CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

FIVE-YEAR INTEGRATED DEVELOPMENT PLAN

JULY 2017 – JUNE 2022
EXECUTIVE SUMMARY

CONTENTS

WE WILL CONTINUE TO BUILD AN OPPORTUNITY CITY THAT CREATES AN ENABLING ENVIRONMENT FOR ECONOMIC GROWTH AND JOB CREATION, AND TO PROVIDE ASSISTANCE TO THOSE WHO NEED IT MOST. WE WILL ALSO CONTINUE TO PROVIDE QUALITY SERVICES TO ALL RESIDENTS AND SERVE THE RESIDENTS OF CAPE TOWN IN A WELL-RUN, CORRUPTION-FREE ADMINISTRATION.

MESSAGE FROM THE EXECUTIVE MAYOR

During our first term in government, we implemented 99% of the initiatives and programmes set out in the Integrated Development Plan (IDP) from 2012 to 2017.

This second term gives us the opportunity to build on our achievements and successes. It gives us a chance to get on with keeping the commitments that we have previously made to our residents.

The IDP for the period July 2017 to June 2022 gives expression to the political mandate that we have received from residents in the August 2016 local government election. It is also aligned to the National Development Plan.

The Municipal Systems Act, Act 32 of 2000 requires us to consult with our residents on the IDP. We reached out to residents through newspapers, social media, an electronic survey and various town hall meetings. I want to thank everyone who took the time to engage with us through the various platforms, which totalled more than 24 000 inputs.

This plan gives full effect to the Organisational Development and Transformation Plan (ODTP) and sets out our development priorities over the next five years.

We will continue to build an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. We will also continue to provide quality services to all residents and serve the residents of Cape Town in a well-run, corruption-free administration.

Through the IDP, for the next five years, we commit to:

• contribute actively to the development of our environment, and human and social capital;

• offer high-quality services to our people and provide support to businesses in our city; and

• continue to be a leader in local government.

Our governance will be guided by six principles which are resilience, sustainability, transformation through transit-orientated development, governance reform, customer-centricity and transversal management.

These six principles are the new framework which gives direction to the plans and programmes we will put in place, to realise our 11 transformational priorities.

Most recently our IDP was assessed by National Treasury, who regarded it as the best IDP in the country. It certainly is this city's most innovative attempt to take local government to the next level.

Ground-breaking projects are listed within our ease of doing business programme, infrastructure investment programme, skills investment programme, holistic crime prevention programme and our excellence in service delivery programme. These programmes hold the many projects and highlights in the IDP which we can look forward to implementing over the next five years.

I have no doubt that we will be guided towards greater service delivery excellence during this term of office, and that we will be making even more progress possible, together.

P. deLille

ALDERMAN PATRICIA DE LILLE
Executive Mayor: City of Cape Town

WHILE GOVERNMENT CAN CREATE AN ENABLING AND WELL-FUNCTIONING ENVIRONMENT, IT IS ULTIMATELY UP TO PEOPLE, INCLUDING INVESTORS, INNOVATORS, SKILLED CRAFTSMEN, LABOURERS, CAREGIVERS, LAW ENFORCERS AND TEACHERS, TO PROVIDE THE PRODUCTS, SERVICES AND SKILLS FOR THE ECONOMY TO GROW AND PROVIDE JOBS.

MESSAGE FROM THE CITY MANAGER

The Integrated Development Plan (IDP) is a strategic tool that guides all the activities of local government in consultation with residents and stakeholders. Its focus is on development in the broader sense and it is a structured plan that informs budget priorities, decision making and the allocation of resources.

Since local government exists to provide municipal services to all residents, it is essential that it interacts with the people living in the city, and obtains their input in their elected government's plans and vision.

In compiling this IDP, we aimed to interact with as many Capetonians as possible. At several public meetings, we discussed our plans and asked communities for their inputs on key deliverables, which we know will bring much-needed development to many parts of the city.

While government can create an enabling and well-functioning environment, it is ultimately up to people, including investors, innovators, skilled craftsmen, labourers, caregivers, law enforcers and teachers, to provide the products, services and skills for the economy to grow and provide jobs.

Our updated roadmap for the future is now complete and the exact route for the next five years is described in this IDP.

An exciting future lies ahead if we all work together to make this the incredible city that our children should inherit from us.

ACHMAT EBRAHIM
City Manager: City of Cape Town

VISION AND MISSION OF THE CITY OF CAPE TOWN

THE CITY OF CAPE TOWN'S **VISION** IS

- TO BE AN OPPORTUNITY CITY THAT CREATES AN ENABLING ENVIRONMENT FOR ECONOMIC GROWTH AND JOB CREATION, AND TO PROVIDE ASSISTANCE TO THOSE WHO NEED IT MOST;

