport.
- Flexi-time, alternative working times and compressed working hours.
- Ride-share programmes (also referred to as car pooling).
- Tele-commuting, conferencing and education
- Freight management (off peak delivery times of goods).
- On-road Travel Information (fixed or variable message signs)

Other typical TDM measures that can be considered in Cape Town include the following:

- Private vehicle restriction zones.
- Taxation policy to discourage private vehicle subsidies and tax rebates where public transport is actively promoted.
- Public transport subsidies for companies or developments which actively support public transport usage.
- Shadow tolling
- Travel pricing (e.g. freeway tolling, tolling of urban roads, fuel levies and cordon tolling).
- Congestion pricing.
- In-vehicle Travel Information e.g. traffic reports (RDS system).
- Freeway ramp control.
- Network TDM capacity improvements: Increase or decrease in network capacity can be done to the advantage of public transport specifically.

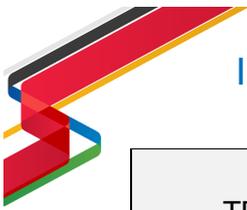
In addition to the above, there are numerous variations that could be considered. The effect of TDM measures is discussed in the next section.

8.4 EFFECTIVENESS OF TDM

Table 8-4 illustrates the impact of typical TDM measures on vehicle travel. The portion of vehicle travel affected is indicated in conjunction with the total reduction achieved. The impact demonstrated below is indicative and depends on the local context.

Table 8-4: TDM measure and their impact (sorted on impact on users)

TDM measure	Portion of vehicle travel affected	Typical reductions by affected users	Total reduction
Car sharing	1-2% households that can chose this option	20-30%	0.2-0.6%
Smart Growth Reforms (Transit Orientated Development)	30-50% Mainly urban travel	10-30%	3-15%
Commuter Financial Incentives	15-20% Urban commute travel	10-30%	1-6%
Location Efficient Housing and Mortgages	10-20% Travel by households that change location	10-30%	1-6%



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TDM measure	Portion of vehicle travel affected	Typical reductions by affected users	Total reduction
Parking Pricing	40-50%	10-20%	3-10%
Public Transport and Rideshare Improvements	20-40% Mainly urban travel	10-20%	3-10%
HOV Priority	5-10% Congested Highways	10-20%	3-10%
NMT Improvements	10-20% Shorter Trip distances	10-20%	1-4%
Congestion Charging	5-15% Driving on new or congested roadways	10-20%	1-3%
Parking Management (excluding pricing)	40-50%	5-10%	2-8%
Mobility Management Marketing	30-50% Mainly urban travel	5-10%	2-5%
Fuel Levy - Tax Shifting	100%	5-15%	5-15%
Commuter Trip Reduction (without financial incentives)	15-20% Urban commute travel	5-15%	4-8%
Freight Transport Management	5-15% Freight and commercial travel	5-15%	0.3-2%
School and Campus Trip Management	5-10% School and campus trips	5-15%	0.3-1.5%

Source: Litman 2012 (adapted)

TDM measures should be a balanced package. Synergies could be achieved when appropriate measures are combined, and both incentives and disincentives of measures are proposed. The application of only disincentives may have negative consequences in terms of the five areas as set out in Table 8-1, while the lack of incentives may result in limited behavioural change. For example, the introduction of public transport services could be linked to the increase in parking management and pricing (availability and cost). A comprehensive TDM package could reduce private car travel by 30 to 50% (Litman 2012).

The implementation of TDM and its success depends on political, organisation and financial considerations:

- Political – user acceptance and resistance.
- Organisational – institutional structure and capacity.
- Financial – availability of capital and operational funding.



8.5 STATUS QUO: TRAVEL DEMAND MANAGEMENT IN CAPE TOWN

8.5.1 Introduction

The concept of TDM in Cape Town is not new, as a Travel Demand Management Strategy was developed in 2006. This strategy proposed interventions to diminish car orientated behaviour, and subsequently several pilot programmes were introduced. The following six focus areas were proposed:

- Promote Higher Vehicle Occupancies.
- Implement Park-and-Ride facilities.
- Roll out programmes for large employers to encourage alternative transport options (Travel Smart programme).
- Develop supporting Policies and Tax incentives.
- Market TDM and Public Transport.
- Develop a Congestion Pricing Strategy and focus on ITS applications to inform drivers.

A number of these interventions have been implemented successfully under the Park and Ride and Travel SMART initiatives and are ongoing, including the improvement of Park and Ride facilities and the implementation of Travel Smart. In other areas, limited progress has been achieved since the introduction of the strategy.

This strategy unpacks the different scales of intervention, effectiveness, existing TDM measures in Cape Town, and proposes six focus areas for the period 2013 - 2018. These interventions will inform the development of the different sector plans.

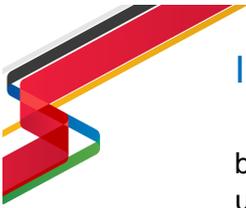
TDM is already taking place in Cape Town. The significance of each initiatives is highlighted in the below sections.

8.5.2 Micro (Individual)

Micro user intervention relates to marketing and perception. Typical TDM measures include Commuter Trip Reduction programmes, marketing and information.

Some initiatives that will be investigated are:

- Advertisement in local new papers in terms of the MyCiTi services. Many adverts have been place to change the perception of certain services, such as the airport bus between the CBD and the Airport.
- Launch of GoMetro mobile information services. Recently a mobile information service has been established that allows user with a smartphone to obtain latest information about trains.
- The Transport Information Centre (TIC) provides travel information on demand (toll free). This centre provides personalised travel planning for the requested journey.
- Ticket differentiation. Pricing differentiation is a tool to guide demand. Metrorail and conventional contracted bus services provide different tickets to encourage frequent use of their services. In addition, Metrorail provides pensioner discount on Wednesday



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between peaks. This differentiation could possibly be expanded to incentivise people to use Metrorail during off-peak period.

- In CBD, a specific Commuter Trip Reduction programme has been implemented to improve the awareness of workers in the area. This programme, called the Travel Smart programme, encourages employees to use more efficient modes of transport. No financial incentives or disincentives were provided as part of this project.

Different stakeholders drive information and marketing in Cape Town, and no centralised marketing agency exists at the moment. There is a need to streamline the different initiatives and develop one plan that comprehensively addresses the different groups of individuals. The TCT vision supports the movement towards more coordination of public information.

8.5.3 Meso (Areas)

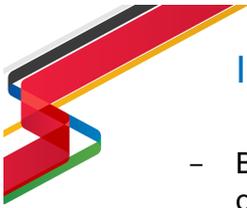
In Cape Town, a number of TDM measures exist on the meso level.

- The City provides lower minimum parking requirements to developers when appropriately motivated. Despite the positive contribution to behavioural change in favour of public transport, parking reduction is often pursued by private sector to reduce construction cost. The reduction of parking in conjunction with the introduction of maximum parking should be considered to further influence travel behaviour. The Cape Town Zoning Scheme provides the tools to formalise the above.
- Event plans exist for the different major events that occur in, amongst others, Greenpoint and Newlands stadium. These event plans consist of a combination of incentives and disincentives in order to manage the accessibility during event periods. Examples include closing streets, additional shuttle services, additional trains, and as exception in the Greenpoint, the residential (event) parking permits.
- Parking management zones are also applied in a number of areas in the City, including major CBDs such as Cape Town, Bellville, Claremont, and recreational areas such as Gordons Bay. The application of these parking management zones is not consistent throughout the metropolitan areas and tariffs are not linked to the actual utilisation. Parking is an important TDM tool and the expansion of zones and introduction of appropriate tariff regimes is pivotal.

8.5.4 Macro (Corridors and Networks)

On a corridor and network level some programmes have been implemented to improve actual opportunities and perceived opportunities.

- Park and Ride improvement is taking place. A number of Park and Ride areas have been upgraded over the years. These areas provide access to the rail system for residents on great distance of a station. The success of park and ride is dependent on quality of public transport provided.
- Free Flow Management System has been established between the City, Province, SANRAL and other stakeholders. The system is used to display travel recommendations, including alternative transport arrangement during major events. The use of the system could be further expanded to increase awareness of public transport options.



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- Bus Minibus Taxi (MBT) lanes are provided on the N2 and other roads to increase operational speed of public transport during peak hours. The services that make use of this infrastructure do not provide a car competitive service and therefore limited mode shift is achieved. Despite the limited mode shift it is important to note that MBT lanes help to improve public transport travel times and thus help to retain existing users.

On a corridor and network level no TDM initiatives exist to address congestion caused by road construction. During periods of construction, opportunities exist to introduce private car users to alternative travel options.

8.5.5 Challenges moving forward

The challenge for Cape Town is the incremental movement towards putting public transport first. Concepts of TDM should be gradually introduced and expanded over time as public transport quality improves. The current initiatives are mainly incentives and only limited disincentives are provided. With the continuing expansion of public transport and the improvement of NMT, the introduction of appropriate disincentives to private car use should be prepared. This CITP should provide the foundation for the implementation of these disincentives in the future.

It is important to highlight that possible financial disincentives, such as parking pricing, congestion pricing, fuel levy) should be used to subsidise TDM measures (including public transport) and not be earmarked as general tax. The NLTA supports this and states that user charges should be allocated to a Municipal Land Transport Fund and used for the implementation of the act.

8.6 PROPOSED TDM MEASURES 2013 - 2018

TDM should address the barriers that hamper users from switching to public transport. Proposals have been drafted for the following three levels of intervention:

- Micro - the individual
- Meso - typical areas that attract and generate movements
- Macro - corridors and networks

The interventions proposed should be implemented as part of a comprehensive package. Standalone interventions should be prevented.

8.6.1 Micro (the individual)

Consolidate and Coordinate Marketing & Financial Incentives:

Marketing of public transport, and travel alternatives, should be coordinated and integrated. This should be accompanied by appropriate tariff policy that support different travel purposes, and stimulates off peak usage.

Financial incentives such as the concept of free tickets and subscriptions linked to lifecycle shocks, should be considered. Examples include the distribution of free public transport tickets



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to people that moved to Cape Town, people who graduated, etc. and be incorporated in the fare policy going forward. This could help to change perception of public transport in particular in areas where public transport has been improved.

Actions include:

- Implement Citywide PT fares policy.
- Develop integrated PT Marketing Plan that considers personal and group travel planning.
- Expand Commuter Trip Reduction Programmes

The existing Commuter Trip Reduction Plan should be continued and expanded. The focus should include financial incentives (free tickets), different working hours, tele-working, parking bay use restrictions. In addition to Cape Town, other nodes should be considered in the next CITP cycle. Possible nodes include Bellville, Wynberg, Claremont, and Century City.

Actions include:

- Expand the Travel SMART pilot programme into a full programme and roll out to the Bellville CBD.
- Implement Travel SMART within the City of Cape Town through delegation to the appropriate directors and by adequate resourcing this function.

8.6.2 Meso (areas)

Implement TDM packages per area, as part of Local Area Transport Plans:

In select areas, TDM interventions should be implemented that take cognisance of local needs and conditions. Local Area Transport Plans in the following areas must incorporate TDM measures:

- CBD
- Industrial Areas
- Office Parks
- Recreation and events
- Residential areas
- Shopping malls

Local Area Transport Plans should identify key hot spots for the implementation of TDM packages in line with this framework. The interventions may differ between areas, as long as the following considerations are taken into account:

- Consistency between similar areas.
- Balance between disincentives and incentives.

Sufficient capacity should exist within the City to implement and manage the TDM implementation. In cases where agreements have been made with the private sector, in exchange for parking reduction, capacity should be organised to monitor the implementation on short, medium and long term.



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The following actions are proposed:

- Increase resource capacity to manage TDM arrangements with stakeholders.
- Develop Local Area Transport Plans that identifies five key areas where local TDM interventions should be implemented.

8.6.3 Macro (corridors and networks)

- Temporary TDM plans during construction periods:

During construction periods, opportunities exist to introduce people to alternative travel options. Research has illustrated that in addition to the temporary effect, a permanent effect could be achieved. TDM also ensure that economically important areas remain accessible during periods of construction.

TDM should not only be developed for road transport infrastructure, but also be considered during period of construction within the public transport system. Possible pilot projects could be:

- Inner City CBD
- Metro south east
- N1 / N7 interchange

These projects must incorporate a comprehensive communication strategy and plan.

Challenges associated with the implementation of temporary TDM include the additional operational costs. It should however be noted that economic cost of disturbance could justify these additional costs.

Actions include:

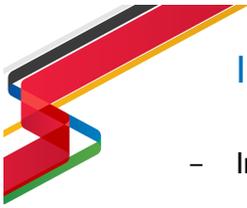
- Develop, formalise and implement TDM Plan MSE – CBD.
- Develop Memorandum of Understanding with major stakeholders, including PGWC, SANRAL, and PT Operators to ensure that all stakeholders consider TDM during future construction projects.
- Expand park and ride areas:

Improved public transport will be phased and will take some time until full citywide rollout is achieved. Park and ride areas expand the catchment of public transport and provide travel options to private car users for a part of their journey. The improvement of park and ride should be continued.

In addition to the capacity expansion, additional services at park and ride should be considered. Focus corridor could be the Southern Suburbs lines as a pilot with additional security at stations was successful.

Actions include:

- Increase parking bays at key park and ride areas.



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- Implement additional security services at park and ride areas.
- Implement user charges:

The most influential tool to change travel behaviour is pricing. Parking management and tariffs should be used as TDM tool in areas where public transport is improved. In addition, the implementation of road pricing mechanism should be unpacked. The implementation of both parking pricing and road pricing provides additional funding that should be allocated to the Municipal Land Transport Fund and not be introduced as general tax. This additional funding should be used to cross-subsidise public transport operations and other TDM measures.

Road pricing could be implemented through a congestion charge or a local/provincial fuel levy. A study is required to investigate the feasibility and the different options. Implementation options include, full, or partial implementation, fixed or variable pricing.

An important pre-condition for the introduction of user charges is the provision of alternative travel options, such as public transport. This highlights the importance of a comprehensive approach to TDM.

Actions include:

- Develop a Road Pricing Feasibility Study and Action Plan.
- Develop and implement Parking Policy that will guide the establishment of parking management areas and setting of appropriate parking tariffs.

8.6.4 Parking Policy

A comprehensive Parking Policy was developed in parallel to the drafting of this CITP, and is still in draft form. A wide range of TDM policies aim to influence travel behaviour and the demand for parking. The Parking Policy is written as a guiding and supporting component of the City's overarching policy framework and provides principles, policies and actions to guide parking provision, management, regulation, enforcement and pricing, as a major TDM tool.

Vehicle use and the demand for parking is influenced by the following fundamentals: the availability of parking, the maximum parking period, the cost of parking, and the distance between parking bays and the destination. Parking policies aim to change the parking demand by influencing one or more of these fundamentals - if successful the demand for parking in a specific area changes or relocates to other areas.

A number of separate mechanisms have been adopted to address parking, including: The Cape Town Zoning Scheme (CTZS), managed parking practice, Park & Ride facilities, Parking By-law, and the Interim Policy Framework and Strategy for the Pricing of Parking in the City of Cape Town.

For the implementation of the City's TDM Strategy, it is important that these mechanisms (or the relevant components thereof) be implemented and the impacts they may have are monitored.

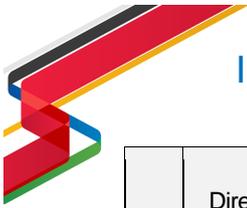


8.7 OVERVIEW OF PROPOSED DIRECTIVES

The proposed TDM measures 2013 – 2018 are summarised in the Table 8-5:

Table 8-5: Implementation matrix TDM

	Directives	Actions	Stakeholders	Considerations			Responsible TCT Department
				Political	Organisation	Financial	
Micro – Individuals	Consolidate and Coordinate Marketing & Specials	Implement Citywide PT fares policy. Develop integrated PT Marketing Plan.	PGWC, PT Operators	Marketing should not focus on a single group.	City should be responsible for all marketing regardless of mode.	Increase in marketing budget required.	TCT - PME
	Expand Commuter Trip Reduction Programme	Implement expanded Commuter Trip Reduction Plans in Cape Town and Bellville. Implement internal Commuter Trip Reduction programme.	Large Businesses	Lead by example.	Expansion of resource capacity is required	Possible budget implications to co-finance programmes	TCT -TNO
Meso - Areas	Implement TDM packages per area, as part of Local Area Transport Plans	Develop Local Area Transport Plans that identifies local TDM measures for key areas within the area. Increase resource capacity to manage TDM arrangements with stakeholders.	PGWC, PT Operators, Owners, Developers		Expansion of resource capacity is required	Possible budget implications to co-finance programmes	TCT - Planning
Macro -Corridors and Networks	Travel Plans during construction periods	Develop and formalise Travel Plan CBD – MSE. Develop MoU with major stakeholders, including PGWC, SANRAL, PT Operators.	PGWC, SANRAL, PT operators	Basic accessibility to economic areas should be retained during periods of construction.		Additional operational cost need to be accommodated by the stakeholders	TCT – Infrastructure Department
	Expand	Increase	PGWC, PT		Coordination	Budget	TCT



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	Directives	Actions	Stakeholders	Considerations			Responsible TCT Department
				Political	Organisation	Financial	
	Park and Ride areas	parking bays at key park and ride areas. Implement additional security services at park and ride areas.	Operators		with PRASA	implications.	Corporate Department
	Implement user charges	Develop a Road Pricing Feasibility Study and Action Plan Develop and implement parking policy and pricing strategy.	PGWC	Possible resistance from community		Funding should feed into MLTF and used to improve travel alternatives.	TCT Finance Department

9. FREIGHT LOGISTICS STRATEGY

9.1 INTRODUCTION

This chapter identifies the City's vision, goals and objectives in relation to freight operations not only within the City's confines but also in relation to freight moving through and into the City. Whilst the vision is over-arching statement, the goals and objectives are derived from value-laden consultation with stakeholders and reflect needs identified in Chapters 3, 4 and 5 of this document. They also strive to incorporate some best practice, current trends in freight as well as the demands of a growing city. National legislation such as the NLTA stipulates requirements of Municipal Authorities and these are also encapsulated within the strategies proposed in section 9.5.

It should be noted that the overall process identified here is a first but vital step towards a more comprehensive strategy for freight transportation and logistics for the City within the Functional Region.

9.2 VISION, OBJECTIVES AND GOALS

In support of the development objectives for the City, the vision for freight transportation in Cape Town is defined as the:

'Development of a safe and efficient freight transport system, that will ensure Cape Town's status as a world class City, build the economy by connecting markets, businesses and people in a sustainable and cost effective manner, while supporting and complementing the City's mobility corridors and transport strategy'.

To achieve this vision, the City has set the following goals and objectives for the short to medium term. These will be unpacked in greater detail in the forthcoming freight strategy document.

- To control and ensure safe movement of dangerous goods and substances
- To control and ensure safe movement of abnormal loads throughout the City
- To ensure an integrated approach to freight movement throughout the Cape Town Functional Region
- To reduce the congestion and environmental impacts of freight
- To minimise conflict with road traffic/pedestrians and cyclists
- To regulate freight operations to prescribed times, routes and areas
- To prevent damage to the existing road system
- To manage the planning/location of freight facilities
- To encourage inter-modality in freight operations and ensure seamless coordination between modes, especially a shift towards rail freight
- To shift more waste disposal from road to rail
- To ensure compliance of the City's laws and regulations by freight within and coming from outside the City confines
- To align and coordinate growth aspirations of the CBD and the Port of Cape Town



9.3 STATUS QUO

Details of the current freight operations within the City are identified in Chapter 3 of this report. Salient features of this investigation for the assessment of future needs and the formulation of a future strategy in keeping with the vision, goals and objectives. The following sections introduce the key issues that are addressed in this document.

- Abnormal Loads

The City maintains a network that is designated for the passage of abnormal vehicles. (Figure 3-11). Its strategy for the movement of abnormal loads is to minimise their impact by promoting off-peak passage and to maintain a network that links all of the major industrial centres listed above. Currently, the main roads used are the N7, N1 and N2 where widths and bridge clearances permit. A significant issue identified is the construction of pedestrian bridges across the R300 which due to their height precludes the use of this road for abnormal loads.

The current routes were strongly influenced by the need to deliver transformers to electricity substations. Additional work is required to expand this network to include the movement of other regular loads of an abnormal nature, including yachts produced at various locations throughout the City.

- Hazardous Materials

There are no dedicated routes at present earmarked for the transportation of materials classified as hazardous. The City provides ad-hoc permission on request for certain types of hazardous materials. However, it is acknowledged that the movement of some hazardous materials is not well regulated and this needs to be addressed by Law Enforcement. It is also recognised that under the NLTA, the City is required to produce and maintain a 'Hazardous Goods Movement Plan'. Both of these issues will be addressed in the forthcoming freight strategy.

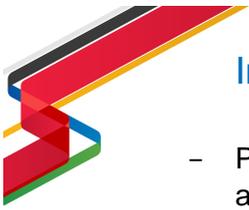
9.4 NEEDS ASSESSMENT

The formulation of the City's future freight transport strategy and network is driven by the needs identified in Chapter 5, those that can be drawn from the City's vision and goals for freight and the requirements of the NLTA which, inter alia, requires the responsible authority to provide a route map for the transportation of dangerous goods through its area of jurisdiction (and in this case must be coordinated with the Provincial Plan (see PLTF, 2011). In addition, records from previous public participation processes, revealed key themes around the general transportation of goods. From these, the key themes and related issues that need resolution are summarised in the sections below.

9.4.1 Road Freight

Key issues identified are:

- Issues in relation to the size of freight vehicles,
- Congestion caused by freight traffic,
- The management of freight vehicle on the road network,
- Appropriateness of the road network geometry to deal with freight movements and congestion,



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- Pavement damage due to freight operations, law enforcement with respect to overloading and illegal use of loading bays
- Weighbridge locations, procedures, jurisdiction and ease of avoidance of testing needs to be reviewed.
- The growth in the size of the Port of Cape Town in terms of freight generation needs to be adequately and appropriately addressed.

In addition to the above, The National Road Traffic Act of 1996 requires the implementation of a Road Transport Quality System (RTQS). A system such as this would address the items such as a vehicle quality control through a system of testing station accreditation and road side inspections, driver quality control via the professional driver permit, overload control as well as regulations regarding the transport of dangerous goods.

9.4.2 Environmental Issues

- New technologies need to be accommodated to reduce energy consumption and emissions.
- Noise emissions from freight operations need to be monitored and reported on to deal with any nuisance from noise in accordance with City By-laws .
- A freight vehicle emission testing regime needs to be set up to monitor and regulate emissions in accordance with the City's policies/strategies.
- Disposal of hazardous materials is uncontrolled and not regulated sufficiently.

9.4.3 Economic Issues

- There is a need to maximise the economic potential of industrial and agricultural facilities.
- Transport by rail is currently not competitive with road-based transport. High rail cost results in a continuous decline of rail freight, even while the freight rail network offers very good connectivity.
- The city needs to investigate the formulation of a business case with Transnet to encourage a shift of more freight to rail.

9.4.4 Social

- The need to improve road safety for all users especially around the carrying of dangerous goods.
- To need to reduce congestion on roads through appropriate delivery times.
- To integrate law enforcement in the City. Specific attention must be given to vehicles that are overloaded as it could have daunting effects should incidents occur.

9.4.5 Hazardous Materials

A City-wide hazardous materials route map is not available. The management of the movement of hazardous materials is currently ad-hoc, and with the exception of goods in classes 1 to 7 it is poorly controlled.

Another issue identified is the inspection and disposal of hazardous waste, particularly medical waste. There are only two sites in the City which are currently allowed to handle this type of waste and only one of these is allowed to accept medical waste. However, there are no formal procedures to check and regulate the type of waste that goes into these facilities and only one facility is under the auspices of the City.



In addition, freight operators who transport hazardous material are not specifically vetted and inspections carried out at road-worthy checks, or vice versa; there is an issue of waste from ships not properly disposed of; and the possibility that By-laws and regulations in relation to hazardous material are not aligned with neighbouring municipalities or even the Province.

9.4.6 Abnormal Loads

The Abnormal Loads route Map has been identified as being out-of-date. A significant concern with the current network is the capacity constraint to certain types of loads resulting from the headroom allowed on the R300 as a result of the fairly recent construction of pedestrian footbridges by SANRAL. The R300 is clearly a strategic route and therefore this issue needs to be addressed.

9.4.7 Port of Cape Town

The current delivery/operational procedure of freight forwarding is mainly during office hours, while the Port operates 24 hours/day, meaning either night-time freight operations or a mis-match requiring the handling or storage of goods. Operational solutions for these goods and the potential growth in the port's capacity should allow for growth in freight volumes between the peaks rather than an expansion in infrastructural capacity to accommodate peak hour freight traffic growth-TDM measures need to consider this issue specifically for freight traffic, in particular: container movement and stacking- issues, the seaward expansion of the port, back-of- Port space required at Culemborg, Paarden Eiland and Belcon and a stronger link with Port of Saldanha.

9.4.8 Rail Freight

The following rail interventions are identified as being required or planned within the next five years (PLTF, 2011):

- Kraaifontein to Fisanterkraal/Klipheuwel (mainly commuter upgrades but impacts freight capacity)
- Cape Town to Du Noon/Atlantis new commuter line/ freight line improvements
- Eerstee Rivier to Strand Line Doubling (to address network deficiencies)
- New crossing loops on the main line between Worcester and De Aar to accommodate longer trains and improve operating performance (including freight)

In addition, Transnet plans to invest around R34.8 billion in the rail freight business throughout the country. Pertinent to the City is the planned general freight expenditure of R15billion and the planned upgrade of the Bellville shunting yard and re-signalling issues.

9.4.9 Overloading

The WCG are mandated with the control of overloading of freight vehicles. They report that there are currently only 9 weighbridges within the Province, 3 of these are within the Cape Municipal boundary (see chapter 3). They operate 16 hours per day and five days a week and two weekends per month, with the exception of Beaufort West which operates 24/7.

Overloading is therefore not adequately controlled and it is reported that there is inadequate legal support for enforcement (PLTF, 2011). This situation leads to an abuse of loading limits and will only be discouraged if the probability of being caught is high and the related penalties are high. An



amendment to the Road Traffic Act to assign the responsibility of overloading to the consignor, consignee, haulier and drivers may help alleviate the current problems.

9.4.10 Overnight Truck Holding Areas

The need for such facilities in addition to the one on the N7 will be addressed in the forthcoming strategy and in the proposed intra and inter-urban freight logistics study.

9.5 PROPOSED FREIGHT TRANSPORT STRATEGY

The following freight strategy/management proposals are identified in terms of the vision and goals for freight identified in section 9.1. They will be detailed further in a more detailed and comprehensive Freight Strategy which will be developed from the broad plans elucidated below.

9.5.1 Inter-modality in freight operations

- Increase in rail freight operations

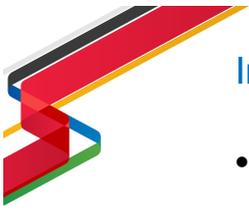
There is a growing recognition of the under-utilisation of rail as a medium for the transportation of freight. The rail industry is characterised by the requirement of operators to account for the full cost of their operations while road freight operators do not carry the full costs. Growing environmental concerns, congestion on our roads and cost appraisals which use social accounting methods indicate that the use of this asset is vital to the overall objectives of the City. There is an operational capacity constraint which has limited the consideration of this type of service, however, the rail interventions identified in the PLTF and in section 9.4.6 will strengthen the case for the shift of more freight to rail. Further, the PLTF states that one of its objectives in its Transport Management Strategies is to achieve a shift in contestable freight haulage from road to rail by 10% by 2014. This is to be achieved through the establishment and promotion of multimodal transfer facilities at 'strategic locations' and by the implementation of incentives and disincentives to stimulate the desired shift from road to rail.

The City is fully in support of such objectives and will seek to assist Transnet (and PRASA) through policies and strategies that will assist in issues such as: ensuring appropriate space that will promote rail (on-track and land cargo), space for new track, maintenance yards, transferring increased demand for freight and more waste by rail, assisting in the development of an appropriate business plan to build a case to incorporate and allow other forms of goods to be transported by rail, to market rail as an environmental alternative, to provide actual costs of developing and maintaining road infrastructure for Transnet's business case, etc.

- Pipelines

The use of pipelines to transport goods is currently limited to the transportation of crude oil between Saldhana and Cape Town and petroleum products from the Port of Cape Town to storage tanks and to the Refinery.

The pipeline is approximately 30 years old and its condition and capacity limits are not fully known. The strategy proposed by the City is to encourage and continue the further use of these pipelines as well as to investigate the business case and viability for new and similar facilities.



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- Coastal Shipping

In keeping with its strategy to encourage alternative transport modes in the handling of freight, the City will investigate the viability of coastal shipping through means similar to those described for rail freight, by integrating port planning and responsibilities and by ensuring better connectivity between ports.

9.5.2 To regulate freight operations

- Intra and Inter-Urban Logistics (Roads)

A city-wide road freight logistics plan needs to be developed within the overall freight strategy document. The plan needs to review, understand and incorporate current and anticipated main intra- and inter-city road freight service types haulage methods, routes and so on into a strategic freight plan. From this data, layers of services, potential capacities, constraints and planned interventions can be more scientifically determined. It will also enable the formulation of an overarching logistics model/plan which will require the freight demand and assignment data to be fed into the City's EMME model. The services to be captured will include: raw material to processing, consumer goods distribution routes and services, the retail supply chain and, possibly, major domestic delivery/service requirements.

A model of this nature will enable the City to investigate and formulate updated road freight network plans. It will also allow the determination of impacts related to changes in strategy such as the reduction of the use of large freight vehicles within certain areas of the City in favour of smaller, more appropriate delivery vehicles; night-time deliveries as an alternative to daytime deliveries and a ban on freight within existing or new pedestrian areas. The City will actively encourage the promotion of the latter options.

- Intra and Inter-urban Logistic (Rail)

Parallel with the road freight logistics strategy, the City intends to undertake further investigations into the possibility of accommodating more intra and inter-urban freight operations onto the rail network (existing and with proposed upgrades). As described in section 9.5.1, some initial meetings have taken place with Transnet which have revealed that the current operational rail capacity (Transnet and PRASA) is limited to accommodate this type of service, however, the planned upgrading of the rail signalling system (driven by the passenger rail upgrades already in progress) will facilitate better utilisation of the rail network and should release capacity to accommodate freight trains. The development of the rail logistics plan in conjunction with Transnet will enable the investigation and formulation of more appropriate rail freight strategies within the City and to/from the City as well as options which review the transfer of freight.

- Hazardous Material

Materials that are classified as hazardous are specified in Chapter 3. The main commodities transported in and around the City that fall into this category are fuels, petrol, avgas, diesel, industrial gases, agricultural chemicals, refrigerants and asphalt. The City manages the movement on an ad-hoc basis as there is no specific defined plan for the movement of these goods. The management of goods in classes 1 to 7 is well regulated and controlled; however, there is poor regulation of the other classes, mainly chemicals for agriculture, ammunition and fuels tankers, although it is virtually impossible and, possibly not necessary to control these as they are usually products whose industries self-regulate effectively. Despite this, the NLTA



requires the preparation and maintenance of a Hazardous Materials route plan by the responsible authority. This could be a Provincial responsibility in certain areas; however, the City is in the process of preparing a HazMat plan in conjunction with all relevant stakeholders, and incorporating goods of various classes in parallel with the preparation of its freight strategy as well as a protocol for those materials it cannot control the movement of.

As part of its strategy, the City will also review the issuing of permits for loading / off-loading hazardous material, effectively regulate and inspect waste disposal at the two official hazardous material dump sites as well as waste from ships. In many instances the penalties for illegal operations are very low and do not deter operators from continuing their illegal and potentially dangerous actions. The penalties imposed for such actions therefore need reviewing.

The City will also undertake a review of By-Laws and regulations in relation to hazardous material and how they effect and control cross-border transport and how well they coordinate with other responsible authorities' regulations or policies.

- Abnormal Loads

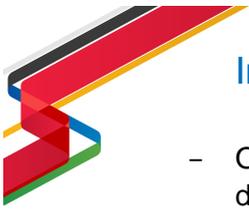
The NDoT is understood to be in the process of finalising a revised policy on the movement of abnormal loads. Key elements of this policy will be the categorisation of routes and minimising the impact of abnormal loads by promoting the use of off-peak times, especially weekends and public holidays. The City's strategy for the movement of abnormal loads is along a similar path with the key objective of ensuring that a route network links all the major industrial centres, thus providing an abnormal load network. Abnormal loads mainly make use of the N7, major sections of the N1 and sections of the N2 where road widths and bridge clearances allow such movements. These routes are shown on Figure 3-11. It is clear from this map that routes are not inter-connected and that the map needs to be updated to reflect major attractors and generators of abnormal loads which include:

- Koeberg Nuclear Power Station
- Transformers to City electricity sub- stations
- The Yacht making industry
- Freight destined for the Port via West Coast and N1 Corridor
- The Wind turbine industry and Wind Farms.

9.5.3 To ensure safe and controlled freight operations

The control of freight operations is primarily to be based on the enforcement and regulation of the plans prepared for the freight network, the Hazardous Materials Route Map, the Abnormal Loads Route Map and in accordance with a Comprehensive Incident Management Plan, and the enforcement of load restrictions. The following deals with the Incident Management Plan and overloading as the Maps have been dealt with in the sections above.

A plethora of Incident Management and HazMat Incident Plans exist at present, as many services could be affected and thus many authorities are involved. A review of these documents will be undertaken to prepare a single over-arching City-wide Plan, which takes due cognisance of all other plans and other's responsibilities but which effectively simplifies responsibilities and ensures appropriate response with the minimum delay. This review will ensure that all aspects of incident management are addressed, and roles and responsibilities are adequately assigned. To achieve this objective, the City will:



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- Obtain data for the different Hazmat classes being transported and through this to determine the safest and most functional routes and operating times within the Cape Town Municipal Area and the publish these for comment so that dangerous goods movement can be regulated and managed (these routes can also be linked to abnormal load movements);
- Advocate Transport Operator and vehicle compliance with Dangerous Goods Regulations and Standards and ensure that Operators meet the OHSAS and permit requirements;
- Broaden the scope of the City's TMC to include HazMat incident response;
- Review its Rail Incident Disaster Risk Management Plan, its Shipping Incident Disaster Risk Management Plan and its Aircraft Incident Disaster Risk Management Plan to ensure coordination with other appropriate Plans.

9.5.4 Reduce congestion, conflict and environmental impact

Freight traffic is a contributory factor to congestion at peak periods but it is also being negatively affected by the current levels of congestion, causing travel time delays and increased cost of operations. The sections above outline the City's proposal to investigate a strategy for freight which includes the business case for a shift of freight operations to off-peak hours (mainly night-time operations) and from road to rail; it also highlights the benefits that the revitalisation of rail services, particularly private sidings, may have on the economy, congestion, traffic conflict, road safety and the environment (from an air pollution perspective).

The City will also ensure that, where it can, infrastructural surfaces (road and rail) will be provided and maintained to reduce noise levels and that their geometrical and operational characteristics correspond to the demands required for the transportation of freight.

While freight overloading is mainly a Provincial responsibility, the City recognises that the weighbridges currently within the City's administrative boundary and are possibly not sufficient to control and manage overloaded vehicles, and therefore the City undertakes to review the following:

- The proposal of an amendment to the Road Traffic Act to impose stiffer penalties for overloaded vehicles and responsibilities;
- The provision of more weighbridges at appropriate locations and the possibility on employing weigh-in-motion equipment or mobile weighbridges;
- The use of satellite tracking equipment to ensure compliance of specified routes by operators;
- Compliance of operators to the National Operator Registration System; and the Road Transport Management System in accordance with the RTA (voluntary).

In addition to these actions, to control the provision and use of loading bays, the City has prepared a Parking Policy document which is currently undergoing a stakeholder consultation process.

9.5.5 Prevent damage to the road system

Many of the proposals and strategy action items listed above address the City's desire to reduce the impact of freight on the existing road system through demand management, modal shifts and overloading checks. All of these actions will result in a reduced impact on the existing road system.



9.6 LIAISON STRUCTURE

The stakeholders in the delivery of the Freight Logistics system include:

- NDoT for general regulating and controlling of hazardous material movement
- Transnet Freight Rail
- National Ports Authority
- PGWC – Department of Economic Development
- PGWC – Department of Transport and public Works
- Freight Logistics Industry / Road hauliers and freight forwarders
- City Transport
- City spatial and land use planning
- Research by University of Stellenbosch

Several forums exist where issues pertaining to freight are planned. These include

- Intermodal Planning Committee (IPC)
- Port Consultative Committee
- PGWC – Transnet Planning Forum
- The Provincial Integrated Transport Steering Group (ITSG), including
- N7 Working Group

9.7 POTENTIAL PROJECTS & IMPLEMENTATION PROGRAMME

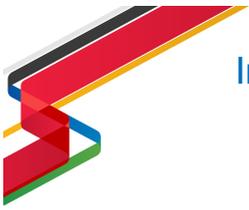
9.7.1 Seaward Expansion of Port of Cape Town

The possible future port and CBD expansion plans may induce various spin offs to be created, not only economically, but environmentally also. The expansion would be due to the ever-increasing need of the growing population to acquire goods and resources so that their livelihoods may not be compromised through insufficient supplies of necessities. The environmental effects include (and are not limited to) the disruption of the ocean floor and aquatic organisms within the neighbouring environment, increased divergence of wave motions that will then cause sediment deposition to occur at undesirable locations, and the possibility of flooding as the expansion would require to erect infrastructure within deeper waters.

9.7.2 Road to Rail Study

It is both a National and Provincial Government Policy intention to see a modal shift of freight from road to rail. While the City plays a relatively minor role in this process, it will participate in studies necessary to realise this intention. Some of the factors that will be considered in this process include identifying appropriate locations to establish transfer facilities that are accessible by industry via adequate road system.

It is recognised that rail is only the appropriate mode for specialised freight over short distances, and lends itself towards longer trips.



Integrated Transport Plan

9.7.3 Transnet Freight Demand Model

The Transnet Freight Demand Model is currently being updated to reflect 2013 conditions of operations. It is able to test the impact of many policy interventions on rail freight demand and supply. The City and Province have been afforded access to this model and through it are actively consider the impact of measures that would influence the shift of freight from road to rail. The City has also linked the consideration of options to its EMME model

9.7.4 Review of Abnormal Load Route

The process to review the City's abnormal route map has started, and will be completed in time for the first update of this 5-year CITP. An assessment revealed that the current reservation does not match recent demand of the movement of abnormal loads, as reflected in recent applications. This will form a key part of the formulation of the Comprehensive Freight Logistics Strategy for Cape Town.

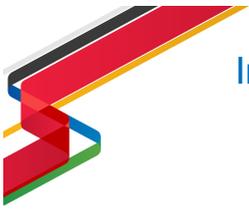
9.8 FUNDING

The City needs to set aside appropriate amounts of funding to enable the preparation of the strategy envisaged in this chapter as well as funding for suitable internal personnel to drive it and ensure that it is professionally and responsibly produced and that it meets all industry guidelines and requirements and standards.

9.9 MONITORING & EVALUATION

The success of freight planning and monitoring is dependent on the active participation of freight stakeholders. Their assistance and support is critical to ensure the City's freight needs are correctly defined and that freight projects receive the appropriate level of priority. Stakeholders and role-players were represented by sectors that recognise Freight Transport as a key element within their sector of influence. These sectors in the City of Cape Town include the Transport Planning, Local Economic Development, Spatial Planning and Public Transport Department. External will include Transnet, PGWC, SANRAL and the DoT. For a successful freight plan, all departments should actively engage and commit to developing a leading freight plan for the City of Cape Town. A schedule of regular monitoring and evaluation of the state of freight transport within the domain of each stakeholder will be undertaken to ensure their coordination, support and thereby the success of proposed plans for freight.

A comprehensive monitoring and evaluation plan of the strategies outlined in section 9.5 such as: the dumping of hazardous waste, congestion due to freight traffic, overloading, freight rat-runs and container loading/off-loading, as well as others developed in future proposals is crucial to the success of any proposed freight strategy and this will be incorporated in the forthcoming strategy document.



10. OTHER TRANSPORT STRATEGIES

10.1 INTRODUCTION

Just as the Five Pillars and the Objectives are long term so it is important that TCT is a structure that is similarly capable of enduring. It is for this reason that TCT was established by way of a by-law. By-laws are inherently long term in their nature. They cannot be changed readily in the way that a policy might be changed for example. This is the right approach for TCT because it enables it to be the platform for long term investment in integrated, intermodal and interoperable transport and the related network for the City.

One of the features of TCT's structure is that it is designed to ensure that TCT takes a holistic perspective across its nine Functions, rather than risk each Function being considered in isolation from the others. The overarching principle that TCT will adopt across its nine Functions is an investment and performance driven approach. That principle is itself broken down into four further principles (together "the Principles") that TCT must adhere to for each Function:

- accountable service delivery;
- costing;
- management of risk; and
- communications

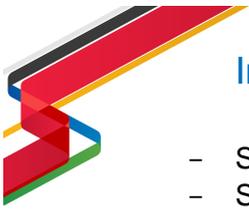
The obligation on TCT to comply with these Principles does not necessarily mean that TCT will approach the Principles in the same way in each Function. For example, TCT's approach to costing might be different in one Function compared to another. The important point is that TCT must consider the impact of costing across all its Functions. By applying these Principles, TCT will ensure that the responsibilities of the Functions are fully met.

This Chapter describes those strategies not described in the previous chapters. The strategies will be dealt with under the nine functions of TCT as defined in the By-law. Each strategy will be described in terms of the following key aspects:

- Its current state of development
- Existing norms, standards, procedures and protocols relevant to the strategy and approval status
- The next steps required to advance the strategy that will be elaborated on in Chapter 11
- Business Plans, costing and budgetary processes required
- The respective strategies are at different phases of evolution and where there are indicative budgetary requirements reflected, prioritisation of the respective items will be costed, assessed and prioritised to respond to the objectives framed by TCT.

The next sections of this chapter unpacks the strategies as they relate to the eight departments of TCT as well as to the overarching strategies for TCT, falling under the management and control of the Commissioner: TCT, namely:

- Strategies for the TCT Commissioner
- Strategies for the Performance and Coordination Department
- Strategies for the Planning Department
- Strategies for the Contracts Operations Department
- Strategies for the Financial Management Department



- Strategies for the Infrastructure Department
- Strategies for the Maintenance Department
- Strategies for the Network Management Department
- Strategies for the Regulations Department

10.2 STRATEGIES FOR THE TCT COMMISSIONER

The principal role of the Commissioner is to set the overall strategy for TCT so as to ensure that it achieves its investment and performance driven agenda. In particular, the Commissioner will establish the strategy for TCT which focuses on the implementation of the strategy for delivering integrated transport for the benefit of the citizens of and visitors to the City and driving down the User Access Imperative, across the following:

- the investment in and performance of the nine Functions within TCT’s operational realm;
- the investment in and performance of TCT at a corporate level;
- its Functional Area;
- the national sphere; and
- the international sphere

The Commissioner will be accountable for the delivery of TCT’s overall strategy. In order to discharge this responsibility, the Commissioner will delegate the delivery of individual programmes and projects to the TCT Directors within the operational realm of TCT. In this way, there is a clear demarcation of roles: the Commissioner is responsible for TCT’s strategy while the TCT Directors are responsible for the programmes and projects that together meet that strategy.

Each of the eight TCT Departments will be responsible for establishing targets (“the Targets”) that correlate to the Objectives. These Targets, and how performance against them will be measured, must be created by reference to TCT’s Principles. By directly linking the Departments’ Targets and their performance back to TCT’s Objectives and Principles, TCT will be able to deliver its investment and performance agenda. This approach is summarised in Table 10-1.

Table 10-1: TCT Departments’ role in meeting TCT Objectives

TCT’s Objectives and Principles	Departments’ Role
Objectives	Establish Targets
Accountability/costing	Performance against Targets
Risk management/costing	Risk Mitigation
Communication	Reporting on Performance

10.2.1 TCT STRATEGIES

A substantial amount of work has already been done to ensure that the Transport for Cape Town governance structure is in place and that TCT can function within the performance driven, investment orientated perspective. The intention is to flesh out these strategies and fully establish and operationalize Transport for Cape Town. The list below starts with what has already been done and then goes forward to the rollout over the next five years. The CIP provides TCT with its functional and operational mandate, the overall focus being to drive down the cost of the User



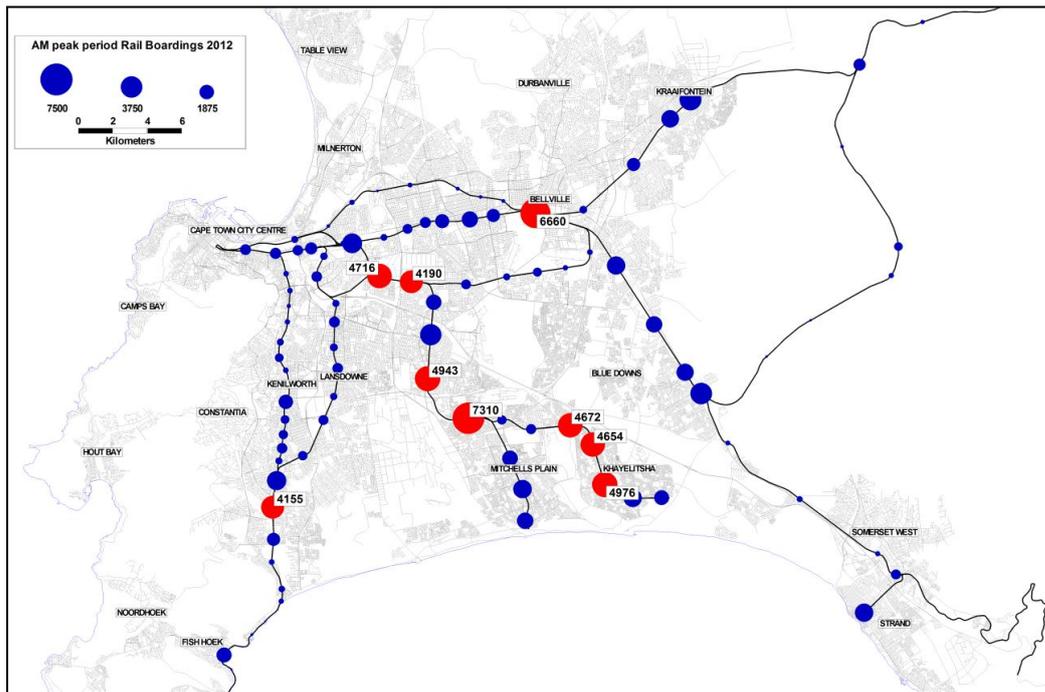
Access Priorities. The Commissioner: TCT will strategically drive the organisation within regards to its operational, corporate, regional and international intervention levels.

