

City of Cape Town City Development Strategy



15 October 2012



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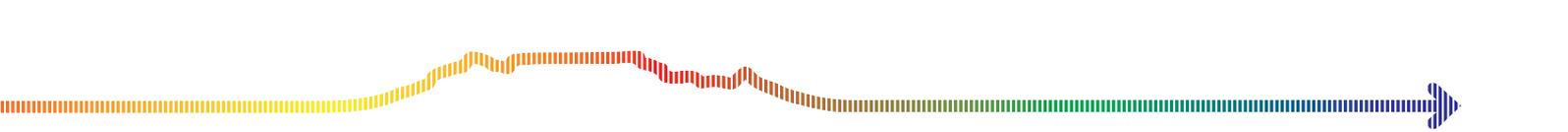
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Abbreviations and naming conventions

The **City** of Cape Town (or 'the City') refers to the City administration, including elected councillors, responsible for the development and local administration of the city. The **city** of Cape Town (or 'the city') refers to the geographical area that is administered by the municipality, and includes its physical elements as well as all the people who are living and active in it. **Province** (or 'Province' refers to the Western Cape Government (WCG), which administers the province of the Western Cape. Minor editorial, language and grammatical changes have been made to this document to comply with City publication styles and protocols.

- BRICS – Brazil, Russia, India, China, South Africa
- CDS – City Development Strategy
- CHEC – Cape Higher Education Consortium
- CPPP – community public-private partnership
- EDP – Economic Development Partnership
- ICT – Information and communication technology
- IDP – Integrated Development Plan
- ICLEI – International Council for Local Environmental Initiatives
- IPPUC – Urban Planning Institute of Curitiba
- M&E – monitoring and evaluation
- MC – Management committee
- MOE – municipal-owned entity
- NDP – National Development Plan
- NGO – non-governmental organisation
- NPC – National Planning Commission
- SC – Strategic cluster
- SPU – Strategic Policy Unit
- UNEP – United Nations Environment Programme

Foreword



The City of Cape Town engaged numerous stakeholders to come up with a vision for the kind of city we would like to live in in 30 years' time.

In conjunction with our colleagues in the Provincial Government of the Western Cape, this resulted in OneCape2040, which identified the key levers for creating a city of social inclusion and economic opportunity, which is underpinned by our five pillars: the opportunity city, the safe city, the caring city, the inclusive city, and the well-run city.

The City Development Strategy specifically speaks to Cape Town's place in the region in the next 30 years. It provides a destination that this government would like to play a part in reaching. At an organisational level, it is supported by the Economic Growth Strategy (EGS) and

Social Development Strategy (SDS) which interpret the long-term vision of the CDS for the City as an organisation in the medium to long term.

Along with the National Development Plan and our statutory Integrated Development Plan (IDP), these complete the transversal strategy suite for the City, which are implemented through our economic and social clusters.

Together, they comprise our plan, after consultation with numerous stakeholders, from academia to civil society, from business to residents, to take Cape Town to the next level of government.

Alderman Patricia de Lille
Executive Mayor



It is my privilege to serve a City that provides its residents with ever-improving service, increased economic and personal opportunity, and prospects that are among the brightest on the continent.

As more people move into cities such as ours, the need for excellent planning becomes more critical. But Cape Town does not operate in isolation. It is part of a wider region, a province, a country and a continent. Our plans must be aligned with provincial and national initiatives and goals, and made in light of our place on the continent and the globe.

The City Development Strategy described in these pages has been developed accordingly, and it meshes closely with the National Development Plan and is derived from the Western Cape Government's OneCape2040 strategy.

The City Development Strategy takes a very long view – looking ahead to 2040. But it does this in a very pragmatic way, and sets out practical, realistic and attainable steps and goals.

Although it addresses complex challenges, it is at heart a simple strategy. Every improvement we want to make can be approached in one of three ways, namely by:

- doing things better;
- doing things differently; and
- doing different things.

The City demonstrates daily that it has long embraced these ideas. Constant improvement in the way we do things and taking new and innovative approaches have made us a very effective municipality.

By continuing to think ahead, by refining our approach, and by working together with our neighbours and our provincial and national counterparts, we will give life and force to the goals set out in the City Development Strategy.

This is an excellent strategy, and as an organisation, we have the qualities and ability to make it work.

Achmat Ebrahim
City Manager



Acknowledgements

The City of Cape Town City Development Strategy would not have been possible without the full participation and inputs from various stakeholders. Heartfelt appreciation goes to:

- all businesses and professionals interviewed and consulted during this process;
- representatives from trade, arts and culture, sports, religious and cultural societies and unions;
- government and non-governmental stakeholders; and
- members of the public (spanning all age groups across a variety of areas and communities all over the City region).

For the City of Cape Town City Development Strategy project teams and contributors, refer Appendix 6.

DISCLAIMER/EXCLUSION OF CLAIMS

Even though all efforts have been made and due care has been taken to ensure accuracy in the assembly, analysis and compilation of data and information in this report, the City of Cape Town is unable to warrant such accuracy. Readers of this publication are deemed to have waived and renounced all rights to any claim against the City of Cape Town, its officers, servants or agents for any loss or damage of any nature whatsoever arising from any use or reliance upon the data, information, analyses or compilations contained in this report.

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Executive summary

A powerful tool for planning what Cape Town will look like in the future is a City Development Strategy. This guide and action plan identifies six key transitions, and has been built and shaped in light of the OneCape2040 provincial vision and strategy.

1. The need for long-term planning and a City Development Strategy

At the 2011 U-City World Forum, the Under-Secretary-General of the United Nations stated: "Defining the concept of the city of the future, which is capable of enhancing the quality of life of the world's urban population and contributing to sustainable development, is one of the main challenges that all countries face today."

A potent tool used globally in addressing long-term planning for cities is a **City Development Strategy (CDS)**. A CDS functions both as a guide and action plan to support and manage growth, and lead predetermined change in a city over a specified timeframe.

The **action plan (comprised of interventions)** results from the development of a collective vision, which significantly alters a city's development path to one that will improve the quality of life for all citizens, by

inter alia increasing appropriate investments, expanding employment opportunities and services, reducing poverty and providing growth, and stimulating sustainable development of the city and its citizens.

The need for a CDS is fundamentally driven by challenges that are being faced within a city and city region. Amongst others, the *State of Cape Town 2010*¹ and *Future Cape 2040* reports (2012)² enumerate the many challenges Cape Town faces, including wide-scale poverty, social marginalisation and criminality, lack of jobs, pressures on natural and cultural resources, climate change, water, and food and energy security.

The city focus areas that arose out of the City of Cape Town's CDS process reiterated the above challenges faced by Capetonians, and further emphasised the need for long-term planning and serious and urgent intervention.

Cape Town faces many challenges, including wide-scale poverty, social marginalisation and criminality, lack of jobs, pressures on natural and cultural resources, climate change, water, and food and energy security.

1. City of Cape Town, 2011.

2. Cape Higher Education Consortium, 2012

Six key transitions – each with an accompanying focus area – are identified to move from the present to 2040:

Knowledge transition
– *Educating Cape*

Economic access transition
– *Enterprising Cape*

Ecological transition
– *Green Cape*

Cultural transition
– *Connecting Cape*

Settlement transition
– *Living Cape*

Institutional transition
– *Leading Cape*

2. OneCape2040

When it embarked on developing a City Development Strategy, it was important for the City of Cape Town (hereinafter ‘the City’) to take into account the work done by the National Planning Commission (NPC) on the National Development Plan (NDP) 2030, as well as the Western Cape Government’s Future Cape and Economic Development Partnership (EDP) processes.

The City also collaborated with the Future Cape/EDP, in particular to provide inputs for the document that formulates a vision and strategy for the Western Cape province, known as OneCape2040.

OneCape2040 describes this long-term vision and strategy for the Western Cape as follows:

“A highly skilled, innovation-driven, resource-efficient, connected, high-opportunity and collaborative society”

Furthermore, six key transitions are identified to move from the present to 2040, each with an accompanying focus area:

- Knowledge transition – *Educating Cape*
- Economic access transition – *Enterprising Cape*
- Ecological transition – *Green Cape*
- Cultural transition – *Connecting Cape*
- Settlement transition – *Living Cape*
- Institutional transition – *Leading Cape*

As a way of focusing attention on the required changes and on defining the change more clearly, 12 goals were developed, two for each of the primary transitions proposed. The first of these paired goals is a foundational goal geared towards achieving an inclusive and caring society. The others are more

aspirational, geared towards ensuring that the Western Cape is positioned as a relevant and competitive region in a global context. The 12 goals are outlined in Table E1 below:

OneCape2040 identifies a 28-year transition framework to 2040, which allows for a more systematic approach to how the change needs to be sequenced, how it can be broken down into manageable parts, and how it can be charted and measured on a deliberate path. The period has been divided into four phases of seven years each, each with its own distinct focus:

- A preparatory phase from 2012 to 2019, focused on creating the necessary platform for change at scale
- A second phase from 2020 to 2026, geared towards implementation at scale
- A third phase from 2027 to 2033, which seeks to add quality to the quantitative emphasis of the previous phase by accelerating improvements
- A fourth phase from 2034 to 2040, which seeks to consolidate progress with an emphasis on sustaining performance

OneCape2040 calls for a different way of working. In particular, efforts will need to be supported by an enabling environment with supportive regulations, appropriate infrastructure, new financing arrangements and a supportive spatial frame.

The first phase of implementation from 2012 to 2019 is focused on creating the necessary platform for effecting change at scale. The following priorities were identified:

1. Fix the school system and get the basics in place at a universal level, so that every child who enters a

Table E1: Six transitions and OneCape2040 focus areas, each with a foundational and aspirational goal

OneCape2040 transition	OneCape2040 goals
Knowledge transition (<i>Educating Cape</i>)	Every person will have access to a good education that will ensure he or she is appropriately skilled for opportunity.
	The Western Cape will enjoy a global reputation as a location of ecological, creative, scientific and social innovation excellence.
Economic access transition (<i>Enterprising Cape</i>)	Any person who wants to be economically active is able to secure work.
	The Western Cape is recognised internationally as an entrepreneurial destination of choice.
Ecological transition (<i>Green Cape</i>)	All people have access to water, energy and waste services that are delivered in a sustainable, resource-efficient manner.
	The Western Cape is a recognised leader and innovator in the green economy.
Cultural transition (<i>Connecting Cape</i>)	The communities that make up the Western Cape are confident, welcoming, inclusive and integrated.
	The Western Cape is regarded as a global meeting point between East and West, and an important connector with the new markets of Africa, Asia and Latin America.
Settlement transition (<i>Living Cape</i>)	The neighbourhoods and towns of the region provide good quality of life to all, and are accessible, have good public services and are rich in opportunity.
	The Western Cape is ranked as one of the greatest places to live in the world.
Institutional transition (<i>Leading Cape</i>)	Ambitious, socially responsible leadership exists at all levels in our society.
	The Western Cape is home to many world-class institutions in both the public and private spheres.

- public school will receive a good-quality basic education.
- 2. Massively increase the opportunities for work experience available to young people particularly, as a first step in addressing the very high rate of joblessness in the province.
- 3. Stabilise the Western Cape economy and gear it towards the future, so that it can grow rapidly and create the required jobs and income.
- 4. Create the foundations for making the critical shifts needed to achieve hard and soft infrastructure.

OneCape2040 is a plan for society instead of only one organisation, and it is rooted in collaboration based on a common vision and a shared agenda. Each of the stakeholders in the plan has a different role depending on their membership base, mandate and power as well as the goals set. The stakeholders have been clustered into four broad groups, namely the public sector, the private sector, labour and community, in order to provide high-level direction to stakeholders in respect of the opportunities for engagement and the priorities for resource allocation.

OneCape2040 is not a static plan, but rather a guide for action and a living document. As stakeholders work towards the goals outlined in the vision, the lessons drawn from implementation and experimentation will inform the updating of the vision in action. Also, as challenges are tackled, new challenges will emerge, calling for ongoing innovation and experimentation. The Western Cape Provincial Government (hereafter 'Province') will align and integrate the OneCape2040 strategy with the provincial strategic objectives.

The provincial aligned vision and strategy – *OneCape2040: Unlocking Our Potential: the Western Cape agenda for joint action on economic development* – forms the overarching vision and strategy framework and umbrella for the Cape Town City Development Strategy.

3. City of Cape Town City Development Strategy

Following the preparation of a draft Strategic Framework for a CDS in April 2011, the Executive Mayor approved a process plan in November 2011 to develop a CDS for Cape Town.

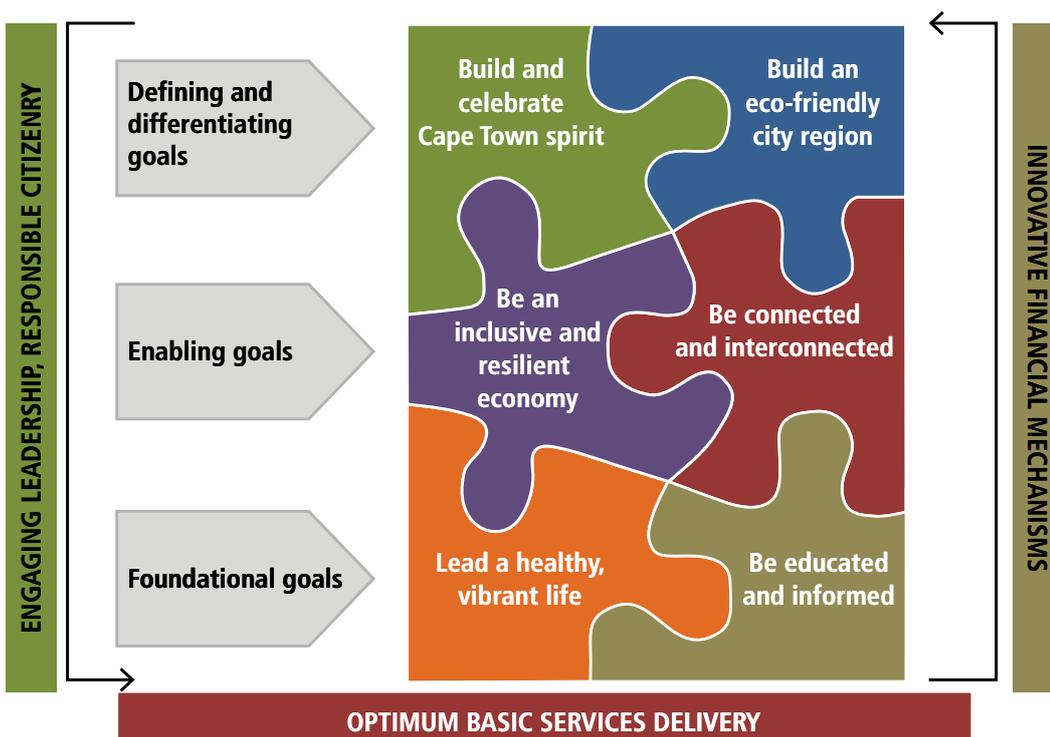
In January 2012, a service provider was appointed to facilitate and develop a long-term vision and strategy for Cape Town 2040. A city-wide stakeholder engagement process was undertaken using a wide range of engagement methodologies, including one-on-one interviews, large resident group discussions, small specialist group discussions as well as social media, thereby obtaining direct inputs and feedback from approximately 17 000 people. In May and June 2012, the feedback and content gathered from the CDS engagement process was analysed and synthesised. A draft CDS for Cape Town, Cape Town 2040, was prepared. The draft City of Cape Town CDS was finalised in line with OneCape2040, and serves as the long-term strategy for the City of Cape Town. The preparation of the City CDS signals the City of Cape Town's commitment to the people of Cape Town and the long-term sustainability of the city, its environment, region and province.



OneCape2040 is a plan for society instead of only one organisation, and it is rooted in collaboration based on a common vision and a shared agenda.

The City of Cape Town CDS signals the City's commitment to the long-term sustainability of the city, the environment and the surrounding region.

Figure E1: City of Cape Town City Development Strategy goals and support mechanisms



The City of Cape Town CDS is supported by 10 main goals, each with its own respective sub-goals and strategies as well as early-victory and game-changer interventions.

3.1 City of Cape Town CDS vision and goals

The CDS has as its starting point the OneCape2040 vision, namely:

“A highly skilled, innovation-driven, resource-efficient, connected, high-opportunity and collaborative society”

Opportunity, inclusiveness and resilience are important underlying themes for the City’s long-term strategy in order for it to meet and address the challenges it faces. The CDS recognises and aligns with the six OneCape2040 transitions for the long-term prosperity of Cape Town and the Western Cape. The process of arriving at the City CDS involved the development of long-term goals and sub-goals, which, in turn, led to strategies required to meet those goals and the identification of key interventions.

The OneCape2040 vision informs the City of Cape Town CDS, which is supported by 10 main goals, each with its own respective sub-goals and strategies as well

as early-victory and game-changer interventions.

Through the implementation of the 10 goals and related sub-goals of the City CDS, there will be progression from the present to a better and more sustainable future.

The alignment between the OneCape2040 vision, transitions and focus areas and the City Integrated Development Plan 2012–2017 as well as the CDS goals and sub-goals, and areas where the City CDS will contribute to both the realisation of the City’s goals and OneCape2040, are outlined below.

3.2 CDS implementation – action interventions in 2012/13

When undertaking long-term envisioning and strategy development, it is useful to classify or envisage various horizons, not necessarily time-related but rather performance and/or delivery-related, namely:

- ‘Doing things **better**’ – In these instances, strategies

Table E2: Alignment between OneCape2040, City Integrated Development Plan (IDP) and City CDS

ONECAPE2040 VISION ELEMENT	ONECAPE2040 TRANSITION – FOCUS AREA	CITY CDS GOAL	CDS SUB-GOAL	ALIGNMENT WITH IDP 2012–17 STRATEGIC FOCUS AREA
Connected High-opportunity Highly skilled	Living Cape	1. Lead a healthy, vibrant life	Supportive neighbourhoods Health and wellness Social financial instruments	Caring city
	Educated Cape	2. Be educated and informed	Life-long learning Global knowledge centre	Inclusive city
Highly skilled Innovation-driven High-opportunity	Connecting Cape	3. Be connected and interconnected	Access to public transport Access to technology Develop social capital	Inclusive city
	Enterprising Cape	4. Be an inclusive and resilient economy	Entrepreneurial city region Twelve months for tourism, sports and events Creative outsourcer to the world Optimise the oceans Niched services for Africa Innovation-friendly city region	Opportunity city
Connected Resource-efficient	Connecting Cape	5. Build and celebrate Cape Town spirit	Distil a sense of place Encourage a tapestry of cultures	Safe city
	Green Cape	6. Inspire an eco-friendly city region	Global centre of research and development for green ³ and blue ⁴ economies Focus on FEW (food, energy, water) resources	Opportunity city
Collaborative Resource-efficient	Leading Cape	7. Optimum basic services delivery	Provide integrated services Urban growth management	Well-run city
		8. Engaging leadership 9. Responsible citizenry	Partnerships Engagement Communication	
		10. Innovative financial mechanisms	Financial and social partnerships Community public private partnerships	

3. UNEP defines a green economy as one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. In its simplest expression, a green economy can be thought of as one which is low-carbon, resource-efficient and socially inclusive (UNEP, 2011).
4. Gunter Pauli (2010), in his book *The Blue Economy*, highlights the following principles of the blue economy: Substitute something with Nothing – question any resource regarding its necessity for production; waste does not exist; any by-product is the source for a new product; nature provides room for entrepreneurs who do more with less; nature only works with what is locally available; sustainable business evolves with respect not only for local resources, but also for culture and tradition.

or actions are already in place; however, they are not being achieved to their optimum.

- **‘Doing things differently’** – This is where one would need to change the way things are being done in order to achieve the specific goals.
- **‘Doing different things’** – This is where a totally different approach is envisaged/needed in order to achieve the stated goals and sub-goals.

To start the implementation of the CDS, seven proposed interventions are suggested for 2012/13. These interventions will be reviewed for implementation by the City of Cape Town Economic Cluster Work Group and Social Cluster Work Group through the CDS implementation mechanisms outlined below.

Transversal teams are required to achieve each goal of the CDS, as well as a realistic allocation (or re-allocation) of budget. Resources are vital for success, as are committed leaders and implementers. The City of Cape Town has a comprehensive Cluster, Transversal and Governance Framework, which will be utilised to achieve long-term change and pull the six OneCape2040 and CDS transitions through/into the City IDP strategic focus areas. The City CDS will inform the IDP review 2014/15 and related programme, project and resource allocation processes. Linked to the transversal system, a monitoring and evaluation framework is proposed for the CDS.

Important to the success of the City of Cape Town

CDS implementation is the communication of its goals and interventions. As with any large strategy, there will be a need to communicate the content of the strategy and to keep both internal and external stakeholders informed, including residents, business and academia. This communication would need to be undertaken under the guidance of senior politicians and the administrative executive.

The importance of long-term planning and the renewed need for new solutions were highlighted at the 2012 World Economic Forum Annual Meeting of the New Champions held in China:

“Building cities of the future will involve innovations in the relationship between big money, microfinance and neighbourhood renewal. It will also require harnessing the resilient dynamism of organic neighbourhoods and places to the benefit of the formal city, creating sustainable, environmentally sound and hyper connected places to live, work and play.

The challenge is to create new, dynamic and vibrant cities according to a new set of rules – new solutions are needed to meet changing demands.” – World Economic Forum, 2012.

The long-term vision and strategies of OneCape2040 and the City CDS provide a strong basis from which to inform planning, leverage innovation and take the Province and City as well as their residents and businesses into the next three decades in a sustainable way.



The long-term vision and strategies of OneCape2040 and the City CDS provide a strong basis from which to inform planning, leverage innovation and take the Province and City as well as their residents and businesses into the next three decades in a sustainable way.

Table E3: CDS implementation mechanisms 2012/13

ONECAPE2040 TRANSITION – FOCUS AREA	CITY CDS GOAL	HORIZON	CDS INTERVENTION 2012/13
Educated Cape	Be educated and informed	Doing things BETTER	Social programmes for youth
Enterprising Cape Connecting Cape	Be connected and inter-connected	Doing things BETTER	Faster internet access across the city
Living Cape	Lead a healthy, vibrant life	Doing things BETTER	Urban Services Infrastructure Plan (cross-sector work plan) Growth Management Plan
Leading Cape	Engaging leadership Responsible citizenry	Doing things BETTER	Strengthen governance processes, including the interface and engagement with communities
Enterprising Cape	Be an inclusive and resilient economy	Doing things DIFFERENTLY	Define a strategy to engage with state-owned enterprises (e.g. Transnet, Eskom, Passenger Rail Agency of South Africa) on city urban development issues in Cape Town
Enterprising Cape	Be an inclusive and resilient economy	Doing things DIFFERENTLY	Expanded (Community) Public Works Programme
Enterprising Cape	Be an inclusive and resilient economy	Doing DIFFERENT THINGS	Undertake key interventions in respect of food, energy and water scarcity (e.g. scoping and feasibility studies, research)
Green Cape	Inspire eco-friendly city region		





Introduction: The importance of long-term planning for cities

At an urban growth rate of 3,4%, Africa is the fastest urbanising continent. Urban planning and governance structures must adapt to these realities, and one of the most important tools is a City Development Strategy that functions as both a guide and an action plan to support and manage sustainable, equitable growth.

1. Current global and national contexts – new horizons and imperatives for cities

In 2010, the world’s urban population exceeded the world’s rural population. This global demographic shift is placing considerable strain on current urban infrastructures.⁵

At the 2011 U-City World Forum, the Under-Secretary-General of the United Nations and Executive Director of UN-HABITAT stated: “Defining the concept of the city of the future, which is capable of enhancing the quality of life of the world’s urban population and contributing to sustainable development, is one of the main challenges that all countries face today.”⁶

By 2030, an estimated 59% of the world’s population will live in urban areas, with developed countries the most urbanised, at 81%. In developing countries, the

average urbanised population is projected at around 55% by 2030. Every year sees the addition of 67 million new urban dwellers, and 91% of these are added to the populations of cities in developing countries.⁷

African city populations will more than triple over the next 40 years.⁸ For the first time in 2009, Africa’s total population exceeded one billion, of whom 395 million, almost 40%, live in urban areas. This urban population will grow to one billion by 2040, and to 1,23 billion by 2050, by which time 60% of all Africans will be living in cities.

According to Joan Clos, Executive Director of UN-HABITAT, “no African government can afford to ignore the ongoing rapid urban transition taking place across



By 2040, the African urban population will have grown to one billion people. No African government can afford to ignore this ongoing rapid urban transition.

5. UN-HABITAT, 2010b.

6. UN-HABITAT, 2011.

7. UN-HABITAT, 2011.

8. UN-HABITAT, 2010c.



African cities are already inundated with slums. A tripling of urban populations could have devastating consequences, unless urgent action is initiated.

the continent. Cities must become priority areas for public policies, with hugely increased investments to build adequate governance capacities, equitable services delivery, affordable housing provision and better wealth distribution".⁹ At an urban growth rate of 3,4%, Africa is the fastest urbanising continent in the world, and by 2030, will have ceased being predominantly rural. The increase in urban populations will lead to an exponential increase in the demand for shelter and services. However, African cities are already inundated with slums; a tripling of urban populations could have devastating consequences, unless urgent action is initiated.¹⁰

Drawing lessons from urbanisation processes and trends on other continents and at other times, strong demographic growth in cities is neither good nor bad on its own. If anything, urbanisation worldwide has been associated with improved human development, rising incomes and better living standards.