- TO DELIVER QUALITY SERVICES TO ALL RESIDENTS; AND

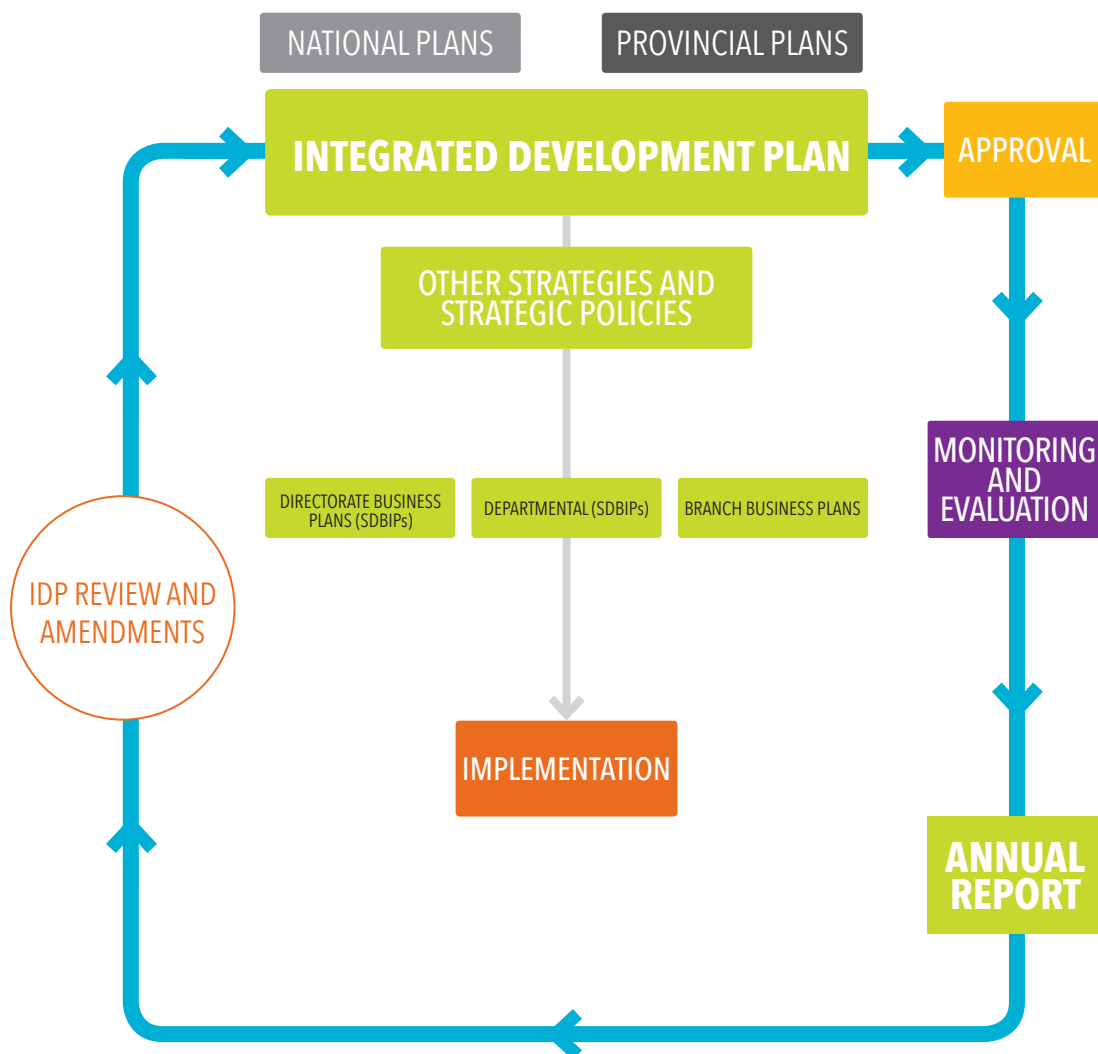- TO SERVE THE CITIZENS OF CAPE TOWN AS A WELL-GOVERNED AND CORRUPTION-FREE ADMINISTRATION.

IN STRIVING TO ACHIEVE THIS VISION, THE CITY'S **MISSION** IS TO:

- TO CONTRIBUTE ACTIVELY TO THE DEVELOPMENT OF ITS ENVIRONMENT, HUMAN AND SOCIAL CAPITAL;

- TO OFFER HIGH-QUALITY SERVICES TO ALL WHO LIVE IN, DO BUSINESS IN OR VISIT CAPE TOWN; AND

- TO BE KNOWN FOR ITS EFFICIENT, EFFECTIVE AND CARING GOVERNMENT.

THE INTEGRATED DEVELOPMENT PLAN — ANNUAL CYCLE

The Integrated Development Plan (IDP) is a five-year plan required in terms of the Municipal Systems Act, Act No. 32 of 2000. This legislation states that an IDP is the principle strategic planning instrument which guides and informs all planning, development and decisions in the municipality.

The IDP must align with national and provincial strategies. It is operationalised through strategic policies, directorate and departmental business plans which focus on implementing the vision, objectives, projects and programmes of the IDP. The IDP will be reviewed on an annual basis.

Additional content to the Council approved IDP

CITY OF CAPE TOWN IN NUMBERS

EXPANDED UNEMPLOYMENT RATES (2016, Quarter 04)

SOUTH AFRICA **35,6%**

CAPE TOWN **25,3%**

Source: Quarterly Labour Force Survey, February 2017

EXPANDED LABOUR FORCE

1 984 431

Source: Stats SA, QLFS, February 2017

REAL GDP PER CAPITA (2016)

CAPE TOWN **R73 811**

POPULATION
4 004 793
Source: 2016 Community Survey

CAPE TOWN HOUSEHOLDS
1 264 849
Source: 2016 Community Survey

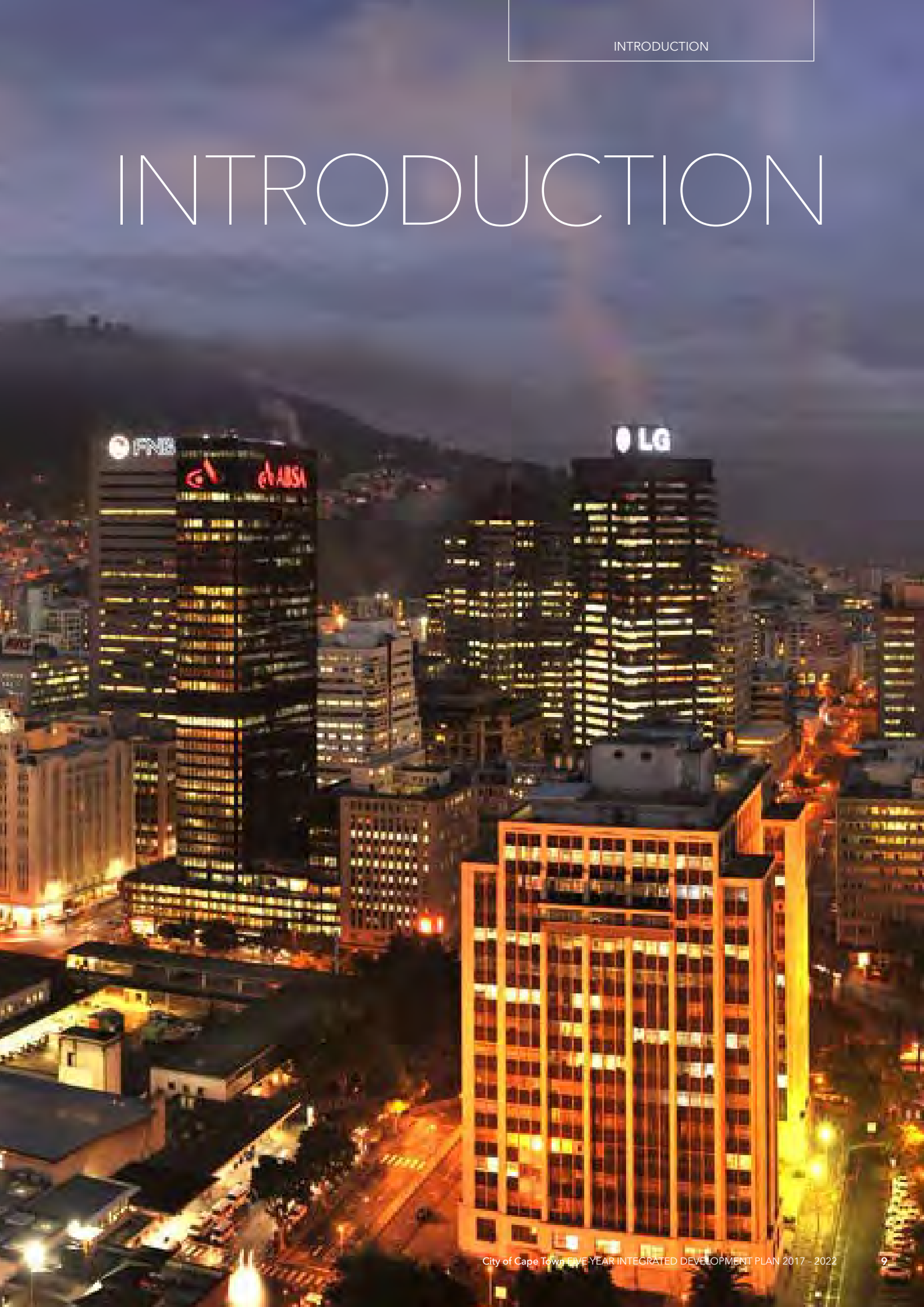## CAPE TOWN HOUSEHOLD SIZE
3,17 (AVERAGE NUMBER OF MEMBERS)
Source: 2016 Community Survey