- Approved and gazetted of the Transport for Cape Town Constitution Bylaws, 2013
- TCT Constitution Bylaw Implementation Plan and Transformation Strategy
- Draft Terms of Reference for the Land Transport Advisory Board
- Draft Terms of Reference for the Intermodal Planning Committee
- Transport for Cape Town's 2014/15 Budget
- Transport for Cape Town's Corporate and Departmental SDBIPs
- Transport for Cape Town's Corporate and Departmental Risk Management Plan
- Rollout of the TCT IS&T Transport Authority System
- Registration of TCT as a Legacy Project for the World Design Capital 2014
- TCT Business Development Strategy
- TCT Transport Development Index and Service Delivery Barometer

10.2.2 PASSENGER RAIL IN CAPE TOWN

Passenger rail services are critical to the achievement of fully integrated and intermodal public transport. Apart from the requirements of the NLTA the City's strategy as regards passenger rail is also guided by the following statement from a letter of 7 Dec 2011 from the National Minister of Transport on possible future development as to the City's responsibility: "To allow municipalities to carry out their role of planning and managing the public transport system within their area of jurisdiction effectively, consideration is being given to the devolution of commuter rail operational subsidies to the municipal sphere of government". It means the City needs to think beyond strategic rail network planning only, but to also take into account the potential implications for a revised business model for the provision of rail services and an increased responsibility as regards the sustainability, integration, prioritisation and management of the passenger rail services.

Figure 10-1: Current AM Rail boarding patterns





Integrated Transport Plan

Although the coverage of the rail network in the Cape is well developed and forms the backbone of the public transport network, this mode needs to perform to its full potential in this region. (Much higher patronage and overcrowding were experienced in the past in the morning peak, when also rail capacity supply was higher. This is strongly indicative of latent demand that can and needs to be regained).

The City of Cape Town, under the banner of Transport for Cape Town (TCT), in partnership with PRASA and Metrorail Western Cape, has made substantial progress in developing a working partnership on the rail issues. The aim is to finalise in the next 4-6 months the memorandum of action and then to commence implementation using the Intermodal Planning Committee (IPC) and the Land Transport Advisory Board (LTAB) and the oversight and evaluation bodies. Some of the interventions that will be focused on in relation to rail management in the City of Cape Town are detailed in the Table 10-2 below. All the rail initiatives have together been placed under the strategies of the Commissioner: TCT as there remains a need for strategic direction and interface with PRASA.

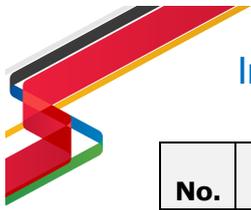
Travel patterns discussed in the Needs Assessment chapter illustrate the need for the construction of the Blue Downs link, between Nolungile and Kuilsriver Stations. While the capital budget to construct this line should be prioritised in the planning period of this ITP, the land ownership and design stage of the infrastructure development process must commence with immediate effect.

The need for this is exacerbated by the rate at which land development is being planned in vicinity of the line. Not only is it necessary to ensure that the rail reserve is protected, but the timeframes and density of planned development along the line, should be influenced by the presence and positions of future stations.

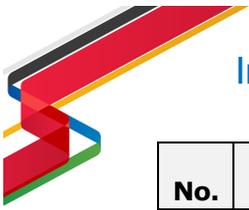
Short term priorities for rail improvement are informed by PRASA's current budgets, as well as the City Council's resolution of 5 December 2012 (referring to the priority corridors of Blue Downs, Fisantekraal and Atlantis and of which PRASA has been duly informed. Medium and longer term priorities will be informed by the analysis and modelling under the development of the full IPTN plan, as well as through the City's Rail Framework and PRASA's Strategic Rail Plan for the Western Cape Region (CoCT, 2012; PRASA 2012).

Table 10-2: TCT Approach and Requirement for Passenger Rail in Cape Town

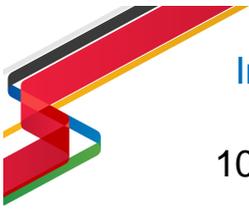
No.	TCT Department	Highlighted Action
1.	Commissioner: TCT	<ul style="list-style-type: none"> Determine the strategic objectives for rail Formalize high level agreements with role players on technical liaison structures to ensure integrated rail transport planning and strategic investment management Development of corridor-based Service Level Agreements, focusing on improved service levels and the management
2.	TCT: Performance and Coordination	<ul style="list-style-type: none"> Co-ordinate City input into the development of the RRP New and improved rail service design and integration rail into the PT system to enhance the customer experience and the image of passenger rail. Provision of more off peak services to enhance the image of rail and to improve the financial sustainability of the system.



No.	TCT Department	Highlighted Action
		<ul style="list-style-type: none"> • Incorporate, as far as possible, the rail brand in Cape Town into the general brand for public transport, under the TCT • Engage in an active marketing campaign to inform users of the quality improvements as they are implemented
3.	Planning	<ul style="list-style-type: none"> • Define the role of rail in the development of the IPTN, including • Determine priority current and new corridors for rail • Indicate network improvements • Rail's parameters within the PT Operations Strategy • Report to the IPC and LTAB on rail planning as required • Investigate the state of the current passenger rail system and services (Due Diligence study) • Develop City position on a Business model for passenger rail / determine the business case and implications for the management of the devolution of the passenger rail operations subsidy • Pursue the approval of the rail component of the ITP by the National Minister of Transport • Transform the process of upgrading and integrating station facilities to meet the future needs of integrated facilities, according to the IPTN and TOD proposals. This must allow for comprehensive integration with Level 2 and 3 services, as well as NMT links to the precinct and beyond. • Plan the capacity of station facilities with the context of the development vision for the precinct within the corridor. Due regard should be given to the typology of development around each.
4.	Contract Operations	<ul style="list-style-type: none"> • Determine critical system performance parameters i.t.o. the financial performance of rail (similar as for other modes) • Liaise with PRASA on Rolling Stock Plan (capacity) and design (customer perspective) • Incorporate rail census requirements in co-operation with PRASA • Formalization of institutional liaison and co-operation to oversee the management of the rail function. • Recapitalization of existing rail assets to stem the negative impact of ageing systems. • Service capacity enhancements to enable increased line speeds and 3 minute headways • Modernization of corridor services to deliver superior passenger rail services whilst demonstrating the potential of rail and improving the image of rail as PT mode. • Development of new rail lines to improve the accessibility and connectivity of the rail network.
5.	Financial Management	<ul style="list-style-type: none"> • Fare box policy and fare level / fare evasion strategy to include rail and explore the rollout of the integrated electronic ticket onto rail • Develop, implement and monitor a comprehensive financial system, in due consultation with the current rail asset owner and operator, to order to effectively incorporate the City's



No.	TCT Department	Highlighted Action
		<p>current mandate as regards the passenger rail function</p> <ul style="list-style-type: none"> Consider and manage the impact of possible new institutional arrangements and future mandate of the City as a result of a possible devolution of the rail operations subsidy.
6.	Infrastructure	<ul style="list-style-type: none"> The City must engage with PRASA, the DoT and National Treasury to develop a plan of action to implement the short term infrastructure priorities for rail in Cape Town. Ensure the protection of the rail reserve through continuous fencing as well as land development that buffer free access to the rail reserve, especially in the vicinity of informal settlements. Prioritize the protection of rail assets in depots and marshalling yards through fencing and surveillance.
7.	Network Management	<ul style="list-style-type: none"> As a priority, explore strategies to improve the quality of the rail services to meet agreed minimum standards for security, safety and reliability on all services in the metropolitan area. Security must be improved on trains, in stations as well as in the precinct immediately surrounding a station. Integration with other law enforcement agencies (resources, CCTV surveillance and ops) Enforce adherence to pedestrian / vehicle level crossings regulations Oversee technical aspects of integration of rail into TMC / TIC



10.3 STRATEGIES FOR THE TCT PERFORMANCE AND COORDINATION DEPARTMENT

The focus of this Department is the creation and maintenance of a website, app and functional performance management and investment quantification tools for TCT across all the Functions, so as to monitor and evaluate progress and strategically align operational and service delivery interventions. This will include:

- Details of the performance of all public transport service providers
- Provide a database of all stakeholders, together with appropriate fora to enable communication on all transport related matters
- After the end of each Financial Year, publish a report for inclusion as a separate chapter in the Council's Annual Report on the performance of TCT during that Financial Year.
- Establish an electronic centralised knowledge management system to record all historic transport information and publications in order to achieve a single point of resource.

10.3.1 IRT OFFICE

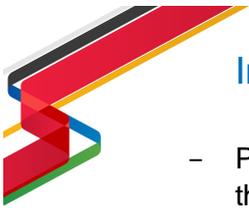
In terms of the requirements of the establishment and rollout of the IRT Programme in the City of Cape Town, it is necessary to have an established IRT Office. With the changes that have been made to the Directorate and the resultant establishment of TCT, there is a need to re-establish and streamline the IRT Office. It will be established within the TCT Performance and Coordination Department of TCT. Over the coming months the reporting and programme management will be aligned to the new TCT structure and the deliverables will be linked through a matrix approach. The focus will be on ensuring that the systems are in place and operational so as to report on the following:

- The expenditure versus delivery as determined in the business plan and in accordance with the Grant parameters
- Construction, OHS and related constraints
- Compensation
- Future planning, IPTN, conceptual design
- Revenue generation, cash sales
- Performance in terms of the 12 year VOC contracts
- Etc.

10.3.2 TCT PERFORMANCE AND COORDINATION

Performance and coordination is a recently established component of TCT and has a specific focus, firstly internally to ensure that each of the TCT Departments establish performance targets and report on them. The performance will be also be at the operational level and this Department will have to set up the website and related performance management tools. Such performance management will include:

- Performance of TCT as a transport authority in relation to its global best practice target
- Corporate performance in relation to service delivery on the budget in terms of the risk management plan and the SDBIPs



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- Performance of the VOCs in relation to their contracts, with specific relevance in relation to the delivery of a reliable and efficient public transport service to the commuter
- Performance in terms of infrastructure service delivery, maintenance and the rollout of related facilities
- Achievement of information management systems
- Revenue generation
- Etc.

10.3.3 STAKEHOLDER MANAGEMENT

Through the establishment of TCT, the approach and objective of a stakeholder management strategy, is to formalise communication systems, structures and support systems, for the establishment of various stakeholder fora that are relevant to the functioning of TCT.

TCT is in the process to re-establish the Intermodal Planning Committee and the establishment of the Land Transport Advisory Board, in terms of Section 15 and Section 16 of the NLTA, respectively. The terms of reference for both the IPC and the LTAB are attached as annexures for further reference. Once a comprehensive stakeholder engagement strategy has been formulated, a process to prepare a comprehensive budget in relation to the strategy will commence.

The function of the IPC is to coordinate public transport between the modes, therefore relevant guidelines and standards pertaining to multi-modal integration, interoperability and inter-modalism, need to be formulated to guide the work and functioning of the committee. Similarly relevant guidelines and standards pertaining to land transport matters need to be formulated, tested and regularly reviewed, to guide the work of the board.

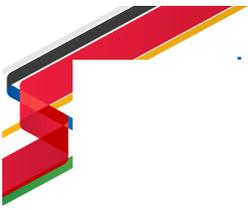
10.3.4 MARKETING AND COMMUNICATIONS

The National Land Transport Act, 2009 (section 11(c)) states that local government is responsible for:

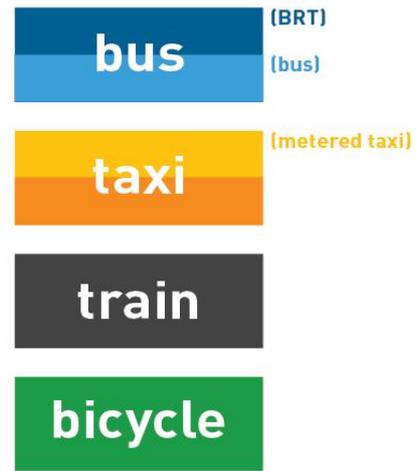
- marketing and promoting public transport and promoting publicity associated with the public transport system
- providing information to users or potential users of public transport
- promoting safety and security in public transport

The City operates a “24/7” Transport Information Centre (TIC) which gives effect to the requirements of the NLTA. The operations of the TIC are to be revisited over the next few years so as to give effect to the integrated transport vision of TCT. There will be more services that will need to be managed and communicated. Further, there is a need to develop a value-add process for the information that is coming in to the TIC.

Further, the TCT Brand Plan has been developed, as detailed below, and will be rolled out in various applications over the coming year so as to establish the governance presence.



1: TCT Brand Essence: Transport is the dominant colour: Red



2: TCT Brand Essence: Each of the major modes have a distinguishing colour in support of the Red

Further, the communication and marketing material show the movement of transport.

There is also a strong alignment and relationship between the City of Cape Town Brand and the TCT Brand

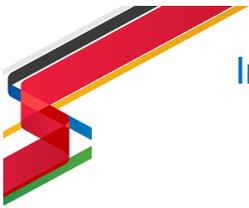


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3: TCT Brand Essence: Scheduled Public Transport Branding. Due to the MyCiti Brand already been recognised in terms of service performance, the decision was taken to remain with this for all scheduled public transport vehicles. Ultimately this will also include rail. All scheduled public transport under the contracting authority within Transport for Cape Town.

VINYL APPLICATION:





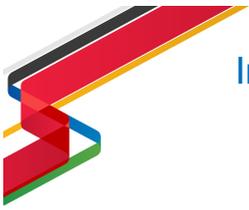
Integrated Transport Plan

Bus		
Metered taxi		
Taxi		
Train		
Bicycle		

5: TCT Brand Essence: One of the most important components in rolling out the TCT Brand is in relation to regulations and enforcement. Once the assignment of the MRE has been effected the regulations of operating licences will be distinguished through the same colouring, enabling enforcement.



4: TCT Brand Essence: Wayfinding across the City of Cape Town. The rollout of the TCT Brand in terms of Wayfinding will start at the Mitchells Plain PTI. After this, the rollout will be scheduled in accordance with available funding. The aim is to standardise all wayfinding across Cape Town within the next 5-7 years.



10.3.5 BRANDING PLAN

The TCT Branding Strategy, examples of which are elaborated on above, is shaped around a paradigm shift and a change in the management programme. The long term vision of the transformation is to make a real difference to peoples' lives, for operators and consumers alike.

The brand strategy notes the inequality in availability, quality, and regulation of transport facilities. MyCiTi has set a new standard, but has also faced challenges in the rolling out of the system. These challenges include the time taken to roll out to isolated areas, the fragmented local transport industry, and the large portion of citizens who rely on unregulated taxis for their mobility. TCT seeks to provide Cape Town's citizens with safe and reliable mobility, freedom of choice, information, and the development of travel networks within Cape Town, by assuring unified standards, accountability, compliance, equality and continually improving travel experiences.

International good practice can be referenced and sourced from various international transport authority brands, like TFL with reference to "transport integration", Dubai on "image" and Hong Kong on "efficiency". The different branding elements, used by the respective cities show evidence of an endorsement of quality by the respective City, value-added innovation, value-added coordination, efficiency of service and reliability of service.

The strategy suggests that Cape Town's key focus should be on the development of information and access to services, comprehensiveness of service, and safety of services.

A different context and model with international recognition and success, is the Curitiba metropolitan transport system, accredited for its elements of governance systems (ensuring standards, compliance and delivery of a vision), securing a political champion and technical innovation.

Noting the international thresholds, the analysis indicates three potential areas that need to be attended to from a branding perspective:

- Cultural priority & existing standards – define focus and premise of a brand essence (example; Hong Kong – efficiency and TFL- integration).
- Infrastructure ownership - defines control & approach to branding.
- Authority and mandate to affect standards and ensure compliance are key messages.

TCT will engage in a process to formulate appropriate standards, which will be formalised and incrementally and sensibly implemented in a strategic and prioritised method, along the transport network, to inspire to "an assured journey".



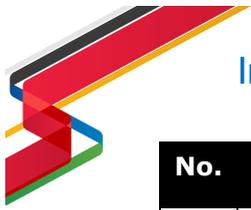
10.4 STRATEGIES FOR THE PLANNING DEPARTMENT

10.4.1 REVIEW OF THE CITP AND INITIAL MINI REVIEW

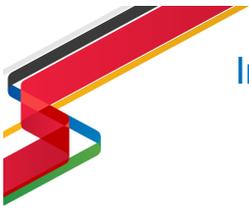
This Comprehensive Integrated Transport Plan 2013-2018 for the City of Cape Town will be initially undergo a “mini review” over the next 6 months so as to get in line with the budgetary cycles as well as to ensure the actioning of immediate term deliverables, as detailed below. After the “mini review”, the annual review, which will focus on assessing TCT’s performance in its service delivery, as detailed in Chapter 11, will take place in the per-determined manner.

Table 10-3: TCT CITP Mini Review Immediate Term Priorities

No.	Immediate Term Priorities	Comment / Focus
1.	A detailed performance-driven implementation plan for each of the eight TCT Departments, as well as further the overall TCT Strategy, that highlights the service delivery targets for the benefit of citizens of and visitors to the City of Cape Town.	<ul style="list-style-type: none"> ✓ Focus on achieving business principles ✓ Focus on performance and investment priorities both internally and externally ✓ Focus on driving down the User Access Priorities of the identified users ✓ Linkage to the MLTF ✓ Focus on information management to establish the foundation of the Transport Development Index
2.	A detailed freight strategy for the City of Cape Town. The CITP 2013-2018 does elaborate on the basic. There is a need for a more comprehensive strategy	<ul style="list-style-type: none"> ✓ Determine freight’s User Access Priority ✓ Route prioritisation ✓ Investment management mechanisms ✓ Performance of the network in relation to freight
3.	A detailed memorandum of agreement between TCT and the mini bus taxi industry	<ul style="list-style-type: none"> ✓ Focus on the new relationship ✓ Investment opportunities ✓ Training and capacitation to enable the industry to engage in opportunities ✓ Direct, partial, indirect, etc. ✓ Involvement in the rollout of the Contracting Authority, MRE, BRT, etc.
4.	A detailed, action-orientated memorandum of agreement between TCT, PRASA and Metrorail Western Cape	<ul style="list-style-type: none"> ✓ Investment opportunities ✓ Blue Downs Rail Line ✓ Engagement in the modernisation programme ✓ Investment into the TMC - CCTV, management of services, PTIs, etc. ✓ Transit Orientated Development ✓ Informal settlement programme, etc.
5.	A memorandum of agreement between TCT, Provincial Government and Golden Arrow Bus Services to give effect to TCT's Contracting Authority Function	<ul style="list-style-type: none"> ✓ Focus on growing the public transport service for Cape Town ✓ Confirming new relationships ✓ Develop and confirm the methodology to give effect to the assignment of the Contracting Authority



No.	Immediate Term Priorities	Comment / Focus
6.	Finalised and approved Universal Access Policy	<ul style="list-style-type: none"> ✓ After the participation process, ensure approval ✓ Rollout the survey of TCT facilities and infrastructure by persons with disabilities to determine problems and their User Access Priorities ✓ Commence the development of a Universal Access Bylaw
7.	Finalised and approved Parking Policy and a Parking Tender that has been issued for submissions so as to give effect to the new Policy	<ul style="list-style-type: none"> ✓ Finalise public consultation and obtain approval for the City's Parking Policy. ✓ Redesign and issue the Parking Tender with the focus on principles of equity, sustainability and management of facilities in relation to land uses
8.	Finalised Integrated Public Transport Network (IPTN)	<ul style="list-style-type: none"> ✓ Complete the IPTN ✓ Develop an implementation and management strategy for the IPTN tool that will be utilised in relation to the management of VOC contracts, operating licences, planning of future investment, etc. ✓ Relate the IPTN to the infrastructure management and maintenance strategy
9.	Finalise the business plan for TCT as a legacy project for the World Design Capital 2014	<ul style="list-style-type: none"> ✓ Position TCT into the national and international space so as to facilitate the performance and investment related methodology. ✓ TCT marketing and communication strategy
10.	Commence the N2 Express MyCiti service to the Metro South East	<ul style="list-style-type: none"> ✓ Complete the Heads of Agreement with all parties ✓ Training and capacitation at three levels: <ul style="list-style-type: none"> ○ Business and financial management ○ Scheduled public transport operations management ○ Driver training ✓ Construction of the infrastructure ✓ Bus delivery ✓ Operations of the service ✓ Development of relevant and sustainable operational entities
11.	Develop the Business Plan for the Road Safety Strategy for the City of Cape Town	<ul style="list-style-type: none"> ✓ Costing of the objectives and proposed initiatives and determine the value-add ✓ Explore potential funding sources ✓ Rollout process for the business plan ✓ Commence with the initiatives that either have available funds or can be built into existing internal capacity



10.4.2 SUSTAINABLE TRANSPORT

Sustainable transport can be more accurately described as a systems approach, which examines how transport interacts with environmental, economic and social systems. A sustainable transport system is defined as:

- One which allows the basic access needs of individuals and societies to be met safely and in a manner consistent with human and ecosystem health, and with equity within and between generations.
- Is affordable, operates efficiently, offers choice of transport mode and supports a vibrant economy.
- Limits emissions and waste within the planet’s ability to absorb them, minimises consumption of non-renewable resources, limits consumption of renewable resources to the sustainable yield level, reuses and recycles its components, and minimises the use of land and the production of noise.

Given this definition, it can be argued that Cape Town’s transport system falls short of responding to this definition. The last 20 years have seen a marked shift in the focus of urban transport legislation, policy, approaches and practice, away from the car-orientated focus of the past, towards one which focuses on public and non-motorised transport. In Chapter 5, the transport needs are reflected on, from an environmental, social and economic perspective. The key overarching themes that are affecting the sustainability of transport in Cape Town can be summarised as follows:

Table 10-4: Sustainable Transport Themes

Environmental Problems	Economic Problems	Social Problems
Oil vulnerability	Congestion Costs	Poor street life
Urban sprawl and inefficient land use	High urban infrastructure costs for sewers, water mains, roads etc.	Loss of sense of community in neighbourhoods
Air pollution	Loss of productive rural land	Unsafe transport systems and neighbourhoods
Climate change and global warming	Poor public transport cost recovery	Serious access problems for those without cars or access to cars and those with disabilities
Greater storm water runoff problems	Economic and human costs of transportation accident trauma and death	Unaffordable transport for the poor
Traffic problems: noise, neighbourhood severance, visual intrusion, physical danger	High proportion of city wealth spent on passenger transportation	Enforced car ownership for some households
Inefficient use of energy	Public health costs from air and other pollution	Health problems related to lack of physical activity as a result of car-orientated urban form.
	Health costs related to sedentary lifestyles	



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TCT, need to address the abovementioned interrelated problems in a meaningful and incremental fashion, in conjunction with all relevant stakeholders, Government Departments and role-players. The objectives in this context, are framed around general sustainability, economic, environment a social objectives.

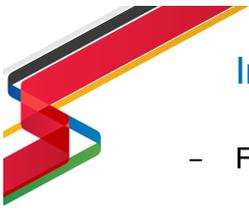
- Environmental Objectives
 - To support the shift toward a more compact resource-efficient city & improve the sustainability of Cape Town's urban form
 - To implement and support modal shift programmes
 - To promote public and non-motorized transport prioritization
- Economic Objectives
 - To ensure that Cape Town's transport system appropriately supports a productive and efficient economy
 - To ensure that Cape Town's transport system is cost efficient
 - To enhance Cape Town's resilience to volatile energy supplies and to climate change
- Social Objectives
 - To study and address the impact of transport on quality of life, health and liveability in Cape Town
 - To radically and systematically enhance the liveability of Cape Town's streets and neighbourhoods
 - To study and address the social impacts of transport in Cape Town including safety, inequality, poverty and accessibility

Over the next 5 years it is considered essential that TCT explores the green and sustainable transport and network agenda. This will start with developing an over-arching framework to provide strategic guidance to all sustainable transport strategies/ initiatives. The aim is to focus on the following key parameters as the framework is fleshed out:

- Exploring the Low Carbon Transport Agenda in order to guide the City's transport related mitigation and adaptation programmes and plans. To achieve the necessary behavioural shift of both City employees and the wider public to more sustainable travel options.
- Exploring the Green Transport, Fleet, Procurement and Infrastructure Agenda so as to understand, quantify and minimize the impacts of the transport system on the environment.
- To achieve the shift toward a more sustainable energy supply for the City's vehicle fleet in order to reduce the City's dependence on conventional oil; vulnerability to the impacts of peak oil; rising fuel prices and to improve air quality.
- Development and Rollout of a Liveable Streets Strategy that aims to improve the relationship between transport and liveability of neighbourhoods and communities.

Present Projects:

- Travel SMART Programme
- SMART Driver Training Programme
- Transport Sector: Climate Change Adaptation Plan of Action (CAPA)
- Energy & Climate Change Action Plan: Sustainable Transport (ECAP)
- Fleet Greening Planning Framework (Vehicle Emissions Working Group)



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- Fuel switching Program - Biofuels feasibility study (partnership with WCG & SIDA)

Proposed Projects

- Development an over-arching Sustainable Transport Framework
- Development of communication and education material & the roll out of campaigns to raise awareness & promote behaviour change in relation to the “Green Agenda”
- Investigation into feasibility of CBD peripheral Park & Ride areas and associated feeder services
- Road user charging feasibility study within the context of the “Green Agenda”
- Establish a baseline against which to measure as well as to set targets
- Feasibility study: Setting vehicle emission standards in Cape Town
- Feasibility study: Integration of emission testing with road worthy testing process
- To investigate current practices and formulate a position for Liveable Streets in Cape Town and roll-out project on selected streets

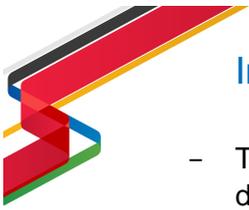
Many guidelines and standards exist within the context of sustainable transport. A comprehensive process will need to be engaged to identify what transport standards are relevant to Cape Town, what the ideal standards would be and how to incrementally strive toward achieving the priority guidelines and standards. The guidelines and standards would pertain to air quality, energy intensity, fuel consumption, carbon intensity, vehicle kilometres travelled (VKT), vehicle occupancy, land take for transport facilities, travel time, accessibility, affordability, periodic crime statistics, public transport quality, availability, community liveability measures, public transport productivity, public transport operating cost recovery, annual road expenditure per capita and percentage of Gross Regional Product spent on operating all modes of passenger transport.

10.4.3 UNIVERSAL ACCESS STRATEGY

The Draft Universal Access Policy for TCT is in the stakeholder consultation process. The draft Universal Access Policy frames a comprehensive approach to the planning, provision, management, regulation and enforcement of universal access measures and facilities for the City area. The policy furthermore supports the gradual transition from the conventional planning and implementation approach, toward a more inclusive approach to provide physical accessibility to all and not excluding any one group of society.

It is a fundamental requirement that access to and within the transport network, must subscribe to the principles and guidelines of universal access. This approach is central when applying the principle of the transport travel chain within the network. The Universal Access Policy supports the incremental implementation of universal accessibility measures covering all modes and facilities in order to achieve the following objectives:

- To promote and incorporate the principles of Universal Access in the design and construction of transport infrastructure
- To improve safety and security at interchanges, station car parks, and en-route to interchanges and stations.
- To promote sustainable travel patterns by encouraging walking, cycling and the use of public transport.
- To provide non-motorised transport facilities and include their requirements in Transport Impact Studies.
- To systematically eliminate fatal and serious SNU related injury accidents and to significantly reduce accidents.



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- To ensure that the system will be universally accessible to the full spectrum of able and disabled users of all ages.

Proposed Projects

- Establish Universal Access Forum
- Engage in a process to develop TCT UA guidelines and standards
- Engage in a process to train selected persons to do UA audits and to suggest mitigation measures
- Develop a Universal Access By-law
- Establish a baseline through a status quo study on prioritised facilities and infrastructure

A central action identified through the policy development process, is the formulation of guidelines for UA, the testing and application of the guidelines, a process of review and the subsequent development of standards.

10.4.4 NON-MOTORISED TRANSPORT STRATEGY

The City has an approved NMT Strategy and a NMT Cycle Master Plan. It is accepted that NMT is a fundamental mode of transport with the transport network and overall system. Non-motorised transport (NMT), which includes walking, cycling and the use of animal-drawn carts, amongst others, is a valuable component of the transportation system and is, ultimately, an element of all journeys. NMT is an essential connectivity mode to public transport.

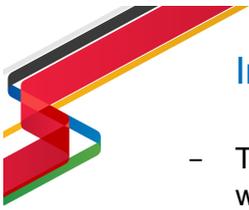
Access to schools for children includes non-motorised access and in this case, safety is an essential element. The City is committed to improving and promoting non-motorised transport, to acknowledge the significant role it plays in Cape Town's transport system.

In the Cape Town context, the City has implemented 435 Km of cycleway. From a policy, strategy, planning, design and implementation perspective, more attention should be directed for improved universal access, to better cater for special needs persons that need to have access to the transport network. The City's NMT strategy is guided by the following statement: Cape Town will be a city where all people feel safe and secure to walk and cycle, NMT is part of the transport system, public space is shared between all users (NMT and motorised users) and everyone has access to urban opportunities and mobility.

- To improve non-motorized transport facilities and extend the Cycle network into an integrated and continuous network within the integrated transport system.
- To improve Safety and security of the NMT right of way, maintenance of NMT facilities and promote User education in collaboration with agencies and stakeholders

The following policies guide the implementation of the strategies for NMT.

- NMT is an essential mode of transport
- The culture and respect of NMT must be promoted throughout Cape Town through strategic leadership, evidence of projects, supportive law enforcement and visibility of NMT.
- TCT must continue to support and reinforce programmes and projects that target key markets/sectors and promote public life and NMT, through events to reclaim public space, like "Vehicle Free Days", Night Markets, Tour de Afrique Big Ride etc.



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- The City of Cape Town shall promote and support training of officials and stakeholders with respect to NMT planning, infrastructure design and maintenance.
- The City of Cape Town shall promote NMT through the provision of showers and bicycle parking at municipal buildings, including depots and municipal offices.
- NMT must form part of a host of City initiatives that need to be investigated and implemented to support TDM measures and incentives for staff that covers promoting NMT, public transport allowances, bicycle travel allowances, etc.

Existing Projects

- The program of prioritized NMT projects nest, within the NMT Cycle Master Plan. These projects are funded and are part of the implementation program, throughout the City. The model used, is a structured four regional geographic model, where projects are prioritized and respectively implemented. Current programs fit within the following categories:
 - Bicycle & Pedestrians Facilities (Retreat, Plumstead, Gugulethu, Kraaifontein, Mitchells Plain, Military Road, Kraaifontein, Steve Biko, NY1 Guguletu, NY3 Guguletu)
 - IPTN NMT Program integrated with BRT
 - NMT Corridor Program (Klipfontein NMT Scheme)
 - NMT Hard & Soft Landscaping
 - Grade Separated Facilities

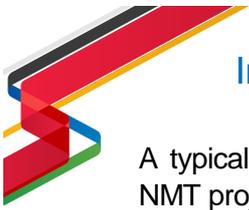
Proposed Projects

The City in conjunction with PRASA and the PGWC, are engaged in a metropolitan wide project that identifies, analyses and propose interventions where there are pedestrian desire lines, traversing the rail line. Following identification and comprehensive analysis, various projects will be identified, costed and phased on a prioritised basis. Essential to the process is pedestrian safety and consistent approach and policy collaboration, amongst the stakeholders and role-players.

The City has implemented a number of cycle-ways, within different and diverse urban environments, largely referring to the Department of Transport Guidelines 2003, from a planning and design perspective and the South African Road Traffic Signs Manual (SARTSM) from a signage perspective. Different design configurations and elements, including surface texture, widths, supporting street furniture, landscaping and signage, have been applied, based on the local urban context. TCT will engage in a process, to monitor, evaluate and maintain the infrastructure, evaluate and review guidelines applied, test and evaluate these and propose standards that will be consistently applied throughout the City.

New Interventions

During 2012 a section of the existing demarcated cycle lane in Bree Street (located in the Cape Town CBD) was coloured green as a pilot project with a special green paint. The purpose of the pilot was to test the weather and use resistance of the paint as well as driver behaviour. For the pilot a lighter and darker green colour was used and the former was chosen. Due to the success of the project the City intends to expand the colourisation of cycle lanes across the City.



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A typical specification, as included in the tender document for the Soft and Hard Landscaping NMT project along Albert Road, Salt River area include:

Specialised applications:

- Cycle lane road marking paint
- Bituminous rumble strip (2m x 3m) units
- Vuka bump or similar approved (182mm x 85mm x 20mm)

The tendered rate per square metre for subitem **(a) for applying the special road marking material Streetbond ® (CL-Cycle Lane, colour bicycle-green) or similar approved and shall include full compensation for procuring and furnishing all material, including the retro-reflective beads and all necessary equipment, and for applying, protecting and maintenance as specified, including the setting out of the markings.**

The paint must be applied in layers with a minimum of four layers after which the total thickness of the coating must be at least 500 microns thick when the coating is totally dry.

The unit of measurement for sub items (b) and (c) for rumble strips and blocks shall be the number of units installed in place. Each rumble strip unit shall consist of ten 100 mm wide prefabricated 19 mm bitumen rubber patches with gaps of 100 mm between strips. The unit shall extend over the width of 3 metres.

The product can be installed by means of spray painting and applying it by hand, depending on the installation method the following coverage can be achieved.

<i>Installation Method</i>	<i>No. of People required per team</i>	<i>No. of Coats</i>	<i>Coverage per day</i>
<i>Hand Painting</i>	6	2	<i>100m²</i>
<i>Spray Painting</i>	5	3	<i>300m²</i>

The **vuka bump** unit or similar approved comprises a plastic road stud (180mm x 85mm x 20mm height) placed on the road surface as indicated on the drawings or as directed by the Engineer. The tendered rate shall include full compensation for procuring and furnishing all the necessary material, labour and equipment, and for fixing and maintenance as specified. Distinction shall be made between the various types of applications. The product is to be branded TCT branding.



Figure 10-2: Typical Vuka Bump

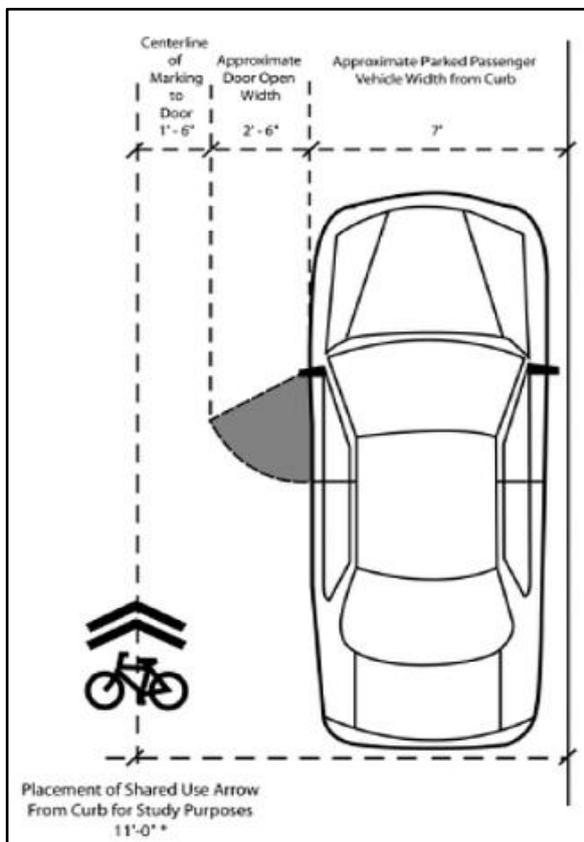


Proposed Bicycle Markings (Sharrows)

What's a sharrow?

A sharrow is a lane marking that looks like a bicycle with a chevron on top of it. Sharrows are used to mark streets as places where bicyclists and cars share the road. The sharrow is painted where it is most safe for cyclists to ride in the middle of the lane.

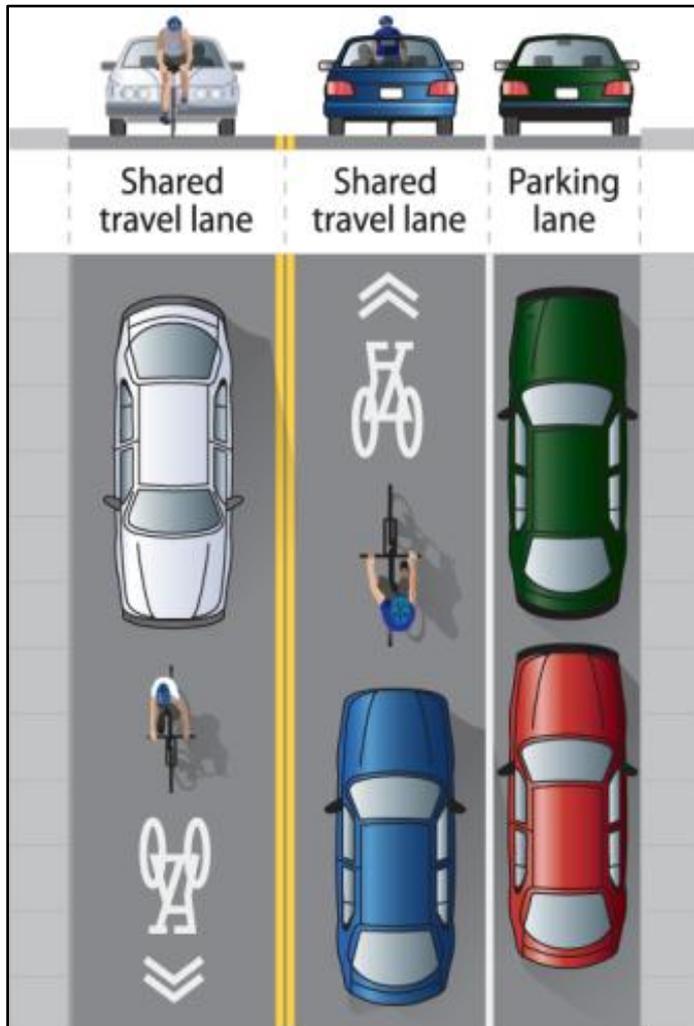
Figure 10-3: Sharrows





Sharrows are one useful tool in the planning toolkit to help bicyclists ride safely and to let drivers know that bikes belong on the street. The upside of sharrows is that they are cheap and easy.

Figure 10-4: Sharrows on shared roadway



10.4.5 TRANSIT ORIENTATED DEVELOPMENT

A densification policy has been adopted by the City of Cape Town, reflected in the City of Cape Town Spatial Development Framework and the Cape Town Densification Strategy. These documents provide a framework outlining a middle path development strategy set to raise the Cape Town gross base density from the current 10-13 du/ha (gross) to 25 du/ha (gross). This will be achieved by targeting densification and encouraging a greater intensity of mixed use development in priority corridors and nodes while taking into account area context and limitations.

This Transit Oriented Development (TOD) strategy guides higher density development to support transport infrastructure along key corridors in Cape Town at the metropolitan level. It also reflects on the need for and role of both Local Area Transport Plans (LATP) and Precinct Plans around transport interchanges. In order for public transport to be sustainable and practical, high levels of ridership are required during both peak and off-peak periods. A core premise of the ITP, to achieve a sustainable modal split, is that public transport will become a viable alternative to the middle income portion of the travel market. A basic premise to achieve this is that a substantial



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number of trips in most people's trip chain must both start and end in the vicinity of public transport, to significantly reduce the need for using a car.

The specific need to develop a TOD strategy, that directs strategic investment on the integrated public transport network, was identified through an assessment of the CTSDf in Chapter 4. Specific needs that were identified in Chapter 5: Transport Needs Assessment, and which form the basis of objectives that need to be achieved are:

- Focus network investment along potential high density corridors
- Focus regulatory instruments, such as the parking policy and transport impact assessments to stimulate higher densities and mixed land use.
- Need to directly influence the improvement of the rail service in order to attract development to identified TOD zones.
- Integration of land use and transport planning
- To ensure that urbanisation capitalises on spare capacity in the existing public transport network.
- To reduce the walking distance to public transport
- Reduce average travel distance for the low income users of transport
- To foster developmental employment opportunities related to transport
- To ensure that public transport is an integral part of all new land developments.

The core objectives of Transit Orientated Development are:

- To maximise the attractiveness of public transport by encouraging supportive forms of development along the transit system. This must be done in a manner that maximises trip productions and attractions for all trip purposes and at extended periods of the day
- To ensure a high quality, safe public environment around points of access to the transit system.
- To support improved access to public transport, particularly for those who are dependent on it, by supporting the unlocking of proximate land for higher density development, with a particular focus on affordable housing.

In the Cape Town context, transit refers not only to the stations on the highest level (Level 1 of IPTN) services, but also to Level 2 services. Development areas that are affected therefore goes beyond that which could typically be reached on foot from higher order stations as is often defined in western literature. The TOD objectives are to be realised through the following three strategies, namely:

10.4.5.1 Corridor Development

Integrated transport and land use planning at a corridor scale is required to give context to local area and precinct planning initiatives. This will promote land development along selected transit corridors, where the combination of transport investment and development would optimise the utilisation of transport. Given the premise that development must be attractive to current car users in the middle income bracket, densification must be focussed on corridors where a clear path and commitment exists to upgrade public transport services to the required level. As discussed in previous chapters, this path could follow a full or incremental approach.

The current development footprint of Cape, which houses the population of 3.74 million, is about 67 000 ha. This translates to an average residential density of 16 dwelling units per hectare (du/ha) of developed area, or 55.8 persons per hectare. Table 10-5 illustrates the current average



gross density distribution as well as the density and land take should the projected 2031 population be housed in the current urban footprint, or at the same gross density respectively.

Table 10-5: Density Projections for Cape Town

Date	Population	HH Size	Dwelling Units	Density	Area (ha)
2011	3 740 026	3.50	1 068 579	15.9	67 000
2031	4 300 000	3.40	1 264 706	18.9	67 000
2031	4 300 000	3.40	1 264 706	15.9	79 297
	5 695 000	3.40	1 675 000	25	67 000

If all new development is retained within the current urban footprint of 67 000 ha, then a population of 5.7 million people would be accommodated to reach the desired threshold density of 25 du/ha. For the lower population growth scenario, the increase to 4.3 million will see density rise to just 18.9 du/ha. However, should current development trends prevail, an additional 12 000 ha of land will need to be developed to house on the lower projected population of 4.3 million people.

However, while the average gross density of 15.9 du/ha is only 64% of the desired minimum density of 25du/ha, area specific gross densities range from less than 4 in Durbanville to more than 120 du/ha in Khayelitsha. Table 10-6 shows what the gross density in Cape Town could consist of when aggregated in a normal distribution of densities. A more conservative household size of 3.4 is used in line with the current trend of declining household size. The table shows that relatively small areas at relatively high densities are required, while some areas of low density would be retained.

In terms of the IPTN framework (See Chapter 6), the rail network and the Table View BRT route, covers about 170km of Level 1 and 2 networks in the City. A buffer zone of 400m and 2km around the core of these corridors constitutes 6 800 ha and more than 20 000 ha respectively, when allowing for the overlap where routes intersect. In this scenario, more than half the City's future population could be housed within 2km of the existing trunk, or Level 1 network, without the need for extensive additional bulk transport infrastructure.



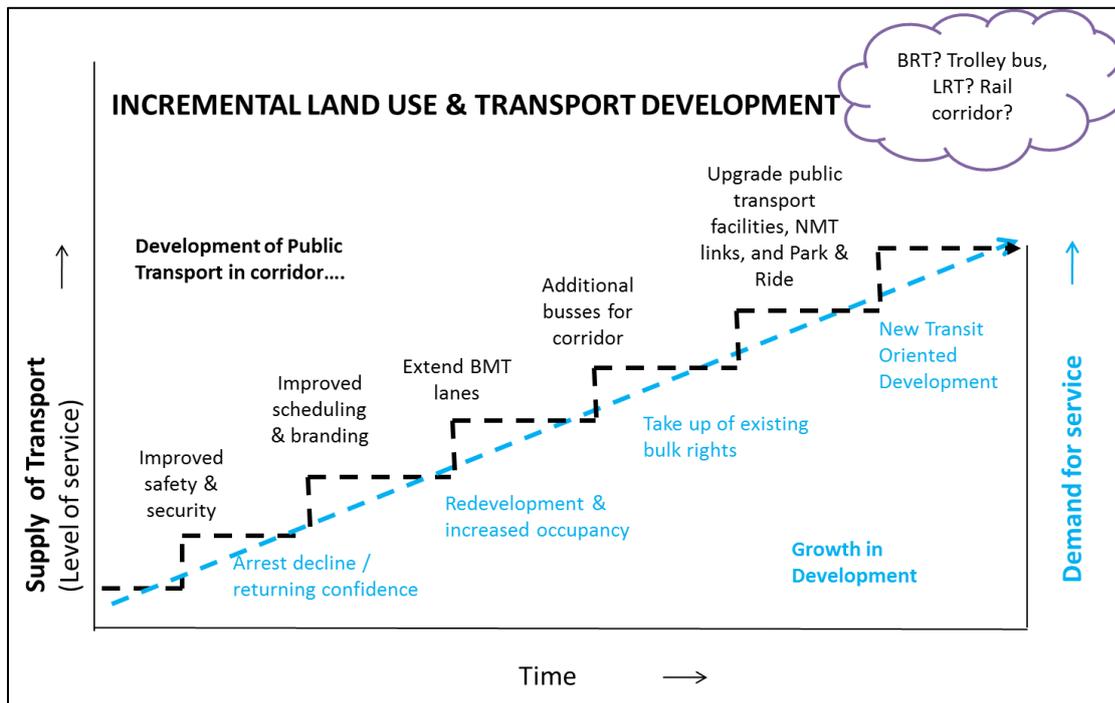
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Table 10-6: Potential Density Distribution in Cape Town

Density Distribution	Area (ha)	Density (du/ha)	Person/du	Population
8%	5 360	75	3.4	1 366 800
12%	8 040	45	3.4	1 230 120
18%	12 060	25	3.4	1 025 100
24%	16 080	20	3.4	1 093 440
18%	12 060	15	3.4	615 060
12%	8 040	10	3.4	273 360
8%	5 360	5	3.4	91 120
100%	67 000	25	3.4	5 695 000

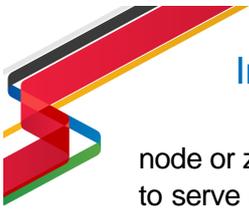
The Corridor Development Strategy requires that higher corridor densities will go hand-in-hand with improvement in capacity and quality of public transport services. Figure 10-2 illustrates a potential incremental corridor development scenario, where either land use or transport interventions would trigger further development of the other in, what is believed to be a virtuous cycle. This strategy will be developed in more detail for specific corridors in the City.