However, these benefits do not come automatically. They require well-devised public policies that steer demographic growth, create healthy urban economies, and ensure equitable distribution of wealth. Rapid demographic growth that merely results in massive urban slum proliferation, steep inequality and human misery is not good urban growth.¹¹

'Good' urbanisation is when demographic expansion is harnessed in support of economic and social progress and development, through job creation and higher productivity.

Such progress is predicated on good governance, which enables the provision of integrated human settlements, basic services for all, and opportunities for sustainable livelihoods. This model is the reverse of the socio-economic conditions currently prevailing in African cities, regardless of size, where demographic expansion is continuing against a background of significant and ever-growing shortfalls in housing, services (including health services) and livelihood opportunities. These deficiencies can only worsen if African cities mushroom

under current laissez-faire modalities of urban expansion. African governments must actively steer their cities' development.¹²

One of the main ways of influencing a city's development path is through a long-term planning process with a strong vision to achieve what is necessary to counteract the negative forces and impacts of rapid urbanisation. Besides the stated pressures on basic and health service delivery, other challenges come to the fore, exacerbating the problems and necessitating urgent interventions. Some of these challenges include the following:

- Depletion of natural resources
- Pressure on employment and job creation
- Pressure on education systems and skills training
- Increase in crime, violence and substance abuse
- Emotional health issues
- Pressure on public transport systems

Globally, horizons have had to be adjusted to accommodate longer-term strategies and targets. Cities have to be responsive to, and plan for, future horizons. If cities are to meet the challenges of economic, social and environmental sustainability, all residents must be taken seriously and given appropriate opportunities to share and participate equitably in shaping the vision and goals of the future city.¹³

For example, New York City's 23-year-term plan (2007–2030) targets to provide, within that timeframe, a million new housing units, sufficient green space so that no citizen will be more than a ten-minute walk from a park, a reduction in more than 30% in greenhouse gas emissions, and more (see Appendix 1).

In contrast, however, the pattern currently unfolding is dominantly one of highly disjointed, dysfunctional and unsustainable urban geographies of inequality and human suffering, with urban areas increasingly composed of small islands of well-being that are spatially and socially segregated from rapidly growing and increasingly impoverished masses, i.e. the 'urban divide'.¹⁴

If cities are to meet the challenges of economic, social and environmental sustainability, all residents must be taken seriously and given appropriate opportunities to share and participate equitably in shaping the vision and goals of the future city.

9. UN-HABITAT, 2010c.

10. UN-HABITAT, 2010c.

11. UN-HABITAT, 2011.

12. UN-HABITAT, 2010c.

13. UN-HABITAT, 2010c.

14. UN-HABITAT, 2010c.



2. The changing face of cities and city regions

2.1 Mega-regions, urban corridors and city regions

Consideration of long-term planning would not be complete without the acknowledgement of the emergence of new urban configurations, such as mega-regions, urban corridors and city regions.

Mega-regions are natural economic units that result from the growth, convergence and spatial spread of geographically linked metropolitan areas and other agglomerations. They are polycentric urban clusters surrounded by low-density hinterlands, and grow considerably faster than the overall population of the nations in which they are located. Urban corridors, on the other hand, are linear systems of urban spaces along transportation networks.

Under pressures from demographic growth, very large regional urban systems, such as extended metropolitan regions, megacities and mega urban regions, are now emerging in Africa as well. All of these feature urban sprawl beyond formal administrative boundaries, encroaching on adjacent rural areas and absorbing the smaller towns and villages that lie on their growth path.

A shared challenge among these new urban configurations is the provision of area-wide governance, planning and guidance to spatial developments, as well as holistic management of such regional urban systems.

Traditional governance structures, such as municipal governments, provincial boards and federal district authorities, have without exception proven inadequate, because their legal and institutional structures had been designed for single-municipality, mono-centric cities, rather than multi-municipal, multi-nodal regional urban systems.¹⁵

Dynamic and strategic cities are extending beyond their administrative boundaries, and integrating their hinterlands to become city regions. These are emerging in various parts of the world, turning into spatial units that are territorially and functionally bound by economic, political, socio-cultural and ecological systems. All of these urban configurations – cities in

clusters, corridors and regions – are becoming the new engines of both global and regional economies.¹⁶

The development of city regions has resulted in the most profound effects, good and bad, that globalisation has had on the economies, societies and physical environments of countries and cities. The following are some of the issues that have arisen as a result of globalisation, combined with the spatial agglomeration of economic activities:¹⁷

- **Increased global competition** – Service sectors that were previously shielded from international competition now face greater competition through the removal of trade barriers.
- **The fast pace of technological change** – New technologies are developing at a rapid rate, making global communication almost instantaneous, thus enabling more goods and services to be traded. This, in turn, makes locational decisions of firms, investors and individuals more complex.
- **Access to new opportunities for business** – Resources are shifting away from traditional industries and into new ones, where they can be put to more productive use, and the rate of change is increasing as developing countries raise their share of world trade. Traditional industries are modernising and specialising at a faster rate than before.
- **Localised economic disparities** – The widening gap in economic disparities caused by large-scale industrial and agricultural change can be further exacerbated by the shift towards higher-value and higher-skill activities.
- **Increased mobility of economic activity** – This demands a greater understanding of the factors that drive business locations, and the associated decision of investors and workers about where to locate.
- **New environmental pressures** – Dwindling resources, together with climate change and the consequent need for low-carbon solutions, create new challenges and opportunities, especially for

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15. UN-HABITAT, 2010c.

16. UN-HABITAT, 2010b.

17. UN-HABITAT, 2010b.



The concept of resilience is increasingly being used where cities and city regions are being challenged on how prepared they are to respond to environmental and other changes.



The concept of resilience is increasingly being used where cities and city regions are being challenged on how prepared they are to respond to changes that are occurring across the globe.

- geographically remote cities.
- **The need for macro-economic stability** that allows firms, consumers, government and regional organisations to plan more effectively for the long term, and react to change flexibly. Stability provides a platform for expanded and long-term investment in human and physical capital, both of which help to raise the long-term productivity potential. Stability and flexibility work together, not as opposites, but with one providing the context for the other.
- **The social dimension of globalisation** needs to be considered – This refers to the impact of globalisation on the life and work of people, their families and their societies. Concerns are often raised about the impact of globalisation on employment, working conditions, income and social protection. The social dimension also encompasses security, culture and identity, inclusion or exclusion, and the cohesiveness of families and communities.

In city regions, decision makers must favour sustainable development patterns and encourage the 'greening' of local economies. When looking to weave economic competitiveness and ecology-friendly landscaping into strategic planning, decision makers should consider the following approaches: mixed land use; land mosaic patterns; 'compact' city models and planned enlargement; forward-looking diversification of facilities; expanding and optimising infrastructure networks; environmentally friendly buildings; protection of ecosystems and biodiversity, and the promotion of 'green' industries and jobs. Building on these elements, responsive urban planners can evolve various ways of integrating land use and transport planning at the scale of a city or a neighbourhood.¹⁸

Adequate urban mobility has a major role to play if conurbations around the world are to become more sustainable. In this respect, functional networks and effective services are prerequisites, not just for economic reasons, but also for major social dimensions, such as access to housing and employment

opportunities as well as community participation. The challenge here is that the negative side effects of public transport (congestion, air pollution and social exclusion) often combine to deprive the poor of the economic and social benefits of urban mobility, resulting in unequal access to employment and housing opportunities.¹⁹

Over recent years, the concept of resilience is increasingly being used where cities and city regions are being challenged on how prepared they are to respond to changes that are occurring across the globe. At an international congress on Resilient Cities during 2011, the following challenges (including environmental, social and economic) were highlighted:²⁰

- Flood and tidal inundation
- Drought
- Coastal erosion/coastal storm surges
- Landslides
- Pace and scale of population growth
- Geo-environmental conditions
- Maturity of urban structures
- Socio-economic conditions and capacities
- Administrative and institutional make-up
- Governance (horizontally and vertically)

During the congress, the following points were emphasised:

- It is accepted that the local level is key for developing responses to risks.
- There is a growing awareness amongst governments and citizens, with a readiness to act.
- Many cities are implementing and exploring adaptation and resilience strategies.
- The need for cities to take note and devise strategies accordingly is becoming more urgent.²¹

The idea that economic **competitiveness is the key to global success** has gained greater currency internationally. Historically, it has been postulated that the role of government is merely to provide the environment within which business can operate efficiently and effectively. In the new global economy, this government role has become even more critical.

18. UN-HABITAT, 2011.

19. UN-HABITAT, 2012.

20. ICLEI, 2011.

21. ICLEI, 2011.

Additionally, it also requires national and local economies to continuously review their comparative advantages, and to explore how they can provide a **more effective environment** for competitiveness to be enhanced. It is also necessary to remember that comparative advantages for countries or a city change over time, especially as firms and individuals learn from interaction within the global economy. This requires that a city region will need to do the following:

- Ensure that businesses can thrive in today's more intensively competitive global markets
- Remain (or become) an attractive location for business and investment over the long term
- Become a location that develops and retains capable and talented labour forces and assists with adequate and applicable up-skilling and training for jobs of the future
- Identify how the shift towards higher-value activity can be used to support the revitalisation of disadvantaged areas
- Understand how to modernise those sectors that can continue to be productive, as well as how to open up new opportunities
- Include the business sector more for assistance with

financial mechanisms and funding to benefit the broader community.²²

What has been found is that city regions are often the most effective structures in meeting business and resident needs, due to the following reasons:

- Their being more able to benefit from agglomeration and/or clustering effects where firms from the same or related industries locate close to each other in order to score from the advantages of proximity, such as denser and richer labour pools, supply chains, knowledge exchanges, shared infrastructures (e.g. digital) and access to customers and specialist services
- Cluster establishment, which, once they start to work successfully, act like magnets attracting other business
- Economic geography underpinning sustainability and quality of life – positive circle of influence, where economic growth feeds into communities to create further growth, which has an impact on both the physical and emotional well-being of residents
- Regional economies having particular institutional, cultural and environmental conditions that shape how the drivers of growth and productivity (skills, enterprise, innovation, investment) can be promoted and the growth-inhibiting barriers can be tackled²³

3. The purpose of a City Development Strategy (CDS)

One of the tools used globally to address long-term planning for cities is a City Development Strategy (CDS). City development strategies have been developed by cities to support and enunciate their long-term plans. A CDS should be futuristic and visionary, but at the same time maintain realism and be easy to understand. Whilst it sets out long-term goals for the city, it has to motivate short and medium-term actions along its development path, and indicate roles for many key stakeholders, not just local government.

A CDS is an action plan for equitable growth in a city, developed and sustained through public participation, to improve the quality of life for all citizens. The goals include a collective city vision and an action plan to improve governance and management, increasing investments to expand employment and services, and systematic and sustained programmes to reduce poverty. Although a city is expected to drive the process, local ownership is essential. In reality, a CDS is a **corporate plan** for the city.²⁴

Therefore, a CDS functions as both a guide and an action plan to support and manage growth and facilitate achievement of the required changes in a city over a specified timeframe. It is not the sole responsibility of one stakeholder, but a combined effort by local

government, business, academia and civil society.

An action plan (comprised of interventions) results from the development of a **collective vision**, which significantly redirects the city's development path to one that will improve the quality of life for all citizens, by *inter alia* increasing appropriate investments, expanding employment opportunities and services, and reducing poverty and providing growth, thereby stimulating the sustainable development of the city and its citizens.

For all its innovative features and focus on the longer term, any 'vision' must be realistic and feasible. A 'vision' must be accountable, and the CDS that is couched around it should be developed into deliverable milestones; should include mechanisms for review, monitoring and civil society feedback, and should contain the flexibility and capacity for revision and amendment based on accumulated experience. The document should be a 'living document', and should maintain its relevance through ongoing monitoring and revisiting implementation.

A good city vision tells a story about where the city is and what it believes it is capable of becoming in the future, and includes the avenues and mechanics of how the vision will be achieved, i.e. its goals, sub-goals, strategies and key interventions. A CDS is far more than



A CDS is an action plan for equitable growth in a city, developed and sustained through public participation, to improve the quality of life for all citizens.

22. UN-HABITAT, 2010b.
23. UN-HABITAT, 2010b.

24. Asian Development Bank, 2004.

a broad statement for the future. It must give a clear sense of direction – what and where the city wants to be, and the key steps needed to take it in that direction. To achieve such a vision requires improved urban management, concerted social development efforts, and good, transparent and inclusive governance.

Ultimately, the key interventions must be considered with regard to desirability (Are these actions important to undertake?), examined in detail as to feasibility (Are these interventions achievable?) and then costed to determine viability (Can these interventions be implemented from a practical and resource perspective?), as per the diagram below. In the end, as intimated by this diagram, a CDS involves making tough choices between what may be desired and what is ultimately viable.

Apart from their basic service delivery mandates, local governments' role is predominantly that of catalyst to attract widespread private-sector and community interest in actively participating in, and contributing to, the CDS process.

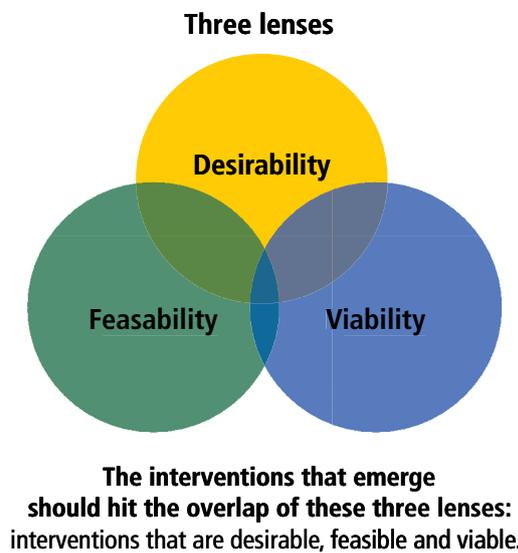


Figure 1: Three lenses for long-term strategies and planning

The purpose of the CDS must be to inspire and capture the public imagination about what the future of their city can entail. This requires mobilising and obtaining 'buy-in' from all stakeholders by gathering inputs into a shared vision and strategies. Broad buy-in is essential, in that local governments across the globe neither possess nor control the resources required to achieve their projected development paths.

Apart from their basic service delivery mandates, local governments' role is predominantly that of catalyst to attract widespread private-sector and community interest in actively participating in, and contributing to, the process. Such broad multi-stakeholder participation is more likely to generate shared ownership of both the process as well as the goals and objectives of the CDS, all of which are critical for sustainability. A CDS must therefore:

- reflect tough choices and go beyond what is desirable;

- be realistic yet challenging;
- reflect a limited number of priority actions with high probability of producing results;
- clearly identify institutional roles, responsibilities and financial resources;
- not be solely based on voluntary cooperation or central support; and
- be flexible to update in response to environmental and other changes.

3.1 Drawing on experience of CDS implementation both globally and nationally

CDS processes must have the following desired outcomes:

- Focusing attention on realising the long-term potential of a place
 - Stretching perspective to a time horizon within which real change can happen
 - Providing a vision of sustainability, a way of reverencing life, of providing for the needs of the current population without damaging the ability of future generations to provide for themselves
 - Stimulating long-term thinking that helps diverse voices join together in a unifying process where they can discover common ground and values
 - Encouraging systemic thinking, linking economic, social, political and environmental considerations and aligning political structures with visions of long-term public good
 - Inspiring and improving current sustainable practices through long-term envisioning for sustainability
 - Giving focus and clarity to decision making
 - Driving transformation (Making marginal improvements over what was done previously is not sufficient to move forward to the desired long-term target. Real change requires a bold vision for the future.)
 - Building shared identity among people who share a common place
 - Inducing citizen participation, thereby re-animating democracy as a participative and creative activity
 - Lessening inequalities between the haves and have-nots, and providing more work opportunities²⁵
- In line with global trends of long-term planning, the National Planning Commission (NPC) of South Africa is an initiative of National Government. Chaired by the Minister in the Presidency for National Planning, the NPC was responsible for developing a long-term vision and strategic plan for South Africa.
- The process of developing this strategic plan included discussion and engagement across the country, with opportunities for people to come forward with ideas and suggestions. The NPC also advised on cross-cutting issues that affect South Africa's long-term development.

25. UN-HABITAT, 2010a.



In November 2011, the NPC released a draft National Development Plan (NDP) for the country, which was finalised and approved by National Cabinet in August 2012. The NDP proposes to eliminate poverty in South Africa and reduce inequality by 2030.

The plan states: "It will require change, hard work, leadership and unity. Our goal is to improve the life chances of all South Africans, but particularly those young people who presently live in poverty." It asks for a major change in how we go about our lives. In the past, we expected government to do things for us. What South Africa needs is for all of us to be active citizens and to work together – government, business and communities – so that people have what they need to live the lives they would like."

At the provincial level, the Western Cape Government in partnership with the City and other municipalities embarked on a serious process of considering the future in order to lay the basis for a **collective visioning process**. The *Future Cape Contextual Report* released in February 2012 highlights the need for a visioning process and strategies for the Western Cape.

4. Conclusion

This chapter has highlighted and provided evidence of the importance of long-term planning for a city, especially in an African country where the urbanising population is increasing, whilst resources are depleting.

According to Daniel Franklin, Executive and Business Affairs Editor of *The Economist*, "[l]ooking far into the future gives a clearer view of the present".²⁷ Strategising to 2050 is not as crazy as it may seem.

The NPC in South Africa was instituted for this specific reason: to develop a long-term strategy (the NDP) for

In line with National Government's thinking as well as considering the actions by global cities around the world, the City of Cape Town recognised the need to embark on a City CDS process. The impacts of global changes are as (and, in some cases, more) severely felt in Cape Town due to:

- growing urbanisation, creating urban sprawl;
- strain on basic service delivery and public transport;
- declining jobs available;
- education system challenges and the mismatch between skills supply and demand;
- an increase in health problems, both physical and mental;
- an increase in crime, violence and substance abuse;
- increasing influx of new arrivals/foreigners;
- a lack of spatial and social integration; and
- local government control and regulations.

The detailed information about Cape Town and its context that was used in the CDS process is available in Appendix 2.

The CDS process²⁶ undertaken by the City of Cape Town is further detailed in Appendix 3.

South Africa, focusing on addressing and eradicating poverty and inequalities.²⁸

At the same time, and in line with the NDP, the Western Cape Government has completed the OneCape2040 vision and long-term strategy process, and the City of Cape Town has produced the City Development Strategy. OneCape2040 and the City CDS are also aligned with each other, the details of which will be outlined in more detail in Chapter 2 and 3 as well as Appendix 3.

The impacts of global changes are severely felt in Cape Town due to growing urbanisation and strain on public transport, among other reasons.



In line with the NDP, the Western Cape Government has completed the OneCape2040 vision, and the City has produced the City Development Strategy.

26. The City of Cape Town City Development Strategy CDS is based on a CDS report produced by Freedthinkers, June 2012.

27. Franklin, 2012.

28. Office of the Presidency, 2012.





OneCape2040

OneCape2040, which articulates an overarching vision about how the people of the Western Cape can work together to develop the economy and society, is the aligned outcome of close collaboration between the Province and the City.

1. Background to OneCape2040

In May 2011, the Western Cape Government *Future Cape 2040* process was initiated, which was aimed at identifying a common Western Cape vision and brand framework. The broad aim of the then *Future Cape* process was to develop a regional vision and plan for the province: “The vision and plan should outline what we are and what we want to be. The vision and plan should shape Provincial Government strategic plans and shape provincial marketing and branding.”²⁹

Following the local government elections in July 2011, the City of Cape Town City Development Strategy process and Western Cape Government *Future Cape* process commenced with alignment.

Meetings of politicians from Province and the City agreed that both processes should continue, with the aim of aligning the two outputs into one, overarching vision and strategy.

In September 2011, the *Future Cape* process was assigned to the Economic Development Partnership (EDP),³⁰ as it was aligned with the EDP agenda item 1, “Economic vision and strategy”. In February 2012, Province in association with the Cape Higher Education Consortium (CHEC) commissioned the *Future Cape Contextual Report*. This report, together with other relevant documents, was used to inform the *Future Cape* processes.



The broad aim of the then *Future Cape* process was to develop a regional vision and plan for the province.

29. Western Cape Department of Economic Development and Tourism, 2011.

30. From August 2011 to April 2012, there were a number of phases and stakeholder engagements, which culminated in the establishment of the WCEDP, the Western Cape Economic Development Partnership, which was launched on 26 April 2012. The work of the EDP hinges on two legs: (i) co-creation of economic vision (‘inclusive growth’), and (ii) co-delivery of the vision (‘effective partnerships’). There is an institutionalised link between deliberation and implementation.

The City used a bottom-up approach, and sourced information from engagements with a wide array of stakeholders, ranging from citizens to business as well as specialist stakeholders, and including a variety of methodologies, such as social media, focus groups and in-depth interviews as well as internal workshops with City representatives.



The result was one document containing a vision and strategy for the province, with substantial inputs from the work undertaken for the CDS for Cape Town.

From May 2012 onwards, joint work commenced on one outcome under a working title of *One Cape 2040*. The EDP/*Future Cape* and *One Cape 2040* processes merged. The result was one outcome document containing a vision and strategy for the province, with substantial inputs from the work undertaken for the CDS for Cape Town. The document is called *OneCape2040: Unlocking Our Potential: The Western Cape agenda for joint action on economic development*.

The sources of inputs for the OneCape2040 draft vision and strategy by the Province and the City differed slightly. The City used a bottom-up approach, and sourced information from engagements with a wide array of stakeholders, ranging from citizens to business

as well as specialist stakeholders, and including a variety of methodologies, such as social media, focus groups and in-depth interviews as well as internal workshops with City representatives. *Future Cape 2040* used existing research information together with feedback from three focus groups, an EDP workshop, ten key informant interviews and further engagements with Province's departments and others.

The aligned outcome – OneCape2040 – constitutes the overarching vision and strategy framework and umbrella for the Cape Town City Development Strategy. The key elements of OneCape2040 are outlined below as the contextualising structure for the City of Cape Town's City Development Strategy outlined in Chapter 3.

Future Cape 2040

The process initiated in May 2011 by Province, with the broad aim of developing a regional vision and plan for the province, and that was assigned to the EDP in September 2011.



One Cape 2040

Working title of joint work by Province and City, which commenced in May 2012.



ONECAPE2040

Result of merging of *One Cape 2040* and EDP's *Future Cape 2040*, containing vision and strategy for the entire Western Cape province (informed by the City's CDS), approved by the Western Cape Cabinet in November 2012.



2. ONECAPE2040

OneCape2040³¹ articulates a vision about how we, the people of the Western Cape, can work together to develop our economy and our society. It seeks to set a common direction to guide planning and action, and to promote a common accountability and commitment to sustained long-term progress.

It is not a statutory plan of government, nor does it replace any existing statutory plans required of either Province or municipalities. It is rather intended as a reference point and guide for all stakeholders in order to:

- promote fresh thinking and critical engagement on the future;
- provide a common agenda for private, public and civil-society collaboration;
- help align government action and investment decisions;
- facilitate the changes required to adapt to our (rapidly) changing local and global context; and
- address our development, sustainability, inclusion and competitiveness imperatives.

It will also hopefully influence the priorities of our stakeholders, including government, and the allocation of resources.

The plan has a long-term perspective focused on the big 'step changes' we need to make as a region to address our challenges and to ensure that our economy has the skills base, the competitiveness and enterprising spirit required to succeed in a very competitive and rapidly changing world.

This is necessary, because real, deep change beyond 'business as usual' requires us to see the long-term and

global 'big picture'. It will also require focused attention and an ongoing investment of effort and money over a sustained period, beyond short-term considerations and pressures.

At the same time, while the long-term perspective is important, OneCape2040 is geared towards catalysing short-term action and collaboration. The emphasis is on what we have to do now to create a resilient, inclusive and competitive society, rather than what we plan to do at some point in the future.

The main focus is on **unlocking our potential**. This speaks to both the considerable strengths and capacities that we have as a people (both realised and latent), and the serious constraints and challenges we need to overcome. It reflects a common intention to better harness the skills, energy, commitment and leadership within our region for a common purpose. It also captures our commitment to finding ways in which every stakeholder can make a positive contribution to improving our society, economy and environment. It is thus a call to action and collaboration through partnerships. More than anything, OneCape2040 is a story about big change: that big change is necessary and entirely within our capacities to achieve, now and into the future.

OneCape2040 should also not be seen as a final statement about common direction. It is rather a summary of evolving thinking at the current moment on an ongoing journey of action and reflection. The intention is that this document will be used as a basis for intensive further discussion with stakeholders, and the development of detailed plans for joint action.³²

The main focus is on unlocking our potential. It reflects a common intention to better harness the skills, energy, commitment and leadership within our region for a common purpose.



More than anything, OneCape2040 is a story about big change: that big change is necessary and entirely within our capacities to achieve, now and into the future.

31. Previously referred to as *One Cape 2040*, or *Towards 2040 – Unlocking Our Potential: the Western Cape Agenda for joint action on economic development*, the report incorporates the *Future Cape* process as well as the City of Cape Town's City Development Strategy (CDS). Only key elements of OneCape2040 are outlined above. For the full version, refer to the OneCape2040 report (EDP, 2012).