CITY OF CAPE TOWN
2 461 km²

Additional content to the Council-approved IDP

INTRODUCTION

INTRODUCTION

THE CITY'S IDP, WHICH IS REQUIRED AND MANDATED BY LEGISLATION, IS ITS PRINCIPAL STRATEGIC FRAMEWORK THAT GUIDES DECISION-MAKING WITHIN THE MUNICIPALITY.

THE IDP ALSO COMMUNICATES TO RESIDENTS, BUSINESS AND INVESTORS THE CITY'S LONG-TERM VISION, AND HOW THE ORGANISATION PLANS TO ACHIEVE IT.

After the 2016 elections, the City of Cape Town, led by the Executive Mayor, embarked on a journey to build on the achievements and successes of the previous five-year term of office. Part of this journey has been a change in the way in which the organisation functions in order to improve and excel in service delivery as well as the City's other legislative mandates. One of the key refinements that the newly-elected Council approved as part of its Organisational Design and Transformation Plan (ODTP) is the role of strategy and the need for improved strategy-led decision-making within the City. This will improve the realisation of identified key priorities by ensuring that resources are allocated more strategically.

As the IDP is the City's principal strategic framework, the approach to this new term-of-office IDP (2017-2022) is somewhat different from previous IDPs. Previous IDPs attempted to cover most of the functions of the municipality and were more operational. This new IDP has been conceptualised so as to be more strategic. To this end, it consists of two main parts – a **strategic plan**, which contains the longer-term strategic vision, priorities and narrative, and an **implementation plan**, which focuses only on **key strategic programmes, projects and initiatives** that will support the achievement of the priorities during the five-year term of office.

The strategic plan, which is informed by the contextual analysis as well as Council's key strategies and policies (including the Economic Growth Strategy (EGS), the Social Development Strategy (SDS) and the Transit-Oriented Development (TOD) Strategic Framework), contains the strategic narrative driven by the **City's vision**. The five strategic focus areas (in other words, the five pillars of the opportunity city, safe city, caring city, inclusive city and well-run city) have been retained from the previous IDP, providing continuity between the previous and the new, as well as the foundation for the strategic narrative. In addition, the strategic plan also includes strategic priorities that will accelerate the

achievement of the goals of each of the strategic focus areas, as well as guiding principles that will further enhance and embed the approach to the implementation of this IDP. Therefore, the expectation is that all decisions made by the City will be aligned and informed by the framework and narrative of the IDP's strategic plan.

In keeping with the more evolved and strategic approach to this IDP, the implementation plan focuses *on only the key strategic programmes, projects and initiatives* that will support the achievement of the priorities during the five-year term of office. This has been achieved by transforming the priorities identified in the strategic plan into objectives and programmes. These will provide the framework within which to link other mandated legislative duties, programmes, projects and operational activities to the City's budget and performance management tools, not only to ensure that they can be monitored and evaluated, but also to ensure alignment with the articulated priorities.

THIS NEW TERM-OF-OFFICE IDP WILL ENSURE THAT THE CITY CONTINUES TO OPTIMALLY SERVE ITS RESIDENTS AND TO SUPPORT THE PRESENT AND FUTURE GROWTH AND DEVELOPMENT OF CAPE TOWN FOR THE BENEFIT OF ALL ITS CITIZENS.

CONTEXTUAL ANALYSIS

CONTEXTUAL ANALYSIS

DEVELOPING AND IMPLEMENTING A STRATEGY THAT GUIDES THE CITY'S PRIORITIES AND APPROACH IS AN ITERATIVE AND ONGOING PROCESS. TO BE TRULY RESPONSIVE, THE CITY NEEDS TO MONITOR THE WIDER DEVELOPMENT CONTEXT, OBJECTIVELY TAKING INTO ACCOUNT LOCAL AND BROADER CONTEXTS, ON THE BASIS OF DEVELOPMENT INFORMATION, RELATED DATA AND TRENDS ANALYSIS.

THIS SECTION PROVIDES AN OVERVIEW OF THE GLOBAL, NATIONAL AND CAPE TOWN CONTEXT THAT BOTH INFORMS THE CITY'S STRATEGY AND FORMS THE BACKDROP AGAINST WHICH THE CITY SEEKS TO RESPOND TO PERSISTENT CHALLENGES AND EMERGING OPPORTUNITIES.

GLOBAL CONTEXT

Globally, cities today occupy less than 3% of the total land, but generate 70% of the global economy (GDP)[1], consume over 60% of global energy, are responsible for over 70% of greenhouse gas emissions, and generate over 70% of global waste.[2] More than 50% of the global population already live in cities, and this percentage is expected to grow to almost 60% by 2030. The majority (approximately 95%) of urban expansion in the next few decades will take place in developing countries, mainly in Asia and Africa. Urbanisation rates are high and many developing-country cities cannot keep up with the demand for housing and services.

The pace of urbanisation and the possible impacts on natural resources (air, water, soil, flora and fauna) have given rise to growing concerns about urban development. As a result, the United Nations (UN) sustainable development goals (SDGs) launched in January 2016 include an urban sustainable development goal, namely Goal 11 ("Making cities and human settlements inclusive, safe, resilient and sustainable").

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[1] Gross domestic product.
[2] See https://habitat3.org/the-new-urban-agenda.

In addition, the UN Habitat III conference in October 2016 launched the New Urban Agenda, which recognises that cities are central to achieving sustainable development.