Figure 10-5: Concept of Corridor Development with Nodes



10.4.5.2 Local Area Transport / Land Use Plans

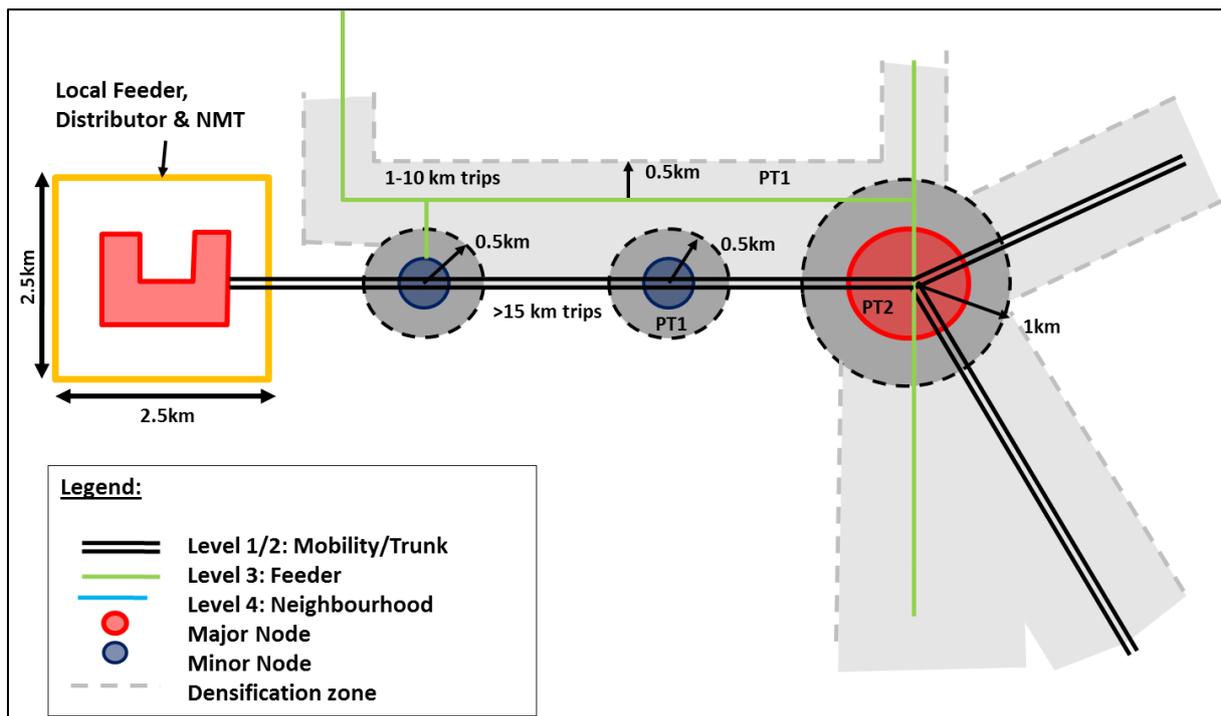
Corridor scale planning should be supported by the development of selected Local Area Transport / Land Use Plans (LATPs) for key nodes and zones throughout the City area, to guide the phased rollout of transport with land development. The methodology used is to consolidate and define the role of the node or zone in the context of the corridors discussed above. The aim is to understand the desired development density of corridor, and to determine the desired density within the study



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node or zone. An assessment must illustrate the required transport interventions that are required to serve the ultimate development form and density for the node or zone. The LAMP must reflect on the most appropriate Levels 2 and 3 services that will support the higher order Level 1 services that serve the node, in order to maximise metro-wide access. Of equal importance, the LAMP must reflect on the most appropriate mix and routing of modes and infrastructure needed to serve local trips within the node or zone. This aspect of the plan will address details of the interaction between Public Transport Interchanges and the requirements of new or amended Operating Licenses, in relation to changes in Level 1 services. The LAMP must further give clear guidance to the movement and facilities required for the movement of freight in the node or zone.

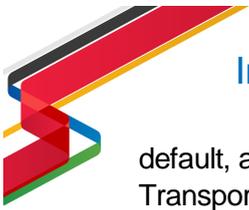
Figure 10-6: Concept of Corridor Development with Nodes



The plan must identify key trip generating activities and ensure these are adequately served by Level 2 or 3 services in order to minimise car trips and concomitant congestion in the node or zone. In this context, it is critical that the provision of parking is addressed in different locations across the node or zone in terms of the Parking Policy, and in support of the broader Travel Demand Management strategy.

10.4.5.3 Precinct Planning

A protocol and process is required for the development of Precinct Plans around Transport Facilities in order to ensure integration between the Transport Facility and the immediate land development. At the lowest level, the Precinct Plan must ensure appropriate urban design and placing of infrastructure and facilities, in support of both the higher order corridor and local destinations within the node or zone. Core to this plan is to understand the role of different feeder modes to the core stations or other trip generators in the node or zone. This understanding will translate into the design of transfers between feeder and trunk services, as well as to provide adequate bicycle and car parking, as well as appropriate NMT facilities and supporting amenities to maximise the attractiveness and utilisation of the interchange within the node or zone. By



default, a precinct plan must not be done independent from both a Corridor Plan and a Local Area Transport Plan.

10.4.5.4 Implementation Mechanisms

In order to further TOD objectives it is necessary to move beyond planning, toward implementing supportive mechanisms to encourage appropriate development within identified corridors and nodes. In this regard key levers include:

- **Parking Provision Requirements**

It is critical that parking provision requirements are supportive of encouraging appropriate development in areas served by public transport. As provided for in the Cape Town Zoning Scheme (CTZS) and discussed in Chapter 8: Travel Demand Management, the identification of PT1 and PT2 zones will contribute to realising this strategy. The potential to utilise maximum parking ratios, could provide a further incentive to improve the attractiveness of TOD locations for further intensification of development.

- **Proactive Land Packaging**

This strategy requires that emphasis is placed on public and parastatal owned land that could be used to contribute to corridor and nodal development objectives. In this regard, well located public land should be assembled and packaged appropriately in order to further the City's developmental objectives. A specific focus should be on making land available for a mix of uses and a range of housing opportunities as contextually appropriate.

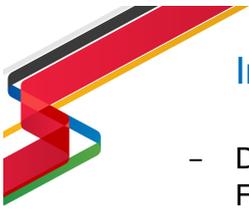
- **Alignment of Capital Projects with TOD Planning**

Capital projects relating to the provision of transport infrastructure, in support of TOD objectives, should be aligned to and will emerge from corridor, local and precinct planning. Capital investment which focusses on improving public transport service, NMT connections and high quality public environments, particularly at points of access to the transit system, contribute to the attractiveness for transit oriented locations for further development.

Creating the preconditions to realise TOD will also require the alignment of capital spending across other functions within the City. This includes, inter alia, investment in utility services to ensure that there is sufficient capacity for planned densification, human settlements to encourage the development of new housing (and thresholds) in close proximity to public transport. The City's IDP, growth management planning and identification of integration zones, reflected in its Built Environment Performance Plan, will provide mechanisms to begin to align budgets in favour of envisaged priority corridor development. Corridor level planning will further contribute to informing this level of alignment.

This TOD Process requires the following projects:

- Corridor Plans that will assess the availability of developable land, state of transport infrastructure, and propensity for the market to develop in certain parts of each corridor.
- Local Area Transport Plans to guide and facilitate the interventions that will optimise transit oriented development for the node or zone. These plans must emphasize the extent of Public Transport 1 or 2 (PT1 & 2) areas within the node or zone.
- A methodology, prioritisation and roll-out of precinct plans along those corridors earmarked for transport interventions, as well as with propensity for development.



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- Develop the protocol and process for the development of Precinct Plans around Transport Facilities in order to ensure integration between the Transport Facility and the immediate land development.

The following 4 project areas have been identified for interventions in the short/medium term:

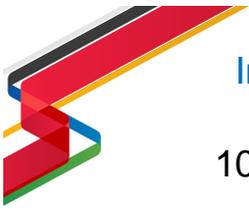
- Nolungile Public Transport Hub
- Update Blaauwberg Road Management Strategy
- Pilot mapping of PT1 & 2 Zones (for reduced parking ratios) as per Milnerton South Development Framework and roll out in applicable locations across the city
- Development of affordable housing at high density at or close to stations:
 - Salt River Market
 - Athlone Power Station
 - Lenteguur
 - Kapteinsklip
 - Langa Station
 - PRASA Programme (Goodwood, Tygerberg, Heideveld, Retreat, Salt River, Lenteguur Stations)
 - Provincial Regeneration Property Portfolio.
- A project is underway to develop the criteria to define Public Transport 1 and 2 Zones. The criteria will also be used to evaluate applications for departures from the existing standards. The process and criteria is described in the Draft Parking Policy, which is described in Chapter 8: Travel Demand Management Strategy.

A key Objective of the ITP for the short to medium term is to achieve a modal shift away from the private car towards public transport. This requires much higher standards of transport services than has been familiar to Capetonians in recent decades. However, higher standards come at a significant cost, and it is therefore that essential that these are sustainable. Standards should be raised in phases, rather than to the ultimate desired state, to ensure fiscal sustainability.

While this ITP sets the framework and priority for standards, the agreed level at which standards must be provided requires a realistic balance between desires and affordability. While basic service levels need to be improved across the public transport system, the City also need to invest in services with higher standards to attract discretionary users that will generate the demand for economically sustainable development along the transit system.

The key stakeholders to deliver on this strategy are the providers of public transport services, especially Level 1 services (Rail and BRT), and the development community, both public and private sector developers. A coordinated approach is required between interventions on both sides of this “coin”, as transport intervention without supporting land use is not viable, and higher density with public transport result in gridlock.

An important consideration for this strategy is that it needs to be rolled out throughout the functional region in order to optimise the choice of public transport for trips within and into the metropolitan area. Neighbouring municipalities and well as the spatial and transport planning departments of the provincial government therefore play a crucial role in the implementation of this strategy.



10.5 STRATEGIES FOR THE CONTRACTS OPERATIONS DEPARTMENT

As detailed in the TCT Constitution Bylaws, 2013, the Contract Operations Department is primarily responsible for the following, in accordance to the parameters of the CITP and the Integrated Public Transport Network:

- Establish the standards, operational parameters, service specifications (including provision for the repair, maintenance and replacement of transport assets being provided by or on behalf of public transport service providers), tariffs, payment regimes and the interface of the operators with the City's transport network for all contracts to be awarded and managed;
- Prepare and maintain the contract documentation for all vehicle operator contracts and administer the process of appointing public transport service providers for such contracts, together with such support service providers, to provide (without limitation) monitoring, information management, facilities management, advertising and automated fare collection services as may be necessary or desirable;
- Establish and maintain a system for monitoring the service delivery and performance standards which relate to the contracts; and
- Provide details to the Performance Monitoring and Evaluation Function of the performance of all public transport service providers under the contracts, including:
 - The maintenance and safety standards of all scheduled public transport vehicles (whether or not such vehicles are owned by the City); and
 - Compliance by the operators of such scheduled public transport vehicles in relation to any qualifications, licences and certificates required for the drivers of such vehicles.
- Ensure effective and efficient financial management and provide subsidy management support, including by:
 - processing contract claims
 - entering claims into the subsidy management system
 - completing financial documents for payments
 - communicating with operators regarding payment
 - providing weekly and monthly expenditure reports
- The Commissioner shall, on a monthly basis, provide appropriate data in relation to its activities under this Contracting Authority Function to the Performance Monitoring and Evaluation Function.
 - **Contract Management In Cape Town**

Transport for Cape Town is establishing a Contracting Authority with the responsibility to manage contracts of road based public transport services, in a manner that will secure adequate capacity and appropriate service levels to meet existing and latent passenger needs, and to ensure the



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commitment and implementation of efficient and effective intermodal transport in an integrated manner. The following are the key projects that will be undertaken over the next 5 years to give effect to the overarching Contract Authority Function:

- Rollout of MyConnect to all scheduled public transport vehicles and operations. The project will comprise the following elements - Fare Collection and distribution systems, Communications backbone, Passenger Information, Surveillance System CCTV, DVR's, PT Operational Centre, on board units and Traffic detection equipment.
- Resourcing and Establishment of Contracting Management function. The project will include aspects relating to Personnel, Information management systems, Reporting systems, Monitoring and evaluation, Communication, Expansion of TIC and TMC and technology relating to Systems controllers.
- Assignment of the Public Transport Operating Grant (PTOG) including CPI and accumulative 2% to accommodate growth.
- The first step is to develop a Memorandum of Agreement between TCT, Provincial Government of the Western Cape and Golden Arrow Bus Services. This MOA which is to be concluded within the next few months, will establish the roles and responsibilities of the three parties now and in the future upon assignment of the Contracting Authority function to the City. Further, it will elaborate on the functional parameters and processes that will unfold in giving effect to the assignment.

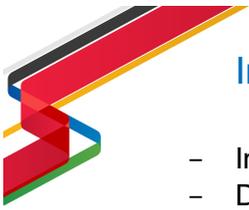
10.6 STRATEGIES FOR THE FINANCIAL MANAGEMENT DEPARTMENT

Specific reference is given to Chapter 11 of the CITP where it elaborates on the processes to be followed in relation to the establishment and expansion of the Municipal Land Transport Fund for the City of Cape Town. The establishment of a sustainable financial model for transport in the City of Cape Town is necessary to ensure the long term effective maintenance and management of the existing transport infrastructure, the development of new public transport systems, the provision of specific infrastructure to address legacy needs and to drive economic growth and sustainable development. The objective is to establish a sustainable income stream to support the implementation, rehabilitation and upgrade of capital assets together with the ongoing operational funding requirements of the maintenance and operations for both existing and future infrastructure assets. The Act stipulates that the following funds should be paid into the MLTF:

- Money appropriated by the Minister for that fund, including grant funding
- Monies appropriated by the MEC
- User charges¹¹

¹¹

- *specified classes of motor vehicles entering specified portions of its area at specified times;*
- *land, buildings or other developments that generate the movement of passengers, including land or buildings of which the State is the owner, in its area; and*
- *the parking of motor vehicles in a building or on land in specified portions of its area;*



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- Interest on invested cash balances belonging to the MLTF
- Donations and contributions to that fund from any other source, (including foreign agencies).

The NLTA states that the municipality must administer the MLTF and use it to defray the cost of the functions of the municipality in terms of the Act or its Integrated Transport Plan and to cover any other expenditure that will promote the objects of the Act. Transforming and developing the desired transport system requires a complex budgetary strategy. Some financial management examples are elaborated on below.

Rail: The Rail network in Cape Town is extensive, but has suffered due to poor maintenance over recent decades, and currently does not operate at the desired level of service, as discussed in Chapter 6. It therefore requires relatively little capital budget (in comparison to the current asset value), needs above average maintenance budget in the short term to address the backlog (which would moderate over time), and need sustained higher operational funding to increase the level of service at which the system operates. TCT, under the auspices of the MLTF will be exploring various investment-related initiatives that can facilitate improved maintenance of both road and rail infrastructure.

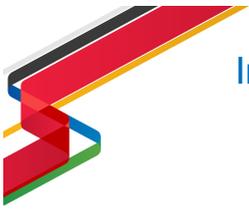
BRT: The ambition for BRT, according to the IPTN, is to significantly extend the BRT network in Cape Town over the next 20 years. The requirement for capital budget is therefore very high relative to the current asset value. Maintenance budget requirements will gradually increase over time as the network is extended and gradually ages. Similar to rail though, is the requirement to sustain the operational budget necessary to maintain and improve service levels over time. What needs to happen now is to develop a financial model that explores the rollout of the BRT within the context of integrated transport. This process has commenced.

Infrastructure

Maintenance: Short to medium terms priorities for maintenance is to remove the backlog of maintenance in both the rail as road networks. It is also necessary to increase maintenance of public transport facilities, especially those that will not be incorporated into the formal IPTN within the short term, in order to ensure minimum standards are attained.

Because of this substantial change in the cost structure of the transport system, it has become essential to understand where the benefits of the budgets will accrue so that income can be derived from beneficiaries in an equitable and sustainable manner. In addition to direct revenue from public transport services, value accrues through enhanced development rights, social gains and environmental sustainability.

-
- *parking places for, or the use of ranks, stops and terminals by, motor vehicles in such portions*



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The benefits of an integrated public transport system will only be realised when an acceptable standard of operations is reached over a critical mass component of the network, before revenue, developmental, social and environmental benefits will exceed the on-going operational cost. The public transport operational budget, or subsidy, should therefore be viewed and determined in terms of the future benefits that will accrue to the broader society.

Assignment: The assignment of the Contracting Authority and Regulating Entity to the City not only increases the institutional capacity to deal with these functions, but places additional responsibilities on the City in terms of other functions, including Planning, Financial Management as well as Performance Monitoring and Evaluation. The funding strategy will evolve to determine the optimum budgetary contribution to each of these functions to sustain the Capital, Maintenance and Operating functions of Transport for Cape Town.

Governance: Although TCT was launched in October 2012, and the Council has approved the new TCT organisational structure, the expenses and budgets presented in this plan are structured under the previous Transport, Roads and Stormwater Directorate for the 2013/14 financial year. Both the operating and capital budgets will be un-bundled and re-assigned into the eight new Departments, whose directors will be developing new 5 year targeted, performance driven implementation plan that falls within the strategic direction of TCT, during this financial year.



10.7 STRATEGIES FOR THE INFRASTRUCTURE DEPARTMENT

10.7.1 INFRASTRUCTURE INVESTMENT MANAGEMENT

One of the critical issues facing TCT is the need to view the City's road and stormwater infrastructure as an asset and an investment tool. Transport for Cape Town has been established on the premise of the five pillars and all of the service delivery intervention is undertaken within the context of the parameters set out in the City of Cape Town's Integrated Development Plan 2012-2017.

- Infrastructure led economic growth.
- Infrastructure that is well maintained and is at a unified, high standard across the City.
- The Commuter experiences a seamless, safe and reliable public transport across all modes.
- The system and network is responsive, well managed and integrated.
- The innovative and responsive governance structure.

Figure 10-4 illustrates that transport infrastructure is the single cost to establishing services for residential areas. In addition, the operating cost of providing transport is an even higher proportion of service delivery, as illustrated in Figure 10-5.

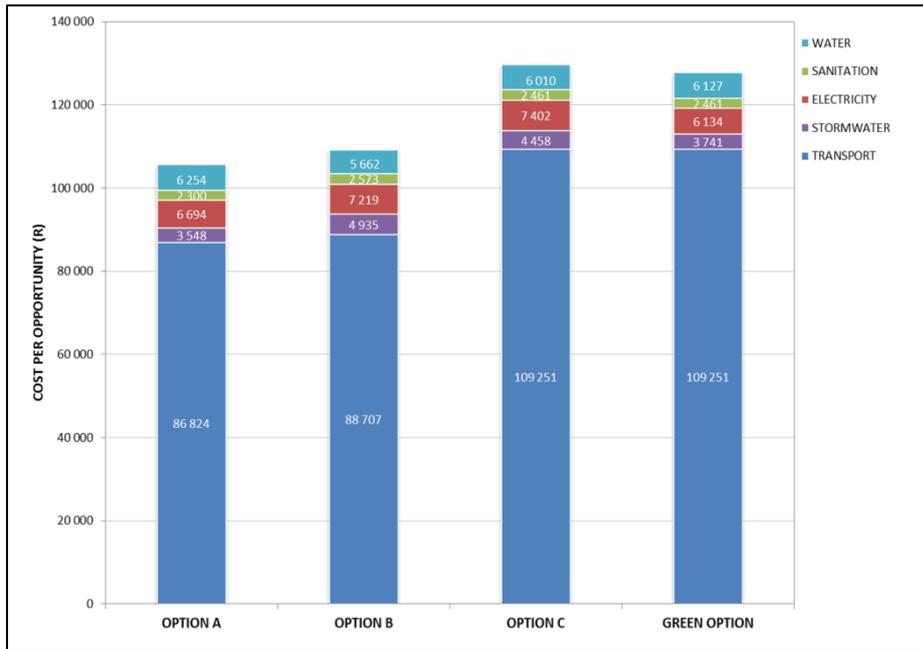
Figure 10-7: Bulk Infrastructure Costs per Household





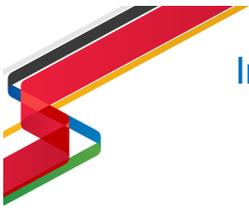
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Figure 10-8: Infrastructure Operating Costs per Household



This initiative needs to explore all of the investment related programmes and determine appropriate mechanisms for strategic infrastructure and facilities management. These initiatives include the following:

- Release of Abandoned Road Schemes
- Development Charges Policy
- New Pavement and Bridge Management Systems that are investment based
- Facilities Management System

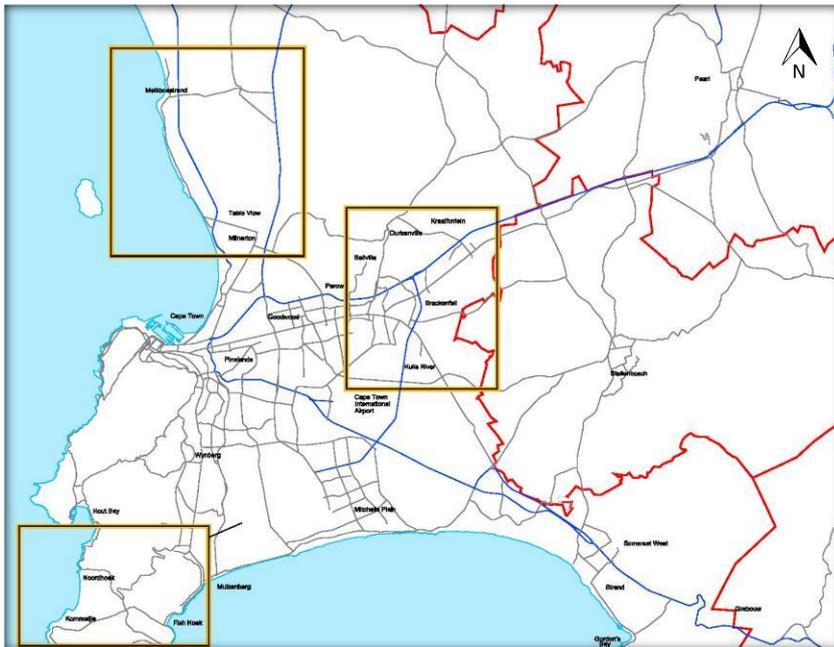


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10.7.2 CONGESTION ALLEVIATION STRATEGY

Notwithstanding public transport first policy, MyCiTi intervention, NMT master planning and travel demand management, private vehicle ownership growth continues to expand. Congestion is having a major economic, environmental and social impact on the City and needs to be addressed in a strategic manner. Main congested areas resulting in numerous public complaints include:

- Blaauwberg
- Kuilsriver
- Kommetjie



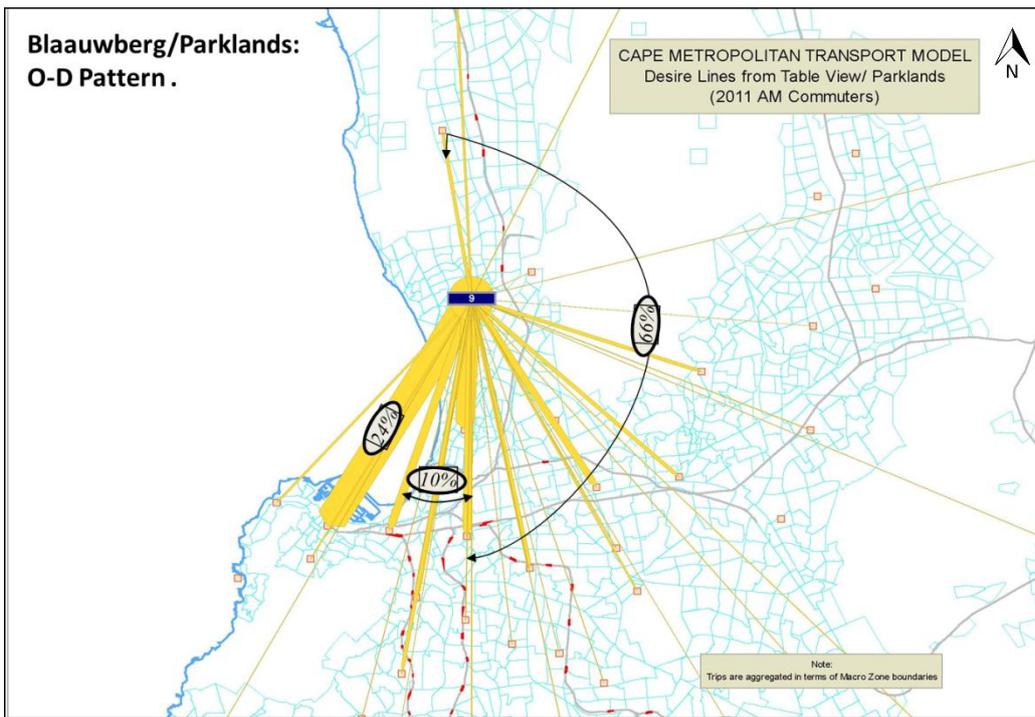
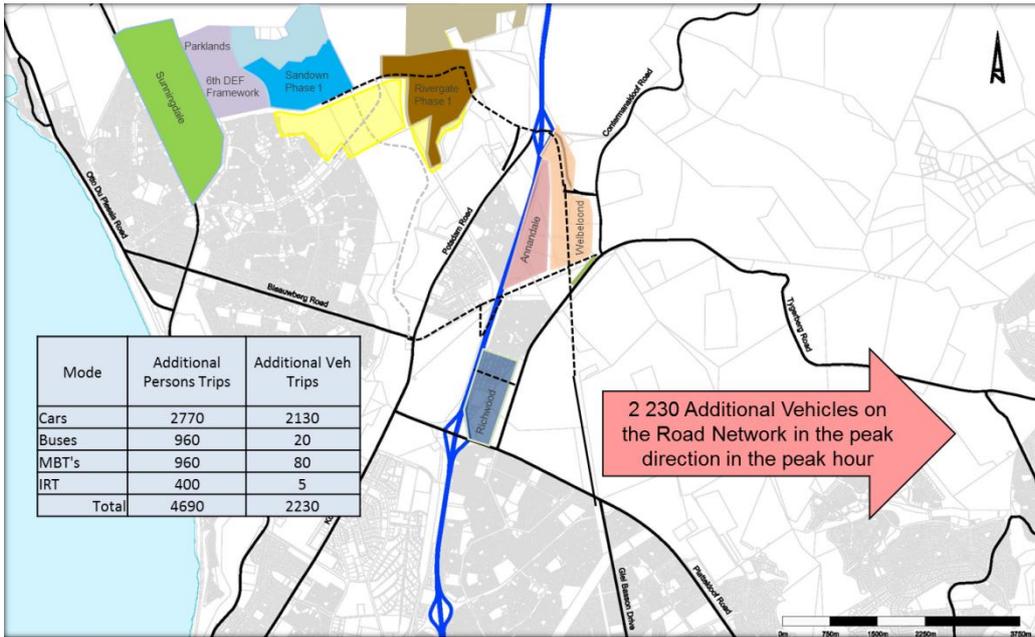
The graphics and tables below summarise the approach of the strategy in each of the focus areas. The total CAPEX required for the overall project is R887.5m

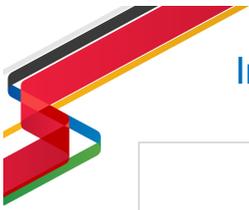




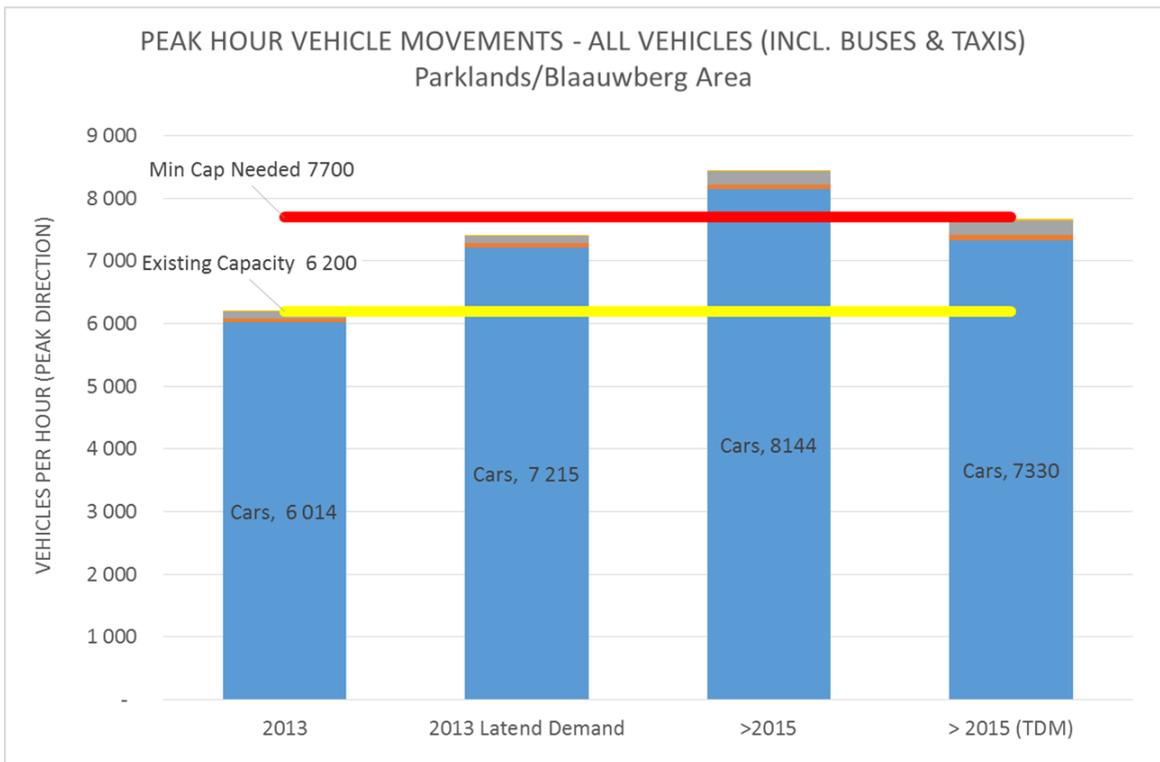
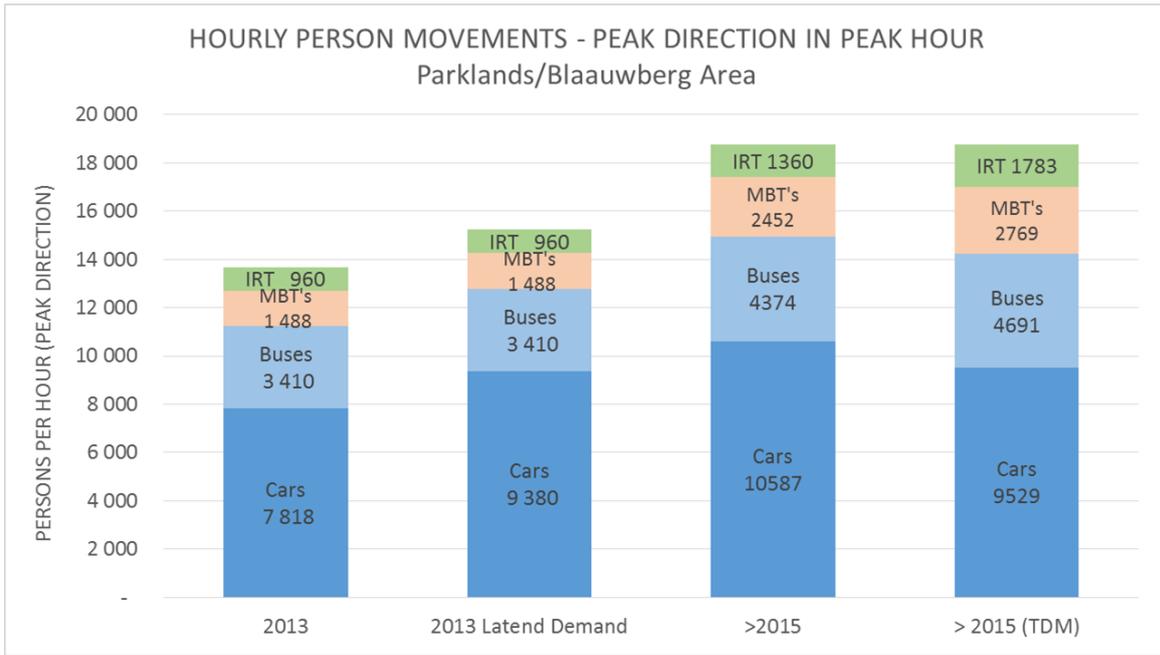
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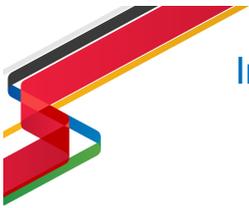
10.7.2.1 INTERVENTION STRATEGY FOR BLAAUWBERG



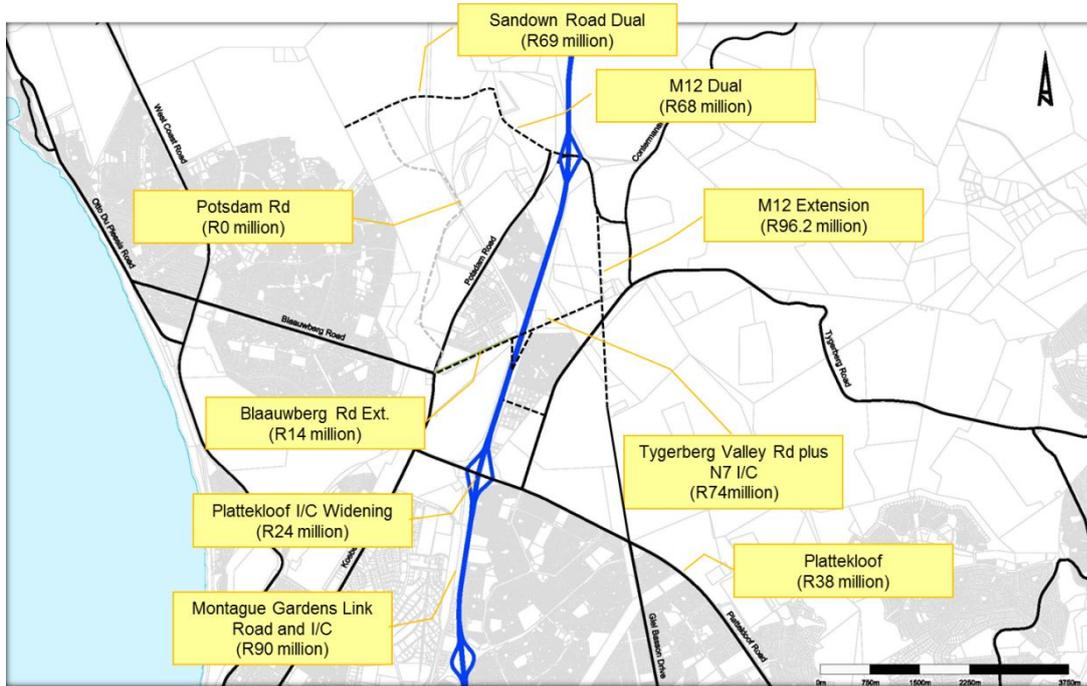


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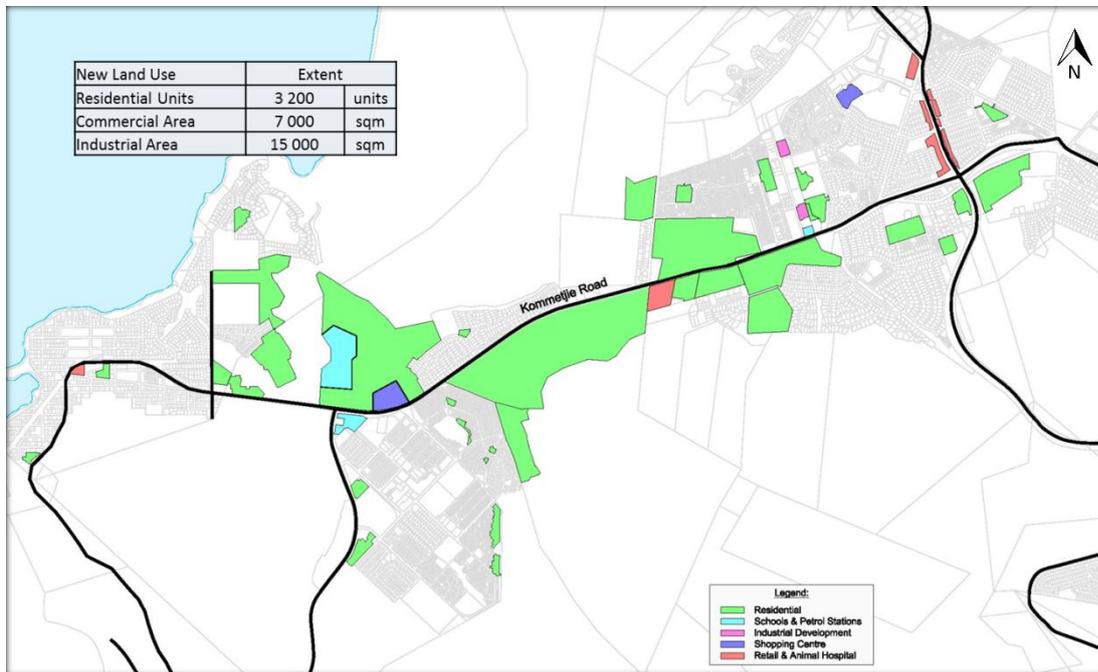


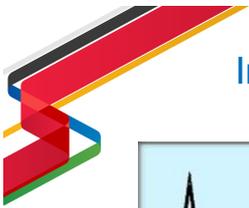


Blaauwberg/Parklands: Planned Network Improvements

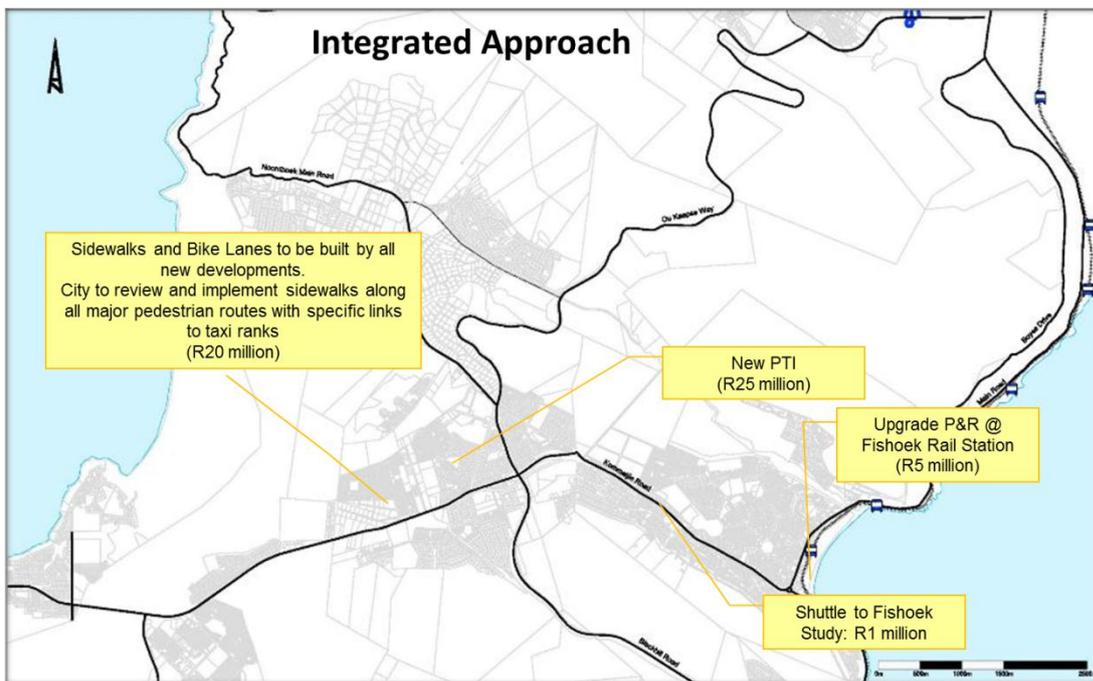
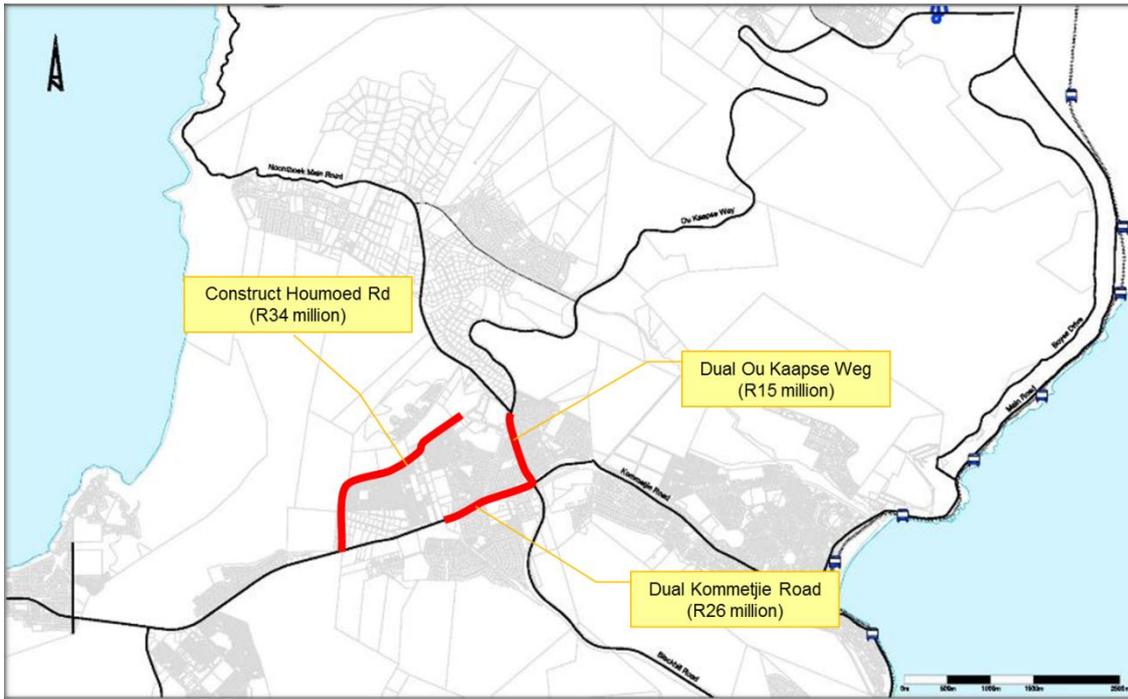


10.7.2.2 INTERVENTION STRATEGY FOR KOMMETJIE





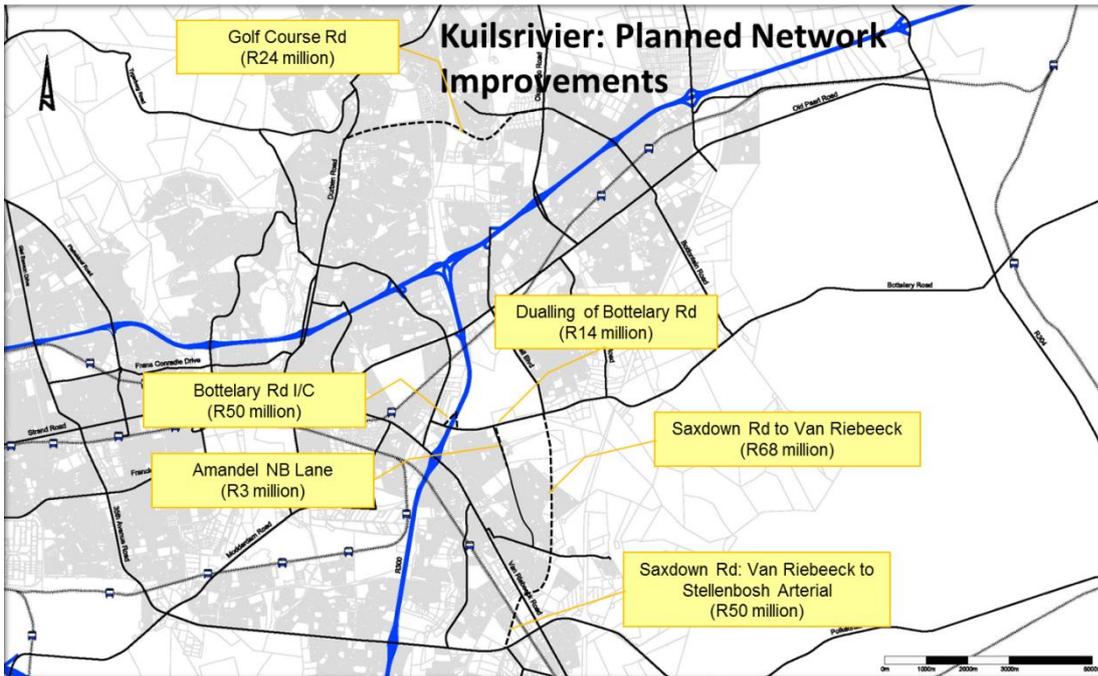
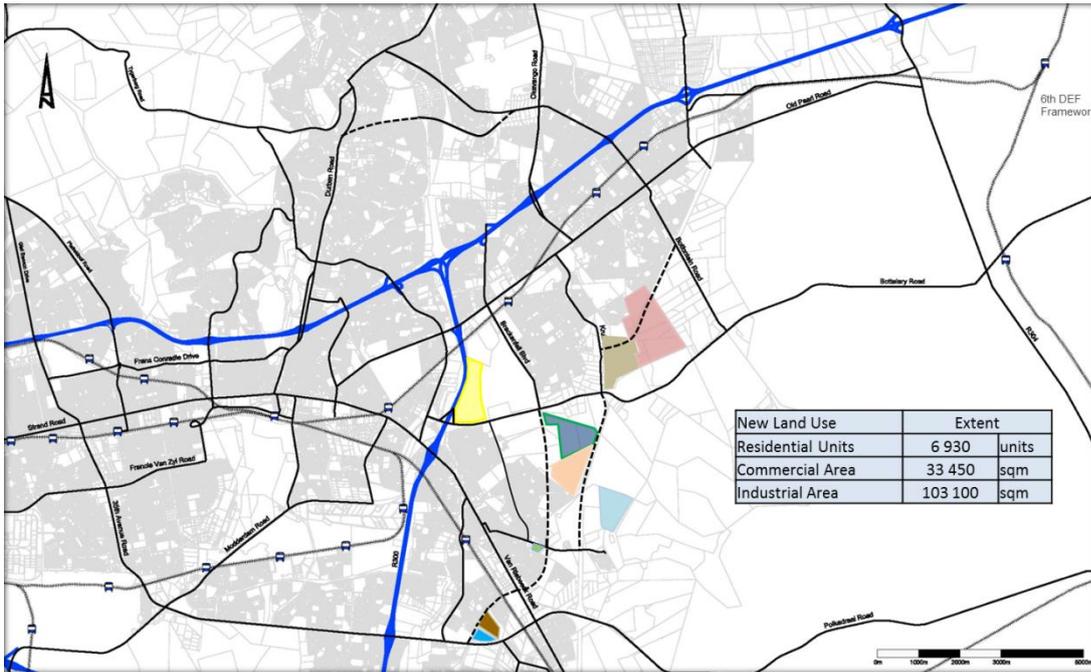
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10.7.2.3 INTERVENTION STRATEGY FOR KUILSRIVIER





10.7.2.4 Budget Required to Address Congestion Backlog

Area	2014/15	2015/16	2016/17	2017/18
Blaauwberg	R 4 500 000	R 54 500 000	R 97 500 000	R 71 000 000
Kuilsrivier	R 28 500 000	R 94 200 000	R 106 500 000	R 49 500 000
Kommetjie	R 9 500 000	R 5 500 000	R 34 500 000	R 27 500 000
TOTALS	R 42 500 000	R 164 200 000	R 238 500 000	R 148 000 000

10.7.3 PROVINCIAL ROAD DEVOLUTION

At present, the Provincial Department of Transport & Public Works (DoT&PW) is the “controlling” authority for municipal PMR’s and both the roads authority and “controlling” authority for the former RSC proclaimed roads within the City. TCT is the custodian of the transport network and need to ensure consistency of guidelines and standards, relating to the road network. The DoT&PW historically provided for financial subsidy for the maintenance of these categories of roadway. This diminished over time with the introduction of RSC levies. With the removal of RSC levies, a dedicated alternative source of funding of appropriate scale, has not been identified.