32. EDP, 2012.

2.1 Vision

Our vision for 2040

A highly-skilled, innovation-driven, resource-efficient, connected, high-opportunity and collaborative society

The following *six qualities* emerged as key ingredients of our vision. We need to be a society that is:

- highly skilled – as the basis for both economic competitiveness as well as social progress;
- innovation-driven – to solve our challenges and to ensure our economic future in a knowledge era;
- resource-efficient – to mitigate environmental and regulatory risk, and seize the opportunities of a post-carbon future;
- connected – to each other and to the world;
- high-opportunity – as a product of an enabling physical, services and regulatory environment geared towards quality living and enterprise; and
- collaborative – as a key to achieving the required social, economic and environmental impact required.

We can also ‘unpack’ these six qualities in more detail as part of the economic transition agenda that we need to achieve over the next 20 to 30 years (see table below):

Table 1: Six qualities to achieve the 2040 vision as part of the economic transition agenda

2040 TRANSITION	FROM 2012	TO 2040
Knowledge transition <i>(Educating Cape)</i>	Unequal, variable-quality education plus limited innovation capacity	High-quality education for all, plus high-innovation capacity
Economic access transition <i>(Enterprising Cape)</i>	Factor and efficiency-driven economy with high barriers to entry and low productivity and entrepreneurship rates	Innovation-driven economy with low barriers to entry and high productivity and entrepreneurship rates
Ecological transition <i>(Green Cape)</i>	Unsustainable, carbon-intensive resource use	Sustainable, low-carbon resource use
Cultural transition <i>(Connecting Cape)</i>	Barriers to local and global connectivity (language, identity, distance, parochial and inward-looking attitudes)	High level of local connectivity and global market fluency
Settlement transition <i>(Living Cape)</i>	Unhealthy; low access; often alienated, low-opportunity neighbourhoods	Healthy; accessible; liveable, multi-opportunity communities
Institutional transition <i>(Leading Cape)</i>	Defensive, adversarial structures	Open, collaborative systems

- Six qualities emerged as key ingredients of our vision –
- highly skilled
 - innovation-driven
 - resource-efficient
 - connected
 - high-opportunity and
 - collaborative

2.2 Goals

As a way of focusing attention on the required changes and on defining the change more clearly, 12 goals have been developed, two for each of the primary transitions proposed. The first of these paired goals is a

Figure 2: Six transitions and OneCape2040 focus areas, each with a foundational and aspirational goal



foundational goal geared towards achieving an inclusive and caring society. The others are more aspirational, geared towards ensuring that the Western Cape is positioned as a relevant and competitive region in a global context. The twelve goals are outlined in Figure 2.

2.3 Levers of change

OneCape2040 highlights the usefulness of identifying the interventions that have the greatest potential to leverage change in each of the areas of transition, so that the goals can be achieved. This would provide insight into where to concentrate resources and build partnerships in order to achieve the transitional 'tipping point', after which the change becomes difficult to reverse.

This is not a straightforward exercise. It needs to be evidence-led and locally relevant. There is a need to pilot innovations and develop prototypes in order to gather solid evidence over time as to what works well and what does not.

Figure 3 below provisionally identifies one critical lever per goal as a basis for further engagement as to what interventions should be prioritised in order to achieve the respective goals. These will need to be refined as the process advances.

2.4 A long-term change roadmap

The major shifts required to put the Western Cape on a successful path will not be achieved overnight. Deep change is often inter-generational in nature, and requires sustained, systematic effort over many years. The impacts of significant school improvements made today, for example, will only be realised in 15 years

plus, when children entering Grade R today finish tertiary training and come onto the market as a new generation with new and improved skills.

OneCape2040 identifies a 28-year transition framework to 2040, which allows us to think more systematically about how the change needs to be sequenced, how we can break the change into manageable parts, and chart and measure a deliberate path.

The period has been divided into four phases of seven years each, each with its own distinct focus:

- A first preparatory phase from 2012 to 2019, focused on creating the necessary platform for change at scale
- A second phase from 2020 to 2026, geared towards implementing at scale
- A third phase from 2027 to 2033, which seeks to add quality to the quantitative emphasis of the previous phase by accelerating improvements
- A fourth phase from 2034 to 2040, which seeks to consolidate progress with an emphasis on sustaining performance

The approach also assumes that step change tends not to be linear and follow a straight line. Instead, change and innovation typically follow an 'S-curve', where change uptake and impact is initially slow, but rapidly expands once a critical mass of evidence, support and innovation has been established. Eventually, it then levels off as the change enters a mature phase.

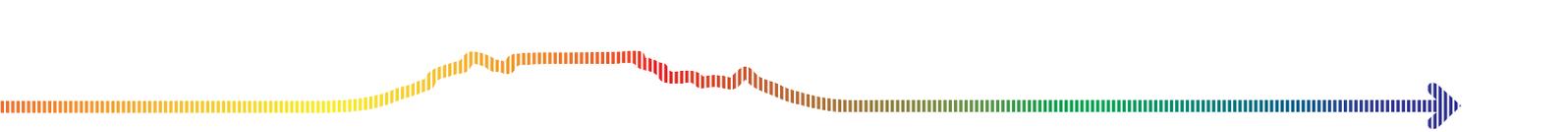
It also suggests that a 'business as usual' path, where the Western Cape fails to make the essential transitions, is a path of long-term decline as competitiveness, social cohesion and unsustainable resource intensity combine to undermine current performance over time.



Deep change is often inter-generational in nature, and requires sustained, systematic effort over many years. The impacts of significant school improvements made today, for example, will only be realised in 15 years plus, when children entering Grade R today finish tertiary training and come onto the market as a new generation with new and improved skills.

Figure 3: Levers of change





2.5 The drivers of step change

The diagram and text below in Figure 4 outline the drivers of change that need to be prioritised in each of the seven-year periods.

2.6 Enablers of change

OneCape2040 calls for a different way of working. In particular, it will need to be supported by an enabling environment with supportive regulations, appropriate infrastructure, new financing arrangements and a supportive spatial frame.

Regulations

Regulations affect stakeholders' interactions with the public sector, and can direct, incentivise or hinder processes. A key constraint to growth and development identified in numerous studies is the amount of red tape and bureaucracy that stakeholders face when dealing with government.

Each sphere of government has its own initiative to reduce red tape. These need to be continued and strengthened. In addition, there is a need for an initiative that streamlines functions between spheres, and creates a seamless and efficient interface between the public sector and the private and community sectors.

Spatial planning and land use development and management regulations have emerged as one of the areas where the lack of alignment between spheres, and departments within the same sphere, results in huge delays and high landholding costs. This works against the goals of increasing densities and compacting development, and is a disincentive to investment. Sorting out this raft of regulations is therefore a priority

for all three spheres of government.

In addition to addressing inefficiencies in the system, there is also an opportunity for the public sector to use regulations to encourage the right kind of investments. In particular, there is a need to develop regulations that incentivise and facilitate the green agenda, as set out in OneCape2040.

Infrastructure

Infrastructure capacity is the foundation for any development process. OneCape2040 depends on the provision of hard and soft infrastructure, which includes service, economic, social and green infrastructure.

Key areas where 'hard infrastructure' development is imperative include:

- urban and rural public transport systems that ensure improved access to all, while mitigating the general risk of accelerated oil prices into the future;
- energy generation, distribution and management technologies and infrastructure to meet our requirements in a post-carbon age;
- water infrastructure, resource management and delivery mechanisms required to address our critical water constraints in an era of exaggerated climate change risk for the Western Cape;
- fast, cheap and reliable broadband and other connectivity infrastructure required to compete in a digital age;
- development of the ports and freight transport routes; and
- catalytic projects, such as the Convention Centre expansion, which unlock increased trade, the visitor economy and/or local enterprise potential.

Soft infrastructure will include:



OneCape2040 calls for a different way of working. In particular, it will need to be supported by an enabling environment with supportive regulations, appropriate infrastructure, new financing arrangements and a supportive spatial frame.

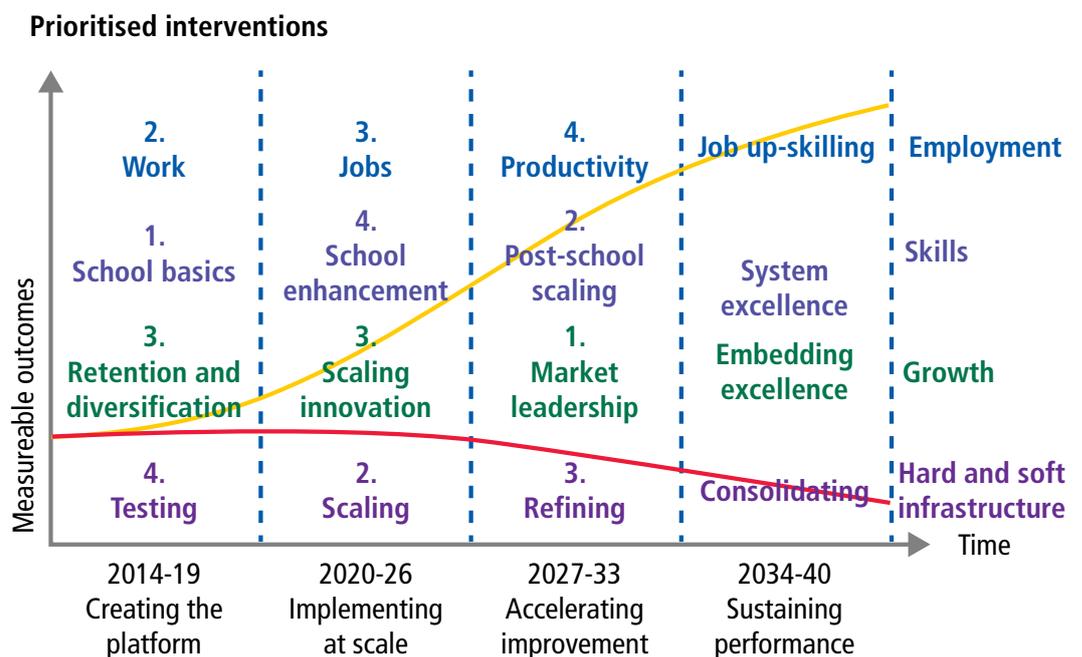


Figure 4: Priority drivers of change



Infrastructure capacity is the foundation for any development process, and catalytic projects, such as the Convention Centre expansion, unlock increased trade, the visitor economy and enterprise potential.



It is well known that the quality of the urban environment affects the economic attractiveness, creativity, liveability and inclusiveness of an urban environment.

- knowledge infrastructure to promote higher levels of economic and social innovation;
- institutional infrastructure required to promote collaboration, facilitate cost reductions (cost of doing business and delivering services) and produce the required coordinated implementation at scale; and
- job intermediation infrastructure needed to optimise our level of employment and lower barriers to entry-level jobs.

These infrastructure needs will need to be planned and prioritised in an infrastructure framework for the entire province, and the necessary partnerships will need to be brokered.

Funding and investment

Nothing is possible unless we are able to access the required resources to implement the new ways of working, doing business and living. While the resources in the provincial and local public-sector coffers are limited, South Africa, as a middle-income country, generally has adequate resources. It is also well placed to tap into global sources of funding and investment. OneCape2040 identifies what is missing:

- 1) There is no coherent and coordinated funding and investment strategy around which resources can be mobilised. The strategy must align with OneCape2040 goals, and drive the required shifts in investment patterns and practices.
- 2) There is no capacity to leverage the resources once a strategy is developed. This requires developing the institutional systems and human resources to unlock funding and investment. In particular, micro-credit mechanisms and venture capital and angel investor networks, which are an important economic driver in

many other societies, are poorly developed.

- 3) There is a need to unlock funding and investment to support the new ways of working, doing business and living outlined in OneCape2040. For example, several countries provide tax incentives, preferential procurement points and similar mechanisms to people who provide funding for charitable causes, or for investments that are labour-based and that prioritise jobs. The reasons why people either donate or invest are varied, and include business, moral and value-based factors. However, research has shown that economic benefit influences the size of investments, be they commercial or charitable. While tax incentives are a national competence, procurement and other preferential mechanisms can be effected at a local or provincial scale.

Spatial framework

OneCape2040 has a spatial dimension. The two key concepts related to the transitions outlined earlier are 'connection' and 'concentration'. Connection requires that the towns and hinterlands be connected digitally and through effective transport and logistics to points of opportunity, both locally and internationally. Enhanced connection will be accompanied by further concentration of activity in key nodes.

As a coastal region facing climate change, development will over time be concentrated along the coast, with secondary economic nodes developing along the West Coast and in the Southern Cape. It is well known that the quality of the urban environment affects the economic attractiveness, creativity, liveability and inclusiveness of an urban environment.

Recently, much attention has been paid to the

OneCape2040 is not a static plan, but rather a guide to action and a living document.

relationship between urban form and sustainability. Research points to the fact that high-density, compact environments are the most sustainable urban form. Compaction allows for less car dependency and, thus, lower emissions, increased infrastructure efficiencies, more land for greening, and the creation of an environment for enhanced business and trading activities. This, in turn, increases the quality of life.

Thus, OneCape2040 aligns with a spatial focus on regional development and regional transport corridors that connect existing and future economic centres with hinterlands, and the concentration of activity in the metro and the secondary nodes as identified in the Western Cape Provincial Spatial Development Framework.

2.7 Roles and responsibilities

OneCape2040 is rooted in collaboration based on a common vision and a shared agenda. However, each of the stakeholders within the plan has a different role depending on their membership base, mandate and power, and the goals set. Stakeholders have been clustered into four broad groups, namely the public sector, the private sector, labour and community.

Table 2 below outlines the primary role of each of these groups, for each of the six pillars of the OneCape2040 strategy. (The roles detailed in the table are not meant to be prescriptive; they are intended to provide high-level direction to stakeholders as to the opportunities for engagement and priorities for resource allocation.)

2.8 Institutional arrangements

OneCape2040 is not a static plan, but rather a guide to action and a living document. As stakeholders work towards the goals outlined in the vision, the lessons drawn from implementation and experimentation will inform the updating of the vision in action. Also, as challenges are tackled, new challenges will emerge, calling for ongoing innovation and experimentation. All these efforts need to be coordinated.

Province will align and integrate the OneCape2040 strategy with the provincial strategic objectives.

The aligned one outcome vision and strategy – *OneCape2040 – Unlocking Our Potential: the Western Cape agenda for joint action on economic development* – forms the over-arching vision and strategy framework and umbrella for the Cape Town City Development Strategy.

Table 2: Roles and responsibilities of four stakeholder groups for six OneCape2040 transitions

ONECAPE2040 GOALS	PUBLIC SECTOR	PRIVATE SECTOR	LABOUR	COMMUNITY
Educating Cape	<ul style="list-style-type: none"> Manage an effective and efficient education system to global standards Facilitate a collaborative innovation system 	<ul style="list-style-type: none"> Facilitate resilient workers by providing ongoing training to adapt to new technologies Invest in collaborative research and development, and encourage spill-overs into the local economy 	<ul style="list-style-type: none"> Support schools-based improvements in line with global standards Facilitate ongoing skills development of workers 	<ul style="list-style-type: none"> Support the education drive and run complementary programmes that unlock ambition
Enterprising Cape	<ul style="list-style-type: none"> Catalyse work through public-sector employment programmes, and facilitate social enterprise creation 	<ul style="list-style-type: none"> Invest in growth and job creation, and create bridges into employment linked to employment works 	<ul style="list-style-type: none"> Support mentorship to learners and new employees 	<ul style="list-style-type: none"> Change consumption patterns to local, slow products
Green Cape	<ul style="list-style-type: none"> Leverage public-sector spending to create demand for and lead the change to green technologies 	<ul style="list-style-type: none"> Invest in sustainable and green technologies and innovation 	<ul style="list-style-type: none"> Change consumption and working patterns to reduce, reuse and eliminate wastage 	<ul style="list-style-type: none"> Change consumption patterns to reduce, reuse and eliminate wastage
Connecting Cape	<ul style="list-style-type: none"> Recognise and leverage the potential of partnerships 	<ul style="list-style-type: none"> Shift market focus to African and global orientation 	<ul style="list-style-type: none"> Shift from insular and scarcity-based to open and abundance-based relationships 	<ul style="list-style-type: none"> Shift from threatened, closed communities to open and welcoming communities
Living Cape	<ul style="list-style-type: none"> Deliver good health and social services, and shift from a focus on housing to one on services, community infrastructure and public transport 	<ul style="list-style-type: none"> Invest in designing and developing new sustainable solutions to improve living environments, especially for the poor 	<ul style="list-style-type: none"> Work with the public sector to identify community works and innovation opportunities to improve settlements 	<ul style="list-style-type: none"> Create welcoming, liveable, safe, high-opportunity communities and neighbourhoods
Leading Cape	<ul style="list-style-type: none"> Lead world-class, service-oriented delivery and sustainable approaches 	<ul style="list-style-type: none"> Lead shared value creation, collaboration and sustainable approaches 	<ul style="list-style-type: none"> Lead world-class service delivery 	<ul style="list-style-type: none"> Active citizenship through collaborative partnerships



The City of Cape Town City Development Strategy

A wide range of engagement methodologies and a review of international and local information and research underpin the development of a vision statement that tells a story about where the city is, what it believes it is capable of becoming, and the mechanics of how this will be achieved.

1. Background

The City of Cape Town started the process of creating a long-term vision and strategy for Cape Town in 2010. Internal discussions and work in 2010 and 2011, led by a mayoral subcommittee, resulted in the preparation of a draft Strategic Framework for a City Development Strategy (CDS) for Cape Town 2040 (April 2011), which was an internal working document.

More recently, the City and Province have liaised to collaborate and align the City CDS with Province's OneCape2040 vision and strategy as well as the Economic Development Partnership (EDP) processes.

In October 2011, a process plan for developing a CDS

was endorsed by the Executive Mayor. Under the guidance of the Mayoral Committee member for Economic, Environmental and Spatial Planning (EESP), the process plan commenced in October 2011, with a targeted deadline of end June 2012 for the development of a draft CDS for Cape Town. This included collaboration with Province and neighbouring municipalities.

A small CDS project team supported the process, with inputs from a task team and technical administration reference group. In broad terms, the City of Cape Town CDS process for the period October 2011 to June 2012 involved the following:

- The City issuing a public tender for a service provider



The development of a draft City of Cape Town CDS included collaboration with Province and neighbouring municipalities.



to facilitate the development of a long-term vision and strategy for the Cape Town visioning process; the tender was awarded in January 2012.

- Five broad process steps of (i) planning and buy-in; (ii) context and vision framework; (iii) vision refinement and development through stakeholder engagement; (iv) a vision strategy framework, and (v) a strategy for Cape Town, with interventions for

implementation

- Collaboration with Province’s OneCape2040 and the EDP
- Engagement with neighbouring municipalities
- Engagement with private business enterprise representatives, labour, academia, specialists, sector stakeholders across various industries, and citizens from the range of areas within the city region

2. Process to develop the CDS

The details of the process to develop the City of Cape Town CDS are outlined in Appendix 3.

Following an initial planning and preparation phase in March and April 2012, a city-wide stakeholder engagement process was undertaken. A wide range of engagement methodologies were used, including one-on-one interviews, large resident group discussions, small specialist group discussions, and social media such as Facebook, Twitter and Mxit, thereby collecting direct inputs and feedback from approximately 17 000 people. Information communications via print media included a special edition of *CityNews* in April 2012, which has an approximate readership of two million people.

In parallel to the stakeholder engagement process, a review of international, South African, provincial and Cape Town-related information and research as well as best practice relevant to the City’s CDS was undertaken. This evidence-based information and analysis informed the City CDS process and strategy development (refer to Appendix 2).

The sources of inputs for the OneCape2040 draft vision and strategy by the Province and the City of Cape Town differed slightly, though were complementary. The City used a bottom-up approach and sourced information from engagements with a wide array of stakeholders, making use of a variety of methodologies. The *Future Cape/OneCape2040* process used existing research information together with feedback from focus groups, key informant interviews, as well as an EDP workshop and engagements with Province’s departments.

In May and June 2012, the feedback and content gathered from the engagement process for the City of Cape Town CDS were analysed and synthesised, and a draft CDS was prepared.

From May 2012 onwards, joint work commenced on OneCape2040, i.e. the vision and strategy for the Western Cape province. The result is one outcome document containing a vision and strategy for the Western Cape province.



A good vision statement tells a story about where the city or province is, and what the city or province believes it is capable of becoming in the future, together with the mechanics of how it will be achieved.

3. City of Cape Town CDS – elements of strategy

A vision and strategy for a city or province is a dynamic combination of values, aspirations and economic and social possibilities. As a consequence, it is much more than a physical or economic development plan. A good vision statement tells a story about where the city or province is, and what the city or province believes it is capable of becoming in the future, together with the mechanics of how it will be achieved, i.e. the overall strategy, goals, sub-goals, strategies and key interventions.

Ultimately, the key interventions must be viewed through three lenses: Stakeholder engagements assess their *desirability* (Are these actions important to do?); detailed examinations reveal their *feasibility* (Are these interventions achievable?), while cost analysis determines their *viability* (Can these interventions be implemented from a practical and resource perspective?).

In developing the City Development Strategy for Cape Town, the initial focus was to identify stakeholder desirability, with some review and analysis in the

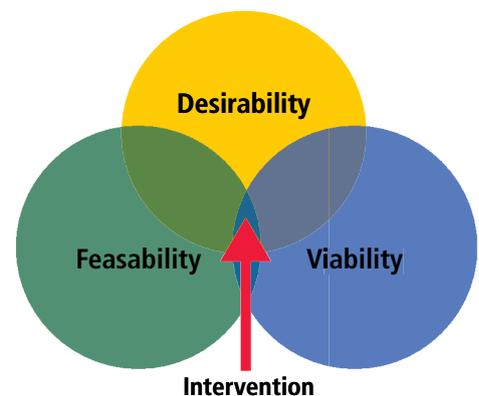


Figure 5: Three lenses – desirability, feasibility, viability

preparation of goals, strategies and interventions to determine feasibility and viability.

It is also essential that each intervention identified, agreed and approved in terms of the above is assigned to a cluster, committee and working group or directorate/department as well as individual, who will

ultimately be responsible and accountable for its execution within the parameters of cost and time.³³ There also needs to be ongoing monitoring and evaluation mechanisms to assess effect, consequences and any course corrections.

The City of Cape Town City Development Strategy goals, strategies and interventions have been, and continue to be, aligned with Province’s OneCape2040 overarching vision and strategy framework (refer Chapter 2).

4. City of Cape Town City Development Strategy vision and goals

The CDS has as its starting point the OneCape2040 vision:

“A highly skilled, innovation-driven, resource-efficient, connected, high-opportunity and collaborative society.”

Resilience is an underlying theme. The trio of challenges of the modern world is economic, social and environmental, and all have a significant impact on the Cape Town city region.

Inclusivity is necessary to heal the economic and social divides that segment the city region, and there are unique opportunities for the City of Cape Town to meet.

4.1 City of Cape Town CDS goals

The CDS recognises and aligns with the six OneCape2040 transitions for the long-term prosperity of Cape Town and the Western Cape.

The process of arriving at the City’s CDS involved the development of long-term goals and sub-goals, which, in turn, led to strategies required to meet those goals and the identification of key interventions.

Six CDS goals were derived across three types, with three support mechanisms. These are outlined in Table 3 as they align with the City’s IDP 2012–2017 and the OneCape2040 transition focus areas:

The City CDS goals are not exclusive of each other, but are closely interlinked. Therefore, even though each

constitutes a piece of the puzzle in its own right, all six are needed to complete the picture, and, together with the support mechanisms, will enable the achievement of the City’s vision.

The six goals and three support mechanisms can also be illustrated as follows:

The **support mechanisms** that surround the goals are vital to the achievement of the goals.

Currently, the delivery of basic and improved levels of service in the city is a challenge. In engagements with resident groups in Cape Town, a number expressed concern with regard to the under-delivery of basic services to communities, causing anger, frustration and, in some instances, the onset of health-related issues.

Optimum basic services delivery means that continued reinforcement of service delivery excellence and improvement in the service range and quality delivered to Cape Town citizens, business and visitors need to take place by starting with an Urban Services Infrastructure Plan (a cross-sector work plan) and a Growth Management Plan.

The following quote from a resident engagement group illustrates the nature of the challenges experienced:

“People relieve themselves in the streets – the toilets get locked, the drains are blocked and the water is turned off. I don’t know how I survive – it is filthy.”



The City CDS goals are not exclusive of each other, but are closely interlinked. Therefore, even though each constitutes a piece of the puzzle in its own right, all six are needed to complete the picture.