Implementation of the New Urban Agenda is intended to contribute to the achievement of the SDGs, including Goal 11.

The prominence of urbanisation

Historically, cities have always been strategically important, and are becoming more so in the context of the 21st-century global economic, social and political processes and structures.[3] The agglomeration of people in close proximity enables economic activity and social interaction, as well as easier delivery of services and infrastructure. However, this also potentially generates new challenges such as biodiversity loss, an increase in waste and pollution, and social concerns.

From sustainable development to resilience

The potential challenges of urbanisation have given rise to a policy and implementation focus on *sustainable development,* which means "to meet the needs of the present city population without negatively affecting the prosperity of the city and its future residents".

More recently, as phenomena such as extreme weather events and extreme poverty have deepened city challenges, *resilience* has emerged as an important urban concept. Resilience refers to the ability to bounce back from shocks or stresses, and to do so with a measure of success greater than prior to the shock. Underlying resilience are the ideas of adaptive capacity (the ability to adjust to changing conditions) and transformative capacity (the ability to change both internally and externally to keep pace with changing contexts). Resilience is and will be an important characteristic of cities and their residents now and into the future.

THE SOUTH AFRICAN URBAN CONTEXT

Similar to cities around the world, South African metros are important to the country's development path, with more than 60% of the country's population currently concentrated in the urban centres projected to increase to 71,3% by 2030.[4] The metropolitan cities in South Africa have been driving growth, generating almost two thirds of the country's economic activity and just over half of national employment.

South Africa is responding positively to urbanisation opportunities and challenges through the National Development Plan 2030, with which the City of Cape Town strategic direction is aligned.

Racially divisive policies and planning of the country's apartheid past have negatively affected the spatial form, social fabric and structure of the economy, and resulted in urban management inefficiencies and expensive operating costs. As a result, the poorer population largely resides further away from economic and employment hubs, with uneven access to basic services as well as health, education, transport, social, cultural and recreational facilities. However, South African cities have also significantly improved their infrastructure and services, and generally have good strategies in place to facilitate economic growth and social development. This enables cities to lead South Africa's economic recovery and development.[5]

As the country's cities offer economic opportunities, this results in migration from rural areas – including from elsewhere in Africa – to the metros. Migration can be an opportunity[6] to attract people with different skills sets and cultural backgrounds to South Africa's cities. Yet, increased migration may attract people without the appropriate skills for the predominant economic sectors in South African cities and towns, adding to the existing challenges of poverty, unemployment, overcrowding and social tension. The South African urban economy is dominated by the tertiary sector (such as finance and business services), which mostly provides job opportunities for higher-skilled workers. Therefore, low-skilled workers with limited opportunity in the formal economy, generally turn to the informal economy to escape absolute poverty.[7]

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[3] City of Cape Town. 2016. *State of Cape Town Report 2016*. Development Information & GIS Department.

[4] Republic of South Africa. 2016. *Integrated Urban Development Framework: A New Deal for South African Cities and Towns.* Department of Cooperative Governance and Traditional Affairs (COGTA): Pretoria.

[5] South African Cities Network. 2016. *State of South African Cities Report 2016.* Johannesburg: SACN.

[6] Feder, A. 2017. 'Looking Beyond Borders: The Reality of Migration in Cities', in *Meeting of the Minds.* Blog posted on 4 January 2017. http://cityminded.org/looking-beyond-borders-reality-migration-cities-17901.

[7] South African Cities Network. 2016. *State of South African Cities Report 2016.* Johannesburg: SACN; City of Cape Town. 2016. *State of Cape Town Report 2016.* Development Information & GIS Department.

City of Cape Town within the context of South Africa.

THE CAPE TOWN CONTEXT

The opportunities and challenges that have been identified for Cape Town, its residents, businesses and the municipality can be broadly divided into the categories: economic, social, environmental, geographical, service delivery and infrastructure.

Economic opportunities and challenges

Cape Town's economy has grown faster than the country's over the past few years, primarily because Cape Town's economy is dominated by the tertiary sector and is not heavily dependent on the mineral sector, which has lately experienced a downturn.

This provides a platform for Cape Town's expanding cohort of post-matric job seekers to find employment.

Almost half of Cape Town's recorded young unemployed population is engaged in education or training.

The 26,48% of individuals who are not either working or acquiring the skills to work require an intervention that addresses both demand (job availability) and supply-side issues (access to quality education, training and skills development). In this respect, the City's interventions to stimulate the local economy in the catalytic sectors[8] are critical, given the focus on creating opportunities for training and work placement. The City also supports income generation opportunities for the unemployed through the Expanded Public Works Programme (EPWP), having created a total of 113 914 such opportunities between July 2012 and June 2015.

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[8] Including marine, oil and gas repair and boat building; the green economy, including energy from the sun, wind and waste; agro-processing; the location of head offices of the finance and retail sectors, and the call centre industry.

With prices of goods and services increasing throughout the country, many households find it more difficult to meet their basic needs. Although job creation is not a direct local government mandate, the City of Cape Town has formed partnerships with other spheres of government, the private sector as well as cities around the world to encourage job creation in Cape Town by providing a more enabling business environment that attracts investment and economic growth.

The informal sector also has a significant socio-economic impact in Cape Town. The income received through informal-sector participation created a 4,5 percentage point reduction in Cape Town's poverty rate and is equivalent to pulling 186 000 people out of poverty.[9]

Nevertheless, there is a need to continue to pursue an environment that offers more opportunities for lower-skilled workers and the unemployed.[10] Cape Town needs to expand its economy further to create more employment opportunities.

Social opportunities and challenges

Cape Town consists of a dynamic and multicultural society that provides a number of opportunities. Precisely due to its diverse society, the City of Cape Town has highlighted the importance of social inclusion as a strategic priority.

Health levels in general have increased in Cape Town, with the city's infant mortality rate (IMR) having dropped significantly.[11] The Western Cape, of which Cape Town has the largest population, has the highest life expectancy at birth (68 years) in the country,[12] coming very close to the 2030 target in the NDP. Whilst people are living longer and healthier lives, the percentage of economically active working-age people (aged 15 – 64) has also increased. This has caused a drop in the total age dependency ratio[13] for Cape Town.