The primary objective of the City of Cape Town, through TCT, is to apply to the Provincial Department of Transport & Public Works for the transfer of powers and duties of the road authority from the DoT&PW to the City for most of the former RSC roads in terms of Section 26 of the Roads Ordinance (19 of 1976), along with the funding sources..

TCT, as the custodian of the transport network, will ensure consistency and uniformity of guidelines and standards throughout the network, as pertaining to infrastructure, design, signage, road markings, management, maintenance and operations and priority public transport measures.

The City in collaboration with the DoT&PW, is engaging in an on-going to process to clarify the institutional aspects relating to stream-lining technical assessment and decision making systems and processes, that relate to the road network, triggered by land use change applications, impacts on building line restrictions, signage, maintenance and issuing of permits to transport hazardous material and abnormal loads. A fundamental point of departure is a financial commitment and funding regime required to sustain the condition of, maintenance and operational capacity of these roads.



10.8 STRATEGIES FOR THE MAINTENANCE DEPARTMENT

10.8.1 EQUITABLE INFRASTRUCTURE STRATEGY

An Equitable infrastructure Programme was launched in 2012 where analysis was undertaken on the City's road and stormwater network to determine the standards for all categories of roads. Further an analysis was undertaken to determine the quantum of the task for the upgrading of Class 4 & 5 Roads. The Programme determined that the total value of the road asset in Cape Town's 10000kms of roads at R78.9 billion, with the Class 4 and 5 Roads being an estimated R68 million.

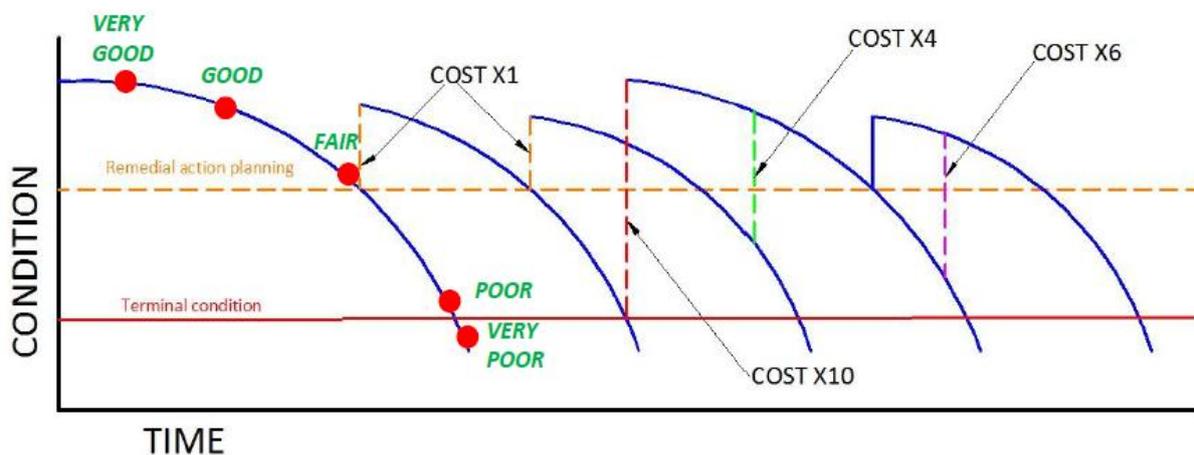
- 796km of surfaced roads are in a very poor to poor condition and require rehabilitation
- 46km of concrete roads are in a very poor to poor condition and require rehabilitation
- 131km of unsurfaced roads are in a very poor to poor condition and require upgrading
- 927km of roads require immediate rehabilitation or upgrading

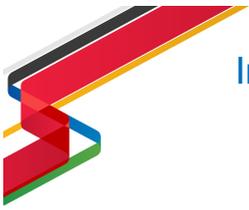
Roads currently in a fair condition will also over time deteriorate to a poor or very poor condition. Upgrading Roads: Upgrading of unmade, gravel or partially built rods to full standard surfaced roads with kerb & channel, footways and stormwater systems. Rehabilitation of Roads: Entails rebuilding or rehabilitating roads in a poor or very poor condition.

There is a need to urgently address the deteriorating road conditions and to employ both maintenance mechanisms to prolong the life and efficiencies of the system as well as determine alternative sources of funding to address the R12 billion financial requirement over the next 15 years. Current budget shortfall (human and financial management resources) implies that the management and maintenance of the Infrastructure is on a continuous deterioration curve. The aim is to accelerate the upgrading and rehabilitation of road and stormwater infrastructure in the residential, industrial and commercial areas of Cape Town and addressing growth.

Figure 10-6 elaborates on the lifecycle of road infrastructure and where remedial action is required plus the exponential increase in maintenance cost if roads and stormwater systems are left without maintenance after they get to the 'fair' stage.

Figure 10-9: Lifecycle Planning for the Effective Maintenance of Road and Stormwater Network





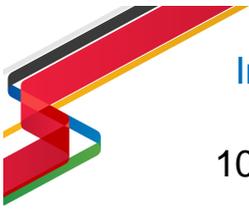
10.8.2 UPGRADING OF CONCRETE ROADS

One of the main focus areas of the Equitable Infrastructure Programme is related to the upgrading of the concrete roads, including sidewalks and stormwater for Gugulethu, Bonteheuwel, Hanover Park and Mannenberg. There are other areas as well, namely, Parkwood, Retreat, and Lotus River. A total of R600m over 6 years is required (USDG) to ensure comprehensive rollout and eradication of the concrete roads across Cape Town. This extensive project aims to upgrade the infrastructure in the above-mentioned areas in the following ways:

- Inclusion of a stormwater management system where one did not exist before
- Introduction of sidewalks where they did not exist before
- Replacement of the concrete surface with a bitumen surface
- Introduction of universally accessible designs so as to ensure easier access to all

10.8.3 AREA BASED ASSET MANAGEMENT

TCT has adopted an area-based model for its Maintenance Department. The aim is for the four areas of all infrastructure assets is rolled out over the coming years and that a detailed asset management system for the infrastructure be developed. This is to ensure that the 10000km of roads and stormwater network can be used as an asset, can be strategically managed and funds can be leveraged to ensure its maintenance.



10.9 STRATEGIES FOR THE NETWORK MANAGEMENT DEPARTMENT

10.9.1 GENERAL

There are a number of initiatives that the Network Management Department is embarking on that are cross-referenced in Chapter 11. They will be briefly listed here:

- Rollout of the TCT IS&T System that relates to each one of the required information management system per Department
- Development of a centralised databank for TCT
- Business Plan for the extension of the Transport Management Centre so as to house all of TCT's functions
- Business Plan for cost/benefit quantification and timing of the Road Safety Strategy

10.9.2 PUBLIC TRANSPORT LAW ENFORCEMENT

The City has engaged with stakeholders through various IDP and previous ITP processes, as well as a recent intercept survey in the metropolitan area, where safety and security concerns in the transport network, constantly comes up as a priority issue. Institutionally, it is noted that Public Transport Law Enforcement activities are fragmented amongst agencies. Services are performed and executed by TCT Traffic Services (Municipal Regulatory Entity), Metropolitan Police, Provincial Traffic as well as the South African Police Force. The City's Traffic Department has a taxi unit which is being supplemented by Provincial Traffic Services. These Departments are also used for other enforcement activities as and when the need arises.

The National Land Transport Act No. 5 of 2009 is very specific in terms of roles and responsibilities of the municipality. Chapter 7 of the Act refers to the following components:

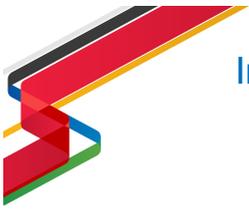
- Land transport law enforcement
- Appointment of inspectors
- Impoundment of vehicles
- Presumption and proof of facts relating to operating licenses
- Powers of authorized officers
- Offences and penalties
- Extraordinary measures in declared areas

The objectives of the Public Transport Law Enforcement Strategy is to carry out projects, initiatives, actions and policies to address the following needs identified in Chapter 5: Needs Assessment:

- To improve general security and safety on the public transport network
- To integrate law enforcement in the City

Projects/Initiatives/Actions/Policies

- The public transport law enforcement function is being established under Transport for Cape Town to improve safety and security within the integrated public transport network
- Additional resources have been appointed to improve enforcement of dedicated IPTS lanes and to perform by – law enforcement and general crime prevention public transport facilities
- An increase in dedicated Traffic and Law Enforcement Officers over the next five years



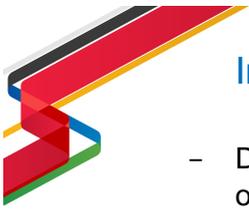
10.9.3 ROAD SAFETY STRATEGY

TCT has just obtained approval for the Road Safety Strategy, which was jointly undertaken between TCT and the Safety and Security Directorate. The following goals are to guide key actions in the strategy:

- Road safety planning and performance assessment
- Road safety efforts implemented according to an agreed plan and the effectiveness of the plan measured at regular intervals
- Good communication with road users
- Consistent communication to maintain awareness of road safety.
- Educated road users
- Road users who know what they should do and why they should do it.
- Safe road user behaviour
- Road users who behave responsibly and obey the law
- Safe road infrastructure
- Road infrastructure that can be used safely by reasonable and responsible road users.
- Safe vehicles
- Vehicles that do not cause crashes because of their un-roadworthy condition.
- Good road safety information and intelligence
- Information on the current road safety situation that can be converted to intelligence upon which good decisions are made

Projects have been identified and proposed. The list of proposed projects are itemised below. It should be noted that the next step is to develop a business plan which will cost the various proposals, project their value-add potential and determine potential funding sources. Once this has been done then the implementation process will begin.

- Increase Traffic Services speed teams from 12 to 24
- Increase the number of fixed speed enforcement sites by 200 by 2018
- Increase the number of fixed speed cameras by 100 by 2018
- Implement Average Speed Over Distance enforcement on entire freeway network
- Increase number of part-time assistants (PTAs) to assist learners at school crossings from 128 to 300 by 2018
- Equip all Traffic Services and Metro Police officers with alcohol breath screening devices
- Appoint 350 additional officers
- Lobby the Department of Justice to appoint additional magistrates
- Implement improvement projects at 15 hazardous locations
- Implement traffic calming measures at 50 schools
- Draft a comprehensive communication and marketing plan
- Implement a comprehensive communication and marketing plan
- Draft learner education plan
- Distribute education and marketing material on speeding to all drivers fined for speeding
- Undertake annual survey to determine level of road user understanding (speeding)
- Support court diversion programs for drunk driving with human resources and education material
- Distribute education and marketing material on drunk driving to all drivers arrested for the offence
- Undertake annual survey to determine level of road user understanding (intoxication)



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- Distribute education and marketing material on distracted driving to all drivers fined for the offence
- Undertake annual survey to determine level of road user understanding (distracted driving)
- Distribute education and marketing material on pedestrian safety to all road users fined for these offences
- Undertake annual survey to determine level of road user understanding (pedestrians)
- Distribute education and marketing material on seat belt use to all road users fined for the offence
- Increase the number of fixed speed enforcement sites by 200 by 2018
- Capture crash reports on IPAS
- Appoint independent service provider to undertake offence rate surveys

10.9.4 EVENTS MANAGEMENT STRATEGY

Generally, “Special Events” are comparatively large, well marketed and pre-planned events. By definition, special events permit a certain time to prepare and coordinate all the necessary services, routes and respective traffic and transport accommodation, to ensure a successful event. From a transport perspective, the City has a history of hosting a variety of special events, where multiple municipal services and transport agencies work in a coordinated fashion. This is made possible through the development, coordination and implementation of a Transport Management Plan (TMP) around the transport and traffic needs for the respective events. The objectives of a TMP are to:

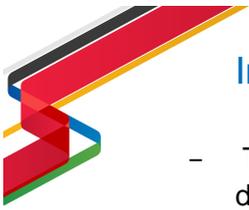
- Ensure the safe separation of event patrons, participants, personnel and volunteers from traffic
- Manage any reduced capacity of the road system
- Minimize the traffic impact on the non-event community & the emergency services
- And minimize costs and losses

The City has an Events Bylaw and Events Policy which include the requirement that a Traffic and Transport Management Plan be drawn up by the event organiser and submitted for approval by the City’s Safety and Security and TCT Directorates. This is also in line with national legislation (Safety at Sports and Recreational Events Act) and international best practice.

More emphasis is being placed on the use and accommodation of public transport at events. The IRT services and facilities have made a positive impact on the operational capacity and plans, pertaining to events in the City, including the Cape Town Stadium. The Transport Management Centre, which incorporates the Transport Information Centre, Traffic, CCTV, IRT and Network Operations in a centralised venue, facilitates co-ordination of many aspects of transport at events. Additional resources are required to be available for improved operational coordination of future events.

An events Transport Management Plan guideline, including a checklist is being developed, based on the lessons learnt from previous international events, (e.g. 1995 Rugby, 2003 Cricket, 2007 Twenty20 and 2010 Soccer World Cup), hosted in Cape Town, as well as regular major local and international events. This includes, but is not limited to:

- Standard items such as traffic flow, road closure impact, venue and parking planning, pedestrian access, traffic control, contingencies, and implementation

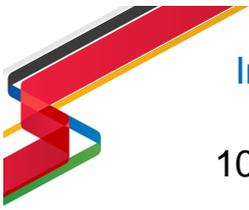


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- The use identified and demarcated parcels of land for temporary Park & Ride purposes during major events

Use of Intelligent Transport Systems (ITS) technologies in event management. The approach is to build on the work one on the Freeway Management System (FMS) joint venture by COCT, WCG and SANRAL, since the existing CCTV coupled with Variable Message Signage (VMS) facility has proven effective, in managing road transport around events. Additional tools including traffic counting (historic and live, Traffic Demand Sensors will be used in planning and management as well as internet information to the public (website and social media platforms).

The further application and use of Memorandums of Understanding with public transport service providers to provide specific transport services, related to the respective event. Within the context of the development of a TCT universal access policy, event management plans must incorporate and continuously improve, travel arrangements and logistics plans for Special Needs Persons.



10.10 STRATEGIES FOR THE REGULATIONS DEPARTMENT

The TCT Constitution Bylaw assigns the regulations functions to this Department which shall be responsible for the operating licences for those persons wishing to undertake an intra-provincial service that either takes place in the City or starts in the City and terminates in the area of another Municipality. Further, the Department shall be responsible for the smooth running of day to day operations in all operational areas, including existing functions of land transport and rail transport (primarily buses, minibus taxis and railways) and public transport safety and security.

Further, the MRE Committee shall fulfil the following functions on behalf of the City, as the Municipal Regulatory Entity:

- The granting, transferring, amendment and renewal of operating licences;
- The amendment of operating licences resulting from the replacement of a vehicle;
- The temporary replacement of a vehicle on an operating licence;
- The conversion of permits to operating licences;
- The duplication of operating licences;
- The provision of temporary permits for special events;
- The withdrawal, suspension or amendment of an operating licence; and
- The imposition of law enforcement parameters and penalties, including making appropriate inspections of public transport vehicles and their related certification.

Following on from the required functions that are elaborated on above, that will be rolled out over coming months; there is a need to highlight some of the existing policies and operational methodologies that are to be applied.

10.10.1 GENERAL REGULATORY ISSUES

There are a number of interventions that need to take place prior to and on assignment of the Municipal Regulatory Entity. Reference is made to Chapter 11 in relation to the major interventions but the following are issues that have been actioned and need to be rolled out:

- Appointment of the Manager Regulations and the MRE Secretariat
- Development of the electronic operating licence management process (OLAS) and testing prior to assignment
- Development of the parameters, advertisement and related criteria for the independent MRE Committee Members, along with the operating parameters, terms of reference, etc.
- Development of a registration process for all 102 taxi associations
- Strategy for dealing with directly, partially, and indirectly impacted operators
- Process for dealing with “illegals” on assignment of the MRE
- Process for dealing with Amaphelas
- Process for dealing with Tuk Tuks
- Process for dealing with metered taxis
- Etc.

10.10.2 TUK-TUK POLICY

TCT is the custodian of the transport network in the City. The vision of TCT is to have an integrated, interoperable and multimodal network that includes all modes of transport. The National Land Transport Act, Act 5 of 2009 (NLTA) defines a Tuk-Tuk as a three-wheeled motor



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vehicle designed or modified to carry up to three seated persons including the driver. This mode is to be used for public transport purposes for the “last mile home”.

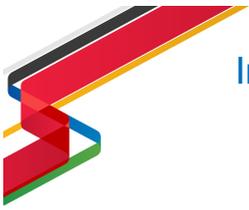
10.10.2.1 Conditions, Guidelines and Standards

An operating license for a Tuk-Tuk service must specify a route (start and end point), road travelled on, stops, base, ranking area, as well as its maximum speed of operation.

- Tuk-Tuks to operate as a short distance mode (last mile home), no longer than a 3 km trip on a dedicated route, as defined in the Operating License (OL)
- The service will be limited to one area or neighbourhood only, with a dedicated route descriptions, not longer than 3 km, incorporated into the Integrated Public Transport Network (IPTN)
- Supplementary to mainline services, where relevant as identified in the IPTN
- Maximum speed of 30km/hour; and OL to be displayed at all times
- Tuk-Tuks are seen as a base operation (same as sedan taxi) with respect to facilities with no formal City facilities provided. Base facilities will be privately owned/leased by the Tuk-Tuk operator. Their base facilities shall be stipulated and within an acceptable radius from their route
- Vehicles to be licensed by the Regulating Authority after taking due regard of the current Statutory Plan i.e., Comprehensive Integrated Transport Plan(CITP), Operating License Strategy (OLS) and Integrated Public Transport Network (IPTN)
- Children under the age of 13 years, must be accompanied by an adult when travelling on a Tuk-Tuk
- All trips must be pre-booked with the Tuk-Tuk Operator
- No Tuk-Tuk Operating License can be converted to another mode of transport, if the business case does not prove viable, the license shall immediately be withdrawn
- Vehicles will be subject to regular inspection as determined by the Regulating Authority
- A maximum of three persons (including the Driver) to be conveyed at one time (as per definition in NLTA 2009)
- Tuk-Tuks may use normal road facilities for parking, safe stopping/loading areas
- Zero tolerance principles will apply, and the sanction shall be that the license shall be immediately withdrawn, in the following cases:
 - Overloading
 - Operations on illegal route
 - Vehicle standards not adhered to
 - When the service is not in operation for a six (6) month period
 - Areas where services will be considered

The permitted areas of operation include:

- Waterfront/Sea Point/Bantry Bay
- CBD as long as no conflict with sedan taxis
- Kalk bay
- Fish Hoek / Simonstown



11. FUNDING STRATEGY AND SUMMARY OF PROPOSALS AND PROGRAMMES

11.1 INTRODUCTION

This Chapter covers the following:

- the “User Access Priority” – the requirements of different users to move from A to B and importantly the social, economic and environmental cost of doing so;
- TCT’s challenge to drive down the cost of the User Access Priority for all users;
- the relationship between the User Access Priority, the City’s and TCT’s wider strategic objectives and TCT’s investment strategy;
- TCT’s financial management and investment strategy for the Municipal Land Transport Fund (“the MLTF”);
- TCT’s sources of funding for the MLTF;
- TCT’s priority programmes and projects; and
- TCT’s 2013/14 and proposed 2014/15 budgets¹² that will be applied to these priority programmes and projects.

11.2 THE USER ACCESS PRIORITY

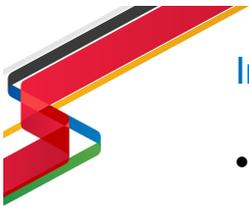
11.2.1 Introduction

Every person in Cape Town – be they a citizen, business or visitor – must be able to move from A to B for their own purposes. Behind that simple statement, however, lies a matrix of interlocking factors that vary from one type of user to another. For each type of user, there are four key questions:

- who is the user?
- what does access mean to those users?
- what are the access priorities for those users?
- what is the social, economic and environmental cost of those access priorities to those users?

The answers to these four questions amount to the User Access Priority. The section below addresses these four questions in more detail.

¹² These will be the medium to long term budgets of this CITP. The budgets will be aligned to the cycle of National and Provincial budgets and further developed as part of a mini review of this CITP that will be concluded by 1 July 2014.



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- Who is the user?

Although there are many types of users, this CITP focuses on five principal categories:

- public transport users;
- private car users;
- freight;
- non-motorised transport users; and
- tourists

- What does access mean to those users?

The answer to this question is in effect the answer to the question “where is that user going and why?” There are of course infinite possible answers to that question but it is those answers that frame the access priorities for that user. Those access priorities are the factors that are essential, important or desirable in relation to that user’s access. These access priorities are explored in more detail in the section below.

- What are the access priorities for those users?

There are set out below some examples of possible access priorities for the five main categories of users identified. It should be stressed that these are just a few examples of their access priorities. In reality, all users will have numerous access priorities that are particularly important to them.

Public transport users

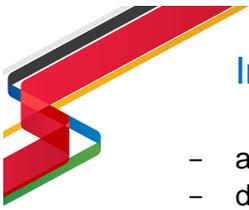
Access priorities for these users include:

- can the users move conveniently?
- does the transport network serve the places the users actually want to go?
- is the transport service reliable?
- is the route congested?
- is the transport service available at the times the users want?
- how long will the journey take?
- how long will the users have to wait for the transport service?
- does the transport service appear safe?
- are the facilities such as bus shelters, stations and public transport interchanges clean and safe?
- do the users have necessary and useful information?
- is it accessible at convenient locations?
- is it responsive to the users’ needs such as persons with disabilities?

Private car users

Access priorities for these users include:

- how short is the route?
- is the route well maintained?
- is the route congested and does the congestion cause environmental damage?
- how long will the journey take?



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- are there restrictions?
- do the users have necessary and useful information?
- when the users reach their destinations, do they have necessary facilities such as parking?

Freight

Access priorities for freight include:

- do the users have to wait at the beginning and end of their journeys?
- how short is the route?
- how long will the journey take?
- is the route congested?
- are the route and its facilities well maintained?
- are the users permitted to take their preferred routes or are there restrictions?
- when users arrive at their destinations, are necessary facilities available?
- do the users have necessary and useful information?

Non-motorised transport users

Access priorities for these users include:

- is the route safe?
- is the route well maintained?
- is there a sidewalk or dedicated non-motorised user lane?
- is there a safe, convenient and conducive interface with motorised transport?
- is the route conveniently located?
- do the users have necessary and useful information?

Tourists

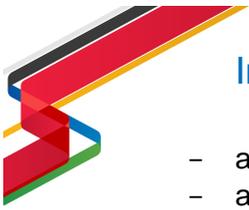
Access priorities for tourists include:

- does the transport service appear safe and reliable?
- how long will the journey take?
- will the transport service take the users all the way to the sight or attraction or will the users need to walk some of the way?
- is the form of transport service accessible for users with disabilities?
- do the users have necessary and useful information?

Access Priorities – a more complex concept than it appears

The above examples of different access priorities highlight that although the concept seems straightforward, there are a plethora of different factors in play. For example, even an access Priority such as safety is much more complex and nuanced than might at first appear. For instance, safety for public transport users includes:

- are there law enforcement officers present or nearby?
- is the service reliable so as to minimise waiting times when users might be isolated?
- is the public transport vehicle roadworthy?
- does the driver of that vehicle have a licence and public driving permit?
- are the operator and commuter covered by insurance policies?



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- are the roads in good condition?
- are the facilities lit and in good condition?
- are the designs of facilities conducive to a safe environment?
- is information available?

In other words, each of the access priorities can be divided into numerous sub access priorities.

- What is the social, economic and environmental cost to those users?

The cost to users of their User Access Priority falls into the following main categories:

- social
- economic; and
- environmental

The cost of each User Access Priority will differ markedly depending on the user. For example:

- public transport users from lower income groups are severely affected by the percentage of their household income that travel costs consume;
- private car users may be concerned about the environmental impact of their car use. They may be prepared to pay more for that car use provided that the additional revenue raised is directed to reducing the impact on particular environmental assets;
- freight will take a robustly commercial approach. For example, if they are conveying perishables to market, they may well be prepared to pay more to use a shorter route. If, however, they are conveying bulk non-perishables, they may still be prepared to pay more to use a longer route provided that the additional revenue raised is directed at improving waiting facilities;
- persons with disabilities will primarily be concerned about ease and safety of access between the transport service and its facilities;
- non-motorised transport users' major concern will be the level of protection for their mode through an integrated transport network; and
- tourists will place a premium on the perceived safety of access to and between the transport service and facilities.

11.2.2 TCT's challenge: to drive down the cost of the User Access Priority

TCT's core challenge is to provide a transport system and to take responsibility for everything moving on it in a way that addresses the User Access Priority of a wide range of users equitably, economically and sustainably. In order to do this, TCT must recognise the plethora of different User Access Priorities and calculate their cost as accurately as possible. Having done so, TCT will then identify a series of investments that drive down the cost of those User Access Priorities.

The top investment priority for TCT will be addressing the percentage of household income spent by lower income groups on access. Currently, estimates suggest that this is somewhere between 45% and 70%. By contrast, the international standard is between 5% and 10%. TCT regards the reduction of Cape Town's percentage to closer to international standards as a key objective for its activities. As a first step to meeting this objective, TCT will undertake a study to ascertain the percentage accurately so that TCT has a clear understanding of the scale of its challenge.



The objective of reducing this high percentage of household income being spent on access is inevitably a long term one. Nevertheless TCT regards substantial progress on this objective as essential if Cape Town is to leave behind the legacy of apartheid and truly become an Opportunity City. Becoming an Opportunity City is one of the five strategic pillars (“the Five Pillars”) identified in the Integrated Development Plan for 2012 – 2018.

11.3 RELATIONSHIP BETWEEN THE USER ACCESS PRIORITY AND TCT’S STRATEGY AND INVESTMENT METHODOLOGY

Figure 11-1 below sets out TCT’s investment methodology and in particular the relationship between:

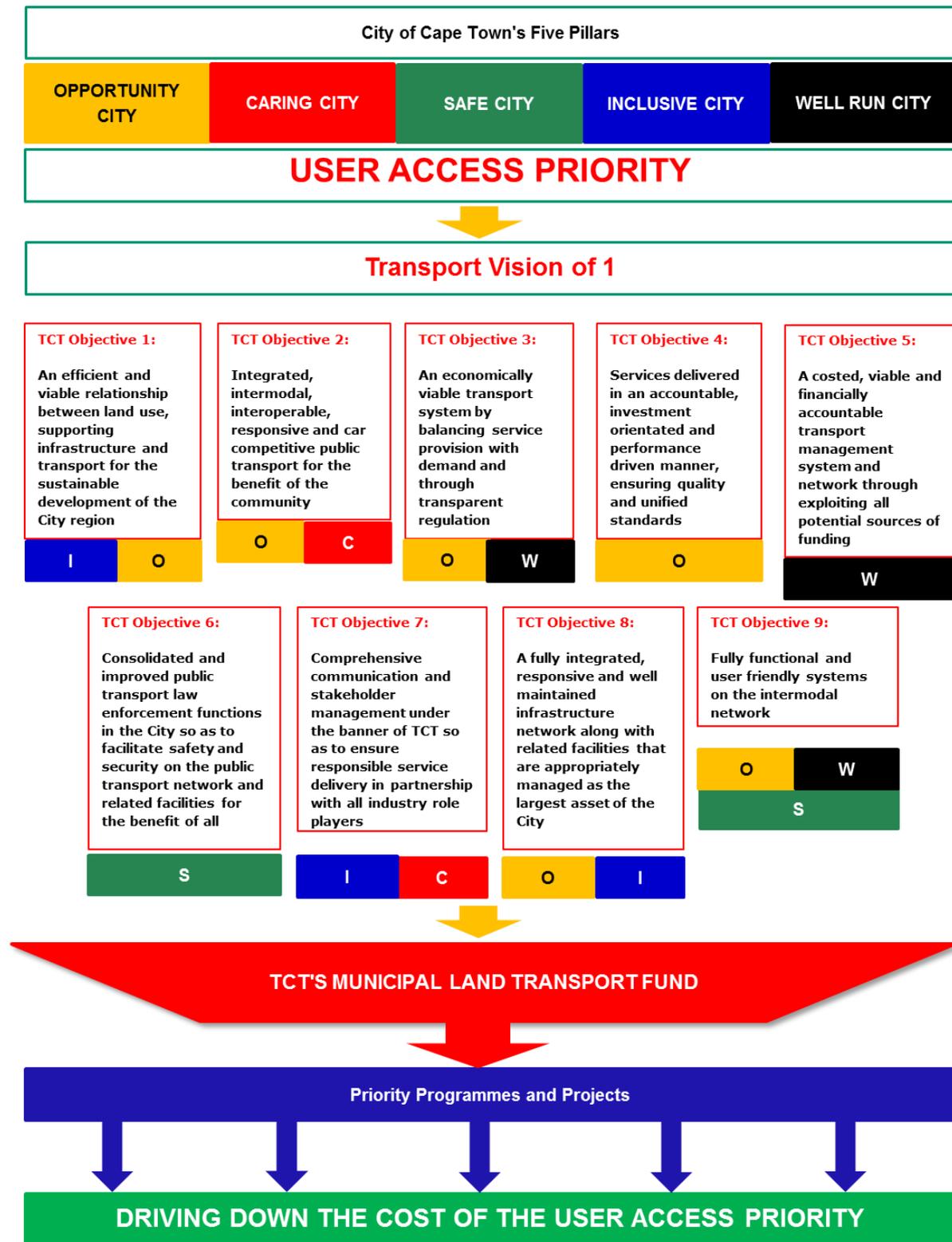
- the Five Pillars
- the User Access Priority
- the City’s Transport Vision of 1
- TCT’s nine Objectives
- the MLTF
- TCT’s priority programmes and projects

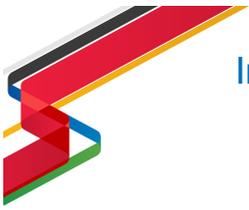
In Figure 11-1 below, the User Access Priority is deliberately positioned between the City’s Five Pillars on the one side and its Transport Vision of 1 and TCT’s Objectives on the other. This highlights figuratively how driving down the cost of the User Access Priority must be at the heart of all TCT’s activities and so enable TCT to play its part in achieving the Five Pillars.

Towards the bottom of Figure 11-1, the MLTF is shown. The MLTF is the mechanism through which TCT will fund the priority programmes and projects that it will undertake over the lifespan of this CIP and beyond. The first five year priority programmes and projects, which are described in paragraph 11.6, are the initial steps by which TCT will set about meeting its nine Objectives referred to in Figure 11-1 below.

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Figure 11-1: TCT's Investment Methodology





11.4 MUNICIPAL LAND TRANSPORT FUND

The MLTF is a vital tool for TCT. As mentioned above, it is the MLTF that will be used as the funding mechanism for all TCT's priority programmes and projects. Sections 27 and 28 of the NLTA require the City (and so TCT) to receive, raise, invest and spend money through an MLTF for transport related functions.

In particular, section 27 provides that the City must administer the MLTF and use it to defray the cost of the functions of the City in terms of the NLTA or its CITP. The MLTF must also be used to cover any other expenditure that will promote the objectives of the NLTA in the City's area. These obligations on the City will be discharged by TCT and will be subject to the Municipal Finance Management Act, No 56 of 2003. In short, this means that any sums that are to be expended by TCT in relation to the transport network or its operations must be managed through the MLTF.

Section 27 provides that the following sums must be paid into the MLTF:

- money appropriated by the Minister;
- money appropriated by the MEC;
- user charges collected in terms of section 28;
- interest on invested cash balances; and
- donations and contributions to the MLTF from any other source, including foreign aid agencies.

Section 28 then gives the City (and so TCT) wide powers to impose a variety of user charges.

Although the City's MLTF has already been established, TCT's next step is to ensure that the MLTF is used positively as a strategic financial management investment tool. In other words, the MLTF is the mechanism by which TCT will take an investment driven approach to carrying out its priority programmes and projects and so to meeting its nine Objectives.

In practice, this investment driven approach means that TCT will use the MLTF to:

- deploy the funds TCT already has but sweat them more effectively;
- use its funds where appropriate to leverage the obtaining of more funds;
- use innovative ways of raising more funds such as through the use of appropriate and focused user charges; and
- spend its funds more innovatively so that they go further.

In essence, this means that TCT will use the MLTF to support its focus on driving down the cost of the User Access Priority.

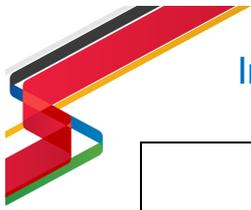
11.5 SOURCES OF FUNDING

Table 11-1 below sets out the sources of funding that TCT either has access to or will have access to in the coming five years and that will be paid into the MLTF:



Table 11-1: Sources of Funding

Abbreviation	Name of fund, grant or initiative	Brief Description / Use
EFF	External Financing Fund	The equivalent of municipal rates
PTIG	Public Transport Infrastructure Grant	For funding construction of IRT and related PTIs
PTNOG	Public Transport Network Operating Grant	For funding a portion of operating costs of IRT
PTOG	Public Transport Operating Grant	For funding subsidised bus services
USDG	Urban Settlements Development Grant	For upgrading and/or establishing road and stormwater infrastructure in previously disadvantaged areas
CMTF	Consolidated Metropolitan Transport Fund	For funding certain projects such as Dial-a-Ride
CRR	Capital Replacement Revenue	For development charges and road schemes
CSP	Cities Support Programme	For funding major projects such as Transport Orientated Development
ORIO	Ontwikkelingsrelevante Infrastructuurontwikkeling (Facility for Infrastructure Development)	For funding commercial and maintenance opportunities at PTIs for the BRT
AFD	L'Agence Française de Développement (French Development Agency)	For funding intermodal development
	Advertising revenue	To be extended from buses to include PTIs and street furniture



	Partnerships with commercial entities	e.g. V & A Waterfront, Century City – agreements to share costs of infrastructure in return for extension of MyCiti service
	Parking	Parking policy and parking tenders to be analysed to ensure optimisation of revenue and service provision
	Other potential revenue sources	<ul style="list-style-type: none"> • Provision of services for event management • Park and ride charges to fund more security at park and ride facilities • Environmental asset protection charging • Congestion charging • Freight management charging • Commercial activities at PTIs, stations • Public Private Partnerships • Other grant funding

As mentioned in paragraph 11.4, TCT will use the MLTF to take an investment approach to maximising both the amount and use of all its funding.

11.6 PRIORITY PROGRAMMES AND PROJECTS

In order to tackle the challenge of driving down the cost of the User Access Priority, TCT recognised that it needed to identify, cost and undertake a series of priority programmes and projects over the timescale of this CIP. In doing so, TCT identified three principal categories of priority programmes or projects:

Institutional: those which will bring about institutional transformation for TCT or the City so as to enable them to be better able to meet the challenge of reducing the cost of the User Access Priority;

Mechanism: those which will lead to the creation of a mechanism that can be used by TCT as a tool to bring about investment to drive down that cost; and

- **Investment:** those which will deliver that investment itself.

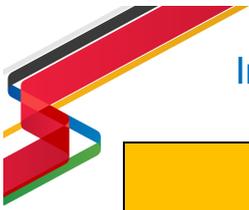
Table 11-2 below identifies the following:

- these priority programmes and projects
- the Departments within TCT that are to take the lead in the delivery of these priority programmes and projects
- the Objectives and Pillars that such priority programmes and projects are intended to contribute to realising
- which category each priority programme or project falls into

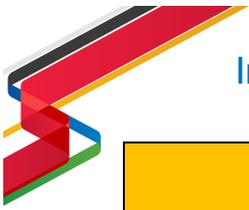


Table 11-2: TCT's Priority Programmes and Projects

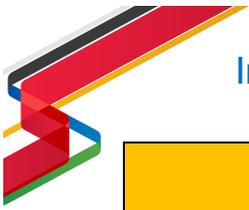
Inclusive City		
Opportunity City		
TCT Objective 1	TCT Departmental Leads	Priority Programmes/Projects
<p>An efficient and viable relationship between land use, supporting infrastructure and transport for the sustainable development of the City region</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Planning • Financial Management • Infrastructure 	<p><i>Institutional:</i></p> <ul style="list-style-type: none"> • Continually review and update the CITP for the furtherance of City's Transport Vision of 1 and TCT's nine Objectives, as well as ensuring that the CITP is within the National and Provincial strategic directives (National Development Plan, PLTF, etc.) <p><i>Mechanism:</i></p> <ul style="list-style-type: none"> • Finalise the Integrated Public Transport Network (IPTN) and develop IPTN implementation mechanisms • Finalise the Development Charges Policy and Mechanism <p><i>Investment:</i></p> <ul style="list-style-type: none"> • Develop a Transit Orientated Development (TOD) Strategy and key related investment programmes and projects • Give effect to the investment potential of the Development Charges Policy and Mechanism for the component related to TCT • Expedite process of releasing abandoned road schemes and invest the proceeds into the maintenance and management needs of TCT • Finalise the business model and funding mechanism for the Vlakterplass stormwater canal project and its implementation so as to release the adjoining land for development with the priority being the Human Settlement Project



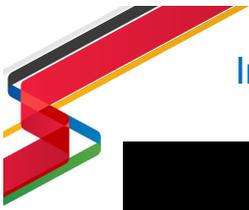
Opportunity City		
Caring City		
TCT Objective 2	TCT Departmental Leads	Priority Programmes/Projects
<p>Integrated, intermodal, interoperable, responsive and car competitive public transport for the benefit of the community</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Contract Operations • Financial Management • Planning 	<p><i>Institutional:</i></p> <ul style="list-style-type: none"> • Roll out of Contracting Authority Function assignment and integration with all other vehicle operator contracts across the City • Fully functional and mandated Contracting Authority <p><i>Mechanism:</i></p> <ul style="list-style-type: none"> • Development and implementation of an integrated, responsive single timetable across all scheduled modes of transport <p><i>Investment:</i></p> <ul style="list-style-type: none"> • Roll out of MyConnect across all modes and expansion of its capabilities for other secondary uses (such as events, parking etc.) • Approval of the City's Comprehensive Universal Access Policy and further development of Universal Access Operational By-laws and Infrastructure Standards • Restructure the provision of public transport services for persons with disabilities to ensure implementation of the City's Universal Access policy • Continue with the MIT / Sensible City Lab project and roll out of the preferred project



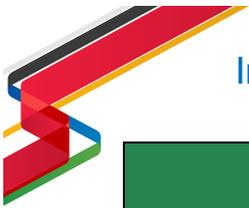
Opportunity City		
Well Run City		
TCT Objective 3	TCT Departmental Leads	Priority Programmes/Projects
<p>An economically viable transport system by balancing service provision with demand and through transparent regulation</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Regulations • Financial Management • Planning 	<p><i>Institutional:</i></p> <ul style="list-style-type: none"> • Roll out of the Municipal Regulatory Entity (MRE) Function, the related Operating Licence Administrative System (OLAS) and registration of all taxi associations • Fully functional Municipal Regulatory Entity Committee and Secretariat <p><i>Mechanism:</i></p> <ul style="list-style-type: none"> • Develop local operational demand plans related to growth areas across the City as well as an operational/growth model that is based on economic parameters <p><i>Investment:</i></p> <ul style="list-style-type: none"> • Costed and performance driven public transport operational model for all modes • Continue the process for the roll out of the ORIO funding initiative, with a focus on developing a workable model for revenue generation at and maintenance of public transport interchanges • Develop, consult and implement a socio-economic solution for all taxi operations (e.g. direct, partial, indirect, etc.) • Roll out of projects that will focus on the alleviation of congestion and development of related investment funding mechanisms



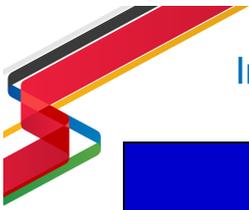
Opportunity City		
TCT Objective 4	TCT Departmental Leads	Priority Programmes/Projects
<p>Services delivered in an accountable, investment orientated and performance driven manner, ensuring quality and unified standards</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Contract Operations • Infrastructure • Maintenance • Network Management 	<p><i>Institutional:</i></p> <ul style="list-style-type: none"> • Specify, establish and make operational TCT's IS&T system and related centralised databank with the aim of creating a Transport Development Index and a Transport Performance Index <p><i>Mechanism:</i></p> <ul style="list-style-type: none"> • Develop detailed norms and standards for the use of the infrastructure network (eg freight, non motorised transport, Universal Access) • Establish and roll out a system by which all vehicle operators are managed through a performance driven accountability mechanism which is available to the public and published on TCT's website • Create and maintain a comprehensive asset management register of all road and stormwater infrastructure, bus stops, stations, public transport interchanges, which will be managed on an area basis, as well as being used as an investment tool <p><i>Investment:</i></p> <ul style="list-style-type: none"> • Investigate and cost the establishment of a training academy to cater for all the Functions of TCT



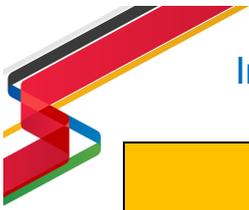
Well Run City		
TCT Objective 5	TCT Departmental Leads	Priority Programmes/Projects
<p>A costed, viable and financially accountable transport management system and network through exploiting all potential sources of funding</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Financial Management • Infrastructure 	<p>Mechanism:</p> <ul style="list-style-type: none"> • Establish a fully functional Municipal Land Transport Fund that maximises its funding opportunities so as to enhance service delivery by TCT • Establish and work up the costing model for integrated public transport along with service delivery scenarios <p>Investment:</p> <ul style="list-style-type: none"> • Continue with and expand on the funding maximisation model to expedite roll out of BRT and ultimately the fully integrated public transport system across Cape Town • Investigate and cost for the potential establishment of the Premix Plant that will service all infrastructure and maintenance projects across the City • Develop an investment methodology that takes into account the relationship between capital investment and the operating cost of infrastructure and facilities, as well as long term repairs and maintenance



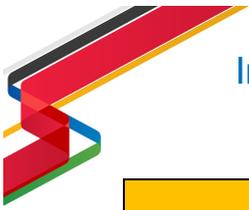
Safe City		
TCT Objective 6	TCT Departmental Leads	Priority Programmes/Projects
<p>Consolidated and improved public transport law enforcement functions in the City so as to facilitate safety and security on the public transport network and related facilities for the benefit of all</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Network Management • Regulations 	<p><i>Institutional:</i></p> <ul style="list-style-type: none"> • Consolidate the parameters of public transport law enforcement required in the City, delivery roles and responsibilities, financial sources and establish the mechanisms for such enforcement <p><i>Investment:</i></p> <ul style="list-style-type: none"> • Extension of the TMC (including comprehensive CCTV roll out) to cover all TCT functional activities, including rail • Improve public perception of safety on and of the transport network and facilities • Roll out the approved Road Safety Strategy for the City of Cape Town • Develop the specifications for and roll out the enforcement component of the MRE • Continue with the roll out of the rail/informal settlement project that is in partnership with PRASA so as to improve community safety



Inclusive City		
Caring City		
TCT Objective 7	TCT Departmental Leads	Priority Programmes/Projects
<p>Comprehensive communication and stakeholder management under the banner of TCT so as to ensure responsible service delivery in partnership with all industry role players</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Planning • Contract Operations • Regulations 	<p><i>Institutional:</i></p> <ul style="list-style-type: none"> • Establish and operate the Land Transport Advisory Board and the Intermodal Planning Committee <p><i>Mechanism:</i></p> <ul style="list-style-type: none"> • Roll out the TCT brand and appropriate wayfinding methodology (e.g. app, signage, website) • Develop and roll out a comprehensive marketing and communication strategy for TCT that covers its operational, corporate, functional, national and international mandate <p><i>Investment:</i></p> <ul style="list-style-type: none"> • Develop and implement a memorandum of action with the following role players in Cape Town that is focused on responsive service delivery and building capacity within that sector: <ul style="list-style-type: none"> ○ PRASA ○ Minibus taxi industry ○ Scheduled bus operators ○ Meter taxi industry ○ Small bus operator industry ○ Non-motorised transport stakeholders ○ Universal Access stakeholders ○ Educational institutions ○ Construction industry ○ Freight ○ Business ○ Adjoining local municipalities ○ Other relevant State Owned Enterprises (SOE) • Establish TCT as a World Design Capital 2014 legacy project

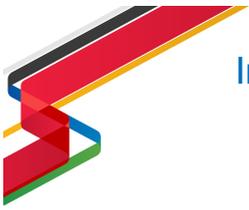


Opportunity City		
Inclusive City		
TCT Objective 8	TCT Departmental Leads	Priority Programmes/Projects
<p>A fully integrated, responsive and well maintained infrastructure network along with related facilities that are appropriately managed as the largest asset of the City</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Financial Management • Infrastructure • Maintenance 	<p>Investment:</p> <ul style="list-style-type: none"> • Develop a new comprehensive investment based Pavement Management System and Bridge Management System and register the network in terms of the Road Infrastructure Strategic Framework for South Africa (RIFSA) • Using the asset register, develop a lifecycle costing methodology for infrastructure investment and maintenance decisions, and move towards a more appropriate planned versus reactive maintenance ratio • Develop a stormwater and access track strategy and intervention priorities for identified informal settlements • Continue and expand the project for the upgrading of concrete roads, addressing the pavement, stormwater and sidewalk needs in identified areas • Continue with the UCT/TCT partnership related to the Foreshore Freeways with the aim of progressing the preferred research outcomes into a detailed project brief



Opportunity City
Well Run City
Safe City

TCT Objective 9	TCT Departmental Leads	Priority Programmes/Projects
<p>Fully functional and user friendly systems on the intermodal network</p>	<ul style="list-style-type: none"> • TCT Performance and Coordination • Financial Management • Maintenance • Network Management • Contract Operations 	<p>Investment:</p> <ul style="list-style-type: none"> • Establish and ensure operation of a cost effective and responsive network of public transport facilities, including bus stops, shelters, stations, public transport interchanges, bike share and related street furniture • Establish and roll out a transport model for events that addresses movement, safety, convenience, interrelated costs and promotion • Work in partnership with PRASA to expedite the roll out of the new Blue Downs rail connection and ensure that the linkage and working relationships are established with sister departments



11.7 BUDGETS TO BE APPLIED TO TCT'S PRIORITY PROGRAMMES AND PROJECTS

Table 11-3 below sets out the overall financial status of TCT for the financial years 2012/13 to 2016.

Table 11-3: TCT's Financial Status for 2012/13 to 2015/16

Source	2012/2013	2013/2014	2014/2015	2015/2016
CSD TOTAL	R2 451 454 001	R1 287 044 319	R1 501 240 000 (Baseline) *R 191 000 000 **R 240 000 000 ***R 830 000 000	R1 652 015 000 (Baseline) ***R897 700 000
CRR TOTAL	R37 219 529	R40 721 138	In budget preparation process	-
EFF TOTAL	R129 170 354	R103 877 469	In budget preparation process	-
REVENUE	Fare Box	Fare Box Advertising	Fare Box Increased Advertising	Full Fare Box Advertising Road Schemes
Other Sources of Finance that should be drawn into the Municipal Land Transport Fund:				To be confirmed in the 2014/15 budget process
			R45 000 000	
			R95 000 000	
			R250 000 000	
			R236 000 000	
			R45 000 000	
GRAND TOTAL	R2 623875 884	R1 431 842 926	tbd	tbd

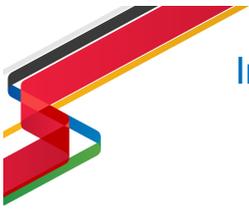
* Additional PTIG that Department of Transport undertook to give back if target reached in 2012/13

** Additional request from PTIG and PTNOG

*** PTOG + CPI + 2% for growth

Bold – assumption of additional potential funding

Tbd – to be determined



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The next task will be for TCT to allocate the total figures identified in Table 11-3 above to its priority programmes and projects identified in Table 11-2.