Table 3: Six CDS goals plus support mechanisms, and alignment with IDP and OneCape2040

GOAL TYPE	CITY CDS GOAL	ALIGNMENT WITH IDP 2012-17 STRATEGIC FOCUS AREA	ALIGNMENT WITH ONECAPE2040 TRANSITION FOCUS AREA
Foundational The basics that need to be achieved in order for the City to function	1. Lead a healthy, vibrant life 2. Be educated and informed	Caring city Inclusive city	Living Cape Educated Cape
Enabling Support the delivery of the foundational goals	3. Be an inclusive and resilient economy 4. Be connected and interconnected	Opportunity city Inclusive city	Enterprising Cape Connecting Cape
Defining and differentiating Set Cape Town apart from other cities and regions, and give the edge that is required to take the city to 2040	5. Build and celebrate Cape Town spirit 6. Inspire an eco-friendly city region	Safe city Caring city Opportunity city	Connecting Cape Green Cape
Support mechanisms	7. Optimum basic services delivery 8. Engaging leadership 9. Responsible citizenry 10. Innovative financial mechanisms	Well-run city	Leading Cape

33. Refer Chapter 4

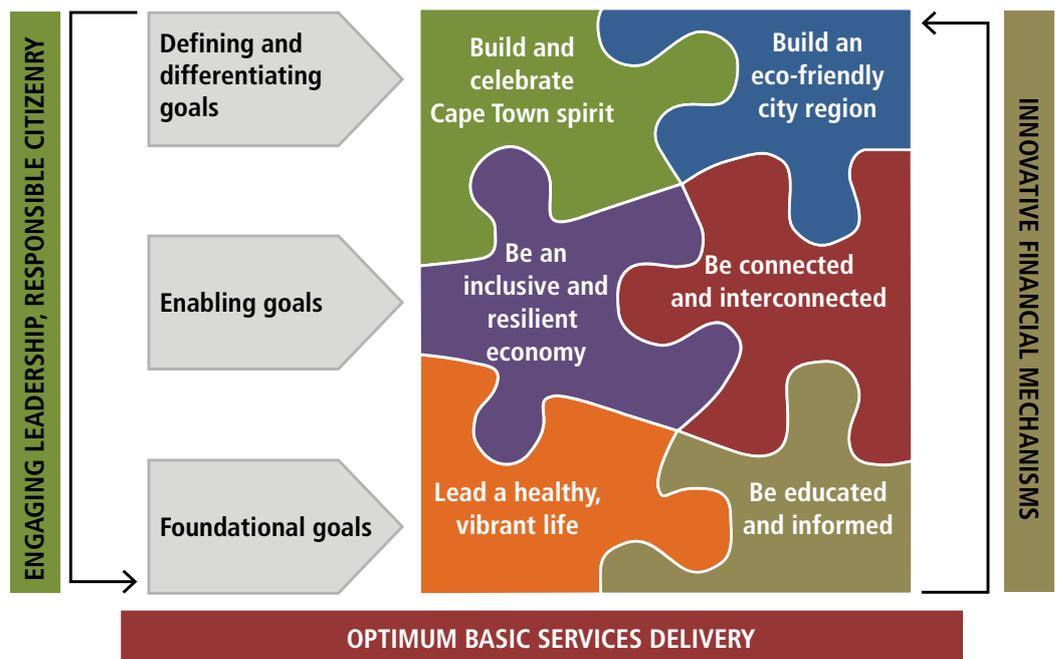


Figure 6: City of Cape Town CDS goals and support mechanisms

Engaging leadership supports both the OneCape2040 vision and the City's CDS by driving active partnerships through coaching, best-practice recognition and communication.

In the engagement process, business, professional and special interest groups shared experiences of frustration due to red tape and regulations prohibiting innovation and timeous decisions being made. The following quotes illustrate this:

"Your red tape throughout Cape Town is crazy. It took me five years to get a plan approved and 10 years to get off the ground from the date I bought the land. This building now employs 500 people from the community."

"Government needs a business mind-set. The Mayor needs to invest in people who can lead and make quick decisions – she must get the four best people in the world, pay them big salaries and get the job done – they have a business mind-set."

Responsible citizenry entails citizens taking responsibility for themselves as well as their communities. (This also includes a shift in mind-set towards the realisation that active participation and responsibility can make a difference, help improve situations and nurture opportunities.) The need for this is clear from the following:

"The moral fibre of society is lacking – kids don't have guidance and parents to instil morals. I would like to see a city governed by morals rather than impulses. A city with a caring and helping attitude."

Innovative financial mechanisms need to be developed to support projects and initiatives, including financial and social partnerships. Without budgets and financial assistance, there will be a limit to what can be

achieved. According to UN-HABITAT,³⁴ a lack of financing for affordable housing and infrastructure is a major cause of informal settlement proliferation, although both sectors can act as catalysts for socio-economic development.

4.2 City of Cape Town CDS goal types

The six City CDS goals are divided into three types, namely **foundational**, **enabling**, and **defining and differentiating**.

The **foundational goals**, as the term implies, refer to the basics that need to be achieved in order for the city to function. These goals include *leading a healthy, vibrant life and becoming educated and informed*.

The **enabling goals** support the delivery of the foundational goals and are *being an inclusive and resilient economy and being connected and interconnected*.

These goals were derived based on the imperative for the Cape Town economy to grow. An economy cannot grow sustainably if it is not inclusive or resilient.

Stakeholders across the board raised issues such as the lack of entrepreneurial support, the importance of growing tourism, nurturing innovation and creativity, and using the oceans (whether that means defining clear plans and roles for sorting out the ports and harbours, or extracting natural gas).

Lastly, the **defining and differentiating goals** will set Cape Town apart from other cities and regions, and will give the edge that is required to take the city to 2040. These goals are to *build and celebrate Cape Town spirit and inspire an eco-friendly city region*. The tapestry of cultures that pervade our city region is unique and

Continued reinforcement of service delivery excellence and improvement in the service range and quality need to take place by starting with an Urban Services Infrastructure Plan (a cross-sector work plan) and a Growth Management Plan.

34. UN-HABITAT, 2010c.

should be nurtured.

Whilst one cannot ignore global climate change and its impact on Cape Town, there is evidence that Cape Town’s strength in natural resources can be leveraged, and that the city can become the hub of research and development for Africa and beyond.

4.3 Alignment of national, provincial and City goals

The City CDS goals are aligned with the National

Development Plan (NDP) 2030 goals, as Table 4 indicates.

Each of the City CDS goals is supported by accompanying sub-goals, each defined with its own set of strategies and interventions expressed as early victories or game changers. It should be noted that an intervention may not be a project, but may integrate with existing work-streams, initiatives or adaptation of these existing activities to support the achievement of the City CDS goals.

The City CDS goals are aligned with the National Development Plan 2030 goals

Table 4: Alignment between City CDS goals, the City IDP, the NDP 2030 and Province’s OneCape2040

GOAL	NATIONAL PLANNING COMMISSION NDP 2030	WESTERN CAPE GOVERNMENT ONECAPE2040	CITY OF CAPE TOWN CITY DEVELOPMENT STRATEGY (2040)	CITY OF CAPE TOWN IDP 2012–2017
	Prosperity and equity (Eliminate poverty, reduce inequality)	A highly skilled, innovation-driven, resource-efficient, connected, high-opportunity and collaborative society	A highly skilled, innovation-driven, resource-efficient, connected, high-opportunity and collaborative society Resilient and inclusive – underlying themes	
Economy	<ul style="list-style-type: none"> • Create jobs • Expand infrastructure • Inclusive planning • Inclusive rural economy 	Enterprising Cape: <ul style="list-style-type: none"> • Anyone who wants to be economically active is able to work • Entrepreneurial destinations of choice 	Enterprising Cape: <ul style="list-style-type: none"> • Be an inclusive and resilient economy • Be connected and interconnected 	Opportunity city: <ul style="list-style-type: none"> • Create an economically enabling environment in which investment can grow and jobs can be created
Environment	<ul style="list-style-type: none"> • Use resources properly • Sustainability • Resilience 	Green Cape: <ul style="list-style-type: none"> • Water, energy and waste services delivered sustainably • Leader in green economy 	Green Cape: <ul style="list-style-type: none"> • Inspire an eco-friendly city region 	Opportunity city: <ul style="list-style-type: none"> • Create an economically enabling environment in which investment can grow and jobs can be created
Education	<ul style="list-style-type: none"> • Quality education • Training • Innovation 	Educated Cape: <ul style="list-style-type: none"> • Appropriate education opportunities • Centres of ecological, creative, science and social innovation 	Educated Cape: <ul style="list-style-type: none"> • Be educated and informed 	Caring city: <ul style="list-style-type: none"> • Building a metro in which we create a sustainable environment, where all people have access to services
Health and wellness	<ul style="list-style-type: none"> • Transform human settlements • Quality health care 	Living Cape: <ul style="list-style-type: none"> • Liveable, accessible, high-opportunity neighbourhoods and towns • Ranked as one of the greatest places in the world to live 	Living Cape: <ul style="list-style-type: none"> • Lead a healthy and vibrant life • Optimum basic services delivery 	Caring city: <ul style="list-style-type: none"> • Building a metro in which we create a sustainable environment, where all people have access to services Inclusive city: <ul style="list-style-type: none"> • Inclusive and integrated communities • Building a shared community across different cultural, social and economic groups in the city
Financial/accountable	<ul style="list-style-type: none"> • Build a capable state • Fight corruption • Nation-building • Social cohesion 	Leading Cape: <ul style="list-style-type: none"> • Ambitious, socially responsible leadership at all levels • World-class institutions 	Leading Cape: <ul style="list-style-type: none"> • Engaging leadership • Responsible citizenry • Innovative financial mechanisms 	Well-run city: <ul style="list-style-type: none"> • Is accountable for the resources it manages at all times
Social	<ul style="list-style-type: none"> • Unite the nation • Social protection • Safer communities 	Connecting Cape: <ul style="list-style-type: none"> • Welcoming, inclusive and integrated communities • Global meeting place and connector with new markets 	Connecting Cape: <ul style="list-style-type: none"> • Build and celebrate Cape Town spirit 	Safe city: <ul style="list-style-type: none"> • Safety is essential for public enjoyment of open spaces, city beaches and nature reserves, and economic development. It is a broader issue that goes beyond policing.

5. City of Cape Town CDS support-mechanism strategies

✓ Aligns with OneCape2040 transition/focus area:
LEADING CAPE

Detailed in Table 5 are the support-mechanism strategies that are needed to achieve the goals (and which are fundamental to the successful delivery of each of the goals and sub-goals).

Leadership needs to drive change. Regulations are preventing business (both big and small) from investing in future game-changer interventions. At the same time,

local government needs to make sure that basic services are delivered optimally.

Many of the goals and interventions that will be outlined later on are dependent on innovative financing to bring to fruition.

The risk of non-delivery is that the Cape Town city region will not achieve its vision or goals, preventing it from becoming a sustainable, inclusive and resilient economy from both a financial and social perspective.

Table 5: City CDS support-mechanism strategies

ONECAPE2040 – LEADING CAPE			
City CDS goal	Strategies	Early victories	Game changers
Engaging leadership Responsible citizenry	Drive active leadership through partnerships, best practice, recognition and communication	<ul style="list-style-type: none"> Start leadership/business partnership negotiations Communicate plans/initiatives Start investigations into financial mechanisms Immediate services delivery plans and actions 	Leadership that is open to change and that questions current methods, with a view to getting basic services delivery to exceptional levels, and putting finance mechanisms in place for funding game-changer interventions
Innovative financial mechanisms	Develop and implement innovative mechanisms to support projects and initiatives, including financial and social partnerships (e.g. social impact bonds) Devise models for implementing community and/or public private partnerships (CPPPs)		
Optimum basic services delivery	Prepare a plan and action delivery of integrated services to informal settlements, including continuous monitoring and better management [Urban Services Infrastructure Plan (cross-sector work plan) and Growth Management Plan]		

6. City of Cape Town CDS foundational goals, sub-goals, strategies and interventions

Current living conditions in poor neighbourhoods are not conducive to health or economic sustainability, let alone economic growth.

The following two foundational goals have been identified:

Lead a healthy, vibrant life

✓ Aligns with OneCape2040 transition/focus area:
LIVING CAPE

Be educated and informed

✓ Aligns with OneCape2040 transition/focus area:
EDUCATED CAPE

These goals were derived from the inputs and feedback pertaining to the way people live, learn and contribute to society and to their fellow citizens. Current living conditions in poor neighbourhoods are not conducive to **health** or economic sustainability, let alone economic growth:

"People don't have jobs, they live in the townships and they get into crime and gangs."

"There are no activities like sports – if there were facilities, we could remove the juniors from the streets."

"We are sick and the clinic is too far. Not enough

people to help – you will die on that bench waiting for help."

"We don't sleep on Fridays – the criminals are all around."

"Poor rehab and clinic facilities"

"Kids can't play in the streets."

"Prevent a suburban sprawl city – we need to manage public open spaces and integrate communities – maybe look at cluster housing to accommodate more people and use less area."

The education system has let people down, and the youth are both dropping out of schools and living on the streets, or complete school and then live on the streets, as there are no job opportunities available.

As established as part of the City CDS contextual information (refer Appendix 2), 50% of the youth in Cape Town (between the ages 15 and 24) are unemployed. Other community challenges are growing crime and unhealthy living conditions. Quotes from engagements include the following:



By transforming settlements into working, living, playing and learning neighbourhoods, and offering learning programmes from early childhood development up to adult training, opportunities will start to open up and communities will grow.

“Our education system doesn’t support the poor.”
 “85% of government schools are not functioning; are not rendering any service to SA, because of various reasons.”

“We need to re-look the whole education system in the Western Cape.”

“There needs to be economic development for smaller communities. Educated individuals must feed into the skills and knowledge base that Cape Town has.”

By transforming settlements into working, living, playing and learning neighbourhoods, and offering learning programmes from early childhood development up to adult training, opportunities will start to open up and communities will grow.

In order for settlements to be transformed, social financial instruments will be necessary to fund programmes. These could potentially take the form of social impact bonds and land capture deals. Non-governmental organisations (NGOs) would need to be established, working closely with communities and government.

The **sub-goals** per foundational goal and their respective strategies are detailed in Table 6.

The risk of non-delivery encompasses unmanageable levels of crime, unliveable

neighbourhoods (service delivery and other protests at scale), communities living in fear, neighbourhoods turning into slums, and a negative impact on tourism and other, associated industries.

The **interventions** that were identified in order to reach these sub-goals are described as either early victories or game changers:

Early victories to achieve this goal

- Make effective use of under-developed land and spaces
- Increase policing and monitoring in partnership with neighbourhoods
- Implement resilience training for children and youth through sports, health and wellness and social programmes
- Create shared-value partnerships (e.g. CPPPs) with communities
- Introduce social and non-monetary awards for volunteerism
- Better coordination between the three spheres of government

Game changers that will enable a major turnaround

- Develop working, living, playing and learning neighbourhoods
- Build public spaces that support social inclusion
- Establish an NGO that develops a health and



In order for settlements to be transformed, social financial instruments will be necessary to fund programmes. These could potentially take the form of social impact bonds and land capture deals.

Table 6: City CDS foundational sub-goals and accompanying strategies: “Lead a healthy, vibrant life”

ONECAPE2040 – LIVING CAPE		
City CDS goal	Sub-goals	Strategies
Lead a healthy, vibrant life	Supportive neighbourhoods	<ul style="list-style-type: none"> • Transform townships and informal settlements into working, living, playing and learning neighbourhoods that are integrated with the city • Revitalise key city spaces, including making existing public buildings available for alternative uses (e.g. learning spaces) • Make maximum use of public-owned land for social and economic outcomes • Promote densification in appropriate areas • Develop anti-crime social contracts
	Health and wellness	<ul style="list-style-type: none"> • Encourage communities to follow holistic health and wellness lifestyles
	Social financial instruments	<ul style="list-style-type: none"> • Introduce outcomes-based and other finance models • Implement community and/or public-private partnerships (CPPPs) to deliver specific projects

Table 7: City CDS foundational sub-goals and accompanying strategies: "Be educated and informed"

ONECAPE2040 – EDUCATED CAPE		
City CDS goal	Sub-goals	Strategies
Be educated and informed	Lifelong learning	<ul style="list-style-type: none"> • Build awareness of learning as key to inclusive development and social cohesion, with a targeted focus on early childhood development • Support programming on school management as well as further and tertiary education to facilitate better through-put to different levels of education and better support of economy
	Global knowledge centre	<ul style="list-style-type: none"> • Develop research and development in biodiversity, new energy and zero waste, as well as health and materials technologies

The Cape Town city region has internationally acclaimed universities with world-class research and development laboratories, which can be tapped into and used as the centres of hubs of excellence.

wellness network and that can attract international funding (i.e. the Worldwide Fund for Nature or social NGOs) (work with specialist institutions such as the Centre for Financial Regulation and Inclusion (Cenfri) on processes and tools for financial inclusion)

- Implement a pilot project for social impact bonds
- Tap into the human need to belong, by initiating 'gangs for good' and similar initiatives

With Cape Town having a high percentage of youth, **education** has to form the foundation for economic sustainability and growth. Education and skills training from early childhood through to tertiary levels needs to receive immediate attention. The sub-goals and strategies depicted in Table 7 were formed based on stakeholder inputs across all segments and groups:

The risk of non-delivery includes the inability of the economy to cope with increasing unemployment, the inability to cope with pressure on the social environment, more crime and gang activities, and less local and international investment.

The **interventions** that were identified in order to reach these sub-goals and enable the strategies are as follows:

Early victories

- Lead in early childhood development curriculum innovation – including resilience training – and teacher training support

- Appropriate education for new-economy jobs
- Integrated adult-learning programmes
- Encourage the four city-region universities to co-create hubs of knowledge excellence around new economies as well as research and development

Game changers

- Create the 'Massachusetts Institute of Technology' of Africa in cooperation with local and global business, with a focus on new energy, biodiversity and zero waste, and health
- Facilitate opportunities for accredited online and blended learning (through edu-cafes and multipurpose hubs)
- Integrate learning and job opportunities, i.e. 'learning and earning'
- Tap into the human need to belong, by initiating 'gangs for good' and similar initiatives

The Cape Town city region has internationally acclaimed universities with world-class research and development laboratories, which can be tapped into and used as the centres of hubs of excellence. In addition, providing good-quality education (from early childhood development up to tertiary level) to all citizens will build the base for an economy that can sustain itself and grow over time.

The foundational goals are essential for the long-term prosperity of Cape Town, its citizens and its growth.

The next level of the City's goals is the enabling goals.

7. City of Cape Town CDS enabling goals, sub-goals, strategies and interventions

The City CDS enabling goals identified are as follows:

Be connected and interconnected

✓ Aligns with OneCape2040 transition/focus area:

CONNECTING CAPE

Be an inclusive and resilient economy

✓ Aligns with OneCape2040 transition/focus area:

ENTERPRISING CAPE

The contextual analysis for the City CDS (refer Appendix 2) indicates that Cape Town's heritage of segregation, which had an impact on the city's spatial planning, together with increasing levels of urbanisation have caused people to live far from where they work. This has placed pressure on the public transport system.

Another aspect linked to this is the global trend of being 'connected' via broadband. Global cities have become more connected, whereas, due to Cape Town's 'Tale of Two Cities', many of the poor cannot afford access to the internet and have therefore not had opportunities to gain knowledge and become empowered.

Some quotes from stakeholder engagements illustrate this:

"The train system is never on time – people are always late and not working properly – no-one can get around, not students, not working people, not older people."

"The poor are actually being prejudiced in our

society and the reason for that is that they live far from where they work.”

Being connected and interconnected is enabling, because people need to move between home and work quickly, efficiently and cheaply, which is currently not the case. The city and its region also need to trade at regional, national and international scales, and this requires infrastructure that supports a competitive advantage.

Enabling access to technology allows people to be informed, do business and learn through various e-learning and blended programmes and initiatives in order to improve their skills.

Being connected and interconnected through travel and transport will also create new human networks across the city region and beyond.

The **sub-goals** and strategies identified to reach the goal of being connected and interconnected are shown in Table 8.

The risk of non-delivery on these strategies will lead to the inability of people to travel to areas of work and leisure, a negative impact on the economy, and lower productivity, which will in turn place pressure on spatial planning and city/urban sprawl as well as cause social unrest, including xenophobia.

The **interventions** that were identified in order to reach these sub-goals and enable the strategies are as follows:

Early victories

- Put measures in place to improve the safety and reliability of trains and train stations
- Provide transport access for all (including the frail and disabled)
- Provide faster, low-cost internet access across the city region
- Measure social capital in order to determine the impact/outcome derived from the funding
- Support bridging network events to get people closer to each other, and to learn to help each other

Game changers

- Implement a fully integrated public transport system
- Investigate new transport means and ‘open skies’ policy

• Be a global leader for faster, low-cost internet speed
The other enabling goal is that of **being an inclusive and resilient economy**. This encompasses many facets, including the following:

- *Supporting and encouraging people with talents (creative talents, entrepreneurs and innovators):* Cape Town does attract people with creative talent and entrepreneurial flair. Half of the businesses in Cape Town are small, medium and micro-sized enterprises (SMMEs).³⁵ Cape Town also hosts international design events such as the Design Indaba, which attracts international interest and talents to the city.
- This goal also includes the supporting of *niche services*. Cape Town has seen a move from manufacturing to creative and asset management services, which has had a positive and negative effect on the city. On the positive side, it has attracted skilled people and established Cape Town as a niche-services hub; however, the converse to this is that many unskilled labourers find themselves unemployed.
- Cape Town has the heritage of *being a tourist destination* due to its natural beauty and icons such as Table Mountain, fynbos and the winelands. This needs to be maintained, and although the city cannot rely solely on tourist investments, it still forms a significant part of Cape Town’s gross geographic product, and should be nurtured and grown.
- This goal also includes *opportunities surrounding the oceans*, which include the ports and harbours; oil, gas and natural gas services opportunities, and aquaculture and mariculture growth.
- As mentioned in the contextual analysis in Appendix 2, Cape Town is *physically well positioned to do trade* with South America and the rest of Africa. However, the current Cape Town port is not large enough to accommodate any significant growth in freight, oil and gas services or tourists. Hence, the importance of the development of the port of Saldanha now and into the future.
- In terms of *natural gas*, there is a potential opportunity to reclaim natural gas from the ocean, as



Cape Town does attract people with creative talent and entrepreneurial flair. Half of the businesses in Cape Town are small, medium and micro-sized enterprises.

Table 8: City CDS enabling sub-goals and accompanying strategies: “Be connected and interconnected”

ONECAPE2040 – CONNECTING CAPE		
CITY CDS goal	Sub-goals	Strategies
Be connected and interconnected	Access to public transport	<ul style="list-style-type: none"> • Building on current infrastructure; provide safe, affordable and reliable public transport and routes for all, connecting all areas • Support different ways for people and goods to travel (including non-motorised and pedestrianisation)
	Access to technology	<ul style="list-style-type: none"> • Treat internet as a human right and basic utility
	Develop social capital	<ul style="list-style-type: none"> • Facilitate bridging networks • Create bridging opportunities

35. City of Cape Town, 2011.



well as to offer a service to rigs and other sea-craft. However, both these opportunities require more investigation and feasibility studies. Due to Cape Town having strong research and development skills, aquaculture and mariculture developments could potentially position the city as an innovation hub in this field as well as in other new economies.

Some quotes from stakeholder engagements include the following:

“Maintain our natural resources and conservation – for tourists and locals.”

“Our ports are ineffective – they are 15 to 20 years behind in terms of productivity, infrastructure.”

“Cape Town is the most difficult city to do business with; we lack that competitive and entrepreneurial spirit.”

The sub-goals and subsequent strategies are set out in Table 9.

The risks associated with non-delivery of these sub-goals and strategies are pressure on harbour activity and export/import industry; limited commercial and tourist activity (visitors) due to harbour restrictions and poor facilities; less business activity and attraction into the city; a stagnating economy, which would force innovators and creative thinkers out of the city to other parts of the country and other countries, and a lack of support for all types of entrepreneurs, which will affect the local economy (financial and social).

The interventions that were identified in order to reach these sub-goals and enable the strategies are as follows:

Early victories

- Preferential support and services to encourage entrepreneurial business (taxes, locations, procurement)
- Establish and promote regional hubs of excellence in creative industries, health technologies and zero waste
- Support the creative economy by availing space and offering opportunities for participation in global exhibitions, competitions, etc.
- Designate multipurpose and specialist creative hubs
- Engage on how best to use the harbours in the city region

Game changers

- Facilitate agreement on which port should take off-shore natural gas (Cape Town or Saldanha) (early victory and game changer)
- Develop ‘ONE’ – Ocean, Natural, Energy – research and development
- Develop Robben Island into a community of arts and eco-scientists, and leverage responsible tourism
- Additive manufacturing potential to replace some imports

Turn Cape Town into the ‘Massachusetts Institute of Technology’ innovation lab of Africa, focusing on low carbon, biodiversity, zero waste and health. These enabling goals will ultimately support the attainment of the OneCape2040 vision of an innovation-driven, resource-efficient, high-opportunity society.

The last level of goals required to meet the stated vision is the defining and differentiating goals. As the words denote, these goals will differentiate Cape Town from other cities in 2040.

Due to Cape Town having strong research and development skills, aquaculture and mariculture developments could potentially position the city as an innovation hub in this field as well as in other new economies.

Table 9: City CDS enabling sub-goals and accompanying strategies: “Be an inclusive and resilient economy”

ONECAPE2040 – ENTERPRISING CAPE		
CITY CDS goal	Sub-goals	Strategies
Be an inclusive and resilient economy	Entrepreneurial city region	<ul style="list-style-type: none"> • Identify and support entrepreneurs – with an emphasis on social entrepreneurs
	12-month hub for tourism, sports and events	<ul style="list-style-type: none"> • Establish city region as ‘Riviera’ of Africa, including tourism for locals
	Creative outsourcer to the world	<ul style="list-style-type: none"> • Ensure there is a creative design element for every public space assignment • Encourage creative hubs throughout the region • Initiate ‘Created in the Cape’ • Encourage production of cultural products and technology applications
	Optimise the oceans	<ul style="list-style-type: none"> • Utilise off-shore natural gas to provide electricity for existing and new industries • Facilitate Ports and Harbours Strategy for the region • Develop aquaculture and mariculture • Off-shore energy research and development
	Niched services for Africa	<ul style="list-style-type: none"> • Build on current strengths to promote city region as an African and global centre for niched services, including blue economy, eco-services, creative industries, health services, agro-processing, etc.
	Innovation-friendly city region	<ul style="list-style-type: none"> • Business and university coalition that encourages rapid prototyping around local, regional and developing nations’ challenges, energy, health and early childhood development • Keep abreast of, adapt to, and adopt new technologies (i.e. local applications of additive manufacturing)

8. City of Cape Town CDS defining and differentiating goals, sub-goals, strategies and interventions

The following two City CDS defining and differentiating goals have been identified:

Build and celebrate Cape Town spirit

✓ Aligns with OneCape2040 transition/focus area:

CONNECTING CAPE

Inspire an eco-friendly city region

✓ Aligns with OneCape2040 transition/focus area:

GREEN CAPE

Cape Town comprises a tapestry of cultures with deep-rooted traditions, each with its own, unique offering to society, both locals and visitors. This uniqueness should be nurtured and promoted. Learning to accept each other and live together will have a positive effect on spatial integration and social cohesion. Some quotes that support this sentiment are as follows:

- "Morals of society are bad – there is no respect."
- "I think that there's a perception that might have some merit, that Cape Town is perceived to be this racist enclave, so therefore, the inequality is acceptable. And therefore, the rest of the country gets its back up whenever it thinks of the Western Cape and Cape Town."