An increased number of Cape Town residents with HIV/Aids are registered for antiretroviral treatment (ART) at the City's clinics, which means that they live longer lives. At the same time, the HIV/Aids prevalence rate has decreased in recent years, which suggests a degree of stability.[14] Together with its national and provincial counterparts and the United States President's Emergency Plan For Aids Relief (PEPFAR), City Health is preparing to implement the UNAIDS strategy of "90-90-90".[15]

Linked to the declining HIV/Aids prevalence, a downward trend in the incidence and number of cases of tuberculosis (TB) began to emerge between 2009 and 2014. TB in Cape Town is exacerbated by poverty and urbanisation, which results in overcrowding, challenges with treatment adherence and substance abuse. Drug-resistant strains of TB (multidrug-resistant [MDR] and extensively drug-resistant [XDR]) present a new challenge.[16]

Illiteracy levels among Cape Town's adult population more than halved in the period 2001 to 2014. Although not a local government mandate, Cape Town has generally performed better than the rest of the country in terms of education.[17]

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[9] City of Cape Town, 2016. Economic Performance Indicators for Cape Town (EPIC), *EPIC, Quarter 4.*

[10] Western Cape Government. 2015. *Provincial Economic Review and Outlook 2015.* Provincial Treasury: Cape Town.

[11] Being generated by the Medical Research Council (MRC), IMR data cannot be updated due to new legislation that prohibits the Department of Home Affairs from granting access to medical certificates to any entity except Statistics South Africa (see City of Cape Town, 2016. *State of Cape Town Report 2016).*

[12] Republic of South Africa, 2016.

[13] The ratio of dependants (people younger than 15 or older than 64) to the working-age population (those aged 15 – 64). http://data.worldbank.org/indicator/SP.POP.DPND.

[14] City of Cape Town. 2016. *State of Cape Town Report 2016.* Development Information & GIS Department.

[15] Postulating that if, by 2020, 90% of those with HIV are diagnosed, 90% of these are retained in care and on ART, and 90% of these are on effective ART (suppressing their viral load), HIV/Aids will have ceased to be an epidemic by 2030.

[16] City of Cape Town. 2016. *State of Cape Town Report 2016.* Development Information & GIS Department.

[17] Ibid.

The benefit of improving health and education levels as well as social development is that Cape Town residents will develop an increased capacity to withstand personal and community trials, which can in turn support the City's efforts to build resilience in the city. Yet, key social challenges that Cape Town is still grappling with can be linked to the country's historical roots. These include crime, substance abuse and gang activity,[18] with the youth being most at risk. Criminal or gang activity[19] also appears to occur more often in areas of social deprivation and poverty, and is linked to social problems such as substance abuse.

Environmental opportunities and challenges

Cape Town's natural assets and biological diversity are part of what makes the city a unique and desirable place in which to live and work.

However, the city's households and firms generally need to consume scarce resources, particularly energy, water and land,[20] more efficiently, and future development should be assessed for, *inter alia*, environmental impact. Climate change effects pose further challenges through the risk of rising sea levels and the associated impact on low-lying urban and coastal environments. Climate change also contributes to changing rainfall patterns and temperature extremes, negatively affecting water resources and biodiversity.[21] Cape Town is currently experiencing drought/water scarcity conditions, which means that water conservation and demand management will become increasingly important for everybody in Cape Town.

The City is making a concerted effort to improve its resource efficiency and security, as well as to address factors that affect climate change. This includes climate change mitigation initiatives to improve air quality, the diversification of its energy mix, as well as adaptation measures such as conserving biodiversity, reducing waste to landfill, and increasing recycling. In this regard, the City has developed an Energy2040 vision and set energy goals and targets for 2020 for the residential sector, commerce, transport as well as energy generation. Residents' and businesses' cooperation will be critical for the achievement of these targets.

Service delivery and infrastructure opportunities and challenges

A major concern for most cities is mobility, as it affects urban efficiency. The ability to move smoothly and timeously between work, home and recreation is what helps make cities and city living efficient.

Apartheid urban planning has manifested in urban inefficiencies in South African cities. The City's Transport Development Index (TDI) has shown that the low-income segment of the population spends on average 43% of their household income on access – more than four times the acceptable international average.[22] Transport challenges experienced by Capetonians include the duration of peak-hour travel on the city's public roads,[23] and the failure of the public transport system, particularly of the Metrorail service, which is outside the City's jurisdiction.[24] Maintenance of the city's roads becomes extremely challenging, as any interruption to the traffic flow further exacerbates peak-hour traffic.

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[18] For a more detailed explanation of how the country's roots contributed to crime, substance abuse and gang activity, see for example Pinnock, D. 2016. *Gang Town*. Tafelberg: Cape Town.

[19] Ibid.

[20] City of Cape Town. 2016. *State of Cape Town Report 2016*. Development Information & GIS Department.

[21] Ibid.

[22] City of Cape Town. 2016. *City of Cape Town Transport Development Index*. Transport for Cape Town.

[23] Hunter, S. 2016. *You have no idea just how bad Cape Town's traffic problem really is*. 13 April 2016. http://www.2oceansvibe.com/2016/04/13/you-have-no-idea-just-how-bad-cape-towns-traffic-problem-really-is/ (accessed 16 January 2017).

[24] Not a local government entity, but a state-owned enterprise. Delays experienced with rail services are partially a result of vandalism, but also of limited and ageing rail stock.

Cape Town has consistently been able to provide residents, including those in informal settlements and backyard dwellings, with high levels of access to basic municipal services. As soon as urban residents enjoy secure access to basic services, they can tackle the other factors that affect their quality of life. This is clearly illustrated by the responses in the 2016 Community Survey,[25] where the five top concerns raised by households – violence and crime, the cost of electricity, a lack of employment opportunities, inadequate housing, and drug abuse – included only one that falls within the local government mandate (housing). Nevertheless, Cape Town is challenged by expanding informal settlements and the escalating number of households living in backyard structures.[26] Although the City provides services to informal settlements, and increasingly also to backyard dwellings, it is challenging to keep pace with service delivery demands. The City is examining how to improve service delivery to backyard structures as part of a broader strategy to provide increased housing opportunities for Cape Town residents.

CONCLUSION

THE CITY'S NEW GUIDING STRATEGY AND TRANSFORMATIONAL OBJECTIVES, INFORMED BY THE CONTEXTUAL REVIEW, PLAY A KEY ROLE IN IDENTIFYING THE PRIORITIES FOR THE IDP STRATEGIC NARRATIVE DETAILED IN THE FOLLOWING CHAPTERS.

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[25] The Stats SA 2016 Community Survey included 3 000 Cape Town households, with a 95% confidence level and a margin of error of less than 2%.
[26] City of Cape Town. 2016. *State of Cape Town Report 2016*. Development Information & GIS Department.

OVERVIEW OF EXISTING LEVEL OF DEVELOPMENT

THE FOLLOWING ASSESSMENT PROVIDES A HIGH-LEVEL OVERVIEW OF BASIC SERVICES PROVIDED BY THE CITY OF CAPE TOWN.