In the meantime, Table 11-4 shows the current budget for all TCT's projects for the financial years 2014-2015 and 2015-2016:

Table 11-4: TCT's BUDGETS FOR TCT'S PROJECTS FOR 2014/15 AND 2015/16

No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
1	IRT:Integr Rapid Transit Syst(Ph1A):PGWC	1,237,363	1,000,000	0	4 NT PTIG	CGD	201	Corporate Infrastructure Projects	IRT
2	IRT:Depot Infrastructure:Inner City:PTIF	20,100,616	1,200,000	0	4 NT PTIG	CGD	200	Multi-ward Projects	IRT
3	IRT:WestCoastCorridor:PTIF	90,757,676	20,900,000	0	4 NT PTIG	CGD	200	Multi-ward Projects	IRT
4	IRT:Feeder Stations:Inner City:PTIF	15,384,472	0	0	4 NT PTIG	CGD	200	Multi-ward Projects	IRT
5	IRT: Trunk Stations:PTIF	39,845,563	10,000,000	0	4 NT PTIG	CGD	200	Multi-ward Projects	IRT
6	IRT:Depot Infrastruc:Atlantis Depot:PTIF	3,603,434	0	0	4 NT PTIG	CGD	200	Multi-ward Projects	IRT
7	IRT: Ph 2A Wetton-Lansdowne Corr	27,069,413	372,127,736	630,630,879	4 NT PTIG	CGD	200	Multi-ward Projects	IRT
8	IRT: Phase 2 Express City to Mitch Plain	78,364,355	106,236,595	15,000,000	4 NT PTIG	CGD	200	Multi-ward Projects	IRT
9	IRT: Ph 1B Koeberg Century City	194,768,908	140,312,639	25,000,000	4 NT PTIG	CGD	200	Multi-ward Projects	IRT
10	IRT: Control Centre	13,516,660	22,736,933	8,000,000	4 NT PTIG	CGD	201	Corporate Infrastructure Projects	IRT
11	IRT: Fare Collection	45,616,192	126,664,383	155,256,750	4 NT PTIG	CGD	201	Corporate Infrastructure Projects	IRT



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
12	IRT: Vehicle Acquisitions: Additional	192,865,812	0	0	4 NT PTIG	CGD	201	Corporate Infrastructure Projects	IRT
13	IRT: Acquisition of Rights	80,000,000	50,000,000	175,000,000	4 NT PTNOG	CGD	201	Corporate Infrastructure Projects	IRT
14	IRT:Vehicle Acquisition:Addition:PTIG	0	101,554,343	159,000,000	4 NT PTIG	CGD	201	Corporate Infrastructure Projects	IRT
15	Green Point Promenade Upgrade	2,194,596	2,000,000	0	1 EFF	EFF	54	Subcouncil 16	NMT
16	NMT Network & Universal Access:PTI&SG	60,000,000	0	0	4 NT PTIG	CGD	200	Multi-ward Projects	NMT
17	Upgrading of sidewalks in Bellrail	100,000	0	0	3 AFF:WardAllocation	CRR	10	Subcouncil 6	NMT
18	Upgrading of sidewalks in Ward 9	80,000	0	0	3 AFF:WardAllocation	CRR	9	Subcouncil 6	NMT
19	Sidewalk Strauss Street Ward 1	140,000	0	0	3 AFF:WardAllocation	CRR	106	Subcouncil 5	NMT
20	Upgrade Sidewalk - Bishop Lavis CBD	50,000	0	0	3 AFF:WardAllocation	CRR	24	Subcouncil 5	NMT
21	Upgrading of Side walks in Ward 42	300,000	0	0	3 AFF:WardAllocation	CRR	42	Subcouncil 11	NMT
22	Construct sidewalk:Ward 65	150,000	0	0	3 AFF:WardAllocation	CRR	65	Subcouncil 18	NMT
23	Pedestrianisation - Low Income Areas	20,000,000	0	0	4 NT USDG	CGD	200	Multi-ward Projects	NMT
24	NMT Network & Universal Access:PTIG	0	75,000,000	0	4 NT PTIG	CGD	200	Multi-ward Projects	NMT
25	Upgrade Footway Victoria Glen Beach	120,000	0	0	3 AFF:WardAllocation	CRR	54	Subcouncil 16	NMT



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
26	Bump-out Victoria Rd Camps Bay	15,000	0	0	3 AFF:WardAllocation	CRR	54	Subcouncil 16	NMT
27	Sidewalk Construction Ward 21	50,000	0	0	3 AFF:WardAllocation	CRR	21	Subcouncil 7	NMT
28	Ward 103: Sidewalk Construction	50,000	0	0	3 AFF:WardAllocation	CRR	103	Subcouncil 7	NMT
29	Building of sidewalks Asanda Village	100,000	0	0	3 AFF:WardAllocation	CRR	83	Subcouncil 8	NMT
30	Sidewalks Mountain Road	100,000	0	0	3 AFF:WardAllocation	CRR	84	Subcouncil 8	NMT
31	Sidewalks ward 100	200,000	0	0	3 AFF:WardAllocation	CRR	100	Subcouncil 8	NMT
32	Construction of Side Walks in Cosovo	300,000	0	0	3 AFF:WardAllocation	CRR	33	Subcouncil 13	NMT
33	Construct Sidewalks: Ward 51	300,000	0	0	3 AFF:WardAllocation	CRR	51	Subcouncil 15	NMT
34	Upgrade Paving at Entrance to TRUP	100,000	0	0	3 AFF:WardAllocation	CRR	57	Subcouncil 15	NMT
35	Upgrade of Sidewalks in Ward 111	281,000	0	0	3 AFF:WardAllocation	CRR	111	Subcouncil 2	NMT
36	New Footpath: Loevenstein	40,000	0	0	3 AFF:WardAllocation	CRR	70	Subcouncil 3	NMT
37	Construction Cycle Path Road Reserve VRH	80,000	0	0	3 AFF:WardAllocation	CRR	70	Subcouncil 3	NMT
38	Sidewalks in Makhaza	50,000	0	0	3 AFF:WardAllocation	CRR	109	Subcouncil 22	NMT
39	Sidewalks, Frankolin, Crystal & Andr Str.	100,000	0	0	3 AFF:WardAllocation	CRR	16	Subcouncil 22	NMT
40	Sidewalks in Ward 15	30,000	0	0	3 AFF:WardAllocation	CRR	15	Subcouncil 22	NMT



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
41	Paved walkway on Dreyersdal Road	60,000	0	0	3 AFF:WardAllocation	CRR	71	Subcouncil 20	NMT
42	Construction of sidewalks Ward 75	200,000	0	0	3 AFF:WardAllocation	CRR	75	Subcouncil 23	NMT
43	Walkway - Friends of Rietvlei	70,000	0	0	3 AFF:WardAllocation	CRR	107	Subcouncil 1	NMT
44	Construction of Side Walks in Harare	100,000	0	0	3 AFF:WardAllocation	CRR	92	Subcouncil 10	NMT
45	Construction of Side Walks in Ward 94	180,000	0	0	3 AFF:WardAllocation	CRR	94	Subcouncil 10	NMT
46	Raised intersection:JNontulo & Kornof	120,000	0	0	3 AFF:WardAllocation	CRR	38	Subcouncil 14	NMT
47	Pedestrian crossing at Ntlangano Str	50,000	0	0	3 AFF:WardAllocation	CRR	39	Subcouncil 14	NMT
48	Sidewalk Irene Avenue	50,000	0	0	3 AFF:WardAllocation	CRR	84	Subcouncil 8	NMT
49	Footway Moolman and Sir David Baird	22,000	0	0	3 AFF:WardAllocation	CRR	23	Subcouncil 1	NMT
50	Upgrade of Sidewalks within Ward 11	45,000	0	0	3 AFF:WardAllocation	CRR	11	Subcouncil 21	NMT
51	Tarring of Sidewalks within Ward 14	150,000	0	0	3 AFF:WardAllocation	CRR	14	Subcouncil 21	NMT
52	Tarring of Sidewalks within Ward 17	140,000	0	0	3 AFF:WardAllocation	CRR	17	Subcouncil 21	NMT
53	Tarring of Sidewalks within Ward 19	200,000	0	0	3 AFF:WardAllocation	CRR	19	Subcouncil 21	NMT
54	Pedestrianisation - Low Income Areas	0	30,000,000	0	4 NT USDG	CGD	200	Multi-ward Projects	NMT
55	NMT Network & Universal Access:PTIG	0	0	85,000,000	4 NT PTIG	CGD	200	Multi-ward Projects	NMT



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
56	Pedestrianisation - Low Income Areas	0	0	30,000,000	4 NT USDG	CGD	200	Multi-ward Projects	NMT
57	PT and related Infrastr Upgrade: PGWC	1,408,919	0	0	4 CMTF PG:WC DOT&PW	CGD	200	Multi-ward Projects	PTI
58	Mitchell's Plain Station TI	9,500,000	0	0	4 NT NDPG	CGD	79	Subcouncil 12	PTI
59	Dunoon Taxi Terminus	2,000,000	5,630,000	0	4 NT PTIG	CGD	104	Subcouncil 1	PTI
60	Retreat PTI: PTIG	2,000,000	5,700,000	0	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
61	Samora Machel Taxi Rank Philippi	500,000	2,500,000	3,500,000	4 NT PTIG	CGD	33	Subcouncil 13	PTI
62	Masiphumelele (Site 5) Taxi Rank	2,000,000	5,700,000	0	4 NT PTIG	CGD	69	Subcouncil 19	PTI
63	Nyanga Main Taxi Rank:PTIG	500,000	5,500,000	0	4 NT PTIG	CGD	37	Subcouncil 14	PTI
64	Wynberg: Public Transport Hub:PTIG	2,000,000	7,500,000	10,000,000	4 NT PTIG	CGD	62	Subcouncil 20	PTI
65	Nomzamo Public Trnsprt Facility:PTIG-C	2,000,000	2,500,000	0	4 NT PTIG	CGD	85	Subcouncil 8	PTI
66	Somerset West PTI : PTIG	5,000,000	6,500,000	0	4 NT PTIG	CGD	84	Subcouncil 8	PTI
67	Khayelitsha CBD PTI	0	2,800,000	0	4 NT PTIG	CGD	94	Subcouncil 10	PTI
68	Main Road Corridor:PTIG	610,536	0	0	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
69	Wallacedene Public Transport Int:USDG	9,500,000	10,000,000	0	4 NT USDG	CGD	200	Multi-ward Projects	PTI
70	Rail based Park & Ride Facilities:PTIG	10,000,000	7,500,000	0	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
71	Inner City:Public Transport Hub:PTIG	10,000,000	13,877,371	13,877,371	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
72	Bayside Public Transport Interch:PTIG	3,000,000	5,000,000	0	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
73	Bellville:Public Transport Hub:PTIG	3,000,000	7,500,000	10,000,000	4 NT PTIG	CGD	200	Multi-ward Projects	PTI



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
74	Makhaza Bus Terminal:PTIG	3,000,000	8,700,000	0	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
75	Nolungile (Site C) PTI :PTIG	5,000,000	10,000,000	15,250,000	4 NT PTIG	CGD	87	Subcouncil 9	PTI
76	Vuyani PTI:PTIG	1,500,000	0	0	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
77	PTI Upgrades:EFF	150,000	0	0	1 EFF	EFF	200	Multi-ward Projects	PTI
78	USDG: Scottsdale Regional Taxi Rank	22,192,990	0	0	4 NT USDG	CGD	6	Subcouncil 2	PTI
79	Durbanville CBD PTI:PTIG	500,000	2,000,000	2,500,000	4 NT PTIG	CGD	21	Subcouncil 7	PTI
80	Macassar PTI:PTIG	500,000	2,000,000	4,000,000	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
81	Philadelphia: Bus Shelter	40,000	0	0	3 AFF:WardAllocation	CRR	105	Subcouncil 7	PTI
82	Brackenfell TI:Estabshmnt(Phase 1):PTIF	135,000	0	0	3 AFF:WardAllocation	CRR	102	Subcouncil 7	PTI
83	MyConnect Ticketing-PT Facilities:PTIG	4,000,000	0	0	4 NT PTIG	CGD	201	Corporate Infrastructure Projects	PTI
84	William Dabb St: Roof Shelter Construct	200,000	0	0	3 AFF:WardAllocation	CRR	102	Subcouncil 7	PTI
85	Rail rel Projects for Central Line:PTIG	3,500,000	0	0	4 NT PTIG	CGD	201	Corporate Infrastructure Projects	PTI
86	PT Information & Branding:PTIG	3,500,000	0	0	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
87	Prov of PT Shelters,Embaymt&Signage:PTIG	10,000,000	0	0	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
88	PT Electr Access Control&Technology:PTIG	2,000,000	0	0	4 NT PTIG	CGD	201	Corporate Infrastructure Projects	PTI



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
89	Public Transprt Systems Mngmnt Proj:PTIG	85,000,000	43,000,000	33,000,000	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
90	Rail rel Projects for Central Line:PTIG	0	8,000,000	0	4 NT PTIG	CGD	201	Corporate Infrastructure Projects	PTI
91	PTI Upgrades:EFF	0	150,000	0	1 EFF	EFF	200	Multi-ward Projects	PTI
92	MyConnect Ticketing-PT Facilities:PTIG	0	5,000,000	0	4 NT PTIG	CGD	201	Corporate Infrastructure Projects	PTI
93	PT Information & Branding:PTIG	0	4,500,000	0	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
94	Prov of PT Shelters,Embaymt&Signage:PTIG	0	15,000,000	0	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
95	PT Electr Access Control&Technology:PTIG	0	5,000,000	0	4 NT PTIG	CGD	201	Corporate Infrastructure Projects	PTI
96	Transport Active Network Systems:EFF	0	0	1,886,142	1 EFF	EFF	200	Multi-ward Projects	PTI
97	Public Transport Facilities:USDG	0	0	30,000,000	4 NT USDG	CGD	201	Corporate Infrastructure Projects	PTI
98	Transport Facilities Upgrades:EFF	0	0	150,000	1 EFF	EFF	201	Corporate Infrastructure Projects	PTI
99	Prov of PT Shelters,Embaymt&Signage:PTIG	0	0	20,000,000	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
100	PT Information & Branding:PTIG	0	0	12,000,000	4 NT PTIG	CGD	200	Multi-ward Projects	PTI
101	Rail rel Projects for Central Line:PTIG	0	0	17,000,000	4 NT PTIG	CGD	201	Corporate Infrastructure Projects	PTI



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
102	PTI Upgrades:EFF	0	0	150,000	1 EFF	EFF	200	Multi-ward Projects	PTI
103	Traffic calming - RPC Elmwood Str	35,000	0	0	3 AFF:WardAllocation	CRR	10	Subcouncil 6	Traffic calming
104	Traffic calming 2 x SH Osborne Rd	40,000	0	0	3 AFF:WardAllocation	CRR	9	Subcouncil 6	Traffic calming
105	Traffic calming: Ward 1	90,000	0	0	3 AFF:WardAllocation	CRR	1	Subcouncil 3	Traffic calming
106	Traffic calming: Ward 3	100,000	0	0	3 AFF:WardAllocation	CRR	3	Subcouncil 3	Traffic calming
107	Traffic calming: Dulles Road: Ward 13	90,000	0	0	3 AFF:WardAllocation	CRR	13	Subcouncil 5	Traffic calming
108	Traffic Calming: Heuningbos Cresc	72,000	0	0	3 AFF:WardAllocation	CRR	13	Subcouncil 5	Traffic calming
109	Traffic Calming: Roostou Cresc	36,000	0	0	3 AFF:WardAllocation	CRR	13	Subcouncil 5	Traffic calming
110	Traffic Calming: Uintjie Cresc	36,000	0	0	3 AFF:WardAllocation	CRR	13	Subcouncil 5	Traffic calming
111	Traffic Calming: Abberdare Street	80,000	0	0	3 AFF:WardAllocation	CRR	106	Subcouncil 5	Traffic calming
112	Traffic calming: Ward 50	72,000	0	0	3 AFF:WardAllocation	CRR	50	Subcouncil 5	Traffic calming
113	Traffic calming: Ward 31	90,000	0	0	3 AFF:WardAllocation	CRR	31	Subcouncil 5	Traffic calming
114	Traffic Calming in Ward 44	240,000	0	0	3 AFF:WardAllocation	CRR	44	Subcouncil 11	Traffic calming
115	Traffic Calming in Ward 49	270,000	0	0	3 AFF:WardAllocation	CRR	49	Subcouncil 11	Traffic calming
116	Traffic Calming Measures in Ward 65	150,000	0	0	3 AFF:WardAllocation	CRR	65	Subcouncil 18	Traffic calming



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
117	Traffic Calming Measures in Ward 66	100,000	0	0	3 AFF:WardAllocation	CRR	66	Subcouncil 18	Traffic calming
118	Install Traffic Calming measures	80,000	0	0	3 AFF:WardAllocation	CRR	110	Subcouncil 18	Traffic calming
119	Traffic Calming City Wide	200,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Traffic calming
120	Two speed humps Milner Rd Houtbay	40,000	0	0	3 AFF:WardAllocation	CRR	74	Subcouncil 16	Traffic calming
121	Ward 21: Traffic Calming	50,000	0	0	3 AFF:WardAllocation	CRR	21	Subcouncil 7	Traffic calming
122	Ward 101: Traffic Calming	150,000	0	0	3 AFF:WardAllocation	CRR	101	Subcouncil 7	Traffic calming
123	Ward 103: Traffic Calming	95,000	0	0	3 AFF:WardAllocation	CRR	103	Subcouncil 7	Traffic calming
124	Traffic Calming Measures Ward 63	285,000	0	0	3 AFF:WardAllocation	CRR	63	Subcouncil 18	Traffic calming
125	Speed calming ward 84	94,000	0	0	3 AFF:WardAllocation	CRR	84	Subcouncil 8	Traffic calming
126	Speed calming ward 86	46,000	0	0	3 AFF:WardAllocation	CRR	86	Subcouncil 8	Traffic calming
127	Traffic Calming: Ward 55	120,000	0	0	3 AFF:WardAllocation	CRR	55	Subcouncil 15	Traffic calming
128	Traffic Calming: W56	90,000	0	0	3 AFF:WardAllocation	CRR	56	Subcouncil 15	Traffic calming
129	Traffic Calming: W57	80,000	0	0	3 AFF:WardAllocation	CRR	57	Subcouncil 15	Traffic calming
130	Traffic Calming: W53	41,290	0	0	3 AFF:WardAllocation	CRR	53	Subcouncil 15	Traffic calming
131	Traffic Calming: Ward 111	60,000	0	0	3 AFF:WardAllocation	CRR	111	Subcouncil 2	Traffic calming



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
132	Traffic Calming: Ward 8	110,000	0	0	3 AFF:WardAllocation	CRR	8	Subcouncil 2	Traffic calming
133	Traffic Calming: Ward 6	113,000	0	0	3 AFF:WardAllocation	CRR	6	Subcouncil 2	Traffic calming
134	Traffic Calming in Ward 59	260,000	0	0	3 AFF:WardAllocation	CRR	59	Subcouncil 20	Traffic calming
135	Speed Calming Ward 15	130,000	0	0	3 AFF:WardAllocation	CRR	15	Subcouncil 22	Traffic calming
136	Traffic Calming: Ward 43	250,000	0	0	3 AFF:WardAllocation	CRR	43	Subcouncil 19	Traffic calming
137	Traffic Calming: Ward 67	100,000	0	0	3 AFF:WardAllocation	CRR	67	Subcouncil 19	Traffic calming
138	Traffic Calming Ward 75	50,000	0	0	3 AFF:WardAllocation	CRR	75	Subcouncil 23	Traffic calming
139	Raised Intersection, Blomvlei&Summit Rds	120,000	0	0	3 AFF:WardAllocation	CRR	46	Subcouncil 17	Traffic calming
140	Speedhumps in Lodewyk,Newfields Ward 46	40,000	0	0	3 AFF:WardAllocation	CRR	46	Subcouncil 17	Traffic calming
141	Speedhumps & RPC in Leafmore Rd Ward 60	65,000	0	0	3 AFF:WardAllocation	CRR	60	Subcouncil 17	Traffic calming
142	3 Speedhumps in Rouxton Rd Ward 60	60,000	0	0	3 AFF:WardAllocation	CRR	60	Subcouncil 17	Traffic calming
143	1 Speed Hump in Civic Rd Ward 60	20,000	0	0	3 AFF:WardAllocation	CRR	60	Subcouncil 17	Traffic calming
144	Raised Intersection,Sevent& Heifer Rds	120,000	0	0	3 AFF:WardAllocation	CRR	60	Subcouncil 17	Traffic calming
145	1 Speedhump Innesfree Rd Crawford ward48	20,000	0	0	3 AFF:WardAllocation	CRR	48	Subcouncil 17	Traffic calming
146	2 Speedhumps Wens Rd Crawford Ward 48	40,000	0	0	3 AFF:WardAllocation	CRR	48	Subcouncil 17	Traffic calming



Integrated Transport Plan

No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
147	3Speedhumps Carnie Rd Rylands Estate W48	60,000	0	0	3 AFF:WardAllocation	CRR	48	Subcouncil 17	Traffic calming
148	Traffic Calming Measures W78	80,000	0	0	3 AFF:WardAllocation	CRR	78	Subcouncil 12	Traffic calming
149	Traffic Calming Measures W79	80,000	0	0	3 AFF:WardAllocation	CRR	79	Subcouncil 12	Traffic calming
150	Traffic Calming Measures W81	200,000	0	0	3 AFF:WardAllocation	CRR	81	Subcouncil 12	Traffic calming
151	Traffic Calming Measures W82	100,000	0	0	3 AFF:WardAllocation	CRR	82	Subcouncil 12	Traffic calming
152	Traffic Calming in ward 44	60,000	0	0	3 AFF:WardAllocation	CRR	44	Subcouncil 11	Traffic calming
153	Traffic calming Seagull st. Melkbos	40,000	0	0	3 AFF:WardAllocation	CRR	23	Subcouncil 1	Traffic calming
154	Traffic calming Du Noon	180,000	0	0	3 AFF:WardAllocation	CRR	104	Subcouncil 1	Traffic calming
155	Traffic Calming within Ward 11	200,000	0	0	3 AFF:WardAllocation	CRR	11	Subcouncil 21	Traffic calming
156	Traffic Calming City Wide	0	600,000	0	1 EFF	EFF	200	Multi-ward Projects	Traffic calming
157	Traffic Calming City Wide	0	0	600,000	1 EFF	EFF	200	Multi-ward Projects	Traffic calming
158	Rainfall monitoring equipment	150,000	0	0	1 EFF	EFF	201	Corporate Infrastructure Projects	Urban settlement
159	Closing off of Tierberg Bridge: Ph 1	92,000	0	0	3 AFF:WardAllocation	CRR	10	Subcouncil 6	Urban settlement
160	Upgrading of streetnames in Uitsig	43,000	0	0	3 AFF:WardAllocation	CRR	22	Subcouncil 6	Urban settlement
161	Construct Embayment in Ward 66	300,000	0	0	3 AFF:WardAllocation	CRR	66	Subcouncil 18	Urban settlement



Integrated Transport Plan

No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
162	Construct kerb,channeling,kerb,Edging	181,000	0	0	3 AFF:WardAllocation	CRR	110	Subcouncil 18	Urban settlement
163	Upgrading: HO, Depot & District Bldgs	700,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
164	Construct Roads Signs City Wide	500,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
165	Braemar Steps Upgrade	63,500	0	0	3 AFF:WardAllocation	CRR	54	Subcouncil 16	Urban settlement
166	Upgrade steps and handrails Beta Road	100,000	0	0	3 AFF:WardAllocation	CRR	74	Subcouncil 16	Urban settlement
167	Fence lanes Hof/Wandel St	58,000	0	0	3 AFF:WardAllocation	CRR	77	Subcouncil 16	Urban settlement
168	Dan King Rd: Tarring of Parking Area	50,000	0	0	3 AFF:WardAllocation	CRR	102	Subcouncil 7	Urban settlement
169	Vierlanden Dams: Upgrade	130,000	0	0	3 AFF:WardAllocation	CRR	105	Subcouncil 7	Urban settlement
170	Proper signage Lwandle SAP	5,000	0	0	3 AFF:WardAllocation	CRR	86	Subcouncil 8	Urban settlement
171	Lwandle museum signage	5,000	0	0	3 AFF:WardAllocation	CRR	86	Subcouncil 8	Urban settlement
172	Install Floating Debris Trap Ward 55	75,000	0	0	3 AFF:WardAllocation	CRR	55	Subcouncil 15	Urban settlement
173	New Palisade Fence Durban Rd & Alison St	50,000	0	0	3 AFF:WardAllocation	CRR	70	Subcouncil 3	Urban settlement
174	Installation of fence on Keyser River	40,000	0	0	3 AFF:WardAllocation	CRR	71	Subcouncil 20	Urban settlement
175	Upgrade of pavements in Westlake	100,000	0	0	3 AFF:WardAllocation	CRR	71	Subcouncil 20	Urban settlement
176	Install Street names in Ward 67	30,000	0	0	3 AFF:WardAllocation	CRR	67	Subcouncil 19	Urban settlement



Integrated Transport Plan

No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
177	Compl kerbs,channeling sidewalks,Nfields	300,000	0	0	3 AFF:WardAllocation	CRR	47	Subcouncil 17	Urban settlement
178	Completion of paving - General Rd Ward60	29,000	0	0	3 AFF:WardAllocation	CRR	60	Subcouncil 17	Urban settlement
179	Refurbish traffic island/verge P/Main	50,000	0	0	3 AFF:WardAllocation	CRR	107	Subcouncil 1	Urban settlement
180	Upgrading: HO, Depot & District Bldgs	0	900,000	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
181	Property Acquisition - Hardship:EFF	0	1,000,000	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
182	Upgrading: HO, Depot & District Bldgs	0	0	700,000	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
183	Construct Roads Signs City Wide	0	0	500,000	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
184	Freeway Management System:CMTF	1,000,000	0	0	4 CMTF OTHER	CGD	200	Multi-ward Projects	Urban settlement
185	Transport Registry System:EFF	1,150,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
186	Traffic Signals Dev (Recoverable Works)	50,000	0	0	4 PRIVATE SECTOR FIN	CGD	200	Multi-ward Projects	Urban settlement
187	Traffic Safety Bureau- Projects:CMTF	1,100,000	0	0	4 CMTF OTHER	CGD	200	Multi-ward Projects	Urban settlement
188	ATC: System Upgrades (SCOOT)	958,091	0	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
189	Transport Active Network Systems:EFF	1,000,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
190	Traffic Signal & System Upgrade:EFF	1,200,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
191	Transport Systems Management Projects:EFF	1,778,051	0	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement



Integrated Transport Plan

No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
192	Transport Active Network Systems:EFF	0	1,886,142	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
193	Traffic Signal & System Upgrade:EFF	0	1,200,000	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
194	Transport Systems Management Projcts:EFF	0	1,500,000	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
195	Transport Facilities Upgrades:EFF	0	150,000	0	1 EFF	EFF	201	Corporate Infrastructure Projects	Urban settlement
196	Freeway Management System:CMTF	0	1,000,000	0	4 CMTF OTHER	CGD	200	Multi-ward Projects	Urban settlement
197	Transport Registry System:EFF	0	1,150,000	0	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
198	Traffic Safety Bureau- Projects:CMTF	0	1,100,000	0	4 CMTF OTHER	CGD	200	Multi-ward Projects	Urban settlement
199	Traffic Signal & System Upgrade:EFF	0	0	1,200,000	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
200	Transport Systems Management Projcts:EFF	0	0	1,500,000	1 EFF	EFF	200	Multi-ward Projects	Urban settlement
201	Brackenfell Blvd - De Bron - Lang	3,000,000	0	0	1 EFF	EFF	102	Subcouncil 7	Major Roads
202	Construct Rds:De Villiers Rd : EFF	2,000,000	0	0	1 EFF	EFF	103	Subcouncil 7	Major Roads
203	Construct Rds:Bottelary/R300	500,000	1,000,000	1,000,000	3 BICL T&Roads:Oos	CRR	6	Subcouncil 2	Major Roads
204	Construct Rds:Broadway Extension	3,000,000	0	0	3 BICL T&Roads:Hel	CRR	100	Subcouncil 8	Major Roads
205	CSRM: Lotus Canal Widening: Gugulethu	1,000,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
206	Flood Alleviation - Lourens River	200,000	500,000	4,000,000	1 EFF	EFF	83	Subcouncil 8	Major Roads



Integrated Transport Plan

No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
207	CSRM: Bulk SW Table View North-EFF	1,500,000	2,000,000	500,000	1 EFF	EFF	200	Multi-ward Projects	Major Roads
208	Atlantis: Development of Corridor - M12	2,400,000	0	0	3 BICL T&Roads:Blg	CRR	104	Subcouncil 1	Major Roads
209	Atlantis: Development of Corridor - M12	2,000,000	0	3,000,000	4 NT PTIG	CGD	104	Subcouncil 1	Major Roads
210	Butskop Rd upgrading	0	0	500,000	1 EFF	EFF	14	Subcouncil 21	Major Roads
211	Construct of Roads: Dualling Platteklouf	0	3,000,000	6,000,000	3 BICL T&Roads:Blg	CRR	4	Subcouncil 1	Major Roads
212	Construct of Roads: Dualling Platteklouf	500,000	2,500,000	0	1 EFF	EFF	4	Subcouncil 1	Major Roads
213	Vlakteplaas Bulk Roads & S/water	0	0	5,000,000	4 NT USDG	CGD	100	Subcouncil 8	Major Roads
214	Upgr: Gravel St's: Mission Grounds, SLP	1,500,000	1,500,000	1,500,000	1 EFF	EFF	100	Subcouncil 8	Major Roads
215	Dualling: Broadway Blvd: Beach Rd: MR27	0	0	600,000	1 EFF	EFF	83	Subcouncil 8	Major Roads
216	Widening: Lourensford Rd: MR9 Parel Vall	0	500,000	4,000,000	1 EFF	EFF	84	Subcouncil 8	Major Roads
217	Pelican Park: Strandfontein Rd Upgr_USDG	6,312,631	52,600,000	50,000,000	4 NT USDG	CGD	66	Subcouncil 18	Major Roads
218	Extension of Broadway Blvd : Broadlands	8,000,000	1,700,000	0	1 EFF	EFF	100	Subcouncil 8	Major Roads
219	Croydon - Roads & Stormwater	2,554,922	3,000,000	0	1 EFF	EFF	109	Subcouncil 22	Major Roads
220	South Fork, Strand - roads & storm water	0	0	300,000	1 EFF	EFF	100	Subcouncil 8	Major Roads
221	Macassar Housing: Roads & SW	0	2,000,000	5,000,000	4 NT USDG	CGD	109	Subcouncil 22	Major Roads



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
222	Okavango Road : Link :Brackenfell	1,000,000	0	0	1 EFF	EFF	6	Subcouncil 2	Major Roads
223	Main Roads: Northern Corridor	6,000,000	13,000,000	3,000,000	3 BICL T&Roads:Oos	CRR	200	Multi-ward Projects	Major Roads
224	Main Roads: Northern Corridor:EFF	4,500,000	9,000,000	9,000,000	1 EFF	EFF	200	Multi-ward Projects	Major Roads
225	Durban Road Corridor Modderdam Road ext	2,000,000	2,000,000	15,000,000	3 BICL SWater: Tyg N	CRR	9	Subcouncil 6	Major Roads
226	Plant, tools and equipment: Replacement	1,200,000	0	0	3 ASSETS SALE	CRR	201	Corporate Infrastructure Projects	Major Roads
227	Construct:Broadway Blvd, Nomzamo/Lwandle	18,900,000	3,400,000	0	4 NT USDG	CGD	100	Subcouncil 8	Major Roads
228	Kuyasa Libry Precinct:Walter Sisulu Road	4,000,000	0	0	4 NT NDPG	CGD	97	Subcouncil 24	Major Roads
229	Saxdown Road - S West Construction	0	1,000,000	0	1 EFF	EFF	100	Subcouncil 8	Major Roads
230	Rehabilitation - Minor Roads	1,000,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
231	IM: Reconstruct Roads Metro	32,523,406	0	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
232	Unmade Roads: Residential	1,000,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
233	CSRM General Stormwater projects	2,000,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
234	IM: Construct Road Structures	3,000,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
235	IM:Rehabilitation Coastal Structures:EFF	7,500,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
236	Property Acquisition - Hardship:EFF	4,930,871	0	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads

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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
237	Roads & Stormwater Rehabilitation	109,600,000	0	0	4 NT USDG	CGD	200	Multi-ward Projects	Major Roads
238	SW: Coastal Water Quality Control Struct	500,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
239	Bulk Roads & Stormwater for Housing Proj	48,017,700	0	0	4 NT USDG	CGD	200	Multi-ward Projects	Major Roads
240	Sir Lowry's Pass River Upgrade	0	0	10,000,000	3 BICL T&Roads:Hel	CRR	100	Subcouncil 8	Major Roads
241	Sir Lowry's Pass River Upgrade	0	20,000,000	10,000,000	4 NT USDG	CGD	100	Subcouncil 8	Major Roads
242	Sir Lowry's Pass Village Road Upgrade	2,000,000	4,000,000	0	1 EFF	EFF	100	Subcouncil 8	Major Roads
243	Sir Lowry's Pass Village Road Upgrade	0	9,000,000	0	3 BICL T&Roads:Hel	CRR	100	Subcouncil 8	Major Roads
244	Plant, Tools and Equipment: Additional	450,000	0	0	1 EFF	EFF	201	Corporate Infrastructure Projects	Major Roads
245	IM:Rehabilitation: Metro Roads (MLTF)	5,000,000	0	0	4 PAWC - MLTF	CGD	200	Multi-ward Projects	Major Roads
246	IM:Project Vukuhmbe Concrete Roads	2,000,000	0	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
247	Plant, tools and equipment: Replacement	0	1,000,000	0	3 ASSETS SALE	CRR	201	Corporate Infrastructure Projects	Major Roads
248	Roads in Garden Village	50,000	0	0	3 AFF:WardAllocation	CRR	84	Subcouncil 8	Major Roads
249	Parking area, 42 Beach Road	300,000	0	0	3 AFF:WardAllocation	CRR	85	Subcouncil 8	Major Roads
250	Road Infrastructure Upgrade in Ward 68	300,000	0	0	3 AFF:WardAllocation	CRR	68	Subcouncil 18	Major Roads
251	Nomzamo Bridge, Public Transprt interchnng	9,000,000	10,000,000	0	4 NT USDG	CGD	85	Subcouncil 8	Major Roads



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
252	Upgrade of Roads in Ward 58	120,000	0	0	3 AFF:WardAllocation	CRR	58	Subcouncil 20	Major Roads
253	Upgrade Rds & Stormwater System Ward 62	150,000	0	0	3 AFF:WardAllocation	CRR	62	Subcouncil 20	Major Roads
254	Upgrade of Roads in Ward 73	75,000	0	0	3 AFF:WardAllocation	CRR	73	Subcouncil 20	Major Roads
255	Upgrade of Roads in Ward 72	180,000	0	0	3 AFF:WardAllocation	CRR	72	Subcouncil 20	Major Roads
256	Upgrade Uitsig intersection, Muizenberg	300,000	0	0	3 AFF:WardAllocation	CRR	64	Subcouncil 19	Major Roads
257	CSRM General Stormwater projects	500,000	0	0	3 BICL SWater: Hel	CRR	200	Multi-ward Projects	Major Roads
258	Bulk Roads & Stormwater Housing Project	0	50,000,000	0	4 NT USDG	CGD	200	Multi-ward Projects	Major Roads
259	Roads & Stormwater Rehabilitation	0	107,000,000	0	4 NT USDG	CGD	200	Multi-ward Projects	Major Roads
260	Plant, Tools and Equipment: Additional	0	200,000	0	1 EFF	EFF	201	Corporate Infrastructure Projects	Major Roads
261	IM:Rehabilitation: Metro Roads (MLTF)	0	5,000,000	0	4 PAWC - MLTF	CGD	200	Multi-ward Projects	Major Roads
262	Rehabilitation - Minor Roads	0	1,000,000	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
263	IM: Reconstruct Roads Metro	0	28,643,829	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
264	Unmade Roads: Residential	0	1,000,000	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
265	IM: Construct Road Structures	0	3,000,000	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
266	IM:Rehabilitation Coastal Structures:EFF	0	7,300,000	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
267	SW: Coastal Water Quality Control Struct	0	1,400,000	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
268	CSRM General Stormwater projects	0	0	3,000,000	1 EFF	EFF	200	Multi-ward Projects	Major Roads
269	CSRM General Stormwater projects	0	3,050,000	0	1 EFF	EFF	200	Multi-ward Projects	Major Roads
270	SW: Coastal Water Quality Control Struct	0	0	1,000,000	1 EFF	EFF	200	Multi-ward Projects	Major Roads
271	IM:Rehabilitation Coastal Structures:EFF	0	0	6,000,000	1 EFF	EFF	200	Multi-ward Projects	Major Roads
272	Plant, Tools and Equipment: Additional	0	0	600,000	1 EFF	EFF	201	Corporate Infrastructure Projects	Major Roads
273	Property Acquisition - Hardship:EFF	0	0	2,000,000	1 EFF	EFF	200	Multi-ward Projects	Major Roads
274	Roads & Stormwater Rehabilitation	0	0	65,000,000	4 NT USDG	CGD	200	Multi-ward Projects	Major Roads
275	Bulk Roads & Stormwater Housing Project	0	0	55,000,000	4 NT USDG	CGD	200	Multi-ward Projects	Major Roads
276	IM:Rehabilitation: Metro Roads (MLTF)	0	0	5,000,000	4 PAWC - MLTF	CGD	200	Multi-ward Projects	Major Roads
277	Rehabilitation - Minor Roads	0	0	1,000,000	1 EFF	EFF	200	Multi-ward Projects	Major Roads
278	IM: Reconstruct Roads Metro	0	0	35,386,950	1 EFF	EFF	200	Multi-ward Projects	Major Roads
279	Unmade Roads: Residential	0	0	2,000,000	1 EFF	EFF	200	Multi-ward Projects	Major Roads
280	IM: Construct Road Structures	0	0	3,000,000	1 EFF	EFF	200	Multi-ward Projects	Major Roads
281	Furniture & Computers: Additional	100,000	0	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops



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No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
282	Furniture & Fittings: Additional	81,534	0	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
283	Furniture & Computers: Additional	100,000	0	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
284	Furniture, Tools & Equipment: Additional	0	500,000	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
285	Furniture & Fittings: Additional	43,121	0	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
286	Furniture & Computers: Additional	0	43,121	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
287	Furniture, Tools & Equipment:Replacement	500,000	0	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
288	Computer Hardware & Software: Additional	500,000	0	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
289	TRS contingency provision - Insurance	200,000	0	0	2 REVENUE: INSURANCE	REVENUE	201	Corporate Infrastructure Projects	General Ops
290	TRS contingency provision - Insurance	0	200,000	0	2 REVENUE: INSURANCE	REVENUE	201	Corporate Infrastructure Projects	General Ops
291	Construct Roads Signs City Wide	0	500,000	0	1 EFF	EFF	200	Multi-ward Projects	General Ops
292	TRS contingency provision - Insurance	0	0	200,000	2 REVENUE: INSURANCE	REVENUE	201	Corporate Infrastructure Projects	General Ops



Integrated Transport Plan

No	WBS Element Description	Original Budget 2013_2014	Approved Budget 2014_2015	Approved Budget 2015_2016	Fund	GAMAP	Ward	Subcouncil	Category
293	TRS contingency provision - Insurance	0	0	200,000	2 REVENUE: INSURANCE	REVENUE	201	Corporate Infrastructure Projects	General Ops
294	Furniture, Tools & Equipment: Additional	0	0	500,000	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
295	Computer Equipment & Software:EFF	600,000	0	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
296	Photocopiers: Additional - Support Serv	150,000	0	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
297	Furniture, Fittings, Tools & Equip:EFF	500,000	0	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
298	Computer Equipment & Software:EFF	0	600,000	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
299	Furniture, Fittings, Tools & Equip:EFF	0	500,000	0	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
300	Computer Equipment & Software:EFF	0	0	600,000	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
301	Furniture, Fittings, Tools & Equip:EFF	0	0	500,000	1 EFF	EFF	201	Corporate Infrastructure Projects	General Ops
		R 1,414,505,259	R 1,613,413,092	R 1,770,088,092					



12. STAKEHOLDER CONSULTATION

12.1 INTRODUCTION

The process of public participation, stakeholder consultation and engagement is a pre-condition for the final adoption and approval of the City of Cape Town Comprehensive Integrated Transport Plan (CITP) by the various approval authorities. Over and above this statutory requirement the greatest value capture is seen to be located with those interested and affected parties (I&APs) either directly and/or indirectly affected by the CITP. It is this symbiotic relationship between the City and its citizens that inform the setting of quantifiable transport operational standards meant to primarily impact TCT's transport strategies positively. In consequence, the expected outcome becomes attracting more users to an incrementally transformed public transport system, whilst minimizing the impact through all forms of private vehicle transport to an absolute necessity.

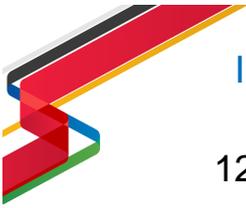
In enhancing this expected outcome, I&APs were given the opportunity to study, deliver input and interrogate the draft plan to ensure that their needs and concerns were reflected and adequately addressed. The various categories of people consulted and engaged with, included all relevant transport service providers, control entities and pressure groups ranging from government institutions, state and para-statal enterprises, public and private companies as well as non-governmental organizations, political forums and civic associations.

Moreover, this consultation exercise also scanned the impact of the proposed CITP on private and public transport, non-motorised transport (NMT), special needs transport, universal design and densification as the primary transport categories, to offset more detailed impact assessments during its 5-year life until 2018/19.

12.2 PUBLIC PARTICIPATION PROCESS

The public engagement process comprised the following steps:

- The preparation of a Public Engagement Plan and Communication Plan in conjunction with the Public Participation Unit in the City
- Capacity building and awareness sessions with Sub-councils and Sector Organisations (when and where required)
- Annual Public Perception Survey and summary of conclusions for submission to line management to influence decision-making
- Advertisement placed for a maximum period of 30 days before the formal launch of the Public Participation Process (when and where required)
- Copies of the document emailed to stakeholders on the City database as well as neighbouring municipalities and Provincial Government Departments
- Interactive engagement with stake holders mentioned above
- Acknowledgement receipt of all public comments received
- The preparation of a summary of inputs and a revised/amended document to follow process to the relevant committee(s) with recommendations to MAYCO and Council
- Compilation of a report on the Participation Process



12.3 STATUTORY GUIDELINES INFORMING PUBLIC PARTICIPATION

Public Participation Processes (PPP) in the City of Cape Town are guided by the provisions of the Constitution of the Republic of South Africa dated 1996; the National Land Transport Act (Act No. 5 of 2009); the Local Government: Municipal Systems Act, (Act No. 32 of 2000); Department of Transport's Technical Guidelines for CITP's dated February 2009; and more directly the City of Cape Town Policy Guidelines on Public Engagement.

In seeking permission to embark on the Public Participation Process, various reports were prepared and tabled, amongst others to:

- The Office of the Speaker on Communication (OSCOM) to approve the CITP PPP
- The Forum for the Chairpersons of Sub Councils to be permitted to engage the City's 24 Sub Councils and Ward Committees
- The Transport For Cape Town (TCT) Portfolio Committee to approve the CITP 2013 Draft Document for Public Engagement

Final approval to commence with the PPP was secured through resolution of the TCT Portfolio Committee and included the period from September 2013 to Mid-October 2013, to achieve final completion of the public engagement phase of the CITP by the end of October 2013.

12.4 RESULTS OF 2012 INTERCEPT SURVEY FOR ITP

An Intercept Survey was conducted during the second half of 2012 to obtain a cursory opinion of the key transport issues as experienced by the general public. The survey sample size consisted of 2 438 people interviewed across all 24 sub-councils in the City. Three broad transport groups were identified and targeted for the survey, based on the link to household income. These groups were:

- Private car users of middle to higher income communities, interviewed at filling stations;
- Public transport users of middle income households interviewed at public transport interchanges;
- People unlikely to travel much due inability to afford a car or even public transport fares, defined as "Stranded" Users, were interviewed at community facilities as.

The key issues experienced by each of these three user groups are highlighted in Table 12-1 to Table 12-3 respectively.



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Table 12-1: Priority Issues for Public Transport Users

Current problem			Priority need		
Rank	Issue	Proportion	Rank	Issue	Proportion
1	Poor safety & security	27.5%	1	Better quality Train / Bus / Taxi	19.1%
2	Overcrowding	27.2%	2	Cheaper public transport	17.8%
3	Waiting time	13.5%	3	More Road Space for Buses and Taxis	16.6%
4	Pollution	12.4%	4	Better Drivers for public transport	13.8%
5	Walking distance	10.3%			

Table 12-2: Priority Issues for Private Car Users

Current problem			Priority need		
Rank	Issue	Proportion	Rank	Issue	Proportion
1	Cost of Fuel	27.5%	1	Cheaper Fuel	26.2%
2	Congestion	26.5%	2	More Road Space	23.4%
3	Pollution	13.1%	3	Cheaper Parking	12.8%
4	Lack of Parking	12.9%	4	Better Trains	10.8%
5	Public Transport Reliability	11.7%		Better Traffic Signal Timing	10.0%

Table 12-3: Priority Issues for Stranded Users

Current problem			Priority need		
Rank	Issue	Proportion	Rank	Issue	Proportion
1	High cost of transport	34.3%	1	Safe and secure public transport	36.7%
2	Long waiting times of public transport	31.1%	2	Cheaper public transport	26.9%
3	Walking distances to public transport	27.7%	3	Improved Train / Bus / Taxi Services	6.2%

In addition to the latest integrated transport obligations influencing the drafting of this CITP, the above public response also formed a key part of the programming and positioning of the draft document for full public participation execution during the September/October 2013 period.



12.5 2013 PUBLIC PARTICIPATION PROGRAMME

In preparing for the actual meetings and engagement with a broad range of stakeholders and Interested and Affected Parties (I&AP's), copies of the CIP and the Operating Licensing Strategy (OLS) were distributed to all relevant parties beforehand. This included distribution to organisations, institutions and public libraries so as to capture individual members of the public with the aim of soliciting input and submission to a dedicated CIP team member in the event of not attending any of the planned meetings. Participation and engagement meetings commenced on 3 September 2013 closing date for comments set for 8 October 2013.

Table 12-4 contains a list of the institutions and dates with which formal public engagement was.