The sub-goals and subsequent strategies are shown in Table 10.

The **risk of non-delivery** of these strategies include the further seclusion and exclusion of citizens (negative disposition affects community activity, ownership and responsibility towards self and fellow citizens), a negative impact on the eco-city and social economy, as well as negative national and international perceptions of Cape Town and its people.

The **interventions** that were identified in order to reach these sub-goals and enable the strategies are as follows:

Early victories

- Communication and engagement strategy to build and share the importance of civic pride, values and actions – including social dialogues
- Initiate a platform to match volunteers with local environmental and social initiatives, earning 'goodwill credits'

- Green spaces and public squares within walking distance for access by every urban citizen

Game changers

- Encourage the mingling of communities across the city region through events such as "Ciclovia" and "Infecting the city region"
- Recognise and celebrate significant public spaces across the city region, e.g. turn Grand Parade and other significant spaces into a 'great square' such as Trafalgar Square in London, or San Marco in Venice
- Sports and leisure facilities accessible to everyone

Inspire an eco-friendly city region

If Cape Town wants to keep up with global trends or become a leader in certain areas, it has to inspire an eco-friendly city region, actively pursuing 'green', low-carbon issues as well as striving towards a 'blue' zero-waste economy. Attention has to be given to increasing awareness of resource use and waste, which must lead to action from the individual citizen and business, research, new thinking and local government project planning. Optimum utilisation of natural resources for food, energy and water is fundamental to achieve this goal and grow the economy. Examples of actual quotes from stakeholders include the following:

- "Three things that are key to low-carbon growth are (i) building hard infrastructure that builds clean wind technology, (ii) design, and (iii) improving efficiencies."
- "We've got to drive the green side of things. We've got to drive other energy sources."
- "Ours is a water challenge, and I think it is a major one."

Global sentiments on greening the globe are increasing in importance, as noted during the International Council for Local Environmental Initiatives (ICLEI) World Congress held in June 2012, prior to the United Nations Conference on Sustainable Development (Rio+20). It was specified that most effective action and implementation has to take place at the local government level. Key imperatives that were emphasised were as follows:³⁶



If Cape Town wants to keep up with global trends or become a leader in certain areas, it has to inspire an eco-friendly city region, actively pursuing 'green', low-carbon issues as well as striving towards a 'blue' zero-waste economy.

Table 10: City CDS defining and differentiating sub-goals and accompanying strategies: "Build and celebrate Cape Town spirit"

ONECAPE2040 – CONNECTING CAPE		
CCT CDS goal	Sub-goals	Strategies
Build and celebrate Cape Town spirit	Distil a sense of place	<ul style="list-style-type: none"> • Instil a communal sense of values and pride (incorporating various methods, e.g. 'gangs for good' concept) • Celebrate being global and culturally diverse citizens
	Encourage a tapestry of cultures	<ul style="list-style-type: none"> • Encourage social cohesion through the creative use of public spaces and places for every citizen in the city region to mix and mingle • Easy access to public spaces for every citizen in the city region

36. ICLEI, 2012.



The risk of non-delivery will include Cape Town running out of natural resources; a lack of funding for research and development on renewables, resulting in no substitutes for depleted food, energy and water resources (FEW), pressure on survival with a consequent impact on citizens and business, and limited and constrained economic growth and development.

- Asking that government stakeholders (including local governments and their agents) have access to the requisite funding
 - Strengthening networks that connect local leaders, to facilitate knowledge exchange as a means to drive a transition to a green economy that addresses poverty
 - Calling for the establishment of locally appropriate regulatory frameworks, enabling integrated urban solutions and creating new green-economy markets
 - Influencing the creation of jobs through the above³⁷
- The **sub-goals** and subsequent strategies in respect of this CDS goal are shown in Table 11.

The **risk of non-delivery** will include Cape Town running out of natural resources; a lack of funding for research and development on renewables, resulting in no substitutes for depleted food, energy and water resources (FEW), pressure on survival with a consequent impact on citizens and business, and limited and constrained economic growth and development.

The **interventions** identified in order to reach these sub-goals and enable the strategies are as follows:

Early victories

- Include eco-education in school curriculum
- Attract international funding for green and blue-economy research

- Collaborate on plans for natural energy use
- Expand awareness and training on resource shortages to support behaviour change
- Broker establishment of Climate Change Fund to help business, households, schools, communities and local government save water and energy, and reduce greenhouse gas emissions
- Implement City policy to support energy-saving and green-related imperatives
- Scope up green linkages in community work programmes

Game changers

- Be a world leader in implementing the blue economy across the city region
- Implement zero-waste technologies for farming, aquaculture and agro-processing as well as manufacturing
- 100% electricity from natural gas and renewable energy sources
- Desalination plants powered by natural gas

These specified defining and differentiating goals will not only enable Cape Town to meet its vision of becoming a vibrant and inclusive eco-city, but also to sustain and grow the economy by 2040, contributing to the achievement of the OneCape2040 vision.

Table 11: City CDS defining and differentiating sub-goals and accompanying strategies: “Inspire an eco-friendly city region”

ONECAPE2040 – GREEN CAPE		
CCT CDS goal	Sub-goals	Strategies
Inspire an eco-friendly city region	Global centre of research and development for green and blue economies	<ul style="list-style-type: none"> • Beyond low-carbon to zero waste • Design and implement a natural energy plan • Develop and implement requisite policies to facilitate brown³⁸, green³⁹ and blue⁴⁰ links to a resilient economy (i.e. Expanded Public Works Programme)
	Focus on FEW – food, energy and water resources	<ul style="list-style-type: none"> • Turn resource scarcity into resource security • Create policies and infrastructure to pay users to feed into the energy grid, as well as be rewarded for energy saving and green buildings

37. ICLEI, 2012.

38. The brown economy is the current “polluting and inefficient” economy: “business as usual”.

39. UNEP defines a green economy as one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. In its simplest expression, a green economy can be thought of as one which is low carbon, resource efficient and socially inclusive (UNEP, 2011).

40. Gunter Pauli (2010) in his book *The Blue Economy*, highlights the following principles of the blue economy: Substitute something with Nothing – question any resource regarding its necessity for production; waste does not exist; any by-product is the source for a new product; nature provides room for entrepreneurs who do more with less; nature only works with what is locally available; sustainable business evolves with respect not only for local resources, but also for culture and tradition.

9. Key interventions for the City of Cape Town CDS

When undertaking long-term envisioning and strategy development, such as over a period of 25 years plus, it is useful to classify or envisage various horizons, not necessarily time-related but rather performance and/or delivery-related. The following three horizons have been identified for the City CDS:

- The first horizon would be looking at 'doing things **better**' – where strategies or actions are already in place, but are not being optimally achieved.
- The second horizon refers to 'doing things **differently**' – where one would need to change the way things are being done in order to achieve the specific goals.
- The third would be 'doing **different things**' – where a totally different approach is envisaged/needed in order to achieve the stated goals and sub-goals.



Figure 7: Three horizons related to long-term performance/delivery

In terms of the first horizon, "Doing things BETTER", the interventions that assist in realising the OneCape2040 vision and City CDS goals include the following:

- Reclaim community values starting with social programmes for the youth
 - Improve safety and reliability of rail, bus and taxi, and instigate truly integrated transport
 - Introduce outcomes-based finance models
 - Provide faster internet access across the city region
- To enable these key interventions, optimum delivery of basic services to all communities is imperative, for example through an Urban Services Infrastructure Plan (cross-sector work plan) and Growth Management Plan, as a start.

In respect of the second horizon, "Doing things DIFFERENTLY", the interventions that would be important in realising the OneCape2040 vision and City CDS goals include the following:

- Develop linked 'working, living, playing and learning' neighbourhoods that are cognisant of local needs
- Implement a Ports and Harbours Strategy to use ports and harbours more productively

With regard to the third horizon, "Doing DIFFERENT THINGS", the enabling interventions are as follows:

- Research and implement low-carbon and zero waste across the city region
- Create the 'Massachusetts Institute of Technology' of Africa, with a focus on new energy, biodiversity and zero waste
- Turn resource scarcity into resource security, with a focus on FEW (food, energy and water resources), working towards the following:
Food: 80% food sourced locally through urban agri-policy (via large-scale farming, local allotments,

To enable key interventions, optimum delivery of basic services to all communities is imperative, for example through an Urban Services Infrastructure Plan (cross-sector work plan) and Growth Management Plan, as a start.

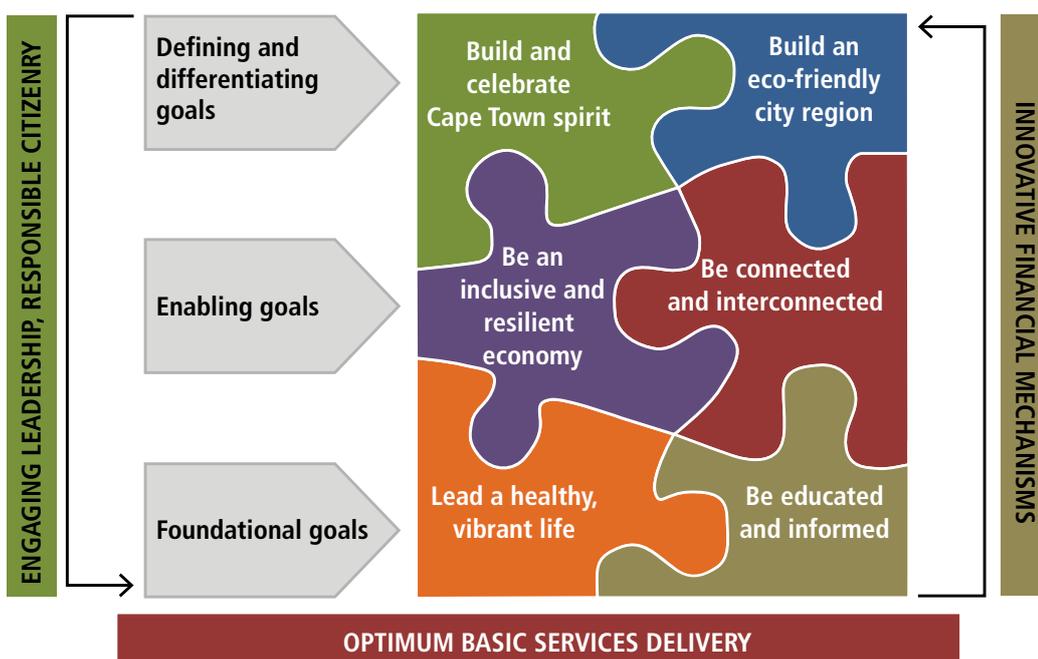


Figure 8: City of Cape Town City Development Strategy goals and support mechanisms

The OneCape2040 vision is supported by the City CDS's six main goals, each with its own sub-goals and strategies as well as early-victory and game-changer interventions.

publicly owned fallow land, vertical farms)
Energy: Target 80% compliance and standardised use of natural energy for domestic and business use. Natural gas to replace coal and create new industrial opportunities
Water: Reduce, reuse and capture water, and explore/research desalination plants (powered by natural gas)
 In summary, therefore, the City CDS aims to achieve the OneCape2040 vision, namely:
 "A highly skilled, innovation-driven, resource-efficient, connected, high-opportunity and collaborative society"

The OneCape2040 vision that informs the City of Cape Town is supported by six main goals, each with its own sub-goals and strategies as well as early-victory and game-changer interventions.

Through the implementation of the six City CDS goals and related sub-goals, there will be progression from the present to a better and more sustainable future.

The table below shows the alignment between the OneCape2040 vision, transition and focus areas, the City's IDP 2012–2017 and the City CDS goals and sub-goals, as well as where the City CDS will contribute to both the realisation of the City's goals and OneCape2040.

Table 12: Alignment between OneCape2040, City Integrated Development Plan (IDP) and City CDS (in summary)

ONECAPE2040 VISION ELEMENT	ONECAPE2040 TRANSITION – FOCUS AREA	CITY OF CAPE TOWN CITY DEVELOPMENT STRATEGY GOAL	CITY DEVELOPMENT STRATEGY SUB-GOAL	ALIGNMENT WITH IDP 2012–17 STRATEGIC FOCUS AREA
Connected High-opportunity Highly skilled	Living Cape	1. Lead a healthy, vibrant life	<ul style="list-style-type: none"> Supportive neighbourhoods Health and wellness Social financial instruments 	Caring city Inclusive city
	Educated Cape	2. Be educated and informed	<ul style="list-style-type: none"> Lifelong learning Global knowledge centre 	
Highly skilled Innovation-driven High-opportunity	Connecting Cape	3. Be connected and interconnected	<ul style="list-style-type: none"> Access to public transport Access to technology Develop social capital 	Inclusive city Opportunity city
	Enterprising Cape	4. Be an inclusive and resilient economy	<ul style="list-style-type: none"> Entrepreneurial city region Twelve months for tourism, sports and events Creative outsourcer to the world Optimise the oceans Niched services for Africa Innovation-friendly city region 	
Connected Resource-efficient	Connecting Cape	5. Build and celebrate Cape Town spirit	<ul style="list-style-type: none"> Distil a sense of place Encourage a tapestry of cultures 	Safe city
	Green Cape	6. Inspire an eco-friendly city region	<ul style="list-style-type: none"> Global centre of research and development for green and blue economies Focus on FEW (food, energy, water) resources 	Opportunity city
Collaborative Resource-efficient	Leading Cape	7. Optimum basic services delivery	<ul style="list-style-type: none"> Provide integrated services Urban growth management 	Well-run city
		8. Engaging leadership 9. Responsible citizenry	<ul style="list-style-type: none"> Partnerships Engagement Communication 	
		10. Innovative financial mechanisms	<ul style="list-style-type: none"> Financial and social partnerships Community public-private partnerships 	



From strategy to implementation – a basic implementation framework for the CDS

The implementation framework for the CDS will be cyclical, including interventions of various scales and types – some small for implementation in the short term, and others major, which will require further research and investigation on their desirability, feasibility and viability.

In order to implement the City of Cape Town’s City Development Strategy (CDS), it is essential to put in place sustainable implementation processes. However, while it is important to start implementation, one also needs to remain mindful that the CDS is not a rigid plan, but may evolve with each strategic review.

Long-term city development is not so much about resources, but about intent and focus as well as the leadership required to act with a collective vision towards agreed outcomes.

Informed by Province’s OneCape2040 vision and transition agenda, the CDS, through its goals (‘transition energies’), provides direction for longer-term planning and progression in Cape Town. The CDS serves as a reference point and guide to the City of Cape Town to catalyse short-term action and collaboration towards

long-term change and redirection. The emphasis is on “what we have to do now to create a resilient, inclusive and competitive society, rather than what we plan to do at some point in the future.”⁴¹

Using the CDS, the City will need to start responding to and addressing transitions and their management into the future. The process will be cyclical, including interventions of various scales and types – some small for implementation in the short term, and others major, which will require further research and investigation on their desirability, feasibility and viability.

The basic CDS implementation framework comprises the following sections:

- Implementation approach
- Implementation projects for 2012/13
- Implementation mechanisms – internal and external
- Monitoring and evaluation



The CDS serves as a reference point and guide to the City of Cape Town to catalyse short-term action and collaboration towards long-term change and redirection.

41. EDP, 2012.



1. Implementation approach

The CDS is a living document, and will be updated and refined with successive cycles of further alignment, implementation and review.

The basic CDS implementation framework outlined hereafter is informed by the following principles:

- The CDS should be mainstreamed and included in all City of Cape Town processes, rather than being a 'stand-alone' strategy.
- The CDS should inform all City strategies, policies and programmes.
- The CDS should inform the IDP review 2014/15 and related programme, project and resource allocation processes.
- The CDS should drive and frame the next term-of-office IDP (2017–2022).
- The CDS is a living document, and will be updated and refined with successive cycles of further alignment, implementation and review.
- The CDS should be performance or delivery-focused.
- The CDS should support new ways of thinking, address complex urban challenges and implement innovative solutions.
- The CDS should support progressive movement and, as needed, stepped changes towards achieving the OneCape2040 vision and CDS 2040 goals (not 'business as usual').
- The implementation of the CDS should strive to continue to align with OneCape2040 and the NDP as well as their implementation.
- Implementation of the CDS should be collaborative, coordinated and sustained.

Table 13: OneCape2040 transitions, CDS goals and strategies, and required 2012–2040 transitions

ONECAPE2040 TRANSITION – FOCUS AREA	CDS GOAL	STRATEGY	TRANSITION	
			FROM 2012	TO 2040
Living Cape	Lead a healthy, vibrant life	Transform communities into healthy living spaces	Disconnected, stratified, low-opportunity, high-cost suburbs, townships and informal settlements; uneven access to basic services	Liveable, multi-opportunity, living, working, playing and learning (LWPL), affordable, safe and integrated neighbourhoods and services provision
Educated Cape	Be educated and informed	Support a culture of learning, and reward excellence	Unequal access to quality education, mediocrity rewarded	Education excellence due to equal access to quality education, excellence rewarded
Enterprising Cape Connecting Cape	Be connected and interconnected	Enable easy, reliable, safe and affordable means of communication and transport for all people and goods	Unsafe, poor-quality transport for goods and people, and low levels of information communications technology (ICT) connectivity	Safe, affordable, integrated and varied public and goods transportation means, and internet access a basic utility, with good quality of service
Enterprising Cape	Be an inclusive and resilient economy	Facilitate access to economic opportunity	High barriers to entry, low levels of both productivity and entrepreneurship	Low barriers to entry, high levels of both productivity and entrepreneurship
Connecting Cape	Build and celebrate Cape Town spirit	Promote and instil communal sense of values and tolerance for difference	Culturally divided, insular and low tolerance for difference	Multilingual, tolerant and open society full of pride in Cape Town region and South Africa
Green Cape	Inspire an eco-friendly city region	Support and promote ideas and actions that turn resource scarcity into resource security	Unsustainable resource use generating resource scarcity; carbon-intensive, high-waste	Sustainable resource use generating resource security – food, energy and waste (FEW), zero waste, blue economy
Leading Cape	Engaging leadership Responsible citizenry Innovative financial mechanisms	<ul style="list-style-type: none"> • Drive active partnerships. • Citizens actively participating and taking responsibility for themselves and their communities. • Investigate, access and use partnerships, financial instruments and resources to support projects and initiatives. • Urban Services Infrastructure Plan and Growth Management Plan. 	<ul style="list-style-type: none"> • Some partnerships. • Uneven participation by, and activation of, citizens. • Limited financial resources. 	<ul style="list-style-type: none"> • Synergistic, mature and widespread partnerships. • Citizens co-working and managing communities.

- The CDS implementation should involve external stakeholders.
- The implementation of the CDS should start with a few key projects, and build and expand.
- There should be consideration of, and preparation for, 'bigger' projects and levers, i.e. those key interventions that will make the biggest impact on achieving the OneCape2040 vision and CDS goals.
- The implementation of the CDS should be monitored and reviewed using current City, intergovernmental and other governance structures, forums, committees, and transversal and other processes.
- The Mayor/Mayoral Committee is the champion of the implementation of the CDS.

1.1 CDS approach

The CDS goals are aligned to achieve the OneCape2040 vision. The attainment of these CDS goals is achieved through strategies, which, in turn, are enabled through interventions. To guide the process, it is useful to have a sense of the transitions needed – from the current state to a desired future state. Whilst the cascade from vision to interventions can be seen as the roadmap to the future, the transitions can be regarded as the compass.

Table 13 outlines the OneCape2040 transitions, the CDS goals and strategies, and the transitions needed from the current state in 2012 to the desired state in 2040.

2. CDS implementation – action interventions in 2012/13

When implementing a long-term strategy such as the CDS with a time horizon of more than 25 years, it is useful as a framing guide to return to the schema of horizons and the key CDS interventions presented earlier, in Chapter 3. Using horizons, the interventions are not necessarily time-related but rather performance and/or delivery-related. The three framing horizons used for the City CDS are 'doing things better', 'doing things differently' and 'doing different things' (see Figure 7 earlier on).

To start the implementation of the CDS, seven proposed interventions are suggested for 2012/13. These interventions will need to be reviewed for implementation by the City of Cape Town economic cluster work group and social cluster work group through the CDS implementation mechanisms outlined below.

The seven proposed interventions identified to kick-start the implementation of the CDS in 2012/13 are in line with the CDS implementation approach criteria, and start to address a number of the CDS goals in alignment with OneCape2040. Also, the proposed interventions have been informed by inputs made during the CDS development process by specialists, sector groups and residents.

Important to the success of the City of Cape Town CDS implementation is the communication of the goals and interventions, and the progress made with coordinated and collaborative implementation.

As with any large strategy, there will be a need to communicate the content of the strategy and to keep internal and external stakeholders informed, including residents, business and academia.

Using horizons, the interventions are not necessarily time-related but rather performance and/or delivery-related. The three framing horizons used for the City CDS are 'doing things better', 'doing things differently' and 'doing different things'.

Table 14: CDS implementation interventions 2012/13

ONECAPE2040 TRANSITION – FOCUS AREA	CDS GOAL	HORIZON	CDS INTERVENTION 2012/13
Educated Cape	Be educated and informed	Doing things BETTER	Social programmes for the youth
Enterprising Cape Connecting Cape	Be connected and interconnected	Doing things BETTER	Faster internet access across the city
Living Cape	Lead a healthy, vibrant life	Doing things BETTER	Urban Services Infrastructure Plan (cross-sector work plan) Growth Management Plan
Leading Cape	Engaging leadership Responsible citizenry	Doing things BETTER	Strengthen governance processes, including the interface and engagement with communities
Enterprising Cape	Be an inclusive and resilient economy	Doing things DIFFERENTLY	Define a strategy to engage with state-owned enterprises (e.g. Transnet, Eskom, Passenger Rail Agency of South Africa) on urban development issues in Cape Town
Enterprising Cape	Be an inclusive and resilient economy	Doing things DIFFERENTLY	Expanded (community) Public Works Programme
Enterprising Cape Green Cape	Be an inclusive and resilient economy Inspire eco-friendly city region	Doing DIFFERENT THINGS	Undertake key interventions in respect of food, energy and water scarcity (such as scoping and feasibility studies; research)

This communication would need to occur at key times of the strategy process and its implementation, including at the initiation of the CDS strategy and the start of the first interventions, as well as annual feedback, possibly as part of the City's IDP communication processes. This

communication would need to be conducted under the guidance of senior politicians and the administrative executive.

The implementation mechanisms for the City of Cape Town CDS are outlined below.

3. CDS implementation mechanisms

An intervention may not be a project, but may be integrated with existing work-streams, initiatives or adaptation of these existing activities.

Transversal teams are required to achieve each goal of the CDS, as well as a realistic allocation (or re-allocation) of the budget. Resources are vital for success, as are committed leaders and implementers.

The City of Cape Town has implemented a comprehensive Cluster, Transversal and Governance Framework which must be utilised to achieve long-term change and pull the OneCape2040 and six CDS transitions through/into the City IDP strategic focus areas. This formal transversal system comprises guidelines for managing relationships with Province's economic and social clusters for oversight and strategic direction, the coordinating role of the City's Strategic Policy Unit (SPU), as well as the administrative support provided by management committees, work groups and organisational flows.

The implementation of the CDS will be directed, coordinated and managed through the City's cluster,

transversal and governance framework. Table 15 below outlines the seven CDS interventions and the proposed cluster, management committee and working group responsibilities.

The management committees and working groups, under the guidance of the strategic oversight clusters, will need to review and integrate the respective proposed CDS 2012/13 interventions with their work programme. Going forward, they will also review and implement the other identified CDS interventions linked to the CDS goals, in particular to ensure that the CDS informs the IDP review 2014/15 and related programme, project and resource allocation processes. It should be noted that an intervention may not be a project, but may be integrated with existing work-streams, initiatives or adaptation of these existing activities.