WATER AND SANITATION

The City provides access to water and sanitation services for all residents in Cape Town, in line with National Government's policy. Formal properties receive services through a metered connection, while informal-settlement households receive free and unrestricted services via communal water points. Services in informal settlements and backyards are continually being improved in line with the City's own higher internal standards.

Water

All households in Cape Town have an adequate water supply that complies with national norms and service standards, which require basic water supply facilities within 200 m.

Intermittently, some settlements or dwellings temporarily fall outside the national service standard. This is typically where entire settlements are being upgraded or where it takes time to install the required infrastructure to provide water services. A small number of settlements are also located on private property, where it is not possible to bring water services within the required 200 m. In these instances, the City investigates the possibility of acquiring the property or relocating the households where feasible.

The City will always endeavour to provide a 100% service rate to legally serviceable properties according to the prescribed norms and standards. On top of that, the City pursues its own, higher service standard.

Sanitation

The City of Cape Town fully complies with the national guidelines of adequate sanitation. It has managed to provide 100% adequate access to sanitation services to informal settlements.[27]

The City also continues to aim for its own, higher service standard: For example, the ventilated pit toilet mentioned as the minimum service technology in the national guidelines represents less than 0,5% of the sanitation technologies offered by the City. Close to 50% of informal-settlement households are estimated to have access to full-flush toilets at a maximum ratio of five households to one toilet.

REFUSE REMOVAL

All formal households in Cape Town receive a basic service of weekly kerbside refuse removal using the wheelie bin system. Altogether 99,74% of informal settlements have access to a door-to-door refuse collection service or ongoing area-cleaning services. The remaining 0,26% are areas not accessible to deliver the service.
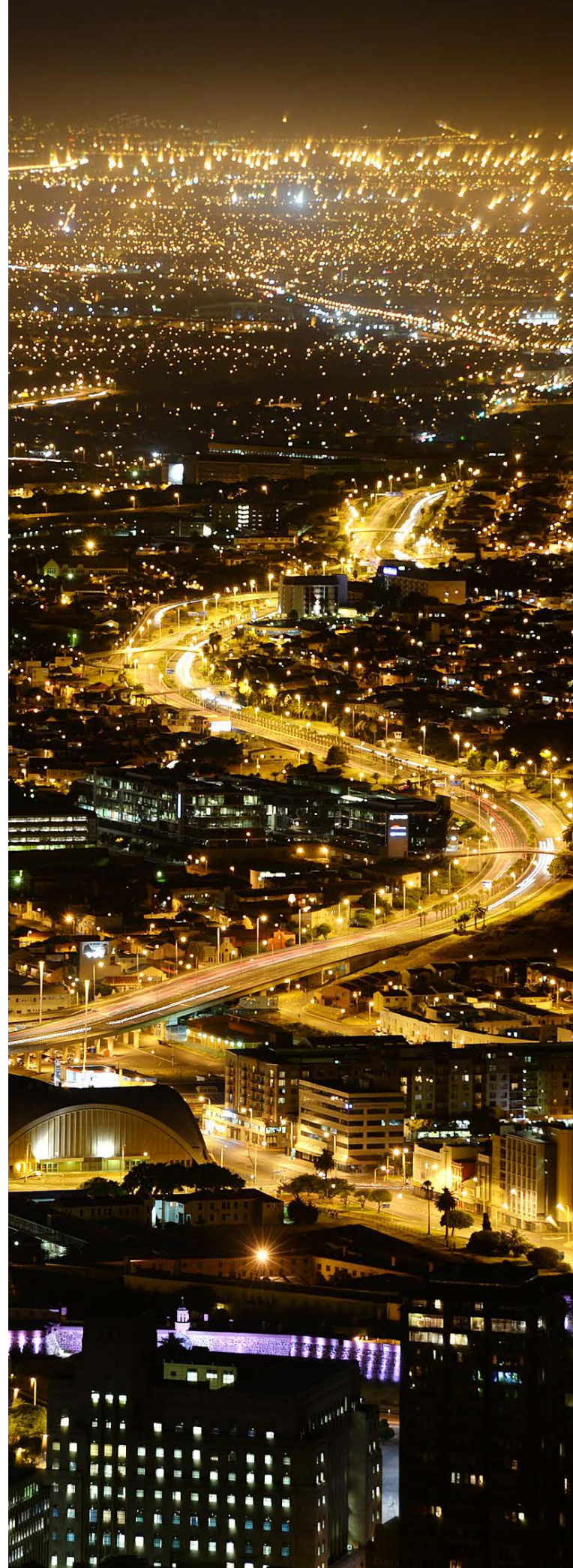
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[27] As confirmed in the Department of Water Affairs (now the Department of Water and Sanitation) Report on the Status of Sanitation Services in South Africa (2012).

ELECTRICITY

The City distributes electricity to residential and commercial/industrial customers in its supply area, for which its Electricity Generation & Distribution Department is licensed by the National Energy Regulator of South Africa (NERSA). Under the NERSA licence, services provided must meet the requirements of national standards NRS047 and NRS048.

Some informal settlements, mainly in the area supplied by Eskom,[28] remain underconnected or unconnected. Some households in this category have the added challenge of being located on encumbered land, such as on private property, on land below the 1:50-year flood line, under power lines, within road or rail reserves, within stormwater retention or detention ponds, on unstable land, or in close proximity of any other health or safety hazard. Mitigation strategies include the registration of servitudes on privately-owned properties, the relocation of structures from unsuitable land to property more suitable for electricity services provision, and electrification on road or rail reserves with the permission of the relevant business authority. Most service requests for the provision of informal-settlement connections are the result of infill development in an existing informal settlement.