Table 12-4: Institutions and Dates of Consultation

	Institution	Date
1	Passenger Rail Agency of South Africa (PRASA)	29 August 2013
2	South African National Road Agency Limited (SANRAL)	3 September 2013
3	City of Cape Town Neighbouring Municipalities	11 September 2013
4	The 24 City of Cape Town Sub- Councils; <ul style="list-style-type: none"> • Sub-councils 6;7;10;14;16;19;22;23 	16 September 2013
5	<ul style="list-style-type: none"> • Sub-councils 2;5;9;11;13;15;20;21 	18 September 2013
6	<ul style="list-style-type: none"> • Sub-councils 1;3;4;8;12;17;18;24 	19 September 2013
7	Provincial Government of the Western Cape: Transport and Public Works Department	25 September 2013
8	Public Transport Operators	2 October 2013
9	Development and Business Stakeholders	2 October 2013
10	Non-motorised Transport	2 October 2013
11	Academic Institutions	3 October 2013
12	Stakeholders in Disability	3 October 2013
13	Provincial Government of the Western Cape: The Provincial Regulating Entity (PRE) – Presentation Session by the City Officials	10 October 2013
14	Transport for Cape Town Portfolio Committee Workshop	11 October 2013
15	Provincial Government of the Western Cape: The Provincial Regulating Entity (PRE) – Feedback Session by the (PRE)	14 October 2013
	Closing date for comments	8 October 2013



Table 12-5 Additional Consultation

	Institution	Date
	Passenger Rail Agency of South Africa (PRASA)	4 October 2013
	Provincial Government of the Western Cape: The Provincial Regulating Entity (PRE) – Feedback Session by the (PRE)	14 October 2013
	Meetings with Minibus Taxi Industry	17 October 2013 28 October 2013

12.6 OUTCOME OF THE 2013 PUBLIC PARTICIPATION PROCESS

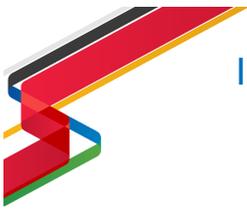
During the engagement process, public responses to the CITP varied from general reflections to institution specific comments, inputs and concerns. What emerged again, being consistent with previous CITP engagements, is that the public are seeking to find instructions from the document primarily as an operational guideline, rather than for strategic direction it is also intended for.

The vast majority of comments indicated support of the direction TCT is taking, and which ran as a theme through the draft that was circulated. Constructive criticism was often provided by suggesting or requesting clarity on specific values and figures in the document.

It also becomes apparent through the feedback that the greatest uncertainty prevails among the current public transport operators, whose current business models are likely to be affected by the new direction for public transport captured in the plan.

Annexure E contains a summary of all the issues raised through the public meetings or via written submission. Comments are categorised into themes that enables it to be addressed comprehensively in either this document, or in some instances in the first review following this CITP. The notation Y (Addressed in Update), P (To be addressed in next review) and N (Not City) are used to respond to the respective comments received.

The meetings with the Taxi Industry culminated in a formal submission that is contained in Annexure F, together with a response from TCT.



13. ACRONYMS / ABBREVIATIONS

Table 13-1: List of Acronyms / Abbreviations

Acronym / Abbreviation	Description
ACSA	Airports Company South Africa
ADB	African Development Bank
AFC	Automated Fare Collection
ANPR	Automatic Number Plate Recognition
ARTS	Athlone Refuse Transfer Station
ASOD	Average Speed Over Distance
ATM	Automatic Teller Machine
BELCON/Belcon	Bellville Container Terminal
BMS	Bridge Management System
BRT	Bus Rapid Transit
CATA	Cape Amalgamated Taxi Association
CBD	Central Business District
CCTV	Closed Circuit Television
CIDB	Construction Industry Development Board
CITP	Comprehensive Integrated Transport Plan
CoCT	City of Cape Town
CODETA	Cape Organisation of Democratic Taxi Association
COGTA	Cooperative Governance and Traditional Affairs
COTO	Committee of Transport Officials
CPTR	Current Public Transport Record
CRES	Corporate Real Estate Solutions
CSRM	Catchment, Stormwater and River Management
CTCT	Cape Town Container Terminal
CTIA	Cape Town International Airport
CTSDF	Cape Town Spatial Development Framework
CTZS	Cape Town Zoning Scheme



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Acronym / Abbreviation	Description
DBSA	Development Bank of Southern Africa
DORA	Division of Revenue Acts
DoT	Department of Transport
DPLG	Department of Provincial and Local Government
DSDP	District Spatial Development Plan
DSDP	District Spatial Development Plan
DTPW	Department of Transport and Public Works
DTR&S	Department Roads and Stormwater
du/ha	Dwelling units per hectare
DWI	Driving While Intoxicated
EFF	External Finance Fund
EGS	Economic Growth Strategy
EIA	Environmental Impact Assessment
EMME	Equilibre Multimodal, Multimodal Equilibrium
EMV	Europay, MasterCard, Visa
eNaTIS	Electronic National Information System
EPWP	Expanded Public Works Programme
FAC4T	Framework for Adaptation to Climate Change in the City of Cape Town
FMS	Freeway Management System
FY	Financial Year
GAAP	Generally Accepted Accounting Principles
GABS	Golden Arrow Bus Services
GAMAP	Generally Accepted Municipal Accounting Practice
GDP	Gross Domestic Product
GIS	Geographic Information Systems
GTZ	German Technical Cooperation
GVA	Gross Value Added
HOT	High Occupancy Toll Lanes
HOV	High Occupancy Vehicles



Integrated Transport Plan

Acronym / Abbreviation	Description
HR	Heavy Rail
ICT	Information Communication and Technology
IDP	Integrated Development Plan
IMEP	Integrated Metropolitan Environmental Policy
IPC	Intermodal Planning Committee
IPTN	Integrated Public Transport Plan
IRPTN	Integrated Rapid Transit Network
ITP	Integrated Transport Plan
ITS	Intelligent Transport System
JICA	Japan International Cooperation Agency
KPI	Key Performance Indicator
KRTS	Kraaifontein Refuse Transfer Station
LATP	Local Area Transport Plan
LRT	Light Rail Transit
LTAB	Land Transport Advisory Board
LUPO	Land Use Planning Ordinance (No. 5 of 1985)
MAP	Million Annual Passengers
MBT	Mini-bus Taxi
ME	Municipal Entity
MEC	Member of Executive Council
MFMA	Municipal Finance Management Act (No. 56 of 2003)
MLTF	Municipal Land Transport Fund
MSE	Metro South East
MTEF	Medium Term Expenditure Framework
MTREF	Medium Term Revenue and Expenditure Fund
NATMAP	National Master Plan 2050
NLSTF	National Land Strategic Framework
NLTA	National Land Transport Act (No. x of 20xx)
NLTTA	National Land and Transport Transition Act (No. 22 of 2000)



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Acronym / Abbreviation	Description
NMT	Non-motorised Transport
NOA	Needs Opportunity Ability Model
NPA	National Ports Authority
NPC	National Planning Commission
NPTR	National Public Transport Record
NRTA	National Road Traffic Act (no. 93 of 1996)
OECD	Organisation of Economic Cooperation and Development
OL	Operating License
OLAS	Operating License Administration System
OLF	Operating License Function
OLS	Operating License Strategy
OSCOM	Office of the Sub-Council Committees
P&R	Park and Ride
PGWC	Provincial Government of the Western Cape
PLTF	Provincial Land Transport Framework
PME	Performance Management and Evaluation
PMS	Pavement Management System
PMT	Project Management Team
POLB	Provincial Operating Licencing Board
PPP	Public Private Partnership
PRASA	Passenger Rail Agency of South Africa
PRE	Provincial Regulating Entity
PSDF	Provincial Spatial Development Framework
PT	Public Transport
PTI	Public Transport Interchange
PTISG	Public Transport Infrastructure and Systems Grant
PTIP	Passenger Travel Information Plan
PTOG	Public Transport Operations Grant
PTNOG	Public Transport Network Operating Grant



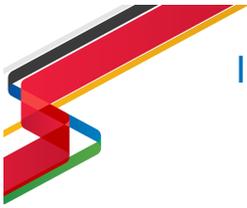
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Acronym / Abbreviation	Description
PTS	Public Transport Strategy
RAG	Road Access Guidelines
RAS	Registration Information System
RISFSA	Road Infrastructure Strategic Framework for South Africa
RTMC	Road Traffic Management Corporation
RTQS	Road Transport Quality System
SANRAL	South African National Roads Agency Limited
SAPS	South African Police Service
SARCC	South African Rail Commuter Corporation
SCOOT	Split Cycle Offset Optimisation Technique
SDS	Social Development Strategy
SE	South East
SIDA	Swedish International Development Cooperation Agency
SMART	Specific, Measureable, Achievable, Relevant, Time-based
SNU	Special Needs User
SPUD	Spatial Planning and Urban Design
SUMS	Subsidy Management System
SWOT	Strengths, Weaknesses, Opportunities, Threats (?)
TA	Transport Authority
TCT	Transport for Cape Town
TDM	Travel Demand Management
TEU	Twenty-foot Equivalent Unit
TFR	Transnet Freight Rail
TI	Transport Interchange
TMC	Transport Management Centre
TMNP	Table Mountain National Park
TNID	Transport Network Infrastructure and Development
TNO	Transport Network Operations
TNPA	Transnet National Ports Authority



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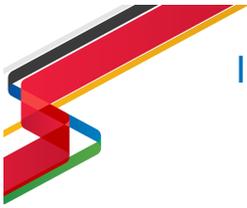
Acronym / Abbreviation	Description
TOD	Transit Oriented Development
TPT	Transnet Port Terminals
TR&S	Transport, Roads and Stormwater
TRS	Transport Reporting System
TSM	Transport System Management
UA	Universal Access
UCT	University of the Western Cape
UK	United Kingdom
UNCRD	United Nations Centre for Regional Development
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
USAID	United States Agency for International Development
VMS	Variable Message Signs



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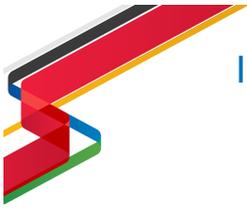


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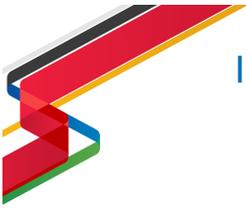
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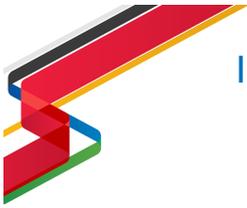


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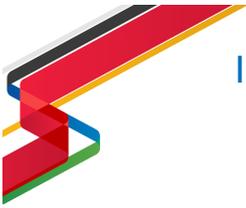


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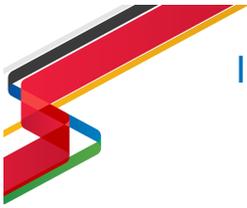
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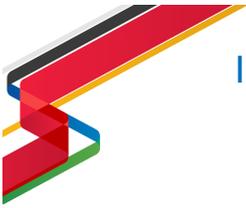
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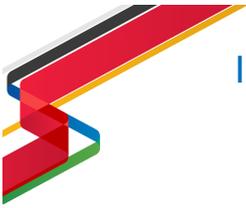
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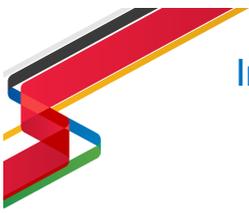


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ANNEXURE “A”: TRANSPORT FOR CAPE TOWN
CONSTITUTION BY-LAW, 2013



CITY OF CAPE TOWN

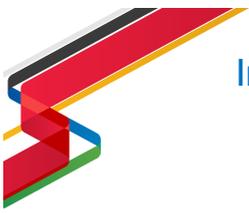
CONSTITUTION OF TRANSPORT FOR CAPE TOWN BY-LAW, 2013

APPROVED BY COUNCIL: [DATE] 2013

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PROMULGATED [DATE] 2013

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Preamble

WHEREAS section 156(2) of the Constitution provides that a Municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer;

WHEREAS the allocation of responsibility for land transport matters in the City has previously been shared between the City, the Province and the Department of Transport;

WHEREAS pursuant to section 11 of the NLTA, a Municipality may have certain functions assigned to it;

WHEREAS in order to carry out its transport functions (including any such functions that may be assigned to it) effectively, the City wishes to establish a new transport authority within the City as a governance structure by which all such transport functions shall be collated so as to facilitate integrated transport for the benefit of the citizens of and visitors to the City;

WHEREAS such new transport authority shall be TCT and its functions shall be as set out in this By-law;

WHEREAS in response to the requirements of the NLTA, the City is required to improve the provision of transport services and to set standards which will change the way in which transport infrastructure, services, operations and systems are implemented and managed;

WHEREAS the City may exercise its powers in terms of sections 12 and 19 respectively of the NLTA, the relevant provisions of the Roads Ordinance, the National Road Traffic Act and the Urban Transport Act, and any other relevant transport related legislation and regulation; and

WHEREAS TCT shall be the body through which the City's functions under the NLTA are discharged;

AND NOW THEREFORE, BE IT ENACTED by the Council of the City of Cape Town, as follows:

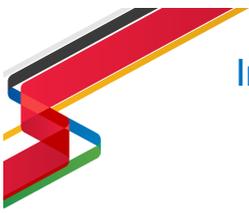


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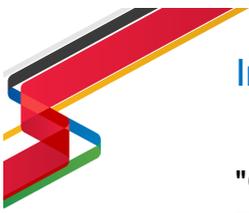
GENERAL PROVISIONS

Definitions

1. In this By-law, unless the context indicates otherwise:

"City" means the Municipality of the City of Cape Town;

"City Manager" means the person appointed as the municipal manager of the City in terms of section 54A of the Structures Act;



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"Commissioner" means the person appointed by the Council to be the commissioner of TCT and whose appointment shall be made pursuant to section 57 of the Systems Act;

"Committee" means a section 79 Structures Act committee;

"Constitution" means the Constitution of the Republic of South Africa, 1996;

"Contracting Authority" means a Municipality to which the contracting authority function has been assigned in terms of the NLTA, and whose responsibilities are as set out in section 4 and which are to fall under TCT;

"Council" means the municipal council of the City as referred to in section 157 of the Constitution;

"Director" means any holder of the post of director (whether full or part time, temporary or permanent) in the City;

"Executive Mayor" means the executive mayor of the City elected in terms of section 55 of the Structures Act;

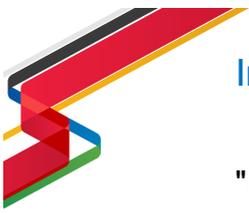
"Financial Management" means such responsibilities as set out in section 7 and which are to fall under TCT;

"Financial Year" means 1 July to 30 June (inclusive);

"Function" means any of the following functions to be performed through TCT (as the context may require):

- (a) Planning Authority;
- (b) Contracting Authority;
- (c) Municipal Regulatory Entity;
- (d) Performance Monitoring and Evaluation;
- (e) Financial Management;
- (f) Public Transport Law Enforcement;
- (g) Liaison, Communication and Stakeholder Management;
- (h) Infrastructure Management; and
- (i) Network Operations Management;

"Functional Area" means the area of the City together with the areas of such other Municipalities with whom the City has a transport planning relationship;



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"Infrastructure Management" means such responsibilities as set out in section 10 and which are to fall under TCT;

"Integrated Development Plan" or "IDP" means the City's integrated development plan adopted in terms of chapter 5 of the Systems Act;

"Integrated Public Transport Network" or "IPTN" means the integrated public transport network (for both road and rail) for the City as referred to in the NLTA;

"Integrated Transport Plan" or "ITP" means an integrated transport plan for the City as contemplated in section 36 of the NLTA;

"Intermodal Planning Committee" means the intermodal planning committee established in terms of section 15 of the NLTA;

"Land Transport Advisory Board" means the land transport advisory board established in terms of section 16 of the NLTA;

"Liaison, Communication and Stakeholder Management" means such responsibilities as set out in section 9 and which are to fall under TCT;

"Mayoral Committee" means the mayoral committee of the City elected in terms of section 60 of the Structures Act;

"MEC" means the member of the Executive Council of the Province who is responsible for transport in the Province;

"Minister" means the minister responsible for transport in the national sphere of government;

"MRE Committee" means the Municipal Regulatory Entity committee referred to in section 5(4);

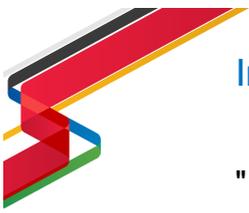
"Municipal Entity" means a municipal entity as defined in section 1 of the Systems Act;

"Municipal Land Transport Fund" means a fund established pursuant to section 27 of the NLTA and which is to fall under TCT;

"Municipal Finance Management Act" means the Local Government: Municipal Finance Management Act, No 56 of 2003;

"Municipality" includes all types of municipalities contemplated in section 155 of the Constitution;

"Municipal Regulatory Entity" means a Municipality to which the operating licence function has been assigned in terms of the NLTA, and whose responsibilities are as set out in section 5 and which are to fall under TCT;



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"National Road Traffic Act" means the National Road Traffic Act, No 93 of 1996;

"Network Operations Management" means such responsibilities as set out in section 11 and which are to fall under TCT;

"NLTA" means the National Land Transport Act, No 5 of 2009;

"Non-Member" means any operator operating in the City who is not a member of an Operator Association;

"Operating Licence Administrative System" or "OLAS" means the operating licence administrative system that is to be used to manage the function of the Municipal Regulatory Entity;

"Operating Licence Strategy" or "OLS" means the operating licence strategy set out in the ITP and which is to be used to manage the function of the Municipal Regulatory Entity;

"Operator Association" means any operator association in relation to any on demand public transport service operating in the City;

"Performance Monitoring and Evaluation" means such responsibilities as set out in section 6 and which are to fall under TCT;

"Planning Authority" means a planning authority (as defined in the NLTA), and whose responsibilities are as set out in section 3 and which are to fall under TCT;

"PLTF" means a provincial land transport framework contemplated in section 35 of the NLTA;

"PRASA" means the Passenger Rail Agency of South Africa established in terms of section 23 of the Legal Succession to the South African Transport Services Act, No 9 of 1989;

"Province" means the Provincial Government of the Western Cape;

"Public Transport Law Enforcement" means such responsibilities as set out in section 8 and which are to fall under TCT;

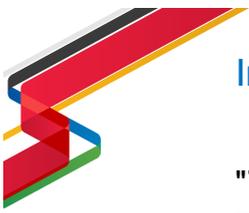
"Roads Ordinance" means the Roads Ordinance, No 19 of 1976;

"Structures Act" means the Local Government: Municipal Structures Act, No 117 of 1998;

"Systems Act" means the Local Government: Municipal Systems Act, No 32 of 2000;

"TCT" means Transport for Cape Town, the City's transport authority;

"TIC" means the City's Transport Information Centre and which is to fall under TCT;



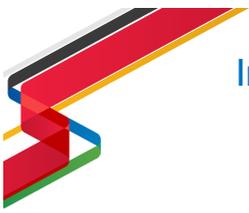
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"TMC" means the City's Transport Management Centre and which is to fall under TCT; and

"Urban Transport Act" means the Urban Transport Act, No 78 of 1977.

Establishment and functions of TCT

2. (1) Subject to subsection (2), the Council shall establish a transport authority, to be known as Transport for Cape Town, within the City as a governance structure by which all the Functions shall be collated so as to facilitate integrated transport for the benefit of the citizens of and visitors to the City.
- (2) TCT shall not be a separate juristic person and in particular shall not be a Municipal Entity and:
 - (a) TCT shall remain in all respects part of the City and the City's governance and reporting structure; and
 - (b) the Commissioner shall not acquire any functions or powers except those lawfully granted and delegated to the Commissioner within the system of delegations, as amended from time to time.
- (3) The Commissioner shall be responsible and accountable for the performance of the Functions and in particular (but without limitation) shall set and manage the implementation of the strategy for delivering integrated transport for the benefit of the citizens of and visitors to the City.
- (4) Without prejudice to subsection (3), the Commissioner shall have such further functions as may be delegated to him or her by the Council from time to time:
 - (a) in accordance with such guidance or directions as may be issued by the Council;
 - (b) for the purpose of facilitating the discharge by the City of the City's functions under the NLTA, the Urban Transport Act, the Roads Ordinance, the National Road Traffic Act and any other relevant transport related legislation and regulation; and
 - (c) for the purpose of securing or facilitating the implementation of the integrated transport strategy of the City.
- (5) (a) TCT shall be headed by the Commissioner.
 - (b) The Commissioner shall report directly to the City Manager in accordance with section 57 of the Systems Act.

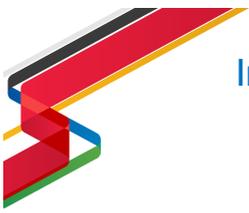


- (c) The Council may delegate to the Commissioner such powers in relation to the performance of the Functions of TCT to enable the Commissioner to be responsible and accountable for the Functions.
- (d) Subject to the prior delegation of such authority by the City Manager, the Commissioner shall, subject to following due process, in his or her discretion, appoint such Directors as may be necessary to carry out the Functions.
- (e) Subject to any express provision contained in this By-law, the Constitution, the NLTA, the Systems Act, the Structures Act, the Roads Ordinance, the National Road Traffic Act, the Urban Transport Act and any other transport related legislation and regulation, the Commissioner may delegate any of his or her functions in terms of this By-law to any one or more Directors.
- (f) The exercise of any delegated authority conferred by the Commissioner under this By-law or otherwise is subject to:
 - (i) any restrictions imposed by or in accordance with law;
 - (ii) all other provisions of this By-law; and
 - (iii) all other applicable policies, procedures and operational by-laws.
- (g) Any reference to any enactment, regulation or other similar instrument in this By-law shall be construed as a reference to the enactment, regulation or instrument as amended, replaced, consolidated or re-enacted.
- (h) To the extent permitted or required by law, the Commissioner shall, subject to the required authority being obtained, enter into such memoranda of agreement on behalf of the Council with any or all of the national or provincial spheres of government or other Municipalities in order to carry out the Functions performed through TCT.

SPECIFIC FUNCTIONS OF TCT

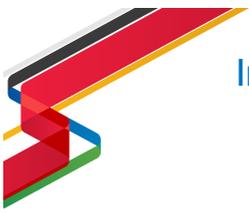
Planning Authority

- 3. (1) The Commissioner shall be responsible for implementing section 14 (Planning authorities), section 15 (Intermodal planning committees), section 16 (Land transport advisory boards), sections 31 to 39 (Transport planning) (inclusive) of the NLTA, together with all other sections of the NLTA relevant to the activities of a planning authority (as defined in the NLTA).
- (2) Without prejudice to subsection (1), the Commissioner shall develop, implement, manage and review the ITP for the City and (without limitation) shall ensure that such ITP:



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- (a) complies with all law, regulations and applicable guidance on the contents, manner and form of such ITP;
 - (b) sets out the functional parameters for each Function and the obligations and standards that each Function is required to meet;
 - (c) requires each Function to report regularly to the Performance Monitoring and Evaluation Function on the progress and achievements against such obligations and standards referred to in subsection (2)(b);
 - (d) sets out how the Commissioner shall:
 - (i) administer the awarding and management of contracts to be entered into by the City as the Contracting Authority, subject to the City's Supply Chain Management regulations and policies;
 - (ii) set out in the Operating Licence Strategy how it intends to regulate the operating licences to be granted by the City as the Municipal Regulatory Entity (and the Commissioner shall ensure that such Operating Licence Strategy complies with the Constitution, the NLTA, the Municipal Finance Management Act, the Systems Act and the IDP); and
 - (iii) develop and maintain the City's transport infrastructure and related facilities; and
 - (e) is inclusive of the IPTN.
- (3) The standards that each Function is required to meet as referred to in subsection (2)(b) shall, on certain issues, including (without limitation) universal access, specialised services, freight and non-motorised transport, be drawn from the sector plans forming part of the ITP.
- (4) Without prejudice to subsections (1), (2) and (3), the Commissioner shall prepare an ITP for each five year period (the first of which shall be for the period 2013 to 2018) and shall ensure that each such ITP is aligned to the corresponding IDP for the City.
- (5) The Commissioner shall establish and maintain suitable means to ensure that the Planning Authority Function interfaces with the Municipal Regulatory Entity in relation to all matters relating to the planning of the IPTN and to all relevant obligations under the NLTA, including section 57 of the NLTA in particular.
- (6) Without prejudice to subsection (5), the Commissioner shall provide comments and directions based on its ITP to all relevant Regulatory Entities in connection with any application for the granting, renewal, amendment or transfer of an operating licence that relates to the City and/or its Functional



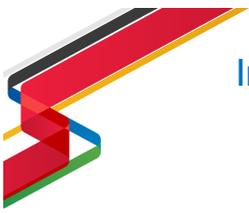
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Area (other than a tourist transport service or charter service, and other than a contracted service contemplated in section 56 of the NLTA) pursuant to section 55 and other relevant provisions of the NLTA.

- (7) The Commissioner shall, on behalf of the City as the Planning Authority, respond to all land use applications in the City that have a potential transport and/or traffic impact and in particular the extent to which they are aligned with the ITP, taking into account their related traffic impact, travel demand management and cost, and having regard to the application of the development contribution policy.
- (8) The Commissioner shall be responsible for developing, implementing and managing the innovation strategy and for developing the associated requirements to keep TCT at the forefront of advanced integrated transport systems to achieve the citizen service goals that are fundamental to TCT's overall business plan, and for medium and long term strategic planning in all Functions.
- (9) Without prejudice to subsection (8), the Commissioner shall:
 - (a) be responsible for continuous progress towards the goal of integrated transport management to better serve the citizens of and visitors to the City; and
 - (b) regularly review innovations made by transport authorities in other jurisdictions to ensure the City's transport systems and services meet the highest standards currently available.
- (10) Without prejudice to subsection (1), the Commissioner shall provide such information, analysis and advice to the Intermodal Planning Committee and the Land Transport Advisory Board as shall be required from time to time.
- (11) The Commissioner shall, on a monthly basis, provide appropriate data in relation to its activities under this Planning Authority Function to the Performance Monitoring and Evaluation Function.

Contracting Authority

4. (1) The Commissioner shall be responsible for implementing section 40 (Integration of bus contract system into larger public transport system), section 41 (Negotiated contracts), section 42 (Subsidised service contracts), section 43 (Commercial service contracts), section 44 (Requirements to qualify as tenderer for commercial or subsidised service contracts), section 45 (Involvement of Municipalities in public transport services) and section 46 (Existing contracting arrangements) of the NLTA, together with all other

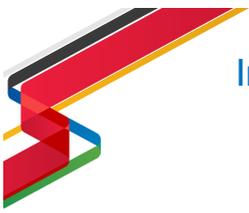


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sections of the NLTA relevant to the activities of a Municipality as a contracting authority (as defined in the NLTA).

- (2) Without prejudice to subsection (1), the Commissioner shall:
 - (a) by reference to the ITP (including the IPTN), establish the standards, operational parameters, service specifications (including provision for the repair, maintenance and replacement of transport assets being provided by or on behalf of public transport service providers), (subject to section 7(3)(c)) tariffs, payment regimes and the interface of the operators with the City's transport network for all contracts to be awarded and managed by the City as the Contracting Authority pursuant to the NLTA;
 - (b) prepare and maintain the contract documentation for all the contracts referred to in subsection (2)(a) and administer the process of appointing public transport service providers for such contracts, together with such support service providers, to provide (without limitation) monitoring, information management, facilities management, advertising and automated fare collection services as may be necessary or desirable;
 - (c) establish and maintain a system for monitoring the service delivery and performance standards which relate to the contracts referred to in subsection in (2)(a); and
 - (d) provide details to the Performance Monitoring and Evaluation Function of the performance of all public transport service providers under the contracts referred to in subsection (2)(a).
- (3) The Commissioner shall be responsible for monitoring:
 - (a) the maintenance and safety standards of all scheduled public transport vehicles (whether or not such vehicles are owned by the City); and
 - (b) compliance by the operators of such scheduled public transport vehicles in relation to any qualifications, licences and certificates required for the drivers of such vehicles,

in each case in accordance with all applicable law and any contracts awarded to such operators of such scheduled public transport vehicles by the Commissioner on behalf of the City.
- (4) The Commissioner shall ensure effective and efficient financial management and provide subsidy management support, including (without limitation) by:
 - (a) processing contract claims;

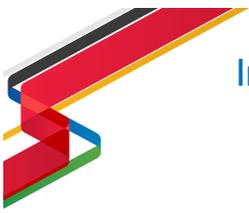


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- (b) entering claims into the subsidy management system;
 - (c) completing financial documents for payments;
 - (d) communicating with operators regarding payment; and
 - (e) providing weekly and monthly expenditure reports.
- (5) The Commissioner shall ensure that the City is at all times compliant with the reporting and other information requirements of the Division of Revenue Act in force at the time in question.
- (6) The Commissioner shall establish and maintain suitable means to ensure that the City's Function as Contracting Authority interfaces with the City's Functions as Planning Authority and Municipal Regulatory Entity respectively in relation to the IPTN and to all relevant obligations under the NLTA.
- (7) The Commissioner shall, on a monthly basis, provide appropriate data in relation to its activities under this Contracting Authority Function to the Performance Monitoring and Evaluation Function.

Municipal Regulatory Entity

5. (1) The Commissioner shall be responsible for implementing sections 17 to 19 (inclusive) and sections 47 to 84 (inclusive) of the NLTA, together with all other sections of the NLTA relevant to the activities of a Municipality as a regulatory entity (as defined in the NLTA).
- (2) Without prejudice to subsection (1), the Commissioner shall be responsible for the operating licences for those persons wishing to undertake an intraprovincial service that either takes place in the City or starts in the City and also takes place in the area of another Municipality, as contemplated by section 54(2) of the NLTA.
- (3) Without prejudice to subsection (1), the Commissioner shall be responsible for the smooth running of day to day operations in all operational areas, including existing functions of land transport and rail transport (primarily buses, minibus taxis and railways) and public transport safety and security.
- (4) The MRE Committee shall (without limitation) fulfil the following functions on behalf of the City, as the Municipal Regulatory Entity:
- (a) the granting, transferring, amendment and renewal of operating licences;
 - (b) the amendment of operating licences resulting from the replacement of a vehicle;

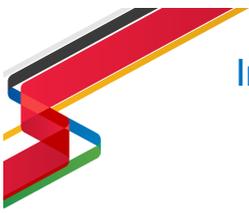


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- (c) the temporary replacement of a vehicle on an operating licence;
- (d) the conversion of permits to operating licences;
- (e) the duplication of operating licences;
- (f) the provision of temporary permits for special events;
- (g) the withdrawal, suspension or amendment of an operating licence; and
- (h) the imposition of law enforcement parameters and penalties, including (without limitation) making appropriate inspections of public transport vehicles and their related certification,

and (subject to subsection (5)) the Commissioner shall, on behalf of the City, as the Municipal Regulatory Entity, exercise such functions in accordance with the requirements, comments and directions of the Planning Authority and in particular the Operating Licence Strategy, and not in contravention of any policy of the Council.

- (5) In order to exercise such functions referred to in subsection (4), the Council shall appoint an MRE Committee that shall comprise a minimum of three persons (including the chairperson) with an appropriate range of skillsets.
- (6) The decisions of the MRE Committee in exercising such functions referred to subsection (4) shall be independent of the Council.
- (7) All appeals against or in connection with any decision made by the MRE Committee in exercise of the functions referred to in subsection (4) shall be made to the Transport Appeal Tribunal pursuant to section 92 of the NLTA.
- (8) The Commissioner shall ensure that the MRE Committee:
 - (a) follows such procedures in order to carry out its functions as the Council shall specify from time to time;
 - (b) keeps up to date records in the Operating Licence Administrative System of the exercise of such functions referred to in subsection (4);
 - (c) reports to the Council on the exercise of such functions at such intervals as the Council may require; and
 - (d) publishes appropriate details of the exercise of such functions on TCT's website at such intervals as the Council deems fit.
- (9) Without prejudice to subsection (1) and subject to any restriction or requirement imposed by law, the Commissioner may, if he or she deems fit,

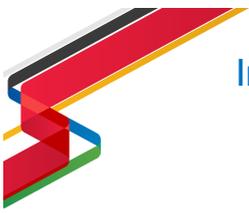


include information on the following in the Operating Licence Administrative System:

- (a) particulars of Operator Associations and their members;
 - (b) particulars of Non-Members; and
 - (c) where appropriate, particulars of the routes operated by the Operator Associations and Non-Members, the description of which routes are to correlate with those in the ITP.
- (10) The Commissioner shall use the information referred to in subsection (9), together with the ITP and IPTN, to manage the Operator Associations in such manner as TCT deems fit.
- (11) The Commissioner shall, on a monthly basis, provide appropriate data in relation to its activities under this Municipal Regulatory Entity Function to the Performance Monitoring and Evaluation Function.

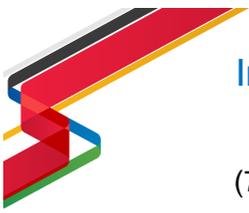
Performance Monitoring and Evaluation

6. (1) The Commissioner shall be responsible for establishing, managing and maintaining a central system for collating information and data from all the Functions and shall support such Functions interfacing with each other.
- (2) The Commissioner shall be responsible for the collation, maintenance and replacement of data and the maintenance, upgrading and replacement of the information systems and technology that in each case support all the Functions.
- (3) The Commissioner shall:
- (a) be responsible for the creation and maintenance of a website for TCT across all the Functions;
 - (b) subject to the prior approval of the Council, publish details on such website of the performance of TCT against its targets across all the Functions on a quarterly basis;
 - (c) subject to the prior approval of the Council as to the level of detail and format, publish details of the performance of all public transport service providers under the contracts referred to in section 4(2)(a) at such intervals as the Commissioner deems fit from time to time (and no further approval of the Council shall be required for each such publication of such details of performance, provided that the publication complies with the level of detail and format so approved by the Council); and



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- (d) provide a database of all stakeholders, together with appropriate fora to enable communication with the Commissioner on all transport related matters.
- (4) The Commissioner shall create links to the datasets within other directorates of the City and shall collate and maintain all transport use data in order to discharge its obligations under this section 6.
- (5) Without prejudice to the foregoing subsections of this section 6, the Commissioner shall record all transportation schemes to enable TCT to respond to enquiries in an efficient and effective manner.
- (6)
 - (a) The Commissioner shall, as soon as possible after the end of each Financial Year, publish a report for inclusion as a separate chapter in the Council's annual report on the performance of TCT during that Financial Year.
 - (b) Such report referred to in subsection (6)(a) shall set out details of:
 - (i) the contribution made by TCT towards the implementation of the IDP;
 - (ii) the performance of TCT against the ITP; and
 - (iii) the performance of TCT against its targets across all the Functions and in particular the performance of the Municipal Land Transport Fund during that Financial Year.
 - (c) Such report referred to in subsection (6)(a) shall include such information as the Executive Mayor may from time to time specify in writing with respect to any matter the report is required to deal with by virtue of subsection (6)(b).
 - (d) The Commissioner shall keep a copy of any report made under this subsection (6) available for the appropriate period for inspection by any person on request free of charge at the principal offices of the City at reasonable hours.
 - (e) The Commissioner shall supply a copy of any such report made under this subsection (6), or any part of any such report, to any person on request during the appropriate period for such reasonable fee as he or she may determine.
 - (f) The "appropriate period" in the case of a report made under this subsection (6) is the period of three years beginning with the date of publication of such report.

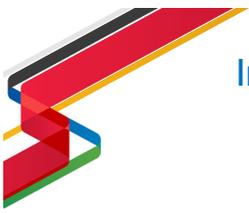


Integrated Transport Plan

- (7) Without prejudice to the foregoing subsections of this section 6, the Commissioner shall establish an electronic centralised knowledge management system to record all historic transport information and publications in order to achieve a single point of resource.

Financial Management

7. (1) The Commissioner shall be responsible for implementing section 27 (Municipal land transport funds), section 28 (Public transport user charges), section 29 (Minister may provide funds for land transport) and section 30 (MEC may provide funds for land transport) of the NLTA.
- (2) Without prejudice to subsection (1), the Commissioner shall (subject always to the Municipal Finance Management Act) be responsible for all finance matters across all the Functions.
- (3) Without prejudice to subsection (2), the Commissioner shall (subject always to the Municipal Finance Management Act):
 - (a) be responsible for operating an integrated financial management system and any other similar improvements that he or she may deem necessary and viable;
 - (b) be responsible for the overall coordination of the budget process for TCT and for making recommendations to the relevant Portfolio Committee and/or Budget Steering Committee of the City for submission to the Council as part of the Council's overall budgeting process, all of which shall be in accordance with the due process of the Council and the Municipal Finance Management Act;
 - (c) propose tariffs in respect of public transport and transport infrastructure, facilities and services to the Council for approval, the Commissioner having first assessed the appropriate level of such tariffs by means of a cost benefit analysis by all the relevant Functions within the parameters of the Municipal Land Transport Fund referred to in subsection (4);
 - (d) facilitate such international, national or provincial grants as may be appropriate to support the carrying out of the Functions and shall be responsible for the management of such grants within the parameters of the Municipal Land Transport Fund referred to in subsection (4);
 - (e) be responsible for the costing of all investment in line with the Council's vision for transport in the City as expressed in the ITP from time to time and, in particular, for costing all major projects and programmes that form part of the ITP, having regard to both the cost of initial investment



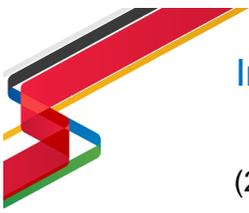
Integrated Transport Plan

and the need for long term maintenance and facilities management as appropriate;

- (f) be responsible for all revenue generation activities across all the Functions and in particular in relation to all aspects of ticketing including:
 - (i) the development and implementation of an integrated ticketing system for public transport, including (without limitation) the Europay, Mastercard and VISA (EMV) card and billing system, as well as (without limitation) for parking, park and ride, dial-a-ride, events management, specialised services and bicycle hire services; and
 - (ii) the establishment, roll out and management of the automated fare collection system;
 - (g) be responsible for providing assurance as to probity across all Functions relating to their contracting and procurement activities; and
 - (h) continually strive to improve all areas of interoperability and the effectiveness, efficiency and economic viability of transport and related infrastructure for the benefit of the citizens of and visitors to the City.
- (4) Without prejudice to subsections (1), (2) or (3), the Commissioner shall be responsible for establishing and maintaining a Municipal Land Transport Fund in terms of sections 27 and 28 of the NLTA.
- (5) The Commissioner shall, on a monthly basis, provide appropriate data in relation to its activities under this Financial Management Function (including in relation to ticketing in particular) to the Performance Monitoring and Evaluation Function.
- (6) Without prejudice to the foregoing subsections of this section 7 and subject always to the Municipal Finance Management Act, the Commissioner shall appoint the Director of the Financial Management Function to ensure that TCT's financial affairs are administered in a proper manner, in compliance with all relevant professional codes of conduct, all statutory obligations and in accordance with the due process of the Council.

Public Transport Law Enforcement

8. (1) The Commissioner shall be responsible for implementing sections 85 to 91 (inclusive) of the NLTA.

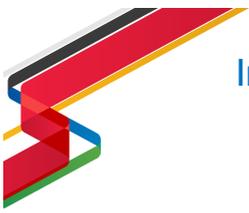


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- (2) Without prejudice to subsection (1), the Commissioner shall be responsible for the enforcement of the National Road Traffic Act insofar as it relates to public transport law enforcement.
- (3) Without prejudice to subsections (1) or (2), the Commissioner shall be responsible for enforcing safety in relation to the use of the City's public transport network and related infrastructure and facilities.
- (4) The Commissioner shall make appropriate use of the TMC and TIC and related technology, and shall work with other relevant agencies and stakeholders in order to discharge its responsibilities under this section 8.
- (5) The Commissioner shall provide such traffic management and enforcement services in terms of its public transport law enforcement and safety strategy as the Council shall determine from time to time.
- (6) The Commissioner shall, on a monthly basis, provide appropriate data in relation to its activities under this Public Transport Law Enforcement Function to the Performance Monitoring and Evaluation Function.

Liaison, Communication and Stakeholder Management

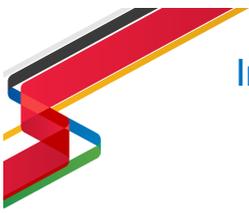
9. (1) The Commissioner shall establish and maintain procedures and management practices in order to ensure the effective and efficient liaison and communication with all identified stakeholders.
- (2) The Commissioner shall include in the procedures and management practices referred to in subsection (1) appropriate initiatives to enable successful and sustainable industry transition and empowerment according to parameters identified by the Council from time to time.
- (3) The Commissioner shall be responsible for the internal and external marketing of TCT to ensure that the citizens of and visitors to the City are well-informed and satisfied, as measured by a programme of continuous monitoring of customer satisfaction, including (without limitation) readily available public information on performance against targets and service levels published by the Performance Monitoring and Evaluation Function.
- (4) The Commissioner shall communicate and interface with the public through (among other means of communication) the TIC in relation to public transport operational matters.
- (5) The Commissioner shall assist the Mayoral Committee Member for TCT in connection with any dealings with the media that he or she may require.
- (6) The Commissioner shall, subject to the required authority being obtained, enter into appropriate memoranda of agreement, on behalf of the Council, with



Integrated Transport Plan

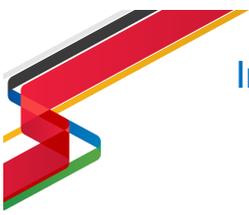
transport stakeholders, including (without limitation) Operator Associations, groups representing persons with specialised needs and educational forums.

- (7) (a) Without prejudice to any other subsection of this section 9, the Commissioner shall, by using the website, database and other fora for communication with stakeholders referred to in section 6(3), make available such information as he or she deems fit which:
- (i) relates to public passenger transport services provided for the benefit of the citizens of and visitors to the City; and
 - (ii) is required by members of the general public to assist in deciding what use to make of such services.
- (b) Such information referred to in subsection (7)(a) shall be made available, in accordance with the provisions of the Systems Act, to:
- (i) the general public; and
 - (ii) such other persons as the Commissioner deems fit.
- (c) The Commissioner may make such charges in accordance with the approved Council tariffs for any information which it makes available, but no such charge may be made if the information relates to public passenger transport services provided exclusively by TCT.
- (8) The Commissioner shall:
- (a) establish, on behalf of the Council, an Intermodal Planning Committee in accordance with section 15 of the NLTA in order to coordinate public transport between modes in order to achieve the objects of the NLTA; and
 - (b) chair the Intermodal Planning Committee and ensure that the membership of the Intermodal Planning Committee complies with section 15(1) of the NLTA;
 - (c) ensure that the Intermodal Planning Committee reports to and consults regularly with the Land Transport Advisory Board (and the Commissioner shall report to the Council as and when the matters being so reported or consulted on relate to the activities of TCT);
 - (d) ensure that the Intermodal Planning Committee complies with all regulations as to its functions, membership and operations that may be made pursuant to the NLTA;



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- (e) without prejudice to the foregoing provisions of this subsection (8), ensure that the Intermodal Planning Committee coordinates input and direction into the holistic integration of:
 - (i) rail passenger services in the Functional Area with road based public transport services;
 - (ii) scheduled services, minibus taxi-type services and unscheduled services in the Functional Area with each other and with other public transport modes;
 - (iii) all aspects of the ITP so as to ensure that the optimal use of infrastructure and services within the system and optimal utilization and prioritisation of funds, including freight transport and non-motorised transport, is achieved; and
 - (iv) the roles, responsibilities and interrelationships of all relevant transport stakeholders, including (without limitation) community transport fora, commerce, public transport operators and labour; and
 - (f) ensure that the Intermodal Planning Committee establishes such sub committees, which may comprise rail, bus, taxi and land transport enforcement sub committees, as the Intermodal Planning Committee deems fit.
- (9) The Commissioner shall:
- (a) establish, on behalf of the Council, the Land Transport Advisory Board in accordance with section 16 of the NLTA and with representation from government and the private sector to advise it in relation to land transport matters;
 - (b) ensure that the Land Transport Advisory Board complies with any regulations made from time to time by the Minister responsible for transport in the national sphere of government under section 16(2) of the NLTA in relation to the membership of the Land Transport Advisory Board, the appointment and qualifications for membership, procedures and frequency of meetings, and related matters; and
 - (c) require that the Land Transport Advisory Board:
 - (i) receives input from the Intermodal Planning Committee; and
 - (ii) makes strategic policy recommendations to the Council and other relevant decision making bodies in relation to integrated



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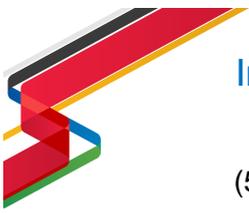
land transport matters as referred to in subsections (8)(e) and (f),

all of which shall be in the furtherance of integrated transport in the City.

- (10) The Mayoral Committee Member for TCT shall chair the Land Transport Advisory Board and the chairperson of the TCT Portfolio Committee shall be the deputy chairperson of the Land Transport Advisory Board.
- (11) The Commissioner shall take all necessary steps to develop and roll out TCT's brand and its supporting logos and architecture to the intent that the brand of TCT fully supports the Council's vision of TCT across the Functions.

Infrastructure Management

10. (1) The Commissioner shall be responsible for the planning, design, costing, construction, maintenance, replacement, extension and upgrading of the City's road network, the public transport network and public transport infrastructure, the stormwater network, stormwater infrastructure, sea walls and related facilities.
- (2) The Commissioner shall be responsible as and shall perform all the functions of the road authority under the Roads Ordinance for all public roads and public paths (as such public roads and public paths are defined in the Roads Ordinance) in the City and shall, to the extent necessary, make such further applications under the Roads Ordinance in order to take up such responsibility.
- (3) The Commissioner shall establish, manage and maintain an asset register relating to the City's road network, the public transport network and public transport infrastructure and related facilities referred to in subsection (1).
- (4) In particular, the Commissioner shall ensure that the asset register referred to in subsection (3) shall record the following information:
 - (a) the location of the assets referred to in subsection (3);
 - (b) the classification and definition of such assets;
 - (c) the age of such assets;
 - (d) the lifecycle costs of maintaining such assets and in particular the costs of deferring the maintenance of such assets; and
 - (e) the quantification of such assets and the financial value of such assets.

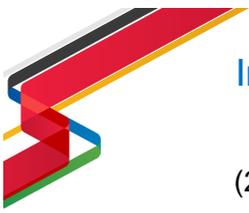


Integrated Transport Plan

- (5) In making decisions as to the maintenance of the assets as referred to in subsection (4), the Commissioner shall reach an appropriate balance between planned and reactive maintenance so as to ensure the long term and cost effective sustainability of such assets, as well as considering appropriate business planning scenarios to support the Commissioner's decisions to invest strategically in such assets as he or she shall consider to be of high importance.
- (6) The Commissioner shall, on a monthly basis, provide appropriate data in relation to its activities under this Infrastructure Management Function to the Performance Monitoring and Evaluation Function.

Network Operations Management

11. (1) The Commissioner shall be responsible for the planning, design, costing, management, operation and oversight of all activities on the integrated transport network and related infrastructure and facilities in the City (and in particular the IPTN), including (without limitation) the operation of:
 - (a) the traffic signalling systems;
 - (b) the bus and minibus taxi (BMT) lanes;
 - (c) the traffic management cameras;
 - (d) parking management;
 - (e) the freeway management system;
 - (f) transport plans in relation to events management;
 - (g) abnormal loads and transport of dangerous goods procedures;
 - (h) the management of the TMC and the TIC;
 - (i) communication systems, the comprehensive databank and TCT's information systems and technology, all of which shall be located at and managed from the TMC;
 - (j) communication facilities at all major public transport facilities, interchanges and on the integrated transport network and related infrastructure and facilities;
 - (k) the integrated timetabling of all public transport services;
 - (l) road closures; and
 - (m) the granting of wayleaves.