During the review of the CDS interventions, the sequencing and prioritisation of the interventions will

Table 15: City CDS interventions and responsible clusters, management committees and working groups

ONECAPE2040 TRANSITION – FOCUS AREA	CDS GOAL	CDS INTERVENTION 2012/13	CITY OVERSIGHT STRATEGIC CLUSTER (SC)	CITY EXECUTIVE MANAGEMENT COMMITTEE (MC) & WORK GROUP (WG)*
Educating Cape	Be educated and informed	Social programmes for the youth	Social	Social MC Social Services WG
Enterprising Cape	Be connected and interconnected	Faster internet access across the city	Economic	ICT SC
Living Cape	Lead a healthy, vibrant life	Urban Services Infrastructure Plan (cross-sector work plan) Growth Management Plan	Social and Economic	Social MC Urbanisation WG Informal Settlements WG Economic MC Growth/Infrastructure Capacity WG
Leading Cape	Engaging leadership Responsible citizenry	Strengthen governance processes, including the interface and engagement with communities	Economic and Social	Governance SC
Enterprising Cape	Be an inclusive and resilient economy	Define a strategy to engage with state-owned enterprises on key development issues in Cape Town	Economic	Economic MC
Enterprising Cape	Be an inclusive and resilient economy	Expanded (community) Public Works Programme	Economic	Economic MC Jobs/Skills WG
Enterprising Cape Green Cape	Be an inclusive and resilient economy Inspire eco-friendly city region	Undertake key interventions in respect of food, energy and water security	Economic	Economic MC Green Sustainability WG

* To be confirmed

need to be considered. Each major intervention may need a feasibility study that scopes the intervention and resources required, the likely time horizons, the implementing agency or partnerships required (for instance, local government departments, university faculties/departments, private-sector expertise) as well as financial implications to feed into planning and budgeting processes. Partnerships, both within the City and in other spheres of government, business, academia and civil society, are essential. Mandates can be drawn up and new roles and partnerships agreed as needed. Financial implications should also be considered, so that implementation costs feed into budgets.

Whilst implementing the City CDS, close alignment and coordination with OneCape2040 will require attention, where appropriate.

In summary, the following City CDS implementation actions may be considered by the respective City economic and social cluster and management committee and work groups, mindful of the strategic

intent and long-term focus of the CDS (not 'business as usual'):

- Agreement on key interventions
- Viability, desirability and feasibility of recommended key interventions and actions
- Timing of interventions – what leads and what follows
- Roles and responsibilities of key role players: City, Province, National Government; state-owned enterprises; neighbouring municipalities; EDP; academia; business, civil-society organisations and individual citizens
- Changes that may need to be made in terms of behaviour, regulations or system changes
- Influences on existing City strategies, and how they are adequately aligned
- Impact on plans
- Impact on budgets and provision
- Refinement and alignment of existing work-streams, initiatives or adaptation of these existing activities



Partnerships, both within the City and in other spheres of government, business, academia and civil society, are essential.

4. CDS monitoring and evaluation

The implementation of the CDS will need to be monitored as it progresses. The following monitoring and evaluation (M&E) framework is proposed, and is aligned with, and forms part of, the City's executive, cluster and management committee and proposed working group processes as well as the City's directorates and departments:

The above framework will enable the implementation

of the CDS to be monitored at a strategic, administrative and operational level, as well as being able to monitor progress towards the achievement of the CDS goals and the implementation of CDS interventions.

In time, as the CDS becomes integrated with the IDP, this monitoring and evaluation framework can also be used for the monitoring and evaluation of IDP implementation.

Table 16: Proposed monitoring and evaluation framework for CDS

CITY STRUCTURE	M&E ROLE	M&E FOCUS	FREQUENCY
Executive Mayor & SPU, Planning, Performance and Monitoring Unit, City Manager, Deputy City Manager	<i>Internal:</i> Overall implementation of City CDS <i>External:</i> OneCape2040 (Province, EDP) and NDP	<ul style="list-style-type: none"> • Strategic alignment • Strategic partnerships • Monitor implementation of City CDS • Strategic prioritisation 	Twice a year
City Economic and Social Oversight and Strategic Cluster	Alignment of CDS, and phased implementation of CDS goals and sub-goals	<ul style="list-style-type: none"> • Monitor progress of CDS implementation through the transitions • Alignment with IDP, City and other strategies and interventions 	Quarterly
City executive management committees (MC) and work groups (WG)	Implementation of CDS goal and sub-goal interventions	<ul style="list-style-type: none"> • Monitor implementation of CDS goals and sub-goal interventions • Support and direct cross-sector implementation, engagement and solutions • Propose interventions • Monitor risk and direct corrective action 	Quarterly
Directorates/departments	Implementation of CDS interventions	<ul style="list-style-type: none"> • Monitor and report on implementation interventions • Prepare inputs for proposed interventions or action • Monitor risk and direct corrective action 	Quarterly or monthly (depending on intervention)





Conclusion

The City's CDS has identified six goals, each underpinned by its own set of strategies, with early-victory and game-changer interventions enabling Cape Town to achieve its goals and the OneCape2040 vision and strategy.

One of the main ways of influencing a city's development path is through a long-term planning process, with a strong vision to achieve what is necessary to counteract the negative forces and challenges that Cape Town and the city region face.

In line with the NDP, the Western Cape Government has completed the OneCape2040 vision and long-term strategy process for the Western Cape.

The City of Cape Town City Development Strategy provides a framework for long-term planning, and is informed by, and aligned with, Province's OneCape2040 vision and strategy as well as the National Planning Commission's NDP 2030.

Using OneCape2040 as the overarching vision and

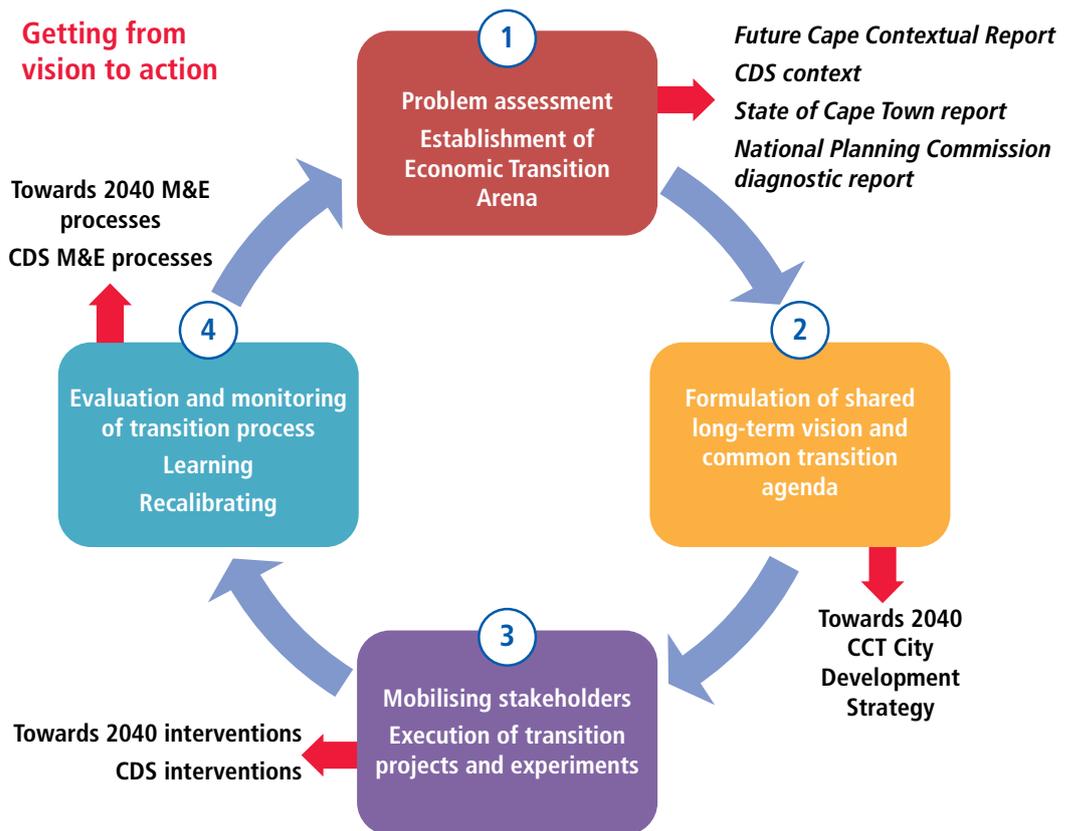
strategy framework, and informed by a multi-stakeholder approach engaging residents, business and specialist stakeholder groups on various levels and through various channels, the City CDS has identified six goals. Each goal is underpinned by its own set of strategies, with early-victory and game-changer interventions enabling Cape Town to achieve its goals and the OneCape2040 vision.

The following OneCape2040 transition management cycle,⁴² which has been updated and adapted, provides a useful schematic summary of the City and Province's progress in turning the OneCape2040 and CDS vision and strategy into action. For the City CDS, steps 1 and 2 are complete, while steps 3 and 4 will be done by means of the basic CDS implementation framework.



A strong vision is required to achieve what is necessary to counteract the negative forces and challenges that Cape Town and the city region face.

42. EDP, 2012.



(Transition Management Cycle, adapted from Loorbach and Rotmans *Managing Transitions for Sustainable Development*, 2007, EDP 2012)

Figure 9: Transition management cycle – OneCape2040⁴³

“The challenge is to create new, dynamic and vibrant cities according to a new set of rules – new solutions are needed to meet changing demands.”

The City CDS is a living document, informed by the people of Cape Town for the people of Cape Town.

These final quotes from stakeholders summarise the overall sentiments as well as highlight the need for the implementation of the OneCape2040 vision and strategy and the City’s CDS:

“We have the capacity to engage as a global destination on the African continent. A world-class sophisticated city that is helping the world solve its problems by having solved its own.”

“Education is key – out of desperation, people turn to crime.”

“We’ve got to rise above the party-political issues to what we face in future. If we can’t, we’re not going to address these problems.”

“There are no silver bullets in managing real city growth, encouraging innovation and economic growth. It requires a spatial and economic syntax of systems and relationships, where the whole is greater than the parts. We need many bullets!”

“We need to be a *we* Cape Town not a *me* Cape Town.”

Similar thinking has been expressed at the World

Economic Forum meeting in 2012,⁴⁴ where it was noted that “if governments and companies are to build a sustainable world and balanced global economy, then there must be more room for long-term planning and visionary thinking”. In addition, the delegates highlighted the importance of long-term planning and the renewed need for new solutions:

“Building cities of the future will involve innovations in the relationship between big money, microfinance and neighbourhood renewal. It will also require harnessing the resilient dynamism of organic neighbourhoods and places to the benefit of the formal city, creating sustainable, environmentally sound and hyper connected places to live, work and play. The challenge is to create new, dynamic and vibrant cities according to a new set of rules – new solutions are needed to meet changing demands.”⁴⁵

The long-term vision and strategies of OneCape2040 and the City CDS provide a strong basis from which to inform planning, leverage innovation and take the province and the city, including all residents and businesses, into the next three decades in a sustainable way.

43. EDP, 2012

44. WEF, 2012.

45. WEF, 2012.



Appendices

Appendix 1: Examples of city development strategies and implementation approaches

Appendix 2: Background and context to the City of Cape Town City Development Strategy

Appendix 3: Process to develop a City Development Strategy for the City of Cape Town

Appendix 4: Sample discussion guide

Appendix 5: Summary – Cape Town 2040 stakeholder engagement responses to challenges faced

Appendix 6: City of Cape Town City Development Strategy project teams and contributors

Appendix 1

Examples of city development strategies and implementation approaches

Different cities follow different approaches in taking the CDS process from 'vision' to 'implementation'. Table A1 provides a summary of the various approaches, with city examples.

1. Mayor's Office – New York City

In pursuing the successful implementation of the New York City 2030 long-term plan, an Office of Long-term Planning and Sustainability was established within the Mayor's Office of Operations.

In addition, a Sustainability Advisory Board comprising New York's leading experts, activists and business people in the sustainability field set the goals, and helped shape and guide the city's sustainability agenda.

The Office's mission is threefold: to help develop a plan for the city's long-term growth and development; to integrate sustainability goals and practices with every aspect of that plan, and to make New York City government itself a 'green' organisation.

In addition, the Office coordinates on an ongoing basis the city's various efforts that contribute to a cleaner environment and more efficient resource use. Finally, the Office will be responsible for tracking, measuring and reporting the city's performance against the targets set in the long-term plan.

The objectives of the Sustainability Advisory Board will be to assist the new Office in identifying the

highest-priority issues that the new sustainability agenda should address; setting the targets that the city should aim to achieve, and choosing the best methods of achieving those goals.

The Mayor also announced an agreement with the Earth Institute at Columbia University to work with the new Office of Long-term Planning and Sustainability as scientific advisors. The Earth Institute will provide *pro bono* academic and scientific expertise to the Office, and participate in Advisory Board discussions.

The scholars of the Earth Institute will help the new Office to ensure that the city's sustainability agenda is grounded in hard science and informed by the most up-to-date research on climate change, environmental impacts and the health impacts of the environment in New York City and around the world.

2. Private-sector and community instigations – Toronto, Canada

The Greater Toronto CivicAction Alliance, previously known as the Toronto City Summit Alliance, was created in 2002 after 150 Toronto business and other community leaders convened at a Toronto City Summit meeting to consider the region's future. The 2002 summit was sponsored by the City of Toronto and chaired by a former Toronto Mayor.

The summit had revealed that the city's economy had been performing well, and growth in employment and

New York City has an Office of Long-term Planning and Sustainability in the Mayor's Office and a city-wide sustainability advisory board.

Table A1: Various CDS approaches followed by international cities

IMPLEMENTATION APPROACH	CITY	ACTION GROUP
Local government departments responsible for implementation under a monitoring office in the Mayor's Office	New York City	Office of Long-term Planning and Sustainability established in the Mayor's Office of Operations
Local government departments generally responsible for implementation, but with private sector providing a leadership role	Toronto, Canada	40-leader steering committee established – Greater Toronto CivicAction Alliance
Creating an independent agency to oversee planning, research and implementation of long-term planning	Curitiba, Brazil	City established the Urban Planning Institute of Curitiba (IPPUC) – independent agency charged with overseeing future development of city
Implementation by local government	Sydney, Australia	Responsibility of local government, with Mayor providing all citizens with annual feedback
Implementation through development agency	Johannesburg, South Africa	Chaired by both public and private-sector individuals

output had been strong. However, threats to prosperity were revealed because of growing income disparity, the deterioration of the inner city, a drop in tourism, decaying infrastructure and the weakening of the public service.

A compelling social and economic diagnostic analysis of the Toronto region was provided, and a 40-leader steering committee was established to take a more detailed look at the challenges, which culminated in the 2003 report *Enough Talk: An Action Plan for the Toronto Region*.

The CivicAction Alliance did not try to address all the issues facing the region, but picked a limited number of areas where there was a clear consensus for action, and where progress could clearly be made. The following issues were chosen:

- A new fiscal deal for cities
- Shoring up physical infrastructure
 - Regional transportation
 - The waterfront
- Reviving tourism in Toronto
- Creating a world-leading research alliance
- Investing in people
 - Early childhood development
 - Public education
 - Post-secondary education
- Becoming a centre of excellence in integrating immigrants
- Strengthening the social and community infrastructure
 - Affordable housing
 - Community services
- Supporting arts and culture

Working groups that were accountable to the ‘leader group’ were established, consisting of representatives from the private, labour, voluntary and public sectors relevant to each of the above issues. These groups turned each of the ‘issues’ into a series of recommended strategies: “Our vision of civic leadership and engagement is a collective vision based on creating a common fact base and understanding of the issues and then defining a consensus for action. Many of the initiatives are not new, and the fact base underlying them has been building for some time. What has been missing is action.”⁴⁶

One big difference between North America and South Africa is the role of ‘volunteers’. Whilst South Africa used this approach at the 2010 World Cup, using volunteers on a wide variety of issues is part and parcel of the North American way of life. In the case of Toronto, volunteers were extensively used to collect data, ‘dirty their hands’ and generally provide a massive resource for achieving certain of the goals established through the visioning process.

3. Creating an independent agency – Curitiba, Brazil

Jamie Lerner was a young architect, engineer and urban planner, born and raised in Curitiba. Like many other members of the community, he strongly opposed the destruction of the city’s historical landmarks, and when other development proposals were being considered, he and a team of architects submitted a master plan that was ultimately approved by the city council.

The team’s plan was centred around the goal of making Curitiba a city in which development was fundamentally based on the needs of its people rather than automobiles. In order to assist in this continuing effort, the city established the Urban Planning Institute of Curitiba (IPPUC).

The IPPUC was formed as an independent agency charged with the duty of overseeing the future development of the city. As intended, this institution quickly became a hub of inspiration and gave rise to many of the key ideas that have been crucial in reshaping Curitiba. The IPPUC has also helped to ensure that the central ideas set forth within the newly established master plan would be able to endure for decades to come.

Shortly after the inception of the IPPUC, Brazil began to experience political turmoil, and the accepted master plan was consequently put on hold. Fortunately, the IPPUC remained and was able to preserve the master plan until 1971, when Jamie Lerner was appointed as Mayor of Curitiba.

Under Lerner’s tenure as Mayor, Curitiba began to evolve into a mecca of sustainability. The combination of the new master plan and the formation of the IPPUC proved to be a perfect match, and Lerner and other architectural visionaries’ goals could finally become a reality.

- *NB: A number of other cities have placed the responsibility of CDS implementation in the hands of a development agency chaired by both public and private-sector individuals who have expertise in development and creating partnerships.*

4. Implementation by local government – Sydney, Australia

“We want Sydneysiders to be involved in shaping our city’s future.”⁴⁷ That belief informed every step in Sydney’s unprecedented Sustainable Sydney 2030 community consultation.

The result was an extraordinary consensus around what needed to be done about critical issues identified through the consultation process, including tackling climate change, cutting traffic congestion, and reconnecting Sydney to its harbour and surrounding



Toronto CivicAction Alliance did not try to address all the issues facing the region, but picked a limited number of areas where there was a clear consensus for action, and where progress could clearly be made.

46. Toronto City Summit Alliance. 2003.
47. City of Sydney. 2011.



The City of Johannesburg has opted for a development agency-driven process.

villages. “Sustainable Sydney 2030 was founded on broad consultation and the best advice available from local and international experts. It presents the case that a well-planned and well-governed city can provide a vibrant economy and high living standards, while reducing greenhouse gas emissions. We consulted, we researched, we committed and now we are delivering.”⁴⁸

The implementation process was the responsibility of local government, with the Mayor providing all citizens with annual feedback. Diverse projects were set in motion to strengthen Sydney’s economy and social cohesion, improve public and green space, and afford artists and writers space to create.

A process to help businesses improve energy, water and waste efficiency (to benefit the environment and reduce costs) was implemented, and encourages small and medium business by means of business awards.

A new Retail Advisory Panel was established to guide work to reinvigorate the city centre. New planning controls were drafted to sustainably deliver the 2030 target of 48 000 new dwellings and 97 000 new jobs.

Parks were redesigned and upgraded. The city provided prime land for new affordable housing, and works with residents, tenants and apartment building managers to reduce energy and water use and increase recycling through a Green Apartment Buildings programme.

The city is on track to meet their target of 70% less greenhouse gas emissions by 2030, based on 2006 levels.

A tri-generation network was the centrepiece of the Green Infrastructure Plan for sustainable energy, water and waste infrastructure.

After trialling energy-efficient light-emitting diode (LED) streetlights, the city is installing the proven products across Sydney.

To ease traffic congestion, which threatens Sydney’s liveability, economy and environment, \$180 million was allocated for public domain improvements to support light rail, 1 000 parking spaces for motorbikes, and 284

on-street spaces to expand shared car use. A growing network of safe bike lanes inspired 60% more bike riders each weekday morning.

5. Implementation by a development agency – Johannesburg, South Africa

In 2006, the Executive Mayor of Johannesburg called for a new (five-year) CDS for his second term of office. This was developed through an inner-city charter process. This process followed similar lines than that undertaken recently in Cape Town, i.e. various working groups from the private sector providing input as to their vision for a future city. From the input received, implementation projects were identified with specific responsibilities, target dates and accountability.

Although the city itself handled this part of the process, there was not adequate consultation within the city council itself. This resulted in some departments not re-aligning their budgets, or claiming that they were not adequately consulted and thus ignoring the process. A year after the charter implementation phase was launched, an audit by independent consultants revealed that only 55% of targets had been met.

The results were not acceptable to the Executive Mayor, and more departments began to cooperate in the process. The result was a reasonable improvement in the second-year achievement rate. Although the results of the five-year period are not yet public, the final outcome will probably be 75–80% over the five-year period.

Notwithstanding this, the process is a very good one if properly implemented from the outset – departments, municipal-owned entities (MOEs), external organisations and individuals have to commit to programmes and budgets, and are independently checked annually for compliance.

The Mayor established an Inner-city Forum with all stakeholders, who met four times a year to review progress, but this proved to be ineffectual.

Sustainable Sydney 2030 was founded on broad consultation and the best advice available from local and international experts. It presents the case that a well-planned and well-governed city can provide a vibrant economy and high living standards, while reducing greenhouse gas emissions

48. City of Sydney. 2011.

Appendix 2

Background and context to the City of Cape Town City Development Strategy

Context and Informing Information

Cape Town is not an isolated city. Like all other global cities, Cape Town is dependent (and inter-dependent) on the broader Cape Town region, South Africa as a whole, as well as the global village.

1. Global context

The emerging picture of the 21st-century city has many descriptions. Some cities are centres of rapid industrial growth and wealth creation, often accompanied by harmful waste and pollution. Others are characterised by stagnation, urban decay, rising social exclusion and intolerance. Both scenarios, on either end of a continuum, point to the urgent need for new, more sustainable approaches to urban development. Both suggest that greener, more resilient and inclusive towns and cities need to be evolved to help combat climate change and resolve age-old urban inequalities.

The following are the top global driving forces in this regard:⁴⁹

- Shifts in the nature of the global economy (globalisation and trade) – the fears of worldwide recession and the ongoing difficulties experienced throughout the European economy
- Shifts in global economic power (e.g. the rise of BRIC, and South Africa’s inclusion in BRICS as a gateway to Africa)
- Global inequality, poverty, changes in consumer behaviour and spending patterns
- Global power relations, and issues with regard to security, conflict and war
- Changing patterns of global and local crime, and their interconnectedness
- Shifts in education and skills required to participate successfully in a more globalised world
- Key shifts in global demographics – age, education levels, migration, mobility and health (e.g. the imminent epidemic of lifestyle-related illnesses, like obesity)
- Rapid technological progress, in particular in information communications technology, health and biotechnology, nanotechnology, materials technology, construction and transportation
- Shifts in global climate patterns and their

implications for Africa and South Africa, particularly in terms of soil-carrying capacity and water scarcity as well as rising sea levels relative to coastal cities

- The shift away from the carbon age to alternative energy sources (and the implications of a long energy interregnum) as well as resource depletion

2. National context

At a national level, the NPC has agreed on the following nine strategic areas that require focus to realise their vision of improving prosperity and equity in South Africa:

- Create jobs
- Expand infrastructure
- Use resources properly
- Inclusive planning
- Quality education
- Quality health care
- Build a capable state
- Fight corruption
- Unite the nation

The following challenges were taken into account when framing the draft NDP 2030 vision, all of which are relevant to the Cape Town city region and the CDS framework:

- More than half of South Africa’s total population is now urbanised. (The historical focus was on the physical separation of population groups.)
- Too few South Africans are employed.
- The quality of education for poor, black South Africans is substandard.
- South Africa’s growth path is highly resource-intensive, and thus unsustainable.
- Spatial challenges continue to marginalise the poor.
- The ailing public health system confronts a massive burden of disease.
- The performance of the public service is uneven.
- Corruption undermines state legitimacy and service delivery.
- South Africa remains a divided society.⁵⁰

3. Regional context

*The Future Cape Contextual Report*⁵¹ (for the Western

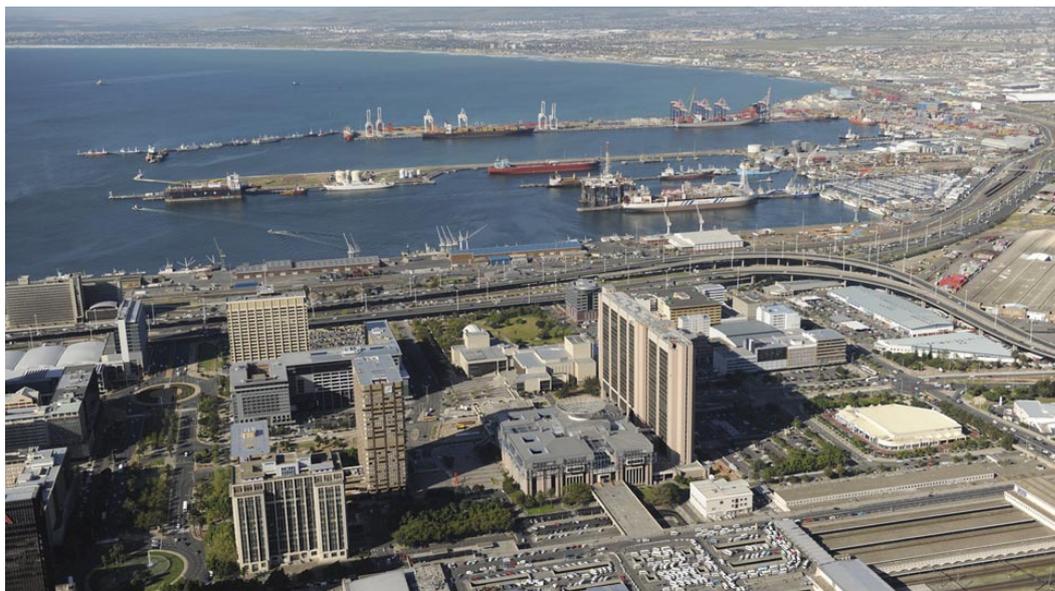


There is an urgent need for new, more sustainable approaches to urban development. Greener, more resilient and inclusive towns and cities need to be evolved to help combat climate change and resolve age-old urban inequalities.