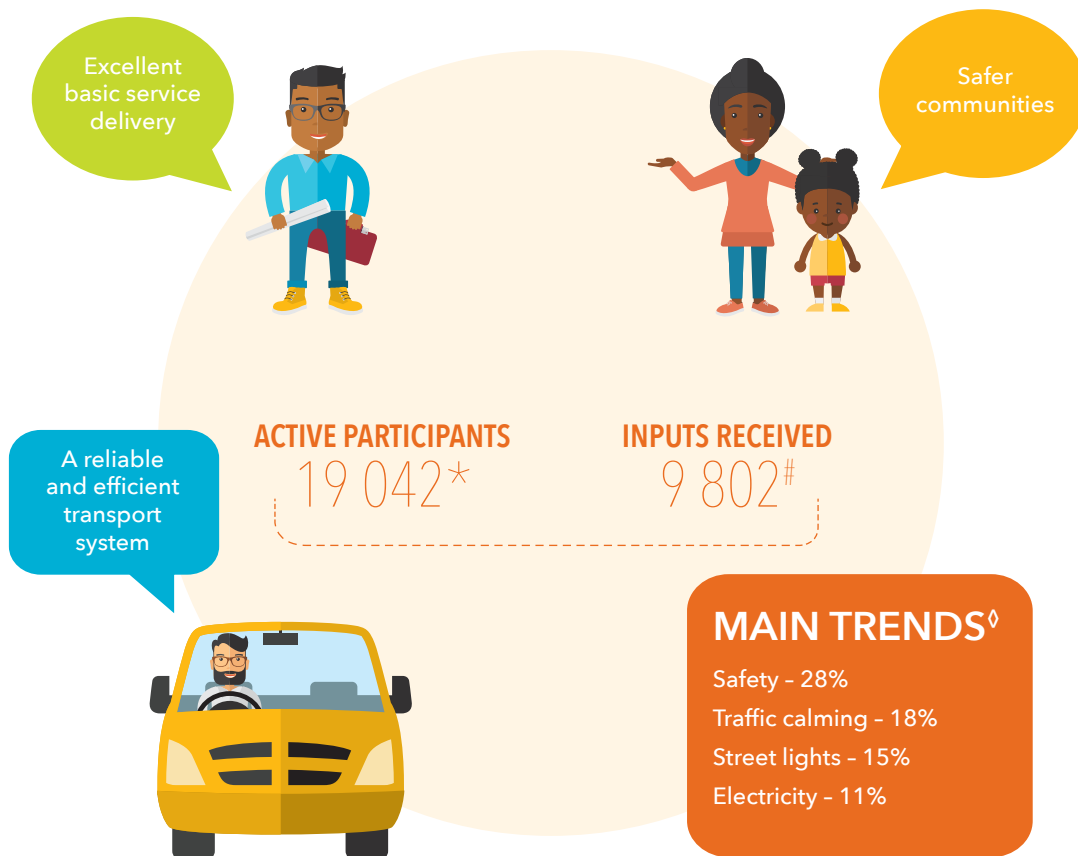[28] The national electricity public utility.

PUBLIC NEEDS

Section 29(1)(b)(i)(ii) of the Municipal Systems Act, Act No. 32 of 2000 requires that the local community be consulted on its development needs and priorities and participate in the drafting of the IDP. Similarly it also requires that other role players be identified and consulted as part of the drafting process.

The extensive public engagement process to receive inputs, which started on 1 September 2016 and continued until 10 October 2016, involved the use of different communication mediums, including newspapers, social media, an electronic survey and various meetings. This resulted in more than 19 000 citizens actively participating in the public engagement process in September to October 2016 via attending meetings or completing an IDP survey and providing input for the drafting of the new term-of-office IDP (2017–2022).

THE CITY OF CAPE TOWN'S COLLABORATIVE PLANNING APPROACH IS EPITOMISED BY ITS COMMITMENT TO CONSTANTLY ENGAGE WITH ALL CAPETONIANS.

THE CITY FACILITATES THIS FEEDBACK AND INPUT BY PROVIDING THE PEOPLE OF CAPE TOWN WITH COMPREHENSIVE INFORMATION ON ITS PLANS AND PROPOSED ACTIONS, AND THEN GIVING THEM NUMEROUS OPPORTUNITIES TO HAVE THEIR SAY.

Excellent basic service delivery

Safer communities

A reliable and efficient transport system

ACTIVE PARTICIPANTS
19 042*

INPUTS RECEIVED
9 802#

MAIN TRENDS◊

Safety – 28%
Traffic calming – 18%
Street lights – 15%
Electricity – 11%

* by completing electronic survey and attending meetings.
# e-mails, sms, "Have your say" forms and other available communication channels.
◊ excludes electronic survey – top 4 of main 10 trends.

Additional content to the Council-approved IDP

STRATEGIC PLAN

STRATEGIC NARRATIVE

The City of Cape Town's vision, within the context of this strategic plan, signifies that Cape Town will be a place where the economic and social potential of the city is unleashed by a well-run, responsive, effective and clean government, creating an environment of economic growth and investment, providing opportunities, and improving all residents' quality of life.

As the city grows, the principles of transit-oriented development create a more welcoming and efficient urban form, where the harmful effects of climate change are mitigated against through shorter trips and more efficient transport systems. People are able to move freely in the city using affordable and accessible public transport, and can conveniently access economic opportunities, services and leisure activities without travelling long distances.

All residents, whether in their homes, places of work and business, or moving around Cape Town, feel safe from crime – not only because they can rely on responsive law enforcement and emergency services, but because the urban environment is designed to promote safety and discourage crime. Effective, caring social programmes are available to ensure that vulnerable members of our communities are assisted and provided with the skills and support they need to remain active and contributing members of society.

All residents have a safe and comfortable place to live. As residents move around the city, the markers of apartheid segregation are less recognisable, with focused improvements in service delivery and infrastructure having made neighbourhoods more equal and the entire city more inclusive. Events, shared community recreational amenities and lively public spaces facilitate a rich cultural life shared by all in the city, where diverse cultures are celebrated and strong social bonds are formed.

The natural environment and its delicate systems are consciously protected and enjoyed as an inherent part of the city. Residents and visitors appreciate these natural resources, knowing that Cape Town's functionality depends on the strength and resilience of the natural environment. As such, measures are in place to mitigate against and adapt to the fluctuations of an uncertain environmental future.

The City, households and businesses work together to conserve water, cut down on waste and reduce electricity consumption, ensuring that Cape Town has enough vital natural resources to accommodate growing communities, without detracting from the sustainability of the natural environment. Reliable energy from renewable sources contributes to the economy, minimising the negative impact of fossil fuels and providing energy security for the city. Sound planning and adaptation of City systems and structures ensures that Cape Town and its residents are resilient and able to withstand and recover from economic, environmental and social shocks or disasters.

Through an aggressive digital expansion programme aimed at increasing access to technologies and information systems, residents enjoy internet connectivity across the entire city, including on public transport. As a result, Cape Town's digital skills base is increased, knowledge is more easily transferred, residents have easy access to information and government services, and the technology-related industries enjoy a market foothold within the city. This process is inclusive and progressive, leading to greater innovation across City departments and Cape Town businesses, and allowing for social redress through modernisation and technology.

GUIDING PRINCIPLES

BASED ON THE VISION, THE CITY HAS DEVELOPED GUIDING PRINCIPLES THAT SHOULD INFORM AND BE TAKEN INTO ACCOUNT IN ALL THE CITY'S ACTIVITIES.