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- (2) The Commissioner shall, on a monthly basis, provide appropriate data in relation to its activities under this Network Operations Management Function to the Performance Monitoring and Evaluation Function.

MISCELLANEOUS

General functions of TCT

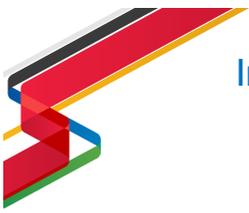
12. (1) The Commissioner may promote and administer the carrying out of any activities which he or she has power to carry out, whether such power is conferred by statute, this By-law or delegated by the Council and, to the extent permitted by law, the Commissioner shall be entitled to appoint such staff, agents and contractors as he or she thinks fit and/or is required to appoint by the Council to carry out such activities that the Commissioner has power to carry out.
- (2) The Commissioner may, subject to the required authority being obtained, enter into and carry out any agreement with any person for the carrying out by that person, whether as agent for TCT or otherwise, of any activities which the Commissioner has power to carry out (and, in particular, with respect to the provision or financing of any public passenger transport services which TCT has power to provide), subject to due process being followed.
- (3) To the extent permitted by law, it shall be within the capacity of the Commissioner (subject to the required authority being obtained) to do such things and enter into such transactions as are calculated to facilitate, or are conducive or incidental to, the discharge of any of its functions.

Agreements with the Province and adjacent Municipalities

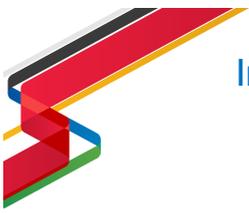
13. Subject to the prior approval of the Council, the Commissioner may enter into such arrangements with the Province or adjacent Municipalities in terms of section 12 of the NLTA and such arrangements with adjacent Municipalities in terms of section 19 of the NLTA as the Commissioner deems fit.

Short title

14. This By-law is called the City of Cape Town: Constitution of Transport for Cape Town By-law, 2013.



ANNEXURE “B”: TRANSPORT FOR CAPE TOWN IMPLEMENTATION PLAN, 2013



TRANSPORT FOR CAPE TOWN

IMPLEMENTATION PLAN

9 September 2013

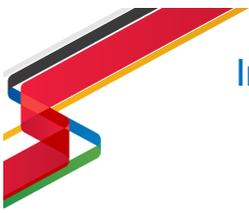


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TRANSPORT FOR CAPE TOWN

IMPLEMENTATION PLAN

1 CHAPTER 1 - INTRODUCTION

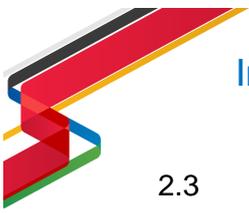
- 1.1 The City of Cape Town is committed to improving and investing in all aspects of its transport network and operations for the benefit of the City’s citizens, businesses and visitors. To this end, the City launched a new transport authority, Transport for Cape Town (“TCT”), on 18 October 2012.
- 1.2 This Implementation Plan covers the following:
 - 1.2.1 the creation of TCT, its vision, objectives, philosophy and structure;
 - 1.2.2 the role of the Commissioner of TCT (“the Commissioner”);
 - 1.2.3 the operational realm of TCT, including its new departments (“the Departments”) and their roles; and
 - 1.2.4 how the transformation from the Transport, Roads and Stormwater Directorate (“TRS”) to TCT will be achieved.
- 1.3 This Implementation Plan is designed to be a practical, internal facing document. It is not a statutory requirement but is intended to be a living manual that will help TCT meet the challenge of its mandate. To this end, the Implementation Plan will be reviewed every year. The review will be led by the Commissioner but with the support and contribution of all the directors of TCT (“the TCT Directors”).

2 CHAPTER 2 - TCT

Vision and objectives

- 2.1 Following the launch of TCT in October 2012, the Constitution of Transport for Cape Town By-law, 2013 (“the By-law”) was approved by the Council on 28 August 2013.
- 2.2 The City established TCT in order to achieve its vision for transport. This vision is the “Vision of 1”. The Vision of 1 is:

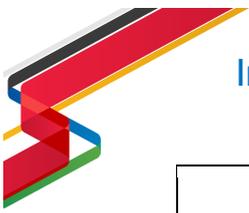
1	Plan
1	Network
1	Management system
1	Contracting Authority
1	Ticket and timetable
1	Unified enforcement system
1	Unified structure
1	Brand



Integrated Transport Plan

- 2.3 The Vision of 1 is fully aligned to the City's five strategic pillars identified in the Integrated Development Plan for 2012-2018. These are:
- 2.3.1 an Opportunity City;
 - 2.3.2 an Inclusive City;
 - 2.3.3 a Safe City;
 - 2.3.4 a Caring City; and
 - 2.3.5 a Well Run City.
- 2.4 In order to achieve the Vision of 1, TCT has established nine key objectives (“the Objectives”). Like the Five Pillars, these Objectives are long term and are expected to remain constant for many years. They are as follows:

	OBJECTIVES
1	An efficient and viable relationship between land use, supporting infrastructure and transport for the sustainable development of the City region
2	Integrated, intermodal, interoperable, responsive and car competitive public transport for the benefit of the community
3	An economically viable transport system by balancing service provision with demand and through transparent regulation
4	Services delivered in an accountable, investment orientated and performance driven manner, ensuring quality and unified standards
5	A costed, viable and financially accountable transport management system and network through exploiting all potential sources of funding
6	Consolidated and improved public transport law enforcement functions in the City so as to facilitate safety and security on the public transport network and related facilities for the benefit of all
7	Comprehensive communication and stakeholder management under the banner of TCT so as to ensure responsible service delivery in partnership with all industry role players



8	A fully integrated, responsive and well maintained infrastructure network along with related facilities that are appropriately managed as the largest asset of the City
9	Fully functional and user friendly systems on the intermodal network

- 2.5 TCT has been specifically designed to meet the challenge of delivering the City's Vision of 1 and the Objectives.

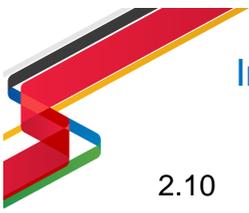
By-law

- 2.6 The mandate of TCT was created by the By-law.
- 2.7 In the By-law, the Commissioner, on behalf of TCT, is given nine functions ("the Functions"):
- 2.7.1 Planning Authority;
 - 2.7.2 Contracting Authority;
 - 2.7.3 Municipal Regulatory Entity;
 - 2.7.4 Performance Monitoring and Evaluation;
 - 2.7.5 Financial Management;
 - 2.7.6 Public Transport Law Enforcement;
 - 2.7.7 Liaison, Communication and Stakeholder Management;
 - 2.7.8 Infrastructure Management; and
 - 2.7.9 Network Operations Management.
- 2.8 The By-law then sets out the scope of these Functions and how they must be discharged within TCT. The Functions refer extensively to the National Land Transport Act, No 5 of 2009 and other relevant legislation to ensure that TCT operates firmly within the transport and municipal legislative framework

Enduring nature of TCT

- 2.9 Just as the Five Pillars and the Objectives are long term so it is important that TCT is a structure that is similarly capable of enduring. It is for this reason that TCT was established by way of a by-law. By-laws are inherently long term in their nature. They cannot be changed readily in the way that a policy might be changed for example. This is the right approach for TCT because it enables it to be the platform for long term investment in integrated, intermodal and interoperable transport and the related network for the City.

TCT not a municipal entity



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- 2.10 Although as described in more detail in Chapter 4, TCT is a new structure, it remains part of the City. TCT is still subject to the City's due process and procedures. It follows from this that TCT is not a municipal entity.
- 2.11 The fact that TCT is not a municipal entity had an impact on the drafting of the By-law. Throughout the By-law, a wide range of responsibilities is given to the Commissioner personally. Had TCT been a municipal entity, such responsibilities would have been given to that municipal entity and not to an individual official. This empowerment of the Commissioner helps TCT make decisions in an effective way.
- 2.12 Having said this, the Commissioner will not, of course, single handedly carry out all these responsibilities. As explained in Chapter 4, many of these will be discharged by the TCT Directors at an operational level. Nonetheless, the imposition of these responsibilities on the Commissioner is an important aspect of the change that TCT is ushering in.

Structure of TCT

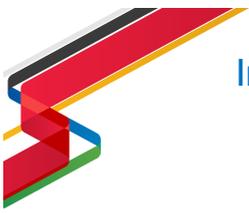
- 2.13 As described above, TCT has been created in order to deliver the City's Vision of 1 and the nine Objectives. The structure of TCT itself is a bespoke design that is intended to enable TCT to meet the considerable challenges that the Vision of 1 and the Objectives pose. Chapter 4 sets out the detail of this structure.

TCT's overarching principle

- 2.14 One of the features of TCT's structure is that it is designed to ensure that TCT takes a holistic perspective across its nine Functions, rather than risk each Function being considered in isolation from the others. The overarching principle that TCT will adopt across its nine Functions is an investment and performance driven approach. That principle is itself broken down into four further principles (together "the Principles") that TCT must adhere to for each Function:
- 2.14.1 accountable service delivery;
 - 2.14.2 costing;
 - 2.14.3 management of risk; and
 - 2.14.4 communications.
- 2.15 The obligation on TCT to comply with these Principles does not necessarily mean that TCT will approach the Principles in the same way in each Function. For example, TCT's approach to costing might be different in one Function compared to another. The important point is that TCT must consider the impact of costing across all its Functions. By applying these Principles, TCT will ensure that the responsibilities of the Functions are fully met. Chapter 4 sets out further detail as to how these Principles will apply across the Functions.

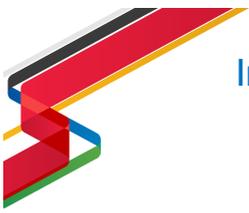
Transport for Cape Town Mayoral Committee Member and Portfolio Committee for Transport for Cape Town

- 2.16 As part of the change brought about by the advent of TCT, there have been two highly symbolic name changes in the political realm:



Integrated Transport Plan

- 2.16.1 the Mayoral Committee Member for Transport is now the Transport for Cape Town Mayoral Committee Member (“TCT MayCo Member”); and
- 2.16.2 the Portfolio Committee for Transport is now the Portfolio Committee for Transport for Cape Town (“TCT Portfolio Committee”).
- 2.17 These changes are important because:
 - 2.17.1 they denote the changed relationship of TCT with the City’s transport politicians;
 - 2.17.2 they demonstrate the alignment of TCT with those transport politicians;
 - 2.17.3 they denote the addition of new functions for the TCT MayCo Member beyond his current ones:
 - (a) he is now accountable for transport related issues in the City’s functional area (this includes those other municipalities with whom the City has a transport planning relationship (“the Functional Area”));
 - (b) he is the chair of the newly established Land Transport Advisory Board (“the LTAB”);
 - (c) together with the Commissioner, he is accountable for issues in the national and international spheres to the extent they affect TCT; and
 - (d) together with the TCT Portfolio Committee, he will sign off the Commissioner’s annual report on the performance of TCT (this will form a separate chapter of the Council’s annual report); and
 - 2.17.4 the TCT Portfolio Committee also has an additional role because, following the meetings of the LTAB, it will receive quarterly reports from the Commissioner with advice and recommendations that the TCT Portfolio Committee must then act upon where TCT is affected.
- 2.18 Although, as mentioned above, the By-law ensures that TCT is an enduring structure, the By-law also enhances the power of the TCT MayCo Member and the TCT Portfolio Committee. This is because the roles of the Commissioner and TCT are now completely aligned to the new roles of the TCT MayCo Member and the TCT Portfolio Committee. The rationale for this is to help TCT achieve its long term investment and performance driven agenda.
- 2.19 As mentioned above, there is an important new relationship between the Commissioner, the TCT MayCo Member and the TCT Portfolio Committee that applies in particular where other stakeholders in the Functional Area are involved. This is as a result of the following provisions of the By-law:
 - 2.19.1 the Commissioner heads the IPC;
 - 2.19.2 the IPC reports to the LTAB;
 - 2.19.3 the LTAB is chaired by the TCT MayCo Member (and has the chair of the TCT Portfolio Committee as its deputy chairperson); and



2.19.4 the Commissioner will report quarterly to the TCT Portfolio Committee and this will, in turn, give the Commissioner and TCT its mandate on matters emanating from the LTAB.

2.20 In this way, the Commissioner (and so TCT), the TCT MayCo Member and the TCT Portfolio Committee will work together in a new, streamlined relationship. As part of establishing this new relationship, the Commissioner has produced Terms of Reference for both the IPC and the LTAB. These are set out in Appendix 1.

Transformation from TRS to TCT

2.21 In order for there to be a smooth transition from TRS to the new structure and way of working of TCT, there are a number of important practical steps to be carried out. These are described in more detail in Chapter 5.

3 CHAPTER 3 – ROLE OF COMMISSIONER

Setting TCT's strategy

3.1 The principal role of the Commissioner is to set the overall strategy for TCT so as to ensure that it achieves its investment and performance driven agenda. In particular, the Commissioner will establish the strategy for TCT across the following:

3.1.1 the investment in and performance of the nine Functions within TCT's operational realm;

3.1.2 the investment in and performance of TCT at a corporate level;

3.1.3 its Functional Area;

3.1.4 the national sphere; and

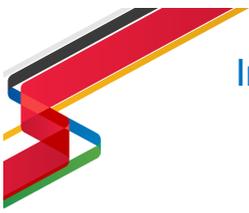
3.1.5 the international sphere.

3.2 The Commissioner will be accountable for the delivery of TCT's overall strategy. In order to discharge this responsibility, the Commissioner will delegate the delivery of individual programmes and projects to the TCT Directors within the operational realm of TCT. In this way, there is a clear demarcation of roles: the Commissioner is responsible for TCT's strategy while the TCT Directors are responsible for the programmes and projects that together meet that strategy. The relationship between the Commissioner and the operational realm of the TCT Directors is shown diagrammatically in the structure chart set out in Appendix 2. Further detail on how this relationship operates is given in Chapter 4.

Interface with corporate realm

3.3 As mentioned in Chapter 4, the TCT Directors will be responsible for the operational activities of their own Departments. As part of this, each TCT Director will be responsible for the service delivery budget implementation plan ("the SDBIP"), budget and risk plan for his own Department.

3.4 These Departmental SDBIPs, budgets and risk plans must then be elevated to TCT at a corporate level so that TCT has a single SDBIP, budget and risk plan across all its nine Functions. The Commissioner is responsible for this single



SDBIP, budget and risk plan but may delegate aspects of it to the TCT Directors as appropriate.

- 3.5 In addition, the Commissioner will retain responsibility for the high level strategic issues for TCT that affect its Functional Area or in relation to the national or international spheres. The TCT Directors may, however, be engaged in these strategic issues to the extent their programmes or projects relate to them.

Interface with political realm

- 3.6 As mentioned in Chapter 2, the Commissioner also acts as the interface with TCT and the political realm. This will be achieved by the new aligned relationship between the Commissioner, the TCT MayCo Member and the TCT Portfolio Committee.

4 CHAPTER 4 – OPERATIONAL REALM OF TCT

Role of TCT Directors

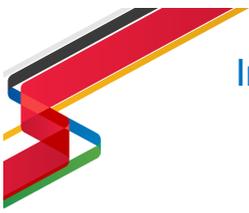
Role of TCT Directors

- 4.1 As mentioned in Chapter 3, the role of the TCT Directors is to execute the Commissioner's strategy for TCT. In order to do this, the TCT Directors must take TCT's strategy and convert it into a series of realistic and achievable operational programmes and projects. Those programmes and projects should be consistent with TCT's strategy as set by the Commissioner. In this way, TCT's Objectives and strategy will be turned into meaningful action that will benefit the City's citizens, businesses and visitors.

TCT's Departments

- 4.2 Although the By-law gives TCT nine Functions, there are only eight Departments in its new structure. This structure is shown diagrammatically in Appendix 2. The Departments are:
- 4.2.1 TCT Performance and Coordination;
 - 4.2.2 Planning;
 - 4.2.3 Contract Operations;
 - 4.2.4 Financial Management;
 - 4.2.5 Infrastructure;
 - 4.2.6 Maintenance;
 - 4.2.7 Network Management; and
 - 4.2.8 Regulations.

Part of the rationale for there only being eight Departments is to promote the holistic style of thinking across all nine Functions, as referred to in Chapter 2. This is an important feature of the new structure. For example, the Planning Department cannot simply operate in a vacuum and just focus on producing a comprehensive integrated transport plan ("the CITP"). Instead, it must be just as concerned to ensure that the Infrastructure Department does not construct a new road that is not



in the CITP as the Infrastructure Department must be mindful of the parameters for new infrastructure set by the CITP. In short, all Departments must think and work together. Appendix 2 also sets out how the nine Functions of TCT overlay with its eight Departments.

- 4.3 The new structure of the Departments also highlights the investment and performance driven philosophy brought about by TCT. For example, there is now a separate Infrastructure Department and Maintenance Department. This signifies that neither Department is more important than the other but are equals. The reason for this is first to reflect the whole life costing approach that underpins the investment and performance driven philosophy. Put simply, there is little point in investing in new infrastructure without making adequate financial provision for its ongoing maintenance over its whole life. Secondly, infrastructure can really only be regarded as an asset (and so an investment that is capable of performing well) if it is maintained properly throughout its life. This shift in approach is specifically referred to in the By-law and is a cornerstone of TCT’s investment and performance driven approach.

Objectives and targets

- 4.4 Each Department will be responsible for establishing targets (“the Targets”) that correlate to the Objectives. These Targets, and how performance against them will be measured, must be created by reference to TCT’s Principles. Diagrammatically, this approach can be summarised as follows:

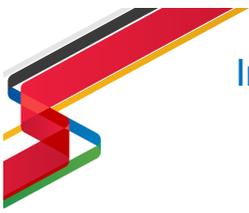
TCT’s Objectives and Principles	Departments’ role
Objectives	Establish Targets
Accountability/costing	Performance against Targets
Risk management/costing	Risk mitigation
Communication	Reporting on performance

- 4.5 By directly linking the Departments’ Targets and their performance back to TCT’s Objectives and Principles, TCT will be able to deliver its investment and performance agenda.
- 4.6 The approach described above must be applied uniformly to all Departments and will ensure that each plays its part in contributing to the delivery of TCT’s strategy as set by the Commissioner. Examples of Targets for each Department are set out in Appendix 3.

5 CHAPTER 5 – TRANSITION FROM TRS TO TCT

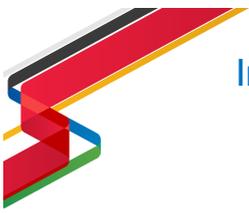
Practical steps

- 5.1 As mentioned in Chapter 2, there are a number of important practical steps to be carried out in order to make the transformation from TRS to TCT. At the date of this Implementation Plan, it is probably true to say TCT is operating as if it were, say, 80% TRS and 20% TCT. By 1 October 2013, the intention is to at least



reverse these percentages and ideally do better than that. The following sets out how this transition (“the Transition Procedure”) will be made:

- 5.1.1 each of the four TRS directors (“the TRS Directors”) must complete Transition Form A for each of the programmes they are responsible for. Transition Form A is set out in Appendix 4. In each Transition Form A, each TRS Director must identify all the individual projects that form part of the programme referred to in that Transition Form A and all the TCT Directors that the TRS Director considers will be taking over responsibility for them;
- 5.1.2 each TRS Director must immediately submit each duly completed and signed Transition Form A to all those TCT Directors;
- 5.1.3 all those TCT Directors must then sign that Transition Form A if they agree with the identification of the programme and projects referred to in it;
- 5.1.4 immediately following the signature of that Transition Form A by all those TCT Directors, the last TCT Director to sign the Transition Form A must submit it to the Commissioner for counter signature;
- 5.1.5 following the counter signature by the Commissioner, the Commissioner will lodge that Transition Form A in the Transformation Register and notify the TRS Director and those TCT Directors to this effect;
- 5.1.6 the Transformation Register will contain all the duly completed and signed Transition Form As (and the Transition Form Bs as referred to below);
- 5.1.7 once the Commissioner has lodged that Transition Form A in the Transformation Register and notified the TRS Director and those TCT Directors, that Transition Form A will take effect;
- 5.1.8 all the Transition Form As must take effect by 1 October 2013;
- 5.1.9 immediately following his Transition Form A taking effect, each TRS Director will procure the completion of a Transition Form B for each project within their programmes (as identified in the Transition Form A) and must sign such Transition Form B. Transition Form B is set out in Appendix 5;
- 5.1.10 each TRS Director must immediately submit the duly completed and signed Transition Form B to the appropriate TCT Director;
- 5.1.11 that TCT Director must then sign that Transition Form B if he agrees with its contents;
- 5.1.12 immediately following the signature of that Transition Form B by the TCT Director, that TCT Director will submit it to the Commissioner for counter signature;
- 5.1.13 following the counter signature by the Commissioner, the Commissioner will lodge that Transition Form B in the Transformation Register and notify the TRS Director and the TCT Director to this effect;



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- 5.1.14 once the Commissioner has lodged that Transition Form B in the Transformation Register and notified the TRS Director and the TCT Director, that Transition Form B will take effect;
 - 5.1.15 upon the taking effect of a Transition Form B, the TRS Director will cease to be accountable and the TCT Director will become accountable for the projects referred to in that Transition Form B;
 - 5.1.16 if a Transition Form A or a Transition Form B appears to be correctly completed and duly signed by the relevant TRS Director, the relevant TCT Director must not decline to sign such Transition Form A or Transition Form B (as the case may be);
 - 5.1.17 any disputes in connection with this Transition Procedure must be referred by the TRS Director to the Commissioner. The Commissioner's decision will be final;
 - 5.1.18 the appropriate Transition Form As and Transition Form Bs must be completed in accordance with this Transition Procedure even if the TRS Director and the TCT Director are the same individual; and
 - 5.1.19 if the information provided in a Transition Form A and/or a Transition Form B is inaccurate, incomplete or misleading with the consequence that the TCT Director either fails or is likely to fail to deliver a programme or a project to the standards expected, the TRS Director responsible for such Transition Form A and/or Transition Form B will be accountable for such failure or likely failure (and not the TCT Director).
- 5.2 This Transition Procedure will apply across the full range of TRS's activities to ensure that all such activities pass to TCT and that no activity is left stranded. Moreover, the Transition Procedure will ensure that there is a clear demarcation of the moment when personal accountability passes from each TRS Director to the appropriate TCT Director.
- 5.3 It is the responsibility of all the TRS Directors and the TCT Directors to ensure that this Transition Procedure is completed by 1 February 2014 (unless otherwise specified and agreed with the Commissioner in writing).



APPENDIX 1 – TRANSITION FORM A

TCT TRANSITION PROCEDURE

TRANSITION FORM A

Name of TRS Director:

Personnel no:

Name of all TCT Directors (if more than one) that will be assuming responsibility for the TRS Programme and TRS Projects identified below:

Name of TRS Programme: (eg IRT)

Name of TRS Projects under that TRS Programme and identity of TCT Director that will be assuming responsibility for such project: (eg control centre, AFC)

I confirm that the above accurately identifies the TRS Programme and the relevant TRS Projects under it.

Signed.....

TRS Director

Date:

I confirm agreement to the TRS Projects allocated to me above.

Signed.....

TCT Director

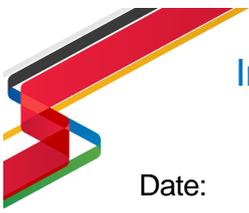
Personnel no:

Date:

Signed.....

TCT Director

Personnel no:



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Date:

Signed.....

TCT Director

Personnel no:

Date:

Counter signed.....

The Commissioner of TCT

Date



APPENDIX 5 – TRANSITION FORM B

TCT TRANSITION PROCEDURE

TRANSITION FORM B

Name of TRS Director:

Personnel no:

Name of TCT Director:

Personnel no:

Name of TRS Programme: (eg IRT)

Name and brief details of TRS Project: (eg AFC)

Status of TRS Project:

- Identify information being passed to TCT:
- Identify current status within decision making audit trail:
- Identify all key dates and milestones, together with progress to date:
- Identify status of any current tender:
- Identify staff engaged:
- Identify any consultants engaged:
- Identify current budget and expenditure to date:
- Identify any current and future challenges or issues:
- [Others]

I confirm the accuracy and completeness of the above.

Signed.....

TRS Director

Date:

I confirm agreement to the above.

Signed.....

TCT Director

Date:

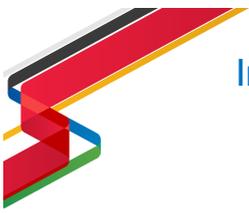
Counter signed.....



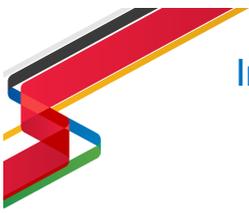
Integrated Transport Plan

The Commissioner of TCT

Date:



ANNEXURE “C”: LAND TRANSPORT ADVISORY BOARD (LTAB): TERMS OF REFERENCE



CITY OF CAPE TOWN

LAND TRANSPORT ADVISORY BOARD TERMS OF REFERENCE

DRAFT 9 SEPTEMBER 2013

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13. No remuneration of LTAB Members
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Definitions

1. In these Terms of Reference, unless the context indicates otherwise:

"Advice" means a decision by the LTAB in accordance with these Terms of Reference that it wishes:

- (a) TCT as the Planning Authority; and
- (b) any LTAB member that is affected by such decision,

to take into account

"By-law" means the Constitution of Transport for Cape Town By-law, 2013;

"City" means the Municipality of the City of Cape Town;

"Commissioner" means the Commissioner of TCT (as defined in the By-law);

"Comprehensive Integrated Transport Plan" or **"CITP"** means the comprehensive integrated transport plan for the City as contemplated in section 36 of the NLTA;

"Constitution" means the Constitution of the Republic of South Africa, 1996;

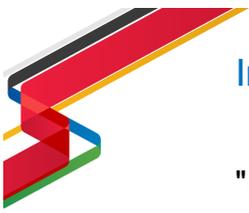
"Core LTAB Member" means any LTAB Member who is also any of the following:

- (a) the TCT MayCo Member;
- (b) the chair of the TCT Portfolio Committee;
- (c) the MEC (as defined in the NLTA) [or his representative];
- (d) the Group Chief Executive Officer of PRASA;
- (e) the Chief Executive Officer of Transnet; and
- (f) the mayoral committee member for transport of the local municipalities (as defined in the Structures Act) within the Functional Area;

"Functional Area" means the area of the City together with the areas of such other Municipalities with whom the City has a transport planning relationship;

"Intermodal Planning Committee" or **"IPC"** means the intermodal planning committee for the City established in terms of section 15 of the NLTA;

"LTAB Member" means a member of the LTAB;



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"Land Transport Advisory Board" or "LTAB" means the land transport advisory board established in terms of section 16 of the NLTA and these Terms of Reference;

"Mayoral Committee" means a mayoral committee elected in terms of section 60 of the Structures Act;

"Meeting" means a meeting of the LTAB;

"Minutes" means the minutes of the Meetings;

"Municipality" includes all types of municipalities contemplated in section 155 of the Constitution;

"NLTA" means the National Land Transport Act, No 5 of 2009;

"Planning Authority" means a planning authority (as defined in the NLTA);

"PRASA" means the Passenger Rail Agency of South Africa established in terms of section 23 of the Legal Succession to the South African Transport Services Act, No 9 of 1989;

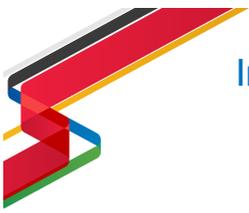
"Structures Act" means the Local Government: Municipal Structures Act, No 117 of 1998;

"TCT" means Transport for Cape Town, the City's transport authority; and

"TCT MayCo Member" means the Transport for Cape Town Mayoral Committee Member.

Purpose and functions of the LTAB

2. (1) Subject to section 2(2), the LTAB shall perform the functions ascribed to it in section 9(9) of the By-law.
- (2) In performing the functions referred to in section 2(1), the LTAB shall at all times have regard to the functional parameters of the By-law.
- (3) In performing its functions referred to in this section 2, the LTAB shall only be permitted to consider matters that are within the scope of TCT's CITP applicable at that time.
- (4) Subject to section 2(3), the LTAB shall be responsible for advising the City in relation to land transport matters within the Functional Area.
- (5) Subject to section 2(3), the LTAB shall only consider matters raised with it by:
 - (a) the IPC;
 - (b) the TCT MayCo Member; and/ or

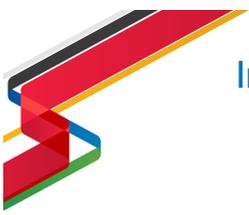


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- (c) any other Core LTAB Member.
- (6) The LTAB shall offer its Advice to:
 - (a) TCT as the Planning Authority; and
 - (b) any LTAB Member that is affected by such Advice.
- (7) The LTAB shall comply with any regulations made from time to time by the Minister responsible for transport in the national sphere of government under section 16(2) of the NLTA in relation to the membership of the LTAB, the appointment and qualifications for membership, procedures and frequency of Meetings, and related matters whereupon the LTAB shall make appropriate amendments to these Terms of Reference.

Membership of the LTAB

- 3. The LTAB Members shall comprise the following:
 - (1) the Core LTAB Members; and
 - (2) subject to section 4, members who are not Core LTAB Members and which may include one or more of the following from time to time:
 - (a) one or more representatives from the National Department of Transport;
 - (b) one or more representatives of bus, minibus taxi, metered taxi and rail operators in the Functional Area;
 - (c) one or more users of public transport in the Functional Area;
 - (d) one or more representatives of organised labour;
 - (e) one or more representatives from relevant State owned transport related enterprises;
 - (f) one or more representatives of academic institutions in the Western Cape;
 - (g) one or more representatives from Wesgro;
 - (h) one or more representatives from the Economic Development Partnership;
 - (i) the Commissioner; and/or
 - (j) any other person whom the TCT MayCo Member may invite from time to time.



Appointment of LTAB Members who are not Core LTAB Members

4. The TCT MayCo Member may appoint any LTAB Member referred to in section 3(2) for such duration and on such terms as he thinks fit.

Quorum for Meetings

5. (1) A meeting shall not be quorate if the TCT MayCo Member is not present (unless the TCT MayCo Member shall determine otherwise and notifies the Core LTAB Members to this effect).
- (2) Subject to section 5(1), the quorum for Meetings may be fixed from time to time by a decision of the Core LTAB Members, but shall not be less than 50% of the Core LTAB Members (including the chair).

Chairing of Meetings

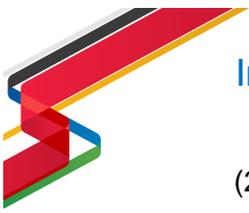
6. (1) The TCT MayCo Member shall chair all Meetings.
- (2) The chair of the TCT Portfolio Committee shall be the deputy chairperson of the LTAB.

Agenda for Meetings

7. (1) Subject to section 2(5), any Core LTAB Member (and not any LTAB Member who is not a Core LTAB Member) may place items on the agenda of a Meeting. Written notice of such items must be submitted to the TCT MayCo Member at least 14 days before the Meeting.
- (2) Subject to section 2(5), an item of business may not be considered at a Meeting unless either:
 - (a) a copy of the agenda including the item (or a copy of the item) is open to inspection by the Core LTAB Members; or
 - (b) by reason of special circumstances, the TCT MayCo Member is of the opinion that the item should be considered at the Meeting as a matter of urgency.
- (3) Agenda items which are not considered at a Meeting will be carried forward for consideration at the next Meeting.

Distribution of papers for Meetings

8. (1) Agendas and papers may be distributed using email where appropriate and shall be distributed no less than seven days before the Meeting by or on behalf of the Commissioner.



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- (2) The agenda and papers for a Meeting, including those sent by email, will be deemed to have been received on the day following the day they were sent.

Decisions of the LTAB

9. (1) At any Meeting, decisions (including Advice) must be taken by common consent of the majority of the Core LTAB Members present. If a majority decision cannot be determined, the TCT MayCo Member shall have a casting vote.
 - (2) Decisions (including Advice) must take the form of a resolution (including the reasons for such resolution) and shall be contained in the Minutes for that Meeting.
 - (3) The Commissioner shall ensure that, within 14 days of the Meeting, a copy of the Advice is sent to:
 - (a) TCT as the Planning Authority; and
 - (b) any LTAB member that is affected by such Advice.

Minutes

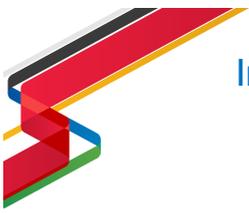
10. (1) Minutes shall be kept of all Meetings.
 - (2) The Minutes shall include the name of all LTAB Members present at the Meeting.
 - (3) The draft minutes of Meetings will be circulated to all LTAB Members 21 days after the Meeting to which they relate.
 - (4) The TCT MayCo Member shall sign copies of all Minutes.
 - (5) Copies of the Minutes shall be retained (together with all background papers) for a period of four years beginning with the date of the Meeting to which they relate.

Frequency of Meetings

11. The LTAB shall meet, as a minimum, on a quarterly basis, or such shorter period as agreed between the Core LTAB Members. The schedule of Meetings shall be set at the first Meeting of the LTAB for the next 12 months and thereafter shall be set on an annual basis.

Termination of LTAB Members' appointments

12. (1) A person ceases to be an LTAB Member as soon as:
 - (a) that person no longer holds the office that entitles him to be an LTAB Member;
 - (b) that person is prohibited from being an LTAB Member by law;



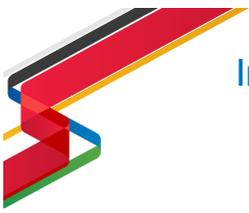
- (c) a registered medical practitioner who is treating that person gives a written opinion to the LTAB stating that such person has become physically or mentally incapable of acting as an LTAB Member and may remain so for more than three months;
- (d) by reason of that person's mental health, a court makes an order which wholly or partly prevents that person from personally exercising any powers or rights which that person would otherwise have; or
- (e) notification is received by the LTAB from the LTAB Member that the LTAB Member is resigning from office, and such resignation has taken effect in accordance with its terms.

No remuneration of LTAB Members

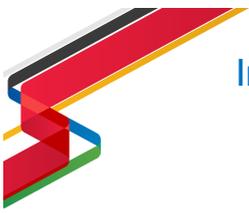
- 13.** (1) LTAB Members may undertake any services for the LTAB that the LTAB Members decide.
- (2) LTAB Members shall not be entitled to any remuneration for:
- (a) their services to the LTAB as an LTAB Member; or
 - (b) any other service which they undertake for the LTAB.

Conflicts of interest

- 14.** (1) If a proposed decision of the LTAB is concerned with an actual or proposed transaction or arrangement in which an LTAB Member is interested, that LTAB Member is not to be counted as participating in the decision making process for quorum or voting purposes.
- (2) At each Meeting, each LTAB Member shall complete a declaration of interest form and such declaration of interest form shall be retained together with the Minutes for such Meeting.



ANNEXURE “D”: INTERMODAL PLANNING COMMITTEE (IPC): TERMS OF REFERENCE



CITY OF CAPE TOWN

INTERMODAL PLANNING COMMITTEE

TERMS OF REFERENCE

DRAFT 9 SEPTEMBER 2013

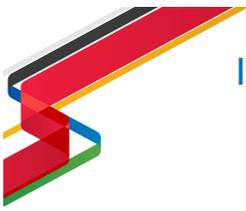


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Integrated Transport Plan

Definitions

1. In these Terms of Reference, unless the context indicates otherwise:

"By-Law" means the Constitution of Transport for Cape Town By-Law, 2013;

"City" means the Municipality of the City of Cape Town;

"Commissioner" means the Commissioner of TCT (as defined in the By-law);

"Comprehensive Integrated Transport Plan" or **"CITP"** means a comprehensive integrated transport plan for the City as contemplated in section 36 of the NLTA;

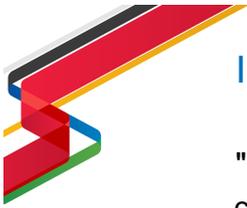
"Constitution" means the Constitution of the Republic of South Africa, 1996;

"Core IPC Member" means any IPC Member who is also any of the following:

- (a) the Commissioner;
- (b) a senior official of the National Department of Transport (where the matters to be considered require representation of the national sphere to promote transition, integration or co-ordination);
- (c) a senior official of PGWC (where the matters to be considered require representation of the provincial sphere to promote transition, integration or co-ordination);
- (d) a senior representative of TCT as the Planning Authority, as determined by the Commissioner;
- (e) any other relevant senior official of TCT, as determined by the Commissioner;
- (f) a senior representative from PRASA, as determined by PRASA;
- (g) a senior representative from Transnet Limited or other rail operators, as determined by Transnet or such rail operators; and
- (h) a senior representative from Metrorail Western Cape;

"Functional Area" means the area of the City together with the areas of such other Municipalities with whom the City has a transport planning relationship;

"Integrated Public Transport Network" or **"IPTN"** means the integrated public transport network (for both road and rail) for the City as referred to in the NLTA;



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"Intermodal Planning Committee" or **"IPC"** means the intermodal planning committee for the City established in terms of section 15 of the NLTA and these Terms of Reference;

"IPC Member" means a member of the IPC;

"Land Transport Advisory Board" means the TCT land transport advisory board established in terms of section 16 of the NLTA;

"Meeting" means a meeting of the IPC;

"Minutes" means the minutes of the Meetings;

"Municipality" includes all types of municipalities contemplated in section 155 of the Constitution;

"NLTA" means the National Land Transport Act, No 5 of 2009;

"Operator Association" means any operator association in relation to any on demand public transport service operating in the City;

"Planning Authority" means a planning authority (as defined in the NLTA);

"PRASA" means the Passenger Rail Agency of South Africa established in terms of section 23 of the Legal Succession to the South African Transport Services Act, No 9 of 1989;

"Province" or **"PGWC"** means the Provincial Government of the Western Cape;

"Resolution" means a resolution of the Meeting referred to in section 8(2);

"Sub Committee" has the meaning given to it in section 14(1);

"Sub Committee Meeting" means a meeting of a Sub Committee;

"Sub Committee Member" means a member of a Sub Committee;

"Sub Committee Minutes" means the minutes of the Sub Committee Meetings;

"Sub Committee Report" means a report of the Sub Committee Meeting referred to in section 21(1);

"Sub Committee's Terms of Reference" means the terms of reference for a Sub Committee referred to in section 15(1); and

"TCT" means Transport for Cape Town, the City's transport authority.



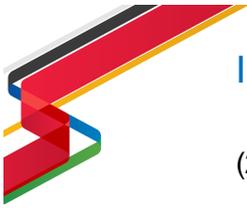
Integrated Transport Plan

Functions of the IPC

2. (1) The IPC shall be responsible for co-ordinating public transport between the modes in order to achieve the objects of the NLTA (as referred to in section 15 of the NLTA) and in particular (but without limitation) for co-ordinating input and direction into the holistic integration of:
 - (a) rail passenger services in the Functional Area with road based public transport services;
 - (b) scheduled services, minibus taxi-type services and unscheduled services in the Functional Area with each other and with other public transport modes;
 - (c) all aspects of the ITP so as to ensure that the optimal use of infrastructure and services within the system and optimal utilization and prioritisation of funds, including freight transport and non-motorised transport, is achieved; and
 - (d) the roles, responsibilities and interrelationships of all relevant transport stakeholders, including (without limitation) community transport fora, commerce, public transport operators and labour.
- (2) The IPC shall be responsible for reporting to, and regularly consulting with the Land Transport Advisory Board.
- (3) The IPC shall take into account (but shall not be bound by) any Sub Committee Report duly submitted to it by any Sub Committee in accordance with that Sub Committee's Terms of Reference.
- (4) The IPC shall comply with any regulations made from time to time by the Minister responsible for transport in the national sphere of government (or as delegated by such Minister from time to time) pursuant to section 15(1) of the NLTA in relation to the membership of the IPC, the appointment and qualifications for membership, procedures and frequency of Meetings, and related matters whereupon the IPC shall make appropriate amendments to these Terms of Reference.

Membership of the IPC

3. (1) The IPC shall comprise the following:
 - (a) the Core IPC Members; and
 - (b) persons co-opted under section 3(2).



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- (2) The IPC may co-opt one or more senior representatives of the following as IPC Members (for such duration and on such terms as the IPC thinks fit) to address specific issues:
 - (a) Operator Associations;
 - (b) users of public transport;
 - (c) municipalities in the Functional Area (and such representative shall be a senior technical official of the municipality in question); or
 - (d) businesses in the Functional Area.

Quorum for Meetings

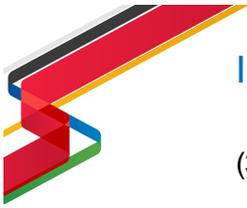
4. (1) A Meeting shall not be quorate if the Commissioner is not present (unless the Commissioner shall determine otherwise and notifies the Core IPC Members to this effect).
- (2) Subject to section 4(1), the quorum for Meetings may be fixed from time to time by a decision of the Core IPC Members, but it must never be less than 50% of the Core IPC Members (including the chair).

Chairing of Meetings

- 5 (1) The Commissioner shall chair all Meetings.
- (2) The Core IPC Members shall elect a deputy chairperson to act if (subject to section 4(1)) the Commissioner is unable to chair a Meeting.

Agenda for Meetings

6. (1) Any Core IPC Member may place items on the agenda of a Meeting. Written notice of such items must be submitted to the Commissioner at least 14 days before the Meeting.
- (2) An item of business may not be considered at a Meeting unless either:
 - (a) a copy of the agenda including the item (or a copy of the item) is open to inspection by the Core IPC Members; or
 - (b) by reason of special circumstances, the Commissioner is of the opinion that the item should be considered at the Meeting as a matter of urgency.



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- (3) Agenda items which are not considered at a Meeting will be carried forward for consideration at the next Meeting.

Distribution of papers for Meetings

7. (1) Agendas and papers may be distributed using email where appropriate and shall be distributed no less than seven days before the Meeting by or on behalf of the Commissioner.
- (2) The agenda and papers for a Meeting, including those sent by email, will be deemed to have been received on the day following the day they were sent.

Decisions of the IPC

8. (1) At any Meeting, decisions must be taken by common consent of the majority of the Core IPC Members present. If a majority decision cannot be determined, the Commissioner shall have a casting vote.
- (2) Decisions must take the form of a Resolution (including the reasons for such Resolution) and shall be contained in the Minutes for that Meeting.
- (3) The Commissioner shall ensure that, within 14 days of the Meeting, a copy of the Resolution is sent to the Land Transport Advisory Board.

Minutes

9. (1) Minutes shall be kept of all Meetings.
- (2) The Minutes shall include the name of all IPC Members present at the Meeting.
- (3) The draft minutes of Meetings will be circulated to all IPC Members 21 days after the Meeting to which they relate.
- (4) The Commissioner shall sign copies of all Minutes.
- (5) Copies of the Minutes shall be retained (together with all background papers) for a period of four years beginning with the date of the Meeting to which they relate.

Frequency of Meetings

10. The IPC shall meet often enough to achieve the objectives of section 15(2) of the NLTA and these Terms of Reference, and in any event not less than twice per year. The schedule of Meetings shall be set at the first Meeting of the IPC for the next 12 months and thereafter shall be set on an annual basis.



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Termination of IPC Members' and Sub Committee Members' appointments

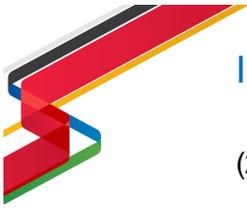
- 11.** (1) A person ceases to be an IPC Member or a Sub Committee Member as soon as:
- (a) that person no longer holds the office that entitles him to be an IPC Member or a Sub Committee Member (as the case may be);
 - (b) that person is prohibited from being an IPC Member or a Sub Committee Member (as the case may be) by law;
 - (c) a registered medical practitioner who is treating that person gives a written opinion to the IPC or Sub Committee (as the case may be) stating that that person has become physically or mentally incapable of acting as an IPC Member or Sub Committee Member (as the case may be) and may remain so for more than three months;
 - (d) by reason of that person's mental health, a court makes an order which wholly or partly prevents that person from personally exercising any powers or rights which that person would otherwise have; or
 - (e) notification is received by the IPC or the Sub Committee (as the case may be) from the IPC Member or the Sub Committee Member in question that the IPC Member or that Sub Committee Member is resigning from office, and such resignation has taken effect in accordance with its terms.

No remuneration of IPC Members

- 12.** (1) An IPC Member may undertake any services for the IPC that the IPC Members decide.
- (2) IPC Members shall not be entitled to any remuneration for:
- (a) their services to the IPC as an IPC Member; or
 - (b) any other service which they undertake for the IPC.

Conflicts of interest for IPC Members

- 13.** (1) If a proposed decision of the IPC is concerned with an actual or proposed transaction or arrangement in which an IPC Member is interested, that IPC Member is not to be counted as participating in the decision making process for quorum or voting purposes.



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- (2) At each Meeting, each IPC Member shall complete a declaration of interest form and such declaration of interest form shall be retained together with the Minutes for such Meeting.

Establishment of Sub Committees

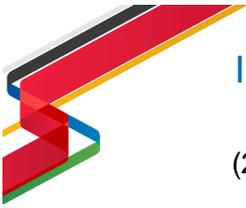
14. (1) The IPC shall be responsible for establishing sub committees of the IPC, which shall comprise:
 - (a) a rail steering sub committee;
 - (b) a Functional Area sub committee; and
 - (c) a land transport law enforcement sub committee,and any other sub committees as the Commissioner deems fit from time to time (each "**a Sub Committee**" and together "**the Sub Committees**").

Function of Sub Committees

15. (1) Each Sub Committee's Terms of Reference shall be subject to the prior approval of the IPC and shall in particular (but without limitation):
 - (a) be project based; and
 - (b) require each such Sub Committee to provide written reports on the progress of the projects for which such Sub Committee is responsible and on any other issues that might affect any IPC Member or any of its stakeholders.
- (2) Notwithstanding section 15(1), overall responsibility for the functions delegated to each Sub Committee shall remain with the IPC.

Membership of the Sub Committees

16. (1) Each Sub Committee shall comprise the following Sub Committee Members:
 - (a) a senior official of the National Department of Transport;
 - (b) a senior official of PGWC;
 - (c) a senior official of TCT;
 - (d) a senior official from PRASA; and
 - (e) any appropriate senior person co-opted under section 16(2).



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- (2) A Sub Committee may co-opt one or more senior representatives of the following as Sub Committee Members (for such duration and on such terms as the Sub Committee thinks fit) to address specific issues:
 - (a) Operator Associations;
 - (b) users of public transport;
 - (c) municipalities in the Functional Area (and such representatives shall be a technical official of the municipality in question and may be at a manager grade or above); or
 - (d) businesses in the Functional Area.

Quorum for Sub Committee Meetings

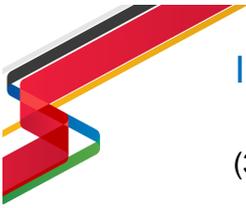
17. The quorum for Sub Committee Meetings may be fixed from time to time by a decision of such Sub Committee Members, but it must never be less than 50% of such Sub Committee Members (including the chair).

Chairing of Sub Committee Meetings

18. The Commissioner (or such other senior representative from TCT nominated by the Commissioner) shall chair all the Sub Committee Meetings).