49. Adapted from Cetron & Davies, 2008.

50. Office of the Presidency, 2012.

51. CHEC, 2012



The Western Cape will have to respond to the economic and political orientation away from its traditional markets – Europe and America – and prioritise Asia, Africa and strategic partners in Latin America.

Cape and the City) highlighted the need to transform the nature and performance of the provincial and city economy to *simultaneously achieve sustained gross domestic product (GDP) growth, greater environmental resilience and much better inclusion*, reflected in radically lower unemployment and inequality.⁵² The GDP growth target identified in the national New Growth Path is 7% by 2025. Alongside this is the carbon reduction target of 42% for the same period, and a rating increase from 0,6 to 0,8 on the human development index.⁵³

The need for resilient and inclusive growth is relatively uncontested, both locally and internationally. The challenge lies in how the transition takes place from the current jobless and environmentally harmful growth path to a job-creating, environmentally friendly province in the shortest possible time. The process, as proposed in the *Future Cape Contextual Report*,⁵⁴ needs to start with the communication of diverse expectations, experiences and insights of all social stakeholders, brought together in a creative mix.

The report further mentions the following five flashing lights for the Western Cape, which are important to take note of for the smaller city region and the city itself:

- Structural unemployment
- Primary-sector exports will be rendered uncompetitive as taxation and regulatory instruments begin to reflect natural resource limits
- Endemic social violence and crime undermine economic potential and public investments
- Dysfunctional settlements marked by poverty traps
- Infrastructure crunch and cost

At the heart of the transition process are three fundamental shifts that need to be embraced to ensure

achievement of the provincial vision, all of which also affect and influence the city region:

- Embracing the imperatives of the eco-production knowledge revolution as the basis for long-term inclusive and resilient growth
- Responding to the geo-economic shifts and fundamentally repositioning the Western Cape economic and political orientation away from its traditional markets – Europe and America – and prioritising Asia, Africa and strategic partners in Latin America
- Identifying and ramping up the right kinds of investments to (re)build the infrastructures, neighbourhoods, social fabric and trust in and of the province. This investment in the human and social capital stock is a precondition for economic and ecological success over the long term.

The shifts also frame the questions and challenges that the province and city face:

- The global geo-economic shifts that are unfolding raise the following questions:
 - Who will be our primary trading-partner countries and economies?
 - What will be the impact on domestic markets and manufacturers once these new economic centres achieve full strength and target South Africa as a destination for exports?
- In the socio-digital transition, with BRIC and other newly industrialised economies building their high-end manufacturing and service-based sectors, alongside the incredibly fast uptake of mobile telephony, sits the roll-out of internet connectivity coupled with the continuous reduction in cost to broadband access:

Investment in the human and social capital stock is a precondition for economic and ecological success over the long term.

52. CHEC, 2012
53. CHEC, 2012
54. CHEC, 2012

- Does this offer the province an opportunity in the fields of technological innovations and applications development?
- Could the province become the leader on the African continent in driving resilient and inclusive growth?
- In the emerging transition to reflect the cost to the environment in the cost of goods and services, what will be the impact on the competitiveness of Western Cape exports – given the current resource (carbon) intensity of the economy – and the international tourism sector?

The climate change debate tends to dominate public discourse on the natural limits to economic growth, but it is merely one dimension among a range of biophysical changes. As GDP growth drives up the extraction and depletion of resources, there are enough signals to suggest that the critical challenge for the Western Cape is to figure out whether it will be a leader or laggard in catching this new, green or ecological technological wave. An equally pertinent question is: Embedded in these transitions, what are the opportunities for bringing positive social change to the lives of people in the Western Cape?

4. Cape Town city region

Cape Town's metropolitan area extends over 2 461 km². The metropolitan area stretches from the suburbs of Somerset West in the east, including Khayelitsha and Mitchells Plain in the south-east, to Cape Point in the far south, Durbanville in the north-east, and beyond Atlantis in the north. The city region as defined for this project extends up to Saldanha Bay and across the Winelands to Hermanus.

4.1 Some facts about Cape Town

- The population in the city of Cape Town is forecast to increase from 3,7 million (2010) to 4,25 million by 2030.
- Currently, 50% of the city's youth (aged 15 to 24) are unemployed.
- Altogether 18% of Cape Town residents are HIV positive. Although this has remained stable over the five years up to 2010, the number of registered antiretroviral users increased by 300% between 2004 and 2009.
- A total of 17% of city dwellers currently live in informal settlements.⁵⁵

Not unlike the rest of the country and the world, the Cape Town city region faces many challenges due to the above:⁵⁶

- Cape Town's population will continue to grow, and the city, together with other spheres of government

and stakeholders, needs to plan ahead timeously to meet the needs as they emerge – especially concerning access to low-cost housing and basic municipal services.

- While Cape Town's health profile is improving, wide-scale poverty persists, with poor communities living on the periphery of the city, their spatial location serving as but one reflection of their social marginalisation.
- The city's social fabric is undermined by social marginalisation and high levels of social criminality, especially drug and murder-related crimes. This requires concerted interventions to build social equity, foster a sense of community, and encourage residents (especially youth) to engage in (re)building the city.
- Large proportions of Cape Town's population are unskilled and unemployed, while the traditional high-labour-absorbing industries in Cape Town (such as the textile industry) are in decline. The City of Cape Town will need to support an environment conducive to informal sector growth and small, medium and micro-sized enterprise (SMME) development, with a view to providing some entry-level jobs and contributing to economic growth.
- Young people emerge from the current education system with low to medium-level skills that do not meet the needs of the job market. This calls for programmes to help build the quality of education and increase the uptake and completion of tertiary and advanced tertiary training.
- In order to capitalise on the potential knowledge economy, Cape Town needs to invest in the soft (human capacity) and hard (fibre optic networks) infrastructure that will yield the optimal conditions for a knowledge-based (and high-value-add services) economy to flourish.
- The rate of urban development is placing undue pressure on Cape Town's natural and cultural resources. This calls for action by the City to support ways to conserve and enrich the existing natural and cultural landscape, from the neighbourhood to the city level.
- Combating social marginalisation and building trust and community between population groups in Cape Town will require a more compact city form, with adequate housing for all its residents as well as ample green and open public space to facilitate social interaction and play.
- As a consequence of climate change, Cape Town is facing possible water scarcity, with the potential knock-on effect of food insecurity. The City needs to continue with water demand management, and



As GDP growth drives up the extraction and depletion of resources, there are enough signals to suggest that the critical challenge for the Western Cape is to figure out whether it will be a leader or laggard in catching this new, green or ecological technological wave.

55. City of Cape Town, 2011.

56. City of Cape Town, 2011.



Cape Town is facing possible water scarcity, and needs to continue with water demand management, while exploring and securing alternative water sources.



The use of the drug tik in Cape Town has risen from less than 1% of recovering addicts to half of those in rehabilitation centres.

- should explore and secure alternative water sources.
- The City's bulk infrastructure needs urgent maintenance to reduce resource loss (such as water leakage) and to enhance environmental conservation efforts (such as stormwater runoff and sewage systems).
- The emerging possibility of a global oil scarcity requires that Cape Town maps all the alternative energy solutions potentially available and/or developable in/by the City, including good-quality public, hybrid (electric) and non-motorised transport alternatives as well as alternative local energy generation and storage solutions.
- Capetonians will have to be a part of the solution to Cape Town's challenges. This requires that the City facilitate interventions that encourage residents' participation in efforts to reduce their carbon footprint at household level – including recycling household waste and using public or non-motorised transport more often – and being engaged more broadly in efforts to build the city's resilience at the environmental, economic and social level (for example, by embracing diversity).

The above identified challenges reflect the inputs of a cross-section of residents who were engaged during the City CDS process.

Some quotes from stakeholders during these engagements included:

"There are many people who are unemployed, others gave up looking for employment and have tried their own businesses like car washes – but they have to draw water from their houses because you don't build proper facilities for these car washes."

"The train system is never on time – they are always late and not working properly – no-one can get around, not students, not working people, not older people."

"Tik⁵⁷ gets sold on our doorstep in our communities."

"The education of the black child is not taken seriously – the environment in black schools is bad."

"The moral fibre of society is lacking – kids don't have guidance and parents to instil morals."

"There needs to be economic development for smaller communities. Educated individuals must feed into the skills and knowledge base that Cape Town has."

"Your red tape throughout Cape Town is crazy. It took me five years to get a plan approved and 10 years to get off the ground from the date I bought the land. This building now employs 500 people from the community."

"Ours is a water challenge, and I think it is a major one, of course, because our biggest exports are agri-processing and agriculture."

The challenges faced are often interdependent (lack of jobs and income, for example, leads to increased crime and substance abuse). According to the United Nations Office on Drugs and Crime, the use of the drug tik in Cape Town has risen from less than 1% of recovering addicts to half of those in rehabilitation centres. The biggest problem faced with tik consumption is not the physical impact it has on the body, like other drugs, but the long-term effects on emotional and psychological development.⁵⁸

The historical challenges and apartheid legacy add a

57. Tik is an illegal substance made from crystal methamphetamine.

58. United Nations Office on Drugs and Crime, 2008.

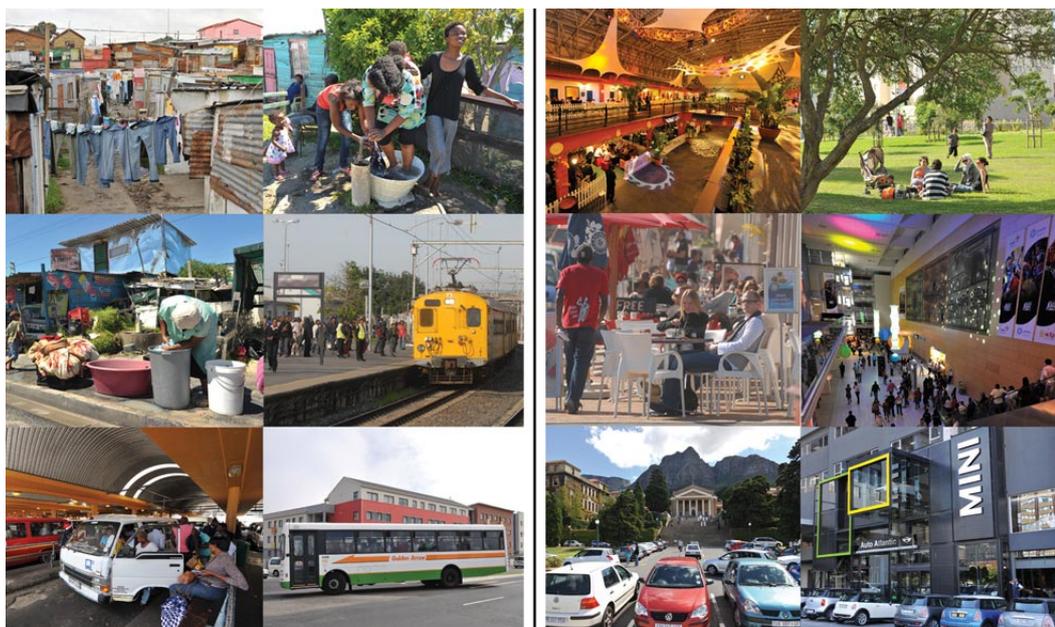


Figure A1: Cape Town – “A Tale of Two Cities”

layer of complexity to attempts to address the challenges that the city faces. Cape Town is a multi-nodal city, with areas of both wealth and poverty – the proverbial “Tale of Two Cities”.

One way to measure inequality in the distribution of income is by means of the Gini coefficient. In his entertaining book *The Haves and the Have-Nots*, Branko Milanovic⁵⁹ provides a concise explanation of how this coefficient works:

“The Gini coefficient compares the income of each person with the incomes of all other people individually, and the sum of all such bilateral income differences is divided in turn by the number of people who are included in this calculation and the average income of the group. The ultimate result is such that the Gini coefficient ranges from 0 (where all individuals have the same income and there is no inequality) to 1 (where the entire income of a community is received by one individual).”

Of the 136 countries analysed, Sweden has the most equal distribution of income (with a Gini coefficient of 0,23), followed by Hungary (0,247) and Norway (0,25). The United States has one of the more unequal distributions of income in the developed world – 97 spots down from Sweden, America has a Gini coefficient of 0,45. With a Gini coefficient of 0,65, however, South Africa is 135th on the list of 136 countries, making it one of the most unequal societies in the world; only Namibia has a less equal distribution of income.⁶⁰

4.2 Some positive facts about Cape Town

Being a trading port, Cape Town has traditionally

welcomed and attracted diverse cultures. Cape Town is strategically positioned as a southern hemisphere gateway between the East and West, and into Africa.

It is also located within the European time zone, which, historically, has been particularly advantageous for doing business with Europe and the many countries north of Africa.

Cape Town is well located to strengthen relationships with new, rapidly industrialising and growing economies. In an ‘upside-down’ map of the world, Cape Town’s ocean access to the continents and sub-continents becomes clearer, with direct linkages to South America – in particular Brazil – India and China, all of which South Africa has close relationships with through BRICS, as well as with other Pacific and African countries. Cape Town has two ports (although currently not optimally used) as well as an international airport that facilitates easy connections to other parts of the region and world.

The Cape Town city region is also well located to take advantage of significant opportunities presented by the oil finds off the coast of Angola, through the development of an oil and gas services sector for the city region. It has been estimated that the annual revenue from servicing the 400 oil rigs, there would be \$90 billion. Further revenue could accrue from servicing the offshore gas finds in Mozambique, and production licences have been granted for gas finds off the Western Cape shores.⁶¹

In areas of tourism and agriculture, Cape Town is interdependent on its local region and adjacent municipalities. Although, for instance, the agricultural



With a Gini coefficient of 0,65, South Africa is 135th on the list of 136 countries, making it one of the most unequal societies in the world – only Namibia has a less equal distribution of income.

59. Milanovic, B, 2011.

60. CIA, 2009.

61. Africa Frontiers Forum, 2012.

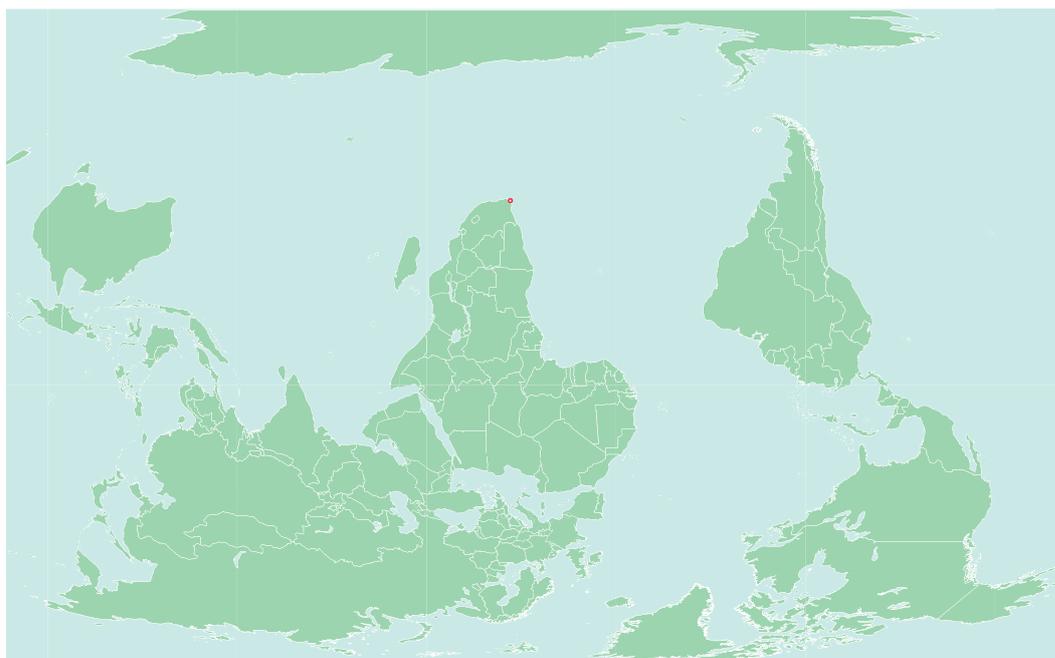


Figure A2: Cape Town ocean access



The Cape Town city region is not immune to global shifts and emerging trends, and residents and businesses alike will need to respond to these challenges, whilst addressing historical legacies of social and economic inequality.

sector does not contribute significantly to the city's gross domestic product, a large volume of produce is managed via the city's port; agricultural products are processed in the city, and the sector's growth is important for economic development in the city region.⁶² Through its strong links with the agri-economy in the Western Cape, Cape Town is one of the top fruit exporters worldwide.

Cape Town boasts unsurpassed natural beauty and cosmopolitan cultures, which attract many tourists to the city. The city has developed a strong capacity in environmental stewardship and natural resource management.

The strong knowledge base of five universities in the region (boasting a large number of A-graded scientists and research agencies) can be optimised. Cape Town generates as well as attracts creativity and innovation in arts, design, media and fashion. An increase in niched service offerings has resulted in a strong financial service and asset-based economy being driven from Cape Town. A strong agri-economy exists in the Western Cape, with the city being one of the top fruit exporters world-wide.

On the governance side, the City of Cape Town is relatively strong on government services and institutional infrastructure, with relatively low levels of corruption. Cape Town is a Category A municipality – or a metropolitan municipality – with a strong service delivery record, and is the recipient of a number of service delivery and innovation awards. The City of Cape Town has had a track record of unqualified audits for seven years, and has maintained a solid short and long-term credit rating. Through its operating expenditure of more than R6 billion and capital expenditure of R4,68

billion, as well as the efforts of its more than 24 000 employees, the City has committed itself to enable and promote infrastructure-led growth of the city.

Conclusion

This section has provided an overview of the challenges that countries and cities worldwide are confronting in the context of escalating population growth and rapid urbanisation, global geo-economic shifts as well as rising concerns about resource scarcity and the impact of climate change on the natural environment and human settlements into the future.

However, most of these shifts and challenges also present inherent opportunities for re-invention and innovation – to do things better as well as to do things differently – in response to these challenges.

The Cape Town city region is not immune to these global shifts and emerging trends, and residents and businesses alike will need to respond to these challenges, whilst addressing historical legacies of social and economic inequality. Local government leaders need detailed intelligence to improve their ability to manage their cities successfully. Business, in turn, needs to be aware of the challenges and opportunities, and of where they can play their important part in promoting economic growth. Civil society also needs to understand the diversity of challenges their cities face, and which issues to prioritise in order to influence their leaders and inform their own responses and development.

The City of Cape Town has an unprecedented opportunity to provide the leadership needed to focus on longer-term solutions and the interim strategies and interventions required, which this CDS process provides.

62. City of Cape Town, 2010b.

Appendix 3

Process to develop a City Development Strategy for the City of Cape Town

The City of Cape Town started the process of creating a long-term vision and strategy for Cape Town in 2010. Internal discussions and work in 2010 and 2011, led by a Mayoral sub committee, resulted in the preparation of a draft Strategic Framework for a City Development Strategy (CDS) for Cape Town 2040 (April 2011), which was an internal working document.

More recently, the City of Cape Town and the Western Cape Government have liaised to collaborate and align the Cape Town CDS with Province's OneCape2040 and the Economic Development Partnership (EDP) processes.

In October 2011, a process plan for developing a CDS was endorsed by the Executive Mayor. Under the guidance of the Mayoral Committee member for Economic, Environmental and Spatial Planning (EESP), the plan for the development of a draft CDS for Cape Town started in October 2011, with a targeted deadline of end June 2012. This included collaboration with Province and neighbouring municipalities.

A small CDS project team supported the process, with inputs from a technical administration reference group.

In broad terms, the City of Cape Town CDS process for the period October 2011 to June 2012 involved the following:

- The City leading the CDS process for Cape Town, with the Executive Mayor as champion
- The City issuing a public tender for the visioning process, which was awarded in January 2012
- Five broad process steps of planning and buy-in; context and vision framework; vision refinement and development through stakeholder engagement; a vision strategy framework, and a strategy for Cape Town, with interventions for implementation
- Collaboration with Province's *Future Cape 2040* and the EDP
- Engagement with neighbouring municipalities
- Engagement with private business enterprise representatives, labour, academia, green stakeholders and citizens across various industries and areas within the city region

1. Timeframes

The main steps in the Cape Town CDS process and indicative timeframes were as follows:

January to February 2012

Step 1: Planning and buy-in

Step 2: Context and vision framework

March to April 2012

Step 3: Vision development through stakeholder engagements

May to June 2012

Step 4: Vision to strategy

Step 5: Draft CDS for Cape Town – strategy with interventions

Post-June 2012

Step 6: Development of detailed targeted strategies to prioritise and implement interventions

Step 7: Communicate vision and strategies to stakeholder groups

Step 8: Monitoring and evaluation

The CDS framework that was adopted is depicted in Figure A3.

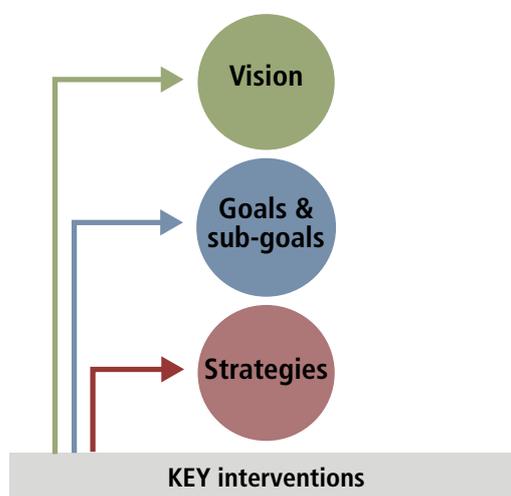


Figure A3: Framework of the CDS process

In order to arrive at the ultimate vision and strategy required for Cape Town, the City embarked on a process that defined goals and sub-goals (with respective strategies linked to each) based on multi-stakeholder engagements and interactions. Interventions were identified for all strategies to be practically implemented in order to achieve the vision for the city.

The process that was adopted is illustrated in Figure A4.



In order to arrive at the ultimate vision and strategy required for Cape Town, the City embarked on a process that defined goals and sub-goals (with respective strategies linked to each) based on multi-stakeholder engagements and interactions.

A stakeholder engagement strategy was produced, which proposed a variety of methods for engagement in order to gain broad, inclusive and all-encompassing inputs for the envisioning process.

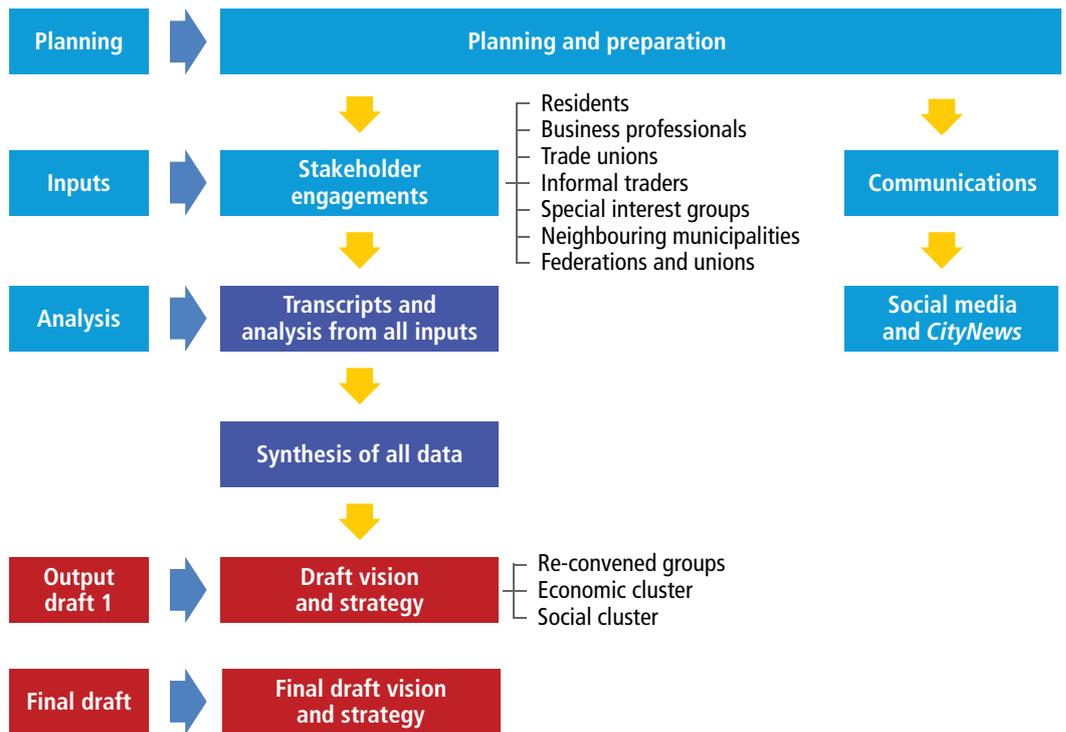


Figure A4: The CDS process

1.1 January to February 2012 – planning and preparation

An overall project plan with timeframes was drawn up to ensure that the City of Cape Town’s requirements would be met. All appropriate and needed resources were secured, and the project was tightly managed throughout, with weekly project meetings to ensure timeous delivery.

A stakeholder engagement strategy was produced, which proposed a variety of methods for engagement in order to gain broad, inclusive and all-encompassing inputs for the envisioning process. A preliminary stakeholder list was supplied by the City of Cape Town, which was augmented by the service provider team. The ultimate choice of stakeholders for engagements was made by the service provider, with the City’s approval. Logistics for the engagements were finalised, including the securing of four student interns as assistants.