THE PRINCIPLES NOT ONLY FOCUS ON **WHAT** THE CITY DOES (PROGRAMMES, PROJECTS, AND INITIATIVES) TO IMPLEMENT ITS VISION, BUT ALSO ON **HOW** THE CITY'S ACTIVITIES ARE PLANNED AND IMPLEMENTED.

RESILIENCE

Urban resilience is the capacity of individuals, communities, institutions, businesses and systems in a city to **survive, overcome, adapt and grow, no matter what chronic stresses**[29] **and acute shocks**[30] **they experience.** Building resilience forms part of Goal 11, of the UN SDGs,[31] namely making cities "inclusive, safe, resilient and sustainable".

The City views urban resilience as a core factor in achieving its strategic objectives of building a safe, caring, opportunity, inclusive and well-run city. Therefore, the City is committed to building resilience to urban challenges that leave households vulnerable to social, environmental and economic shocks.

Resilience, as a guiding principle, should be institutionalised across the organisation and be incorporated into the City's strategic, planning and decision-making mechanisms.

SUSTAINABILITY

In general, sustainability is understood as **meeting the present generation's needs, without compromising future generations' ability to meet their needs**.[32] Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.The City recognises sustainability as a key factor in continuing to make progress possible towards achieving its vision into the future.

Whilst it is recognised that Cape Town's natural resources are not unlimited and that sustainability should be factored into present and future planning regarding their use, sustainability also entails a focus on operational resources and finance sustainability in order for the City to continue to provide services into the future. To this end, sustainability should be factored into the City's strategic planning and decision-making mechanisms and systems.

TRANSFORMATION OF THE BUILT ENVIRONMENT THROUGH TRANSIT-ORIENTED DEVELOPMENT (TOD)

The City intends to build a more inclusive, integrated and vibrant city that **addresses the legacies of apartheid with regard to the built environment**, rectifies existing imbalances in the distribution of different types of residential development, and avoids the creation of new structural imbalances in the delivery of services. Key to achieving this **spatial transformation** is **transit-oriented development** (TOD) and **associated densification**.

TOD is a data-driven strategy that underpins all development for the City of Cape Town, whether in response to growth or urbanisation. TOD is about changing, developing and stimulating the built form of the city so that the **movement patterns of people and goods are optimised** to create urban efficiencies and enable social equality and economic development.

Densification further aids TOD by locating new development strategically around public transport, and having the right mix of intensity and land uses to optimise the **efficiency of the public transport network** and the provision of services and positively influence the urban form of Cape Town.

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[29] Factors that weaken the fabric of a city on a daily or cyclical basis, such as high unemployment, ineffective public transport system, and chronic food and water shortages (100 Resilient Cities).

[30] Sudden sharp events that threaten a city, such as floods, disease outbreaks, terrorist attacks or xenophobic incidents (100 Resilient Cities).

[31] United Nations Sustainable Development Goals.

[32] Brandland report.

GOVERNANCE REFORM

The City of Cape Town's **transformational agenda**, which is contained in its Organisational Development and Transformation Plan (ODTP), is aimed at **delivering the services expected of a customer-centric, progressive City**, whilst maintaining the necessary oversight to ensure sustainability and compliance. To this end, it is important that organisational priorities mirror service offerings and standards in the City's **four area-based service delivery areas**, and that staff work in a **values-driven organisation**. Therefore, the ODTP commits the City to reorganising its systems of strategy management, oversight and delegations to produce clearer lines of decision-making and authorisation. At the same time, the administration will be aligned towards enhanced **service delivery objectives** through the development and deployment of a customer-centric model and an operations system that is led by strategy and driven by data and evidence. An additional component of governance reform is **modernisation** of the service offering in order to improve effectiveness and efficiencies.

CUSTOMER-CENTRICITY

The customer-centric model refers to how the City relates to and communicates with the public, and vice versa, in order to **create meaningful, relevant and quality interactions and relationships**. To this end, the City is redesigning its structures, systems and procedures to be more **responsive** to customer needs, as well as to support a more **consistent, improved customer experience and satisfaction**.

Some of the key mechanisms to achieve this will be an **area-based service delivery model** and focusing on customer contact points such as the corporate call centre and online services.

TRANSVERSAL APPROACH

During the previous IDP term, the City implemented a transversal management system (TMS) as a tool to **improve integration and coordination** of service delivery and planning. This has helped improve Citywide **strategic alignment** through inclusive strategic planning processes. The transversal management system operates within the existing hierarchical structure, but complements it with additional platforms for cross-directorate communication and decision-making. This approach aims to ensure that function-oriented departments collaborate on identified themes and on issues falling under the mandate of multiple City divisions.

As the City transitions into a new organisational structure during the IDP term, it intends to make transversal working the new *modus operandi*. To help ensure this, the system will evolve in the following ways:

- The **area-based approach** will be deployed to ensure that services are coordinated and delivered by area.
- Existing "theme-related" transversal working groups and their ongoing projects and programmes will be aligned with new structures within the ODTP, which will provide management and oversight.
- All strategies and policies will continue to be developed, implemented and monitored at a transversal level so as to ensure ongoing alignment.
- The organisation will consider transformational **priorities**, and all departments' role in achieving them.
- The strategy management system will ensure transversal management in corporate processes.
- The delegations system and business and operational plans will be designed to encourage and foster transversal management.
- **Organisational development and transformation** initiatives will promote transversal management and the breaking down of silos between departments.

STRATEGIC FOCUS AREAS

THE CITY OF CAPE TOWN HAS RETAINED ITS FIVE STRATEGIC FOCUS AREAS (OR PILLARS) OF THE PREVIOUS TERM-OF-OFFICE IDP AND AIMS TO APPLY THESE AS THE FOUNDATION FOR FURTHER PROGRESS TO ENABLE THE ACHIEVEMENT OF THE CITY'S VISION AS WE FOCUS ON IMPLEMENTATION AND DELIVERY.

THE RETENTION OF THE FIVE STRATEGIC FOCUS AREAS PROVIDES A SOLID FOUNDATION FOR SERVICE DELIVERY AND ENABLES THE ORGANISATION TO BUILD ON THE SUCCESS IT ACHIEVED FROM THE PREVIOUS IDP.

- The **opportunity city** focuses on the creation of an environment that stimulates sustainable economic growth, investment and job creation.

- The **safe city** aims to create an environment where citizens feel safe. It goes beyond policing and includes aspects such as disaster and risk management, rescue services as well as traffic and bylaw enforcement in order to address safety as a well-rounded concept, while also considering social factors in the City's approach.

- Cape Town must be welcoming to all people and make residents feel at home. As such, the **caring city** concentrates on looking after the people of Cape