Agenda for Sub Committee Meetings

19. (1) Any Sub Committee Member may place items on the agenda of a Sub Committee Meeting. Written notice of such items must be submitted to the Commissioner (or the chair nominated by the Commissioner pursuant to section 18) at least 14 days before the Sub Committee Meeting.
- (2) An item of business may not be considered at a Sub Committee Meeting unless either:
 - (a) a copy of the item is open to inspection by the Sub Committee Members; or
 - (b) by reason of special circumstances, the Commissioner (or the chair nominated by the Commissioner pursuant to section 18) is of the opinion that the item should be considered at the Sub Committee Meeting as a matter of urgency.



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- (3) Agenda items which are not considered at a Sub Committee Meeting will be carried forward for consideration at the next Sub Committee Meeting.

Distribution of papers for Sub Committee Meetings

20. (1) Agendas and papers may be distributed using email where appropriate and shall be distributed no less than seven days before the Sub Committee Meeting by or on behalf of the Commissioner.
- (2) The agenda and papers for a Sub Committee Meeting, including those sent by email, will be deemed to have been received on the day following the day they were sent.

Sub Committee Reports

21. (1) At any Sub Committee Meeting, the Sub Committee Members present will agree on the form of and contents of a Sub Committee Report to be submitted to the IPC in accordance with such Sub Committee's Terms of Reference.
- (2) The form of a Sub Committee Report shall be described in the Sub Committee Minutes for that Sub Committee.
- (3) The Commissioner (or the chair nominated by the Commissioner pursuant to section 18) shall ensure that, within 14 days of the Sub Committee Meeting, a copy of the completed (to the extent not already completed at the Sub Committee Meeting) Sub Committee Report is sent to the IPC Members.

Sub Committee Minutes

22. (1) Sub Committee Minutes shall be kept of all Sub Committee Meetings.
- (2) The Sub Committee Minutes shall include the name of all Sub Committee Members present at the Sub Committee Meeting.
- (3) The draft minutes of Sub Committee Meetings will be circulated to all Sub Committee Members 21 days after the Sub Committee Meeting to which they relate.
- (4) The Commissioner (or the chair nominated by the Commissioner pursuant to section 18) shall sign copies of all Sub Committee Minutes and the Sub Committee Reports.
- (5) Copies of the Sub Committee Minutes and the Sub Committee Reports shall be retained (together with all background papers) for a period of four years beginning with the date of the Sub Committee Meeting to which they relate.



Frequency of Sub Committee Meetings

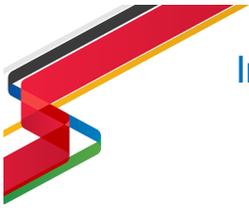
23. Each Sub Committee shall meet not less than quarterly.

No remuneration of Sub Committee Members

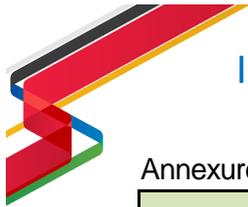
24. (1) A Sub Committee Member may undertake any services for his Sub Committee that the Sub Committee Members decide.
- (2) Sub Committee Members shall not be entitled to any remuneration for:
- (a) their services to their Sub Committee as a Sub Committee Member; or
 - (b) any other service which they undertake for their Sub Committee.

Conflicts of interest for Sub Committee Members

25. (1) If a proposed decision of a Sub Committee is concerned with an actual or proposed transaction or arrangement in which a Sub Committee Member is interested, that Sub Committee Member is not to be counted as participating in the decision making process for quorum or voting purposes.
- (2) At each Sub Committee Meeting, each Sub Committee Member shall complete a declaration of interest form and such declaration of interest form shall be retained together with the Sub Committee Minutes for such Sub Committee Meeting



ANNEXURE “E”: COMMENTS RECEIVED DURING PUBLIC PARTICIPATION PERIOD

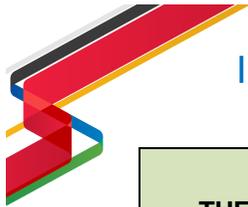


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Annexure E: Summary of comments from Public Participation Process

THEME	ISSUES	TYPE	WHERE ADDRESSED
Funding	Tax incentives and congestion charges can be developed further – why was this not elaborated upon in the Plan?	Y	CH 10
	The report fails to highlight congestion charges come after improvement of Capital investment - fuel levy on congestion - clarify source funding.	Y	CH 8
	No toll roads. Suggested incentives rather than penalising.	Y	CH 8
	The fuel and parking levy, will that come only after there is sufficient public transport available? Currently our public transport system doesn't make provision for all of us to hop onto the bus or train.	Y	CH 8
	It was also mentioned that extra fuel levies was not acceptable.		
	If the AFC system is to be extended to all road-based public transport and rail in the future, the <i>modus operandi</i> should be detailed in the ITP?	Y	CH 3
	Development contributions need to be clarified.	P	
	What is the function of the Municipal Land Transport Fund? Where does funding come from?	Y	CH 10
	Where funding is coming from is mentioned in various comments.	Y	CH 10
	The report fails to highlight from where funding will be coming from - upgrading and rehabilitation of projects.	Y	CH 10

Y = Addressed in update; P = To be addressed in next review; N = Not City / TCT Policy

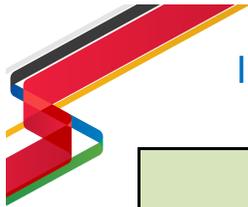


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THEME	ISSUES	TYPE	WHERE ADDRESSED
Affordability	How are the elderly, physically challenged accommodated on a financial regard. Is the cost reduced for them?	P	
	Table 3-44 reveals that the highest proportion of complaints (24.1%) from IRT users was related to the MyConnect card which confirms that it is indeed a problematic and contentious issue.	P	
	The finding that “ <i>lower income users show a tendency to buy daily tickets as individual cash flows allow and that this practice will indeed have implications for higher cost EMV technology</i> ” has been corroborated by an independent customer survey conducted in 2012.		

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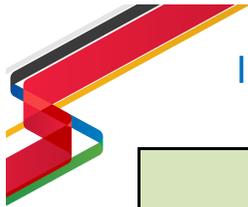
THEME	ISSUES	TYPE	WHERE ADDRESSED
Spatial / SDF	The ITP is an over-arching plan for Cape Town. So all other elements of transport are under it. Geographically Cape Town is very small and compact, not very big, so we are supposed to have a very efficient transport system and because we don't have a good system (history) the ITP should address all of these issues. The integrated transport plan should include road, rail etc as well as integrated communities using transport and growing the economy of the City.		
	Greater clarity with regards to the relationship between the City's Master Plan, the Integrated Development Plan and the Integrated Transport Plan. Further clarity as to how the SDF and its criteria direct the planning routes. Furthermore, concerning the SDF it was also requested as to how the ITP responds to the SDF.	Y	CH 4
	ITP does not speak to Integrated Spatial Development Plan. Areas get pushed to the periphery resulting in congestion.	Y	CH 4



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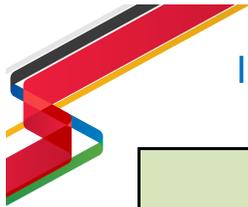
THEME	ISSUES	TYPE	WHERE ADDRESSED
	<p>LUPO has implications for tourism and other transport systems please consider partnerships with business / clarity on developer contributions.</p>	P	
	<p>The draft ITP speaks about the importance of the functional area with neighbouring municipal districts but do not indicate how the draft ITP might have an indirect impact on economic growth (negative or positive). It does not mention the alignment with economic plans (LEDs) of the respective municipalities in the functional regions. Some of these municipalities have catalytic projects (i.e. IDZ in Saldanha) and would a significant impact on the transport plan for the City.</p>		
	<p>Informed about discussions with the previous property management of Inter site and that the most recent meeting occurred September, 11, 2013 scheduled, to visit all the interchanges. He further motivated the aforementioned proposal for MyCiTi operations whereby he is in favour of the 2 modes of transport to be operating together and explained that the stations are bridges between the north and the south, between the more affluent areas and those less privileged. Creating nodal development at the station promotes bridging the Apartheid spatial development that has been created and in that way the rail will take mass people distances as the stations are fairly far apart and the bus service will have more regular stops. People will be able to move from south to north over the bridges at the nodes into areas of economic activity which has been eroded by the developments of Century City, Tygervalley and N1 City. It will direct the move for economic development, shopping experience towards the north further away from areas of poverty. By bringing the Transportation link back it will bridge the gap and so creating a new environment in which people can move easily, getting to places of work and economic spend.</p>		

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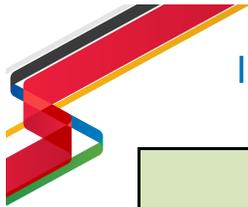
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THEME	ISSUES	TYPE	WHERE ADDRESSED
IPTN	Prioritisation projects and quantity expenditure needs to be justified.	Y	CH 11
	The systems established should not be a burden on the ratepayers. Ratepayers should not be expected to excessively subsidise the system. Even less, ratepayers should not be expected to financially rescue the system should there be mismanagement. In this regard we would like to know much more about how the system is to be funded.	P	
	Have local area plans that will address detail. – IPTN – will model the info gathered from the Household study. The model will be updated. Councillors requested to be invited to the broader stakeholder engagements.	P	IPTN
	Don't see the roll out of IRT in Philippi and are there any plans to bring it to Philippi? Also, commented that the City is not an inclusive city. Philippi is being excluded.	P	IPTN
	The clarity of the map- figure 3.6 is unclear (when is the development of the Northern Suburbs likely to occur.	P	IPTN
	Don't see the roll out of IRT? Why is Durbanville being pushed to the bottom of the list? Durbanville like Atlantis is on the periphery of the city. Traffic congestion into the city is terrible and most of the people come from Paarl to the city. Trains are already full that passes through. The roll out needs to be reconsidered and preference should be given to the Durbanville Community.	P	IPTN
	No public transport in Sir Lowry's pass	P	IPTN
	The assertion that the implementation phase of the Phase 1A IRT project was " <i>widely considered a huge success</i> " has no empirical basis.		
	The ITP's declaration that " <i>the roll-out of full corridor BRT systems will continue as prioritized in the IPTN</i> "	Y	CH 6



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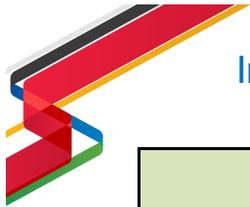
THEME	ISSUES	TYPE	WHERE ADDRESSED
	<p><i>project</i>” is in flagrant juxtaposition to the prior concession that <i>“improvement to the system happens at a variety of levels, most of which do not require physical infrastructure.”</i> (page 120-121)</p>		
	<p>The <i>“improvement of operational speeds through bus priority ITS measures”</i> should not only be confined to the BRT components of Cape Town’s public transport system, but should also as a matter of course be extended to the conventional bus operations as part of the transitional and incremental course of an improved IPTN across the city.</p>	P	
	<p>Please consider the very simple transporting of people from Platteklouf, Panorama, Monte Vista, Welgelegen, Kleinbos, Edgemead, Bothasig, Richwood and Burgandy Estate to Montague Gardens and Milnerton surrounds. A public transport system covering this area alone will reduce the congestion on the N1 and N7 off-ramps to a huge degree.</p>	P	IPTN
	<p>Figure 6-3 (page 121) highlights the view that <i>“an incremental approach to gradually increase the service levels in a corridor as opposed to a fully-fledged service like the Table View IRT.”</i> The plan continues by indicating that this approach <i>“recognizes and emphasizes that improvement to the system happens at a variety of levels, most of which do not require physical infrastructure.”</i> Whilst it concedes that improvement and security, information systems and scheduling has more traction with passengers than speed advantages resulting from infrastructure improvements, it does not explore this to any detail to effectively weigh up the cost benefit advantages of the two approaches.</p>	P	
	<p>In particular, the Kommetjie Road and its associated congestion, the problem there is that for most discerning travellers they (or their children) will not get into a taxi. However, they will travel if there were a more efficient and reliable bus service but it does not exist go beyond Ocean View. Yes there is a Scarborough service, but this is only twice a day. Therefore, if you would like to take the cars off the road you would require a service that a discerning passenger would want to commute in.</p>	P	
	<p>Evidence base and correlating, disaggregating segmenting the market to discover other major trips that takes place on the network.</p>	P	



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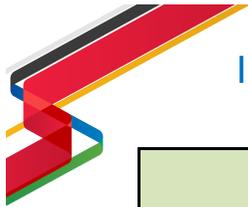
THEME	ISSUES	TYPE	WHERE ADDRESSED
	Where does the Wetton- Lansdowne Corridor connect to? Bad road conditions. Does the transport department deal with it? Does Klipfontein Corridor form part of the project?	P	IPTN
	Specifically with regards to Baden Powel Drive, are there any plans as to how people will be connected from the Gordon's Bay area coming to the Simons Town area. Seasonally, there is also no services entering Strandfontein Pavilion and Muizenberg Pavilion and are there plans for these areas.	P	IPTN
	Would like to hear what unsubsidised service providers have to say. Questioned what the unsubsidised services are? Integration is a positive change and opens up opportunities.		

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THEME	ISSUES	TYPE	WHERE ADDRESSED
Passenger Rail	This chapter should rather be a paragraph on due diligence report on the devolution process.	Y	CH 10
	PRASA may not deliver on time-budget for long time strategic vision.		
	On one hand it is asserted that 622 000 passenger trips are made on a daily basis but on other conceded that no information is available about the extent of fare evasion on the rail system.		
	Linkage and alignment to internal and external strategies and policies are not well defined. As Rail Framework was not attached, it was not possible to comment on this aspect. Alignment of policies such as the City's and PRASA's Universal Access Policy should be included in the document.	Y	CH 10
	PRASA's Strategic Rail Plan is a practical interpretation of the rail operations, network, future prioritized rail proposals and property related matters. Ideally the ITP (the rail framework) and the Western Cape Strategic Rail Plan should be aligned to facilitate national government's rail investment in the region. Planning initiatives, public transport integration programs, implementation timelines, support strategies such as safety and security are examples of additional inclusions on passenger rail transport. Considerations could be given to including the regional strategic rail plan as an addendum to the ITP.	Y	CH 10
	Passenger rail from Caledon to Somerset West.		
	What would the relationship be with PRASA Protection Services and the SAPS Railway Police?	Y	CH 10
	Mentioned that it's the 1st time City will take a leading roll and plans aim to address rail and GABS		
	What are the expected timelines on the Bonteheuwel rail station upgrades?	P	IPTN
	False Bay station rail link is an economic and tourist opportunity. Rail is National Government concern and will be addressed along with bus (risk management needs to be done as there should be some means of commuting if the other is out) – Prasa and City have met		

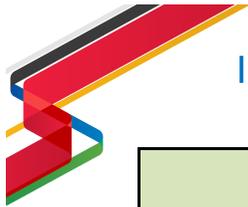


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THEME	ISSUES	TYPE	WHERE ADDRESSED
	A ward counsellor's understanding was that the time factor was that Prasa Khayelitsha rail line will be concluded within the next seven years. He wanted to know if that was the set time, and if not what the time frame will be as people started living against the strip at Mfuleni- Khayelitsha line. He wanted to be clear to have an answer should they need to be relocated.	Y	CH 11
	Requested information and timelines on developments on the proposed airport rail link.	P	
	Blue downs line- what are the target bases, KPI, to measure actual implementation timelines/proof of availability of budget and funding (N1/N2) corridors please clarify.	P	

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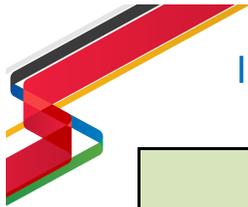
THEME	ISSUES	TYPE	WHERE ADDRESSED
Bus	On-board bus survey results have to be included and incorporated in the ITP to make it comprehensive.	Y	CH 3
	Bus lane success rate BMT N2 page 117.		
	What is the cities view on provision and operation of bus services by the private sector?	Y	CH 10
	The omission of the data derived from the bus survey severely curtails the plan's projections and in the light of this, GABS will reserve its right to further comment once the survey results are computed and included in the plan.		
	Clarity is sought about these private bus entities.		



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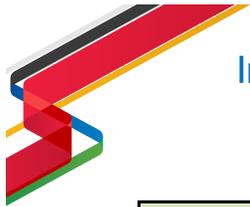
THEME	ISSUES	TYPE	WHERE ADDRESSED
	The impression is created that GABS & Sibanye do not operate according to a time table and that the services are limited whereas MyCiti is purported to have a regular time table and operates throughout the day – this is a grossly misleading comparison.		
	Long distance bus stations- a proper facility is needed. - identify location other than Mispel.		
	BRT lane cost more than normal roads page 96.		
	Subsidy MyCiti - Capital expenditure/capital cost of buses/freight operation cost/size of passengers using service/source of funds for cross subsidization/sustainability of the subsidization strategy.	P	
	A request for a list of all the associations and VOC's that that has been included and forms part of phase 1A where MyCiti services has been implemented. In addition details of associations, and VOC's that would form part of MyCiti services along the Sea Point Corridor and who will fall outside that process.		
	Concerns and inquires about any processes involving the Golden Acre Bus facility and Cape Town Station Deck with regard to property cleansing and security.	Y	CH 7
	What happens to new operators? Could they become part of the MyCiti routes		
	Do we still have busses that are idle that were utilised for the 2010 FWC and not in operation now?		
	Pertaining to the issue of the master cards (My City/My Connect card) if there is no network for the particular day/s is there provisions for that?		
	The claim that <i>“Bus services are characterized by poor integration with other modes, inefficient use of resources over longer distances and high subsidy requirements”</i> is in no way supported by any empirical evidence. This is therefore grossly inaccurate and misleading in a planning document.	P	

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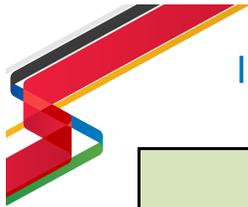


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THEME	ISSUES	TYPE	WHERE ADDRESSED
Minibus Taxi	Taxis: Who is the negotiating team with regards to the Lansdowne corridor?		
	Minibus taxis and buses travel on the N2 MBT dedicated lane into Cape Town CBD in the morning peak. The afternoon peak is neglected and people take much longer to reach their destinations as a result of this.	P	IPTN
	Concern expressed pertaining to continuous minibus taxi operation along corridors where MyCiTi services has been implemented and inquired about the necessary action for such operations to cease. Mention of a possible policing strategy for such operators. Inquiry about the official policy where VOC's are functional and there are still minibus taxi operators along such corridors.		
	Having a world class service increases unemployment levels resulting in "gaatjies" not having work.		
	Highlighted concern and his opinion with regard to the structural design of the MyCiTi bus shelters and compared it to the previous provisions offered by the Golden Arrow bus shelters. He further stated that the current design is inadequate in providing proper shelter facilities with inclement weather conditions. He stated that commuters have to look for alternative places of shelter when utilising routes where MyCiti shelters has been constructed and being provided.	P	
	Table 3-4 notes that private buses completed 22 496 whole day passenger trips (inbound and outbound during cordon surveys done in 2010 and 2011).		
	Table 3-26 provides a clear affirmation that the MyCiti bus specs are problematic and not in synch with the passenger volumes as passengers are reluctant to stand at a higher density during a trip.		
	Table 3-27 reveals that the ratio of drivers to buses is 4:1 which is way beyond the sustainable benchmark. The assertion that the GABS interim contract is extended on a monthly basis is incorrect (page 51).	P	

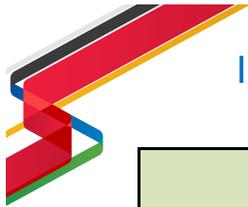


THEME	ISSUES	TYPE	WHERE ADDRESSED
Metered Taxis	Is there any provision within the ITP that deals with criteria for meter taxis? The conditions of these taxis are not acceptable - does the OLS and the ITP stipulate the criteria of these vehicles.	Y	OLS
	Why were the metered taxis not included in the compensation process when My-Citi was introduced and implemented?		
Tuk tuk	What is the way forward with tuk-tuk services?	Y	OLS, CH 6
NMT	Pedicabs with electric motor / Licensing of tuk tuks.	Y	OLS
	Cycle focus on learners.		
	Infrastructure / rails cycle parking.	Y	CH 7
	The other issue is cyclist and them not having decent locations to lock up their bicycles. I am pleased to see that the City encourages cycling between offices within the CBD. But these are all things that need to be considered.		
Universal Access	No indication is provided in the ITP of what the implementation of the UA policy will cost.	Y	CH 10
	Universal access, mobility and way finding /capacity dial a ride.		



Integrated Transport Plan

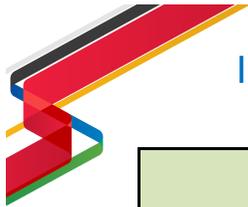
THEME	ISSUES	TYPE	WHERE ADDRESSED
Freight	Why do trucks drive through the roads in some areas as a 7yr old girl in a wheel chair was knocked by a truck?	Y	CH 9
	Road-Rail TFR - Belcon (such facility should be placed on the outskirts of town - Overload control should be near the harbour-delete truck overnight statement as it is incorrect City does not provide/SANRAL controls direct access.	P	FREIGHT STRATEGY
	Prioritise general freight rail over bulk rail freight.	Y	CH 9
	Shift freight traffic from road to rail along major routes.	Y	CH 9
	Freight plan, input, - integrated effort to be done.	P	FR STRAT
	More work needs to be done on freight.	P	FR STRAT
	<p>The demand for general freight transport is projected to grow at 1% above the economic growth rate and the modal split to cater for this growth is an important strategic issue for the province. Currently the data shows the split to be 14% rail and 86% road freight. The optimised agenda is based on an urban efficiency that emphasises more expenditure on public transport and general freight rail and less on roads and bulk rail</p> <p>It is clear that the transport sector philosophy as seen in the Provincial Land Transport Framework (PLTF) is captured in the City of Cape Town's CITP Objectives. Within these objectives or philosophy there are arguments for rail in preference to roads based freight as well as the strong promotion of public over private transport for people.</p>	Y	CH 9
	Liaison structure should include waterfront freight.		
	On page 31, last paragraph: the plan intends to investigate the underutilisation of rail freight- no funding	P	FREIGHT



Integrated Transport Plan

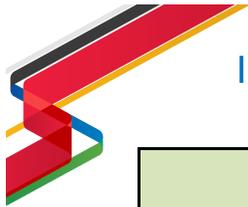
THEME	ISSUES	TYPE	WHERE ADDRESSED
	identified for this purpose - poor infrastructure of the rail network.		STRATEGY
	Abnormal loads page 32- R300 pedestrian bridges- statement is misleading as the City at no stage approached SANRAL to consider R300 a potential for abnormal loads. Construction of Pedestrian bridges was based on protecting the pedestrians - not against abnormal loads.	Y	
	Abnormal loads- it is recommended that abnormal load vehicles must comply with the national standards i.t.o. bridge clearances.		
	Page 32: please delete misinformation on R300 pedestrian bridges.		
	Since the deregulation of the transport sector in 1990, a huge shift of freight movement from rail to road occurred. The most recent State of Logistics Survey for South Africa (CSIR, 2011) indicates that in 2009, 88.7% of all freight (by weight) was carried on roads, whilst 69% of all ton-km occurred on the road network – the rest was on rail.		

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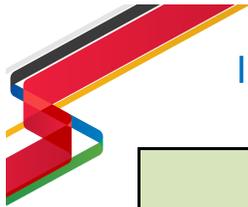
Integrated Transport Plan

THEME	ISSUES	TYPE	WHERE ADDRESSED
Policy and Planning	The plan in its current form encapsulates the current state of the public transport sector and touches on future developments such as an integrated fare system and the necessity of an incremental approach, but fails to fill the gap between the current and the envisioned future.	Y	CH 6
	The intention of “TCT determining the extent and quality of the contracted bus services...” runs contrary to good governance practice as TCT in this construct would be both the jury and the judge. This function would be best executed by an independent monitoring and evaluation entity.	Y	CH 10
	The draft ITP mentions that the CoCT is part of various provincial and national structures and feed into the discussions on a continuous basis. The draft ITP is however not specific and do not mention how the CoCT influences the policy on these structures. For instance the CoCT is involved in the Provincial Strategic Objective workgroups (i.e. PSO 3, Workgroup - N1, N2 and N7) where they are very active in the discussions but this does not come through in the draft ITP. There is also the National and Provincial Port Consultative Committees where their involvement is crucial. This however is not featured in the draft ITP.	Y	CH 2, CH 10
	Although it appears that the document is in alignment with the principles and objectives of the National Development Plan (NDP), it is proposed that, in view of the fact that Provincial and Local Government take policy and legislative direction from National Government, there be referred to the NDP.	Y	CH 2
	It is suggested that specific reference be made to “Economy infrastructure – The foundation of social and economic development”, “Environmental sustainability – An equitable transition to a low-carbon economy” and “Transforming human settlement and the national space economy”.	P	
	No mention is made of the 2012 National Infrastructure Plan, with specific reference to Strategic Integrated Project 7 (Integrated urban space and public transport programme, which is currently being rolled-out in Cape Town and George), as well as the City of Cape Town’s involvement in this programme.	P	



Integrated Transport Plan

THEME	ISSUES	TYPE	WHERE ADDRESSED
	<p>Although it is recognised that the Western Cape Infrastructure Framework was only finalised recently (May 2013), it is proposed that this document be taken into consideration in the City of Cape Town Integrated Transport Plan 2013 -2018.</p>	P	
	<p>Strategies and standards picture lost through the cracks/ process and projects.</p>		
	<p>No detail is provided as to exactly how TCT will “develop appropriate standards to be applied in the new subsidized contracts that will be implemented to replace the interim contracts.” Having already conceded (p. 50) that “the MyCiti operating capacity is problematic and has implications for future capacity analysis and design” TCT has to clarify the approach it intends adopting to avert this challenge in the transition from interim to subsidized contracts.</p>	P	
	<p>The ITP contradicts itself when it states on the one hand (page136) that the “City is in the process of conducting a feasibility study as to whether it should take over the Operating Licensing function”, whilst it claims (page136) that <i>during the 2013/14 FY, the establishment of the Contracting Authority and Municipal Regulating Entity will be of crucial importance</i> “</p> <p>The ITP further alludes that the “assignment of the contracting function will result in the unbundling and restructuring of GABS’ current subsidized services which will result in the start of negotiations for seven year negotiated contracts.” This is contrary to the provisions of section 41 of the NLTA which prescribes that once-off negotiation with current interim contract operators have to take place for subsidized contracts which are tenable for 12 years after which it would be put out to open tender for a contract period valid for 7 years.</p> <p>The ITP clearly has an erroneous interpretation of this clause of the NLTA which if pursued would be grossly flawed and contrary to the spirit of the legislation providing the basis of a smooth transition to the vision of integrated public transport networks.</p>	Y	CH 6
	<p>The structure of the TCT Department provides clarity to the City's approach to integrated transport.</p>		

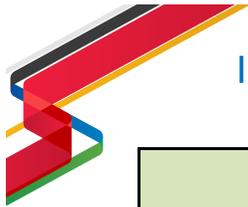


Integrated Transport Plan

THEME	ISSUES	TYPE	WHERE ADDRESSED
	However, the institutional arrangement of the industry and it's linkage to the City should also be considered for inclusion.		
	The Cllr. commented that as these services become integrated, the City will then have more responsibility. However, it was questioned whether or not the full staffing structure and the costing thereof were considered and how this will impact on the budget spending of the City.	Y	CH 11
	Commented that TCT is not a new concept but integrates function previously held by Transport Roads and Storm Water Directorate		
	No mention is made to the 2012 National Infrastructure plan.	P	
	Comment and further clarity is required with regard to the unpacking of the ITP's, concept and institutional linkages		

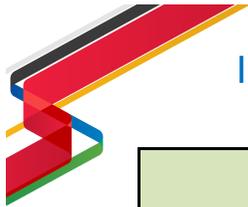
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THEME	ISSUES	TYPE	WHERE ADDRESSED
OLS	If the OLS is a sub section that informs the ITP, why is the public participation not held before the ITP as it informs the ITP?	Y	CH 1
	With regards to the OLS, would the new strategy assist in limiting/controlling the amount of vehicles required for a particular route and how it will impact on taxi operators and their legal/illegal operators? Also, the OLS should outline when an incumbent should apply for an Operating Licence.	Y	OLS
	Commented that the OLS gives the City more control over mini bus taxi operations.		
	Are the taxi operators on board with this plan? Have they had public participation?	Y	CH 12



Integrated Transport Plan

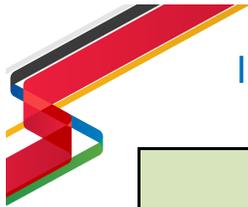
THEME	ISSUES	TYPE	WHERE ADDRESSED
	How do you get their buy in / overcome that bridge?		
	How will it impact on taxi operators and their legal/illegal operators? Also, the OLS should outline when an incumbent should apply for an Operating Licence.	Y	CH 6, OLS
	Comments on the etiquette of mini-bus taxi drivers and the manner they respond to the needs of the commuters. Furthermore, it was requested as to whether or not sanctions will be placed on licenses so that it may assist in responding positively to the needs of the commuters and public. Also, stated that it would be beneficial to view, within the plan, exactly how sub-council 2 fits into the plan and when the proposed activities will be covered.	Y	OLS
	Delft currently has an oversupply of taxis and a lack of proper planning for taxis result in them parking on the road blocking normal traffic in the area.		
	Concerns about what impact this plan will have to the operation of the taxis in the area as the taxi are very old and would possibly not be granted an operating licences when it comes up for renewal.	Y	OLS
	How does the City cater for operators that are in possession of a licence, that use these licences for years?	Y	OLS
	The taxis are essential as they do move people around and provide the basis for the needs of transport. However, their behaviour is disrespectful to other road users and the public community. Therefore, when a license is issued to an operator, I would like to recommend that the license contain criteria under which the license will be withdrawn. This will then indicate that there are consequences to their bad behaviour.	Y	OLS
	Is there any relationship between all the stakeholder / official with regards to IRT. Is there sufficient liaison with the industry to inform them about the process and outcome? The difference between the PRE and MRE and what will the City's functions be when the function is assigned to the City. Is / was there any participation with the industry when the OLS was formulated. Was the industry given an opportunity to give their input?	Y	CH 12



Integrated Transport Plan

THEME	ISSUES	TYPE	WHERE ADDRESSED
Roads	When will the flyover bridge in Cape Town be completed?	P	
	Road standards / Entire Metropolitan Area/ Parking	P	
	From an infrastructure perspective, the implications are that road and rail spatial requirements will retain their current significance, with other forms of transport support infrastructure adapting to suit the technologies.		
	TDM (parking infrastructure).	Y	CH 8
	No improvement to the road network is proposed in the report. Parking in the city - 3.17 the report fails to identify how many cars enters the city on a daily basis.	Y	CH 7, CH 11
	Section 5.2.2 page 109 Road pavement - percentage of roads in good/poor/very poor condition.	Y	CH 3
	Considering sub-council 2, it was requested as to whether or not there were any activities planned for on specific roads within the sub-council. Are there any temporary measures contemplated and if implementable within the short term within sub-council	Y	CH 11
	Data on pavement analysis and evaluations- unreliable 2008.	P	

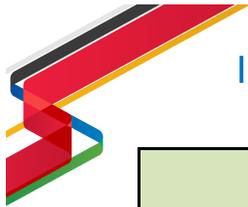
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Integrated Transport Plan

THEME	ISSUES	TYPE	WHERE ADDRESSED
Safety and Security	Safety for our cars at Public Transport facilities.	Y	CH 8
	Safety and accessibility of the infrastructure (40 m once off cost).		
	Safety not explicit.	Y	CH 10
	Pedestrian and motor safety and security (Safety strategy missing).	Y	CH 10
	Provision of camera/enforcement officers and appropriate engineering projects for the safety of road users.		
	72 pedestrian fatalities should be mentioned here.		
	Safety concern from SANRAL (fines/income for the City) other than true safety of the road user.		
	Concern – Safety in Disadvantaged Areas		
	Highlighted the safety of pedestrians both workers and learners traversing Adderly/Heerengracht Circle proceeding towards Gardens, the risk involved and associated conflict with traffic. Inquires about any programmes expanded that include publicity in the form of officials promoting pedestrian safety		

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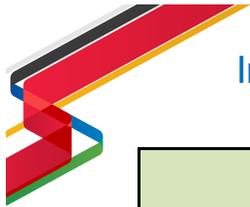


Integrated Transport Plan

THEME	ISSUES	TYPE	WHERE ADDRESSED
Branding & Communication	The impact of the plan on the community is not clearly defined.	P	
	There was a general concern among the councillors of a specific sub council on how the ITP and OLS will be communicated to the public for comment.	Y	CH 12
	Showing the full network of existing infrastructure, and how new routes, investments and services will fit into the larger vision for transport in Cape Town. Rather, the plan does little to consolidate and communicate the multiple plans and investments in a clear way, which provides minimal understanding of the overall system.	P	
	One TCT branding needs to be engaged with V&A to be accommodated in their strategy.		
	Why were there no prior consultations with interested and affected parties (operators)?		

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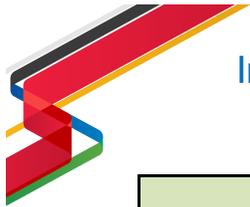
THEME	ISSUES	TYPE	WHERE ADDRESSED
Data	Structured operational plan detail is lacking.	P	IPTN
	The report should provide some baseline figures so that comparison is made between actual and envisaged future growth.	Y	CH 3
	Pavement assessment 2008 outdated.	P	
	Figure 3.9/10 no numbers to assist the read.		



Integrated Transport Plan

THEME	ISSUES	TYPE	WHERE ADDRESSED
	3.5/3.2 EMME model (2010) shows 2012) iteration?	P	IPTN
	Figure 3.11 source data unreliable and old.	Y	CH 3
	Page 75, Table 3.-49 contents of the table not clear.		
	Section 3.11 base far out 2008.	Y	CH 3
	Accident statistics (short term development strategy).		
	Figure 3-3 – The assertion that Cape Town has a low population density – relative to and to what degree as no aggregate amount is given.	Y	CH 3, CH 4
	Data 2011 table 2008 discussion?		
	Road Master Plan-Public Transport Network Local Area Transport Plans.	P	
	Functional Region rather than Municipal Area.		
	Corridor prioritisation specifics.	P	
	The current subsidized bus contract has been erroneously omitted from the operational expenditure.		

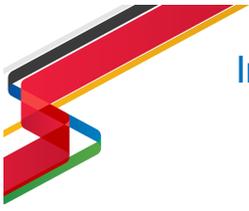
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Integrated Transport Plan

THEME	ISSUES	TYPE	WHERE ADDRESSED
General	Is there training for the unskilled drivers?	Y	CH 10
	With regards to motorcycles, as they may have a lesser impact than cars, is there some model that encourages the use of motorcycles?	P	
	Suggested that Tuesdays' and Thursdays should be travel share days		
	Location of new Airport needs to be addressed.	P	
	59 3 times higher/longer 71 Bridge Management - When does the City intend to implement this?	P	

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ANNEXURE “F”: ENGAGEMENT WITH TAXI INDUSTRY ON DRAFT CITP 2013 - 2018

ENGAGEMENT WITH THE TAXI INDUSTRY REGARDING THE CITY OF CAPE TOWN'S DRAFT COMPREHENSIVE INTEGRATED TRANSPORT PLAN 2013 – 2018

1. Overview

TCT has gone through an extensive consultation process with a multiplicity of Stakeholders in relation to the new draft CITP 2013 – 2018. During this process the Taxi Industry asked for more time and also for a workshop which was held on 28 October 2013, past the closing date of the scheduled participation process. At the workshop the Taxi Industry requested until Friday 1 November to submit a document to the City related to the CITP, which is accordingly attached.

2. Response to the Submission

The majority of the points raised in the submission are acknowledged and will be taken into account through the various initiatives referenced in the way forward referenced in Section 3. The following comments are made to the submission of the Western Province Minibus Taxi Industry:

- 2.1 Due process was followed in relation to the City of Cape Town's Public Participation Policy. There was, however, a problem with the circulation of the draft CITP for the additional consultation. There is an undertaking that the participation process for the IPTN will be more intensive and extensive.
- 2.2 The only prioritised project as related to the rollout of the BRT is the N2 Express, which has been approved in terms of a Council decision. The other BRT rollouts will be finalised with the process related to the IPTN, in the "mini review" timeline (before July 2014).
- 2.3 With regards to the BRT rollout, it was a typing error. Rollout of Phase 1A and 1B will be concluded by November 2014 and not in 2013 as stated in the original draft.
- 2.4 Reference is made to both the Executive Summary and Chapter 11 of the draft CITP. TCT was prioritised undertaking the economic analysts for directly, partially and indirectly impacted taxi operators. The analysts have already commenced.
- 2.5 With regards to the selection of the Lansdowne-Wetton Corridor is the priority identified in the current IPTN. The IPTN is being reviewed and taken to the next level. It will determine the overall prioritisation of public transport. These findings will be elaborated on in the work sessions.

2.6 With regard to the last proposal made in the submission, TCT will undertake to explore this further over the coming months to determine the related costs and benefits.

3. **The Way Forward**

There are a number of resolutions that have been made collectively, as detailed below. Both parties have agreed to these proposed actions:

3.1 That the amended draft CIP 2013 – 2018 will be submitted to Council for approval via the TCT Portfolio Committee and MAYCO and this Annexure B will be included as part of Chapter 12.

3.2 That, over the next six months, as referenced in both the Executive Summary and Chapter 11 of the new draft CIP 2013 – 2018, that has been submitted to committees for approval, the following will be actioned and concluded:

3.2.1 The Memorandum of Agreement between Transport for Cape Town and the Taxi Industry;

3.2.2 The economic research in relation to direct, indirect, partial etc impacts;

3.2.3 Development of a training process that the minibus Taxi industry can participate in;

3.2.4 The conclusion of the new IPTN through a consultative process.

3.3 Lastly, emanating from the Minibus Taxi Industry Workshop on 28 October 2013, the Commissioner: Transport for Cape Town undertook to work with the industry in developing various investment-related opportunities as they relate to public transport interchanges, starting with a workshop on 28 November 2013

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Western Province Mini-Bus Taxis Industry's submission on the City of Cape Town's Draft 2013 – 2018 Integrated Transport Plan (August 2013) as part of the public participation process.

The public participation process for the Integrated Transport Plan (ITP) followed by the City of Cape Town when engaging the mini-bus taxi industry as a relevant stakeholder was not ideal in terms of the guidelines on public participation as described by City policy. This document will not dwell into the merits or demerits of how the process unfolded – suffice to state that it is documented as part of the participation process that took place. **In future it would be in the best interests of all concern if the City of Cape Town's Policy on Public Engagement is followed.**

At the offset it must be noted that references made to the Integrated Public Transport Network (IPTN) is disturbing. The reader of this draft ITP is led to believe that the IPTN will be completed October 2013. The IPTN plays a fundamental role in identifying the projects that the City of Cape Town plan to spend the budgetary allocation that this ITP will secure for the period 2013 – 2018. The fact that the identification of priority projects within the IPTN and indeed the IPTN itself still has to undergo public scrutiny makes the continual referral to the IPTN and its prioritizing of planned projects presumptuous as it pre-empts that the public/stakeholders share the City of Cape Town's vision of what should be done for 2013 – 2018. **The City of Cape Town should give guarantees to the public/stakeholders that the IPTN will follow the correct public participation process and that the current stated hierarchy of prioritized projects are not cast in stone with the adoption of this ITP.**

The City of Cape Town commits itself to the ideology of continual improvement of the transport network for the benefit of all its citizens. Its vision for the Transport of Cape Town (TCT) is to focus on human and other resources, skills, and finances to deliver

a superior service to the citizens and other partners of the City. Almost 20 years after the abolishing of apartheid Daniel Howden writing for the The Independent in the United Kingdom in July 2013 wrote 'The reality was an economy of exclusion and such an effective concentration of land, wealth and economic power in the hands of the few that it has proven remarkably resistant to change.' He bases his statement on the fact that the architecture of separate and unequal remains. Tasneem Essop (Provincial Minister of Environment, Planning and Economic Development), when writing the foreword for the Provincial Urban Edge Guidelines in 2005, wrote 'the legacy of apartheid planning has brought about segregated spatial patterns, where dormitory townships and the settlement of poor communities were pushed to the periphery of towns. Urban edges are requested to redress this legacy.' Lauren Royston under the heading Urban Land Issues in contemporary South Africa: Land Tenure Regularisation and Infrastructure and Services Provision in January 1998 wrote that 'much has yet to be done for the majority of the populace to feel that its basic needs are being delivered'. A sentiment that many feel is still true today in the boundaries of the City of Cape Town.

This ITP proudly declares that the scheduled date for completion of Phase 1 of the City of Cape Town's Bus Rapid Transit (BRT) system is November 2013. Phase 1A: West Coast includes Table View – Atlantis, 1B Koeberg Road and finally the N2 Express. When looking at figure 3-4 in the ITP which deals with Socio Economic Status Index for 2001 (Source: Strategic Development Information and GIS, 2008) and you superimpose figure 4-2 which deals with Population densities in the City of Cape Town (CoCT, 2012) onto it, it becomes apparent that the identification of Phase 1A: West Coast did not use international accepted criteria for the identification and establishment of a successful transport system nor was it based on the intention to maximize the impact it will have on the upliftment of those that need it most. The majority of the people along the route of Phase 1A: West Coast can be considered in the 'best off' category with respect to the Socio Economic Status Index and it is one of the sparsest populated areas within the boundaries of the City of Cape Town.

The ITP speaks of 'socially sustainable' transport in Cape Town. Its Guidelines related to Equity states that an integrated transport system should amongst other things promote delivery of services without bias and promote fairness. Amongst its Guidelines related to Social Cohesion it states that an integrated transport system should build links between diverse and separate groups within the broader city. The Phase 1A: West Coast's identification and subsequent implementation failed in both those fundamentally stated guidelines.

Though there is some degree of understanding of the wisdom of why the N2 Express (Airport - City Center) was prioritized, it highlights the importance the City of Cape Town places on its own citizens relative to tourists. The proposed N2 Express (Khayelitsha: Mitchell's Plain - Cape Town) will be dealt with later in this submission.

The manner in which the consultation and ultimately the contracting took place for Phase 1 is a matter that continues to blot the track record of the City of Cape Town and the lessons learnt should be used to promote equity and fairness moving forward.

One of the key lessons learnt is the partial and indirect impact the contracting for a BRT system has on other transport operations/services. When contracting operating license holders to submit/exit in favor of the BRT system it is crucial that all operators on that particular route be included in the contracting. Leaving any surplus operators where a new BRT system is implemented results in such operators overflowing onto other routes potentially creating a conflict situation. This is today evident where Central Business District (CBD) operating licenses holders 'ply for hire' on routes on the 'Cape Flats'. This negatively impacts on the rights of operation of valid operating licenses holders in those particular areas. There is similar concern with the contracting of the N2 Express (Khayelitsha: Mitchell's Plain – Cape Town). **It is strongly recommended that proper analysis of direct, partial and indirect impact studies be done and that all relevant stakeholders be included in the deliberations surrounding the planning, contracting and implementation of any**

new BRT system the City of Cape town plans to implement moving forward. It is therefore requested that the current negotiation relating to the N2 Express (Khayelitsha: Mitchell's Plain – Cape Town) be stopped and only re-opened when all relevant stakeholders are on board.

This ITP states that Phase 2A: Wetton-Lansdowne Corridor will be the next corridor focused on by the TCT as the Conceptual Design has been completed for this corridor. It would be prudent to pause and reflect on the lessons learnt from Phase 1. **It is our submission that the Phase 2A: Wetton-Lansdowne Corridor should not at this stage have been identified. There are more appropriate and deserving corridors that need to be prioritized.**

When studying figure 6-1 which deals with Level 1 conceptual network framework and indeed this entire ITP it becomes evident that the City of Cape Town has neglect to pay reference to the Klipfontein Corridor. It appears not to be an oversight. Clarity is sought to the reason for this.

When the same two figures (i.e. figure 3-4 and figure 4-2) is used it shows that there is a concentration of the 'worst off' according to the Socio Economic Status Index and that the most densely populated areas are along the Klipfontein Corridor. Bearing in mind that the communities along the Klipfontein Corridor lives in what can be described as dormitory townships transportation cost place an enormous strain on the all-ready limited family budget. The densities required for a successful transport system using trunk lines are present. The modal split between private and public transport clearly favour public transport. The impact that a viable, effective, sustainable, accessible and safe transport system would have on these communities along the Klipfontein Corridor cannot be overstated. When looking at figure 3-9 which deals with Locations of major industrial areas within the metropolitan area it becomes clear that the areas around the Klipfontein Corridor would greatly benefit from the impetus a successful transport system will spawn.

The identification of corridors and the prioritizing of such are thus an important part of the IPTN and the plans of TCT. The model used to identify and prioritize these corridors needs to be open to the public/stakeholders so that they can scrutinize it. It will allow for transparency and accountability. This will allow for the appropriate distribution of funding.

The City of Cape Town along with the public and relevant stakeholder will then be able to collectively move forward for a better transport system for all.

The contribution of mini-bus taxis to the deliverance of road-based public transport services is well documented. This ITP clearly states that mini-bus taxis provide the majority of road-based public transport services for the City of Cape Town. The scheduled provider of road-based public transport services for the City of Cape Town is subsidized in excess of R600 000 000 per annum. For a service far greater than the afore-mentioned the mini-bus taxis receives no subsidy. The traditional view by government is that there is no obvious way of realizing a subsidy to the mini-bus taxis industry. A voluntary exiting strategy provides the government (City of Cape Town) with an opportunity to affect a meaningful subsidy to the mini-bus taxis industry. Such a strategy will give valid operating licenses holders an opportunity to exit and be compensated financially even before a BRT system becomes a reality in their area. The reduction in the number of operating licenses in that particular area will serve as an impetus to make the rest of the operations in that area financially viable. A cessation of issuing of operating licenses in that particular area will form the basis for the successful implementation of such a strategy. **The mini-bus taxis industry eagerly awaits the City of Cape Town's response to such a proposal.**

Compiled by: Achmat Dyason (on behalf of the Western Province Mini-bus Taxis Industry) – October 2013. The document was submitted to Melissa Whitehead in her capacity as Commissioner of Transport for City of Cape Town on Friday 1 November 2013 at the City of Cape Town's Cape Town Offices.

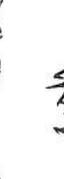
SANTACO WESTERN CAPE PROVINCIAL TAXI COUNCIL
ATTENDANCE REGISTER
VENUE: ... PRE
Time: ...
Date: 17-10-2013

Venue: ... PRE
 Time: ...
 Date: 17-10-2013

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SANTACO WESTERN CAPE PROVINCIAL TAXI COUNCIL

MEETING WITH THE City of Gf.

PRE VAGARE MALE

ATTENDANCE REGISTER

Venue: PROVINCIAL OFFICE Time: Place:

Date: 17/10/2013

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DATE: 1 NOVEMBER 2013 AT 11:30
 SANTACO DELEGATION MEETING WITH COMMISSIONER: TRANSPORT FOR CAPE TOWN
 VENUE: TCT BOARDROOM, 5TH FLOOR PODIUM, CIVIC CENTRE, CAPE TOWN

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NAZEM ABURAHMAN	SANTACO W/L	
Quipum Petersen	2 Oceans Region - Sentago	
Tsunio Letzes	Sentago Mitchell's Plain	
Ammat Dyason	SANTACO	
Vernon Billet	SANTACO	
Melissa Wuthward	Commissioner TCT	
Anthony Daniels	Sentago	