Various methods of engagement were used, depending on the relevant group:

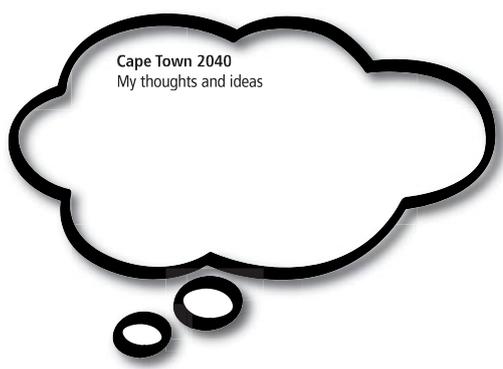
- Focus groups were conducted (directed and guided by experienced moderators) amongst residents, neighbouring municipalities and special interest groups, including the following:
 - Arts and culture, sports, tourism, creative industries, media, real estate, financial services, oil and gas, transport and communications, agriculture, ports and fisheries, Airports Company South Africa, trade unions, youth and women groups, civic organisations, business process outsourcing/information technology and general business

- Information sessions were held with all caucuses within the City, and invitations were extended for a focus group discussion with each caucus separately. Only the Democratic Alliance caucus focus group discussion took place, as the other caucuses failed to respond to numerous attempts at engagement.

- Meeting-of-the-minds methodology, similar to that of the focus groups, was conducted amongst chosen residents and special interest groups, to test some initial strategies and findings.
- The City economic and social clusters were interacted with during formalised sessions, whereby the draft vision and strategies (as well as some interventions) were discussed for inputs.
- In-depth interviews were conducted with business professionals, also directed and guided by experienced moderators.
- Mobile workshops were held amongst informal traders in the communities, with students, as well as immersion sessions with residents on the street.

A communications strategy was produced, which was aimed at a variety of communication methods, including social media and print media. A ‘soft’ launch for the process was agreed upon by way of mentioning the CDS process in the Mayor’s speech to Council on 29 February 2012.

The social media channels of Facebook, Twitter and Mxit were used. The internet as well as e-mail and fax were also employed to collect input for the process. A specially designed ‘thought bubble’ (see next page) was produced and included in the *CityNews* publication as



Thought bubble included in CityNews editions and on City webpage

well as on the City website to encourage participation. Boxes were left at various institutions, including libraries, municipalities and educational institutions, where citizens (including the youth) could deposit their inputs. All inputs were captured and used in the analysis.

The print media used were special editions of *CityNews* that were particularly produced to cover the greater Cape Town region as well as neighbouring municipalities. The readership in this area is approximately two million.

The existing vision framework together with the Province’s contextual report as well as the *State of Cape Town 2010* report were drawn on to produce the discussion guides used in the stakeholder engagements (see Appendix 4).

A content strategy was devised, which included involving research analysts and writers to analyse and synthesise inputs from the stakeholder engagements. Together with other research materials, this produced the draft vision, the strategy and some draft interventions.

1.2 March to April 2012 – vision development through stakeholder engagements

Even though the variety of stakeholder engagements was vast (ranging from business representatives to green stakeholders and residents of areas such as Khayelitsha), all interactions and encounters were pleasingly receptive, with a willingness to share information, insights, experiences, challenges as well as opportunities for the city region.

The content of the discussions included general challenges currently faced, opportunities that exist (both those being acted upon and not), focused challenges and their priorities, response to vision inputs and goals supporting the vision, benchmarking Cape Town, and lastly, the key interventions that are necessary to take Cape Town to 2040 and beyond. The methodologies were wide-ranging, and the input phase included the following:

- Focus group discussions with business, professionals,

trade unions, arts and culture, sports, and religious and cultural representatives

- Larger group dialogues with residents from Constantia to Khayelitsha, also including neighbouring municipalities
- In-depth interviews with deep thinkers across all sectors
- Immersions, which included random intercepts at preselected locations
- An internet survey and inputs via e-mail, fax and Mxit
- Social media, including Facebook and Twitter
- Thought bubbles, which were distributed at various locations, offering all citizens, especially the youth, the opportunity to capture their thoughts

The number of people and group engagements was extremely robust and constituted the following:

DESCRIPTION	NUMBER
Focus groups (32)	256
In-depth interviews	56
Resident groups (14)	308
Immersions (13 areas)	409
E-mails and faxes	107
Twitter followers (463 tweets)	595
Facebook (likes)	82
Internet survey	65
City webpage (views)	5790
Thought bubbles (644 from youth)	692
Mxit	8 951

Figure A5: Engagement footprint

Approximately 17 000 opinions were voiced and used as inputs for the strategy document.

As 50% of the Cape Town population is aged between 15 and 24, it was particularly important that the views from the youth were ascertained. The results from Mxit provided the views of 8 951 young people in the city.

Stakeholder communications included an article on the City webpage as well as detailed information regarding the process in the *CityNews* supplement. Residents were given the opportunity to air their views either via the webpage or the ‘thought bubble’ inserted in the *CityNews*.

1.3 May to June 2012 – vision to strategy development

All stakeholder engagements (including digital, where appropriate) were captured and recorded, and submitted to the City. In some instances, stakeholders were called upon to re-engage in order to gain their reactions to the proposed draft vision and goals for the city region – a meeting-of-the-minds methodology. All inputs were analysed into a specific framework, after



Even though the variety of stakeholder engagements was vast, all interactions and encounters were pleasingly receptive, with a willingness to share information, insights, experiences, challenges as well as opportunities for the city region.



which a synthesising process took place, pulling all the inputs together into the vision framing document.

The Cape Town vision was then extrapolated through all these inputs to produce a first draft vision with strategies. Further interaction with the City and other strategic stakeholders took place with regard to the development and refinement of the strategies from the vision.

2. Vision

Cities Alliance defines a vision as a statement of where a city wants to be, usually ten to 15 years in the future. The vision is the start of a CDS process – the vision statement needs to be specific, internally consistent, and realistic yet challenging. It should stress what is unique about the city, and must be short (less than 60 words) as well as easy to read. Successful cities are flexible and adaptive in pursuing their visions, recognising that rigid, static or top-down planning can be harmful.⁶³

A vision is important, because it aligns stakeholders to work together towards the same goals.

The city vision for Cape Town had to deliver a long-term, future-orientated, inspiring, flexible and adaptive strategy – content that is actionable, whilst engaging with city and regional challenges as well as taking into account the city's unique advantages. It needed to be a succinct and memorable statement. It also had to be premised on collaboration between the City and Province as well as decision makers and residents.

Appropriate methodologies were used to gain information from all stakeholder groups in informing the ultimate vision for the Cape Town city region (see Appendix 5 for a high-level summary of stakeholder responses).

3. Goals

The goals (or strategic levers/thrusts) are the pillars that support the vision. They are at the heart of the CDS. They cut across City departments and are interlinked and qualitative by nature. Goals bring about maximum impact, cost-effectively. Because a city cannot focus on too many initiatives at one time, strategic thrusts or goals are normally limited to five or six. For the Cape Town city region, six goals were identified after in-depth analyses and synthesising of all inputs collected through the process via multi-stakeholder engagements.

The following six high-level goals were identified:

- Lead a healthy, vibrant life
- Be educated and informed
- Be an inclusive and resilient economy
- Be connected and interconnected

- Build and celebrate Cape Town spirit
- Inspire an eco-friendly city region

4. Strategies

In its simplest form, a strategy is a clear decision and statement about a chosen course of action for obtaining a specific goal or result. A strategy has to be actionable.⁶⁴

Each of the six identified goals is supported by one or more strategies.

5. Interventions

The interventions are the means to the end – the actions that enable the strategies to be met. There can be a number of coordinated interventions to enable a strategy to be successful.

Interventions are the optimum allocation of resources to achieve the desired goals. They need to be evaluated and monitored, especially with a view to unintended consequences. Not all interventions will work out as intended, no matter how carefully planned. Some may need modification; a few will be abandoned. However, abandoning an intervention too soon may stop success in its tracks, whilst a failed intervention may or may not mean a failed strategy.

It is essential, therefore, to track interventions timeously, whilst continuing a strategic overview, assessing what needs more time, what needs to be modified or stopped, and whether the intervention or strategy needs to be re-examined. Therefore, once interventions are implemented, a clear monitoring and evaluation strategy with clear timelines should be designed to track the progress of the interventions.

The process works as follows:

- An intervention supports the achievement of a strategy.
- A strategy supports the achievement of a goal.
- A goal supports the achievement of a vision.
- The achievement of a vision fulfils the purpose.

This section explained the process followed and methodologies used, including the extensive and varied stakeholder engagements that informed the envisioning process on which the draft CDS framework is based.

6. Envisaging Cape Town in 2040

What will the Cape Town of 2040 look like? We see it through the eyes of one who has lived through the transitions.

This is Cape Town 2040:

The streets are buzzing with young people, old people and physically disabled people of all cultures. The vibe is positive and people are happy. Everyone is contributing towards the economy in their own way, thriving and



Interventions are the optimum allocation of resources to achieve the desired goals. They need to be evaluated and monitored, especially with a view to unintended consequences.

63. Cities Alliance, 2012.

64. Ross, 2011.



enjoying it. Whether they are selling home-grown herbs and baked bread, or working for a corporate company, they are doing what they enjoy. They have the education they want and are living their dream. They live in comfortable homes near to easily accessible, fast, cheap and efficient public transport, which enables them to get to their place of work quickly and safely. They are all concerned about the environment, and each contributes in their own way and within their own means, whether it is by recycling or designing a new eco-friendly invention.

Communities share, and people are happy to live in apartment blocks with big open spaces and parks to use at their leisure, day and night. Whether cycling or walking along the special tracks, playing with their children in the play parks, or relaxing in cultural centres and places, people are outdoors and enjoying it. They are conscious of their health and well-being, and that of their children. Schools have fields and facilities, which they offer the community to use as libraries, meeting places, sports and cultural events. Policing is active, and crime is at an all-time low. Rehabilitation centres offer discreet treatment to those who need it, and being part of a gang is no longer cool.

Multi-node hubs exist in and around the city region, enabling people to access services such as information, mentoring, skills training and many more. People with entrepreneurial flair are welcomed and offered premises at reasonable rates to research and implement their ideas. Being the creative hub that it is, influential designers make Cape Town their destination of choice. The financial hubs offer unique, specialised financial packages, which are attractive to foreign investors.

Businesses are thriving – the ports and harbours are efficient, and the processes and requirements enable business to export their goods easily and efficiently. Whether rail, road, air or sea transport is needed, they are all efficient and affordable. Business are contributing more to economic growth, and offering apprenticeship programmes at scale to the youth to equip them with the necessary skills to become employable. New industries have opened up opportunities for business and job seekers. For example, natural gas is a big

industry, creating many jobs and new skills. The universities work closely with business to develop and research new industries and eco-friendly solutions, which are being 'sold' to the rest of Africa and the world. Ground-breaking renewable energy inventions and practices have put Cape Town on the map, making it a sought-after location to work and do business.

Some statistics: The city region of the Cape Town economy is showing growth of above 5%. Unemployment is at 20%, and gang activity is almost non-existent. Crime statistics show an all-time low. All residents are receiving basic services and health care, and 95% of children are at school from the age of 3. A total of 85% of matriculants and graduates are working and contributing to the economy. The majority of the youth are involved in community programmes and eco-city drives.

Madala

Cape Town 2040, now seen through the eyes of a resident – 85-year-old Madala. Madala has three children and two grandchildren. Here are snapshots of their lives in 2040, and how they got there:

Madala grew up in an informal settlement during the apartheid era. He left school at 14 due to a large household of siblings and lack of money. He started working at the local spaza shop. He worked during the day, and helped look after his siblings at night. He lived in a shack with two rooms and no electricity or running water. When he turned 18, he learnt to drive, so that he could get a job as a driver. He worked as a corporate driver for 20 years, until he could buy his own vehicle. He bought his first vehicle at the age of 40, and became a taxi driver.

He married Miriam, a schoolteacher, and they raised three children together: Ludiwe, their son, who is the eldest, and two daughters, Nonto and Tshenolo. Miriam died unexpectedly when Ludiwe was 15.

There was immediate community support, and his three children continued their education. Now, they have careers of their own, and gathered with their families in June 2040 to celebrate Madala's 85th birthday.



Envisaging Cape Town in 2040: Schools have fields and facilities, which they offer the community to use as libraries, meeting places, sports and cultural events.





**Cape Town 2040
seen through the
eyes of 85-year-old
Madala.**

Madala's son, Ludiwe

Ludiwe owns a grocery store. He went to school at a former Model C school until Grade 12. He did not want to study further, but decided to start working in a grocery store to get to know the retail trade. After seven years, he received a loan to start his own retail store in a small town, two hours from Cape Town. He has access to public transport, connecting him to Cape Town and other towns in the region, from where he sources all his fresh food.

He lives in a flat above his store in the east end of Cape Town with his partner, and grows herbs on the roof, for which their store is well known in the region. He uses the internet to buy and sell, as well as to take a course in retail management. He received a loan from a financial institution to expand his store and hire new staff members. The internationally renowned Cape Town Green Innovation Research Practice Centre has retrofitted his premises. He proudly guides others on how best to use renewable energy and waste management resources. The suburb is a thriving part of the green economy, and Ludiwe has been approached with tempting offers by two major grocery chains.

Madala's daughter, Nonto

Of Madala's two daughters, one is married, and each has a child. His elder daughter, Nonto, is in the hub of Cape Town's computer animation industry. She completed matric, where teachers noticed her design skills combined with her flair for information technology, and suggested that she follow her passion by studying computer animation at a university of technology.

After qualifying, as well as ten years' experience (four of which in India and Hollywood), she began an animation house in Cape Town, conceptualising characters and stories for international clients. She lives in the City Bowl and uses quick, safe and efficient public transport to get to her office, which is in the animation studio hub a few kilometres away.

Her daughter, Naledi, is studying architecture. She uses public transport easily – it is cheap, safe and always on time, day and night. She lives with her mom in their home close to parks and public squares, where she cycles on weekends and meets up with friends. She has internet access, which is free.

She also has access to a growing and vibrant creative community. She is proud that she was recently recognised for her 500 volunteer hours, which she has diligently committed to assisting a neighbourhood and community in need. Her ambition is to be an architect of public places, capturing the unique sense of place and spirit that is Cape Town. Nonto is especially thankful that her daughter has achieved what she has in life, knowing that the early childhood development programme in which she was enrolled when she was only three years old has benefitted her immensely – something she herself was not exposed to as a child.

Madala's daughter, Tshenolo

Madala and Miriam's youngest, Tshenolo, has turned her systemic approach and love of the environment into a partnership at an international business consultancy responsible for economic and environmental resilience. The headquarters are in Cape Town, as the city and province have become living proof of the green economy at work.

Her son, Mandla, is at university studying the energy economy. His ambition is to research greener energy. He was sickly as a child, but thanks to the amazing health services on offer, he was always brought back to good health quickly. This has made him aware of the importance of a healthy lifestyle and clean air, which everyone deserves, and has made him more motivated to seek 'cleaner solutions'. He is stimulated by the support he receives within the green hubs in the city region, and has been exposed to the internationally known Cape Town Green Innovation Hub. This has motivated him to showcase some of his ideas and inventions in Lagos and Cairo. He is able to do this due to the financial support he received from companies that spot his potential and understand the benefit for the community at large.

They all gathered for Madala's 85th birthday in June 2040. Madala is very proud of his family. He recognises that they were given opportunities, and that they have utilised them to achieve what they want to achieve and to contribute to the economy and society as a whole. He is content, knowing that his grandchildren, and their children one day, as well as the broader community in which he lives will thrive into the future in Cape Town, which he so dearly loves.

Appendix 4

Sample discussion guide

Cape Town 2040: group discussion guide

Introduction and explanation of purpose

Politicians, business and community leaders agree that we need a vision for Cape Town that will inspire us and that will include everyone; a vision that is brave yet doable if we work together; one that brings prosperity and equity to our region.

The company for whom we are doing this work has been tasked by the City to facilitate a long-term common vision and goals, a strategy as well as some ideas about big projects that will make a real difference. The process will be broad-based, inclusive and co-creative.

We are talking to leaders, residents, businesses, both large and small, as well as civic organisations. In addition, there will be many opportunities for people to give input in their own way and their own time. We will analyse the inputs and present our findings to the City leaders.

It is called "Cape Town 2040", because we need a long-term vision; one that stretches far beyond the five-year planning cycles, but at the same time guides them. If you have a child starting school, he/she will be in his/her mid-30s by 2040; if your child is starting university this year, he/she will be in his/her mid-40s. We are building their future; actually, therefore, this process is "Our Children's Cape Town".

My co-facilitator (introduce) and I will be making lots of notes. Your responses are confidential; we will merely analyse and aggregate them.

Wide-angle view of challenges for the city

Let us start with some of the challenges you expect the city to face in the longer-term future. Briefly, what would you say are the top three to five challenges?

Of the challenges you have listed, which ones can be dealt with today? And which can be dealt with in the course of time? (Probe for next five years; five to ten and 20+ years.)

If you were the Mayor of Cape Town and had the power to change one thing, what would it be?

Focused challenges (per stakeholder group)

Now, turning specifically to your sphere of interest and influence: What matters most (for business, tourism, education, youth, etc., depending on respondent's sphere of activity/interest)?

Why do you say that? (Probe.)

And if it were up to you, what would you do about it? Let's imagine it is now March 2040 – what is happening in your industry? What has changed? How

do you feel about it? Is this what you'd like to see in 2040?

Wide-angle view of opportunities for the city

Now, let's turn to opportunities for the city. We'd like you to dream a little – what do you think we could become or achieve in the next 20 to 30 years?

For what could we be famous?

What would make the Cape Town city region more prosperous for everyone? Remember, this region includes Saldanha, the Winelands and Hermanus.

Anything else? (Probe.)

(Again, co-moderator writes these on a flip chart.)

Response to vision inputs

There has been some talk around Cape Town 2040 being a city of opportunity. What do you understand by this? Is that meaningful?

What would we have to do to make this come true?

Some mention a leading city of inclusivity – or diversity – what do you think?

Some ideas about a leading creative or innovative city or a leading smart city are proposed. Do any of these resonate with you? Why/why not? Which one is most meaningful to you? Probe:

What are your ideas for Cape Town of the future?

Other ideas regarding the future?

There's an opinion that Cape Town 2040 should benchmark itself against other African cities, and another opinion that prefers a global benchmark.

What is more aspirational? And what is more real?

Response to goals (brief)

Let us turn to goals – they support a vision, like pillars supporting the roof.

I will start by asking you for your reaction to five goals for Cape Town 2040 that are being discussed following the recently released *Future Cape Contextual Report* and the City's own *State of Cape Town 2010* report.

I'll briefly go through all five, and let's then chat about each. (Show diagram with five goals. First get their definition, then elaborate, where necessary – rather obtain good feedback on one than skimming over all five.)

1. Liveable communities – This means decent homes in supportive communities. It means living without fear, with places and spaces for social and economic interaction.
 - What needs to take place for this to happen?



Cape Town 2040 discussion guide: There's an opinion that Cape Town 2040 should benchmark itself against other African cities, and another opinion that prefers a global benchmark. What is more aspirational? And what is more real?

Cape Town 2040 discussion guide: We need to support the informal sector as an entry point into economic activity and a gateway to the formal economy. The informal sector is relatively small in Cape Town – what are your thoughts on growing the informal sector?

2. Connected communities – This means well-run services provided in a technologically enhanced manner, reliable public transport that most Capetonians use, as well as being a bicycle ride away from your work. It means broadband and affordable communication for everyone.
 - How does that sound? What’s missing?
3. Low-carbon economies – This means that Cape Town will obtain more than half its energy from renewables; all activities will be environmentally friendly; increasingly, products and services will be produced locally.
 - Do you think it’s important? How do we do it?
4. Resilient and inclusive growth – This means that the Cape Town economy is growing in new and existing sectors. What do you think these new sectors could be? (Probe: How about green production? Whether it’s solar water heaters or biofuels?)
 - Some say oil and gas is a growth opportunity for Cape Town; some say creative industries; others say financial services for Africa. What do you say?
 - We need to support the informal sector as an entry point into economic activity and a gateway to the formal economy. The informal sector is relatively small in Cape Town – what are your thoughts on growing the informal sector? How would you do it?
 - Also, by 2040, the major economic players will be China and India. How should we address them? Your thoughts?
5. Shared responsibility – What can government do, what can business do, what can civil society do? Because Cape Town 2040 needs to be shared, in practice as well as in thought. Let’s start with society. What can you do? And business? And government?
 - And now, what’s missing from this list? What goal(s) would you really like to see? (Co-moderator puts up each one of the five, plus any additions.)
 - OK, now I am going to ask you to rank your top three goals for Cape Town 2040 – from this list.
 - Each of you can collect three mini-stickers to put on your top three goals. (Co-moderator hands out stickers, and moderators encourage participants to vote and debate.)

Key interventions – NB

We’re nearly there. In the end, to achieve your goals, you need to make some bold moves – we call them key interventions. Johannesburg, for instance, built the Gautrain, joining Pretoria, Johannesburg and OR Tambo

International Airport.

What would be your big idea(s) for Cape Town?

Let’s split into two groups for this – one group over here with me, and one over there with (co-moderator). If you can number yourselves, 1,2 – 1,2, starting with you sir/ma’am?

(Encourage big thinking – perhaps refer to challenges and goals, and how they can be turned into opportunities; more brainstorming, less criticism.

After 15–20 minutes, reconvene as one group. Each moderator – or preferably, a nominated delegate – presents his/her group’s thinking. Write down big ideas on flip chart.

Then repeat the ranking exercise, this time for interventions, with three fresh mini-stickers.)

CT 2040 – what inspires your future Cape Town?

Finally, we know 2040 is a long way off, and as you said at the beginning, we have a few serious challenges ahead of us.

Tell us, are you proud to be a Capetonian?

Why/why not?

What would make you proud/prouder to be a Capetonian?

How can civic pride develop amongst all who are here? Cape Town is known across the world – how can it be loved by all who are here?

Closing

Thank you very much for your time and thoughts. These will be analysed along with all the others, and presented to City leadership towards the middle or end of May. They will debate them and formulate a synthesised vision, goals and strategy, with preferred key interventions, which must then be rigorously examined.

So, there will be feedback and communication once the process has been completed. Do look out for it.

Would you like to be kept informed?

Would you like to contribute further – perhaps in turning ideas into action? This needs to be a collaborative process.

If you would like to be involved further, please put your name, contact details and the area(s) in which you would like to contribute on one of these forms.

We will also be handing out cards with ways in which you can continue to contribute on the social media – please share this with family, friends and colleagues.

And again, thank you very much.

Appendix 5

Summary – Cape Town 2040 stakeholder engagement responses to challenges faced

Challenges faced in Cape Town, by group type (March–May 2012)

The MOST-MENTIONED challenges were as reflected in Table A2.

Table A2: Most-mentioned challenges faced in Cape Town, according to stakeholder engagements

ISSUE (NO ORDER OF IMPORTANCE)	RESIDENT GROUPS (LESS AFFLUENT)	RESIDENT GROUPS (AFFLUENT)	PROFESSIONAL, BUSINESS AND GREEN GROUPS
Education	X	X	X
Safety/crime	X	X	X
Gang and criminal activities	X		X
Poverty	X	X	X
Inequalities, rich/poor divide	X	X	X
Unemployment/lack of jobs	X	X	X
Public transport	X	X	X
Social development	X	X	X
Urbanisation	X	X	X
Poor service delivery to communities	X	X	X
Housing	X	X	X
Influx of foreigners	X		
Lack of support for informal traders	X		
Street kids	X		
Illegal business in communities	X		

The MID-MENTIONED challenges were challenges were as reflected in Table A3.

Table A3: Mid-mentioned challenges faced in Cape Town, according to stakeholder engagements

ISSUE (NO ORDER OF IMPORTANCE)	RESIDENT GROUPS (LESS AFFLUENT)	RESIDENT GROUPS (AFFLUENT)	PROFESSIONAL, BUSINESS AND GREEN GROUPS
Local government support	X	X	X
Community pride	X	X	X
Population growth	X	X	
No recreation/public facilities for kids	X		
Councillors not involved/City doesn't listen	X		
Densification		X	
Social integration		X	X
Urban sprawl		X	X
Poor basic hygiene		X	
High-speed internet		X	X
Public medical healthcare		X	X
Shortage of natural resources		X	X
Economic development		X	
Climate change			X
Lack of inclusivity			X
Port/harbour capabilities			X
Cultural appreciation			X

The LEAST-MENTIONED challenges were challenges were as reflected in Table A4.

Table A4: Least-mentioned challenges faced in Cape Town, according to stakeholder engagements

ISSUE (NO ORDER OF IMPORTANCE)	RESIDENT GROUPS (LESS AFFLUENT)	RESIDENT GROUPS (AFFLUENT)	PROFESSIONAL, BUSINESS AND GREEN GROUPS
Apprenticeship programmes	X		X
Poor city planning	X	X	X
Corruption	X	X	X
No sports at schools	X		
Carbon footprint		X	
Influx of foreigners		X	X
Tourism		X	
Civic pride		X	X
Youth development		X	
Shortage of skills			X
Red tape			X
Not business-minded			X
Innovative education methods			X
Alternative transportation modes			X
Population growth			X
Eco-city			X
Water programme			X
Lack of support for entrepreneurs			X

Appendix 6

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City of Cape Town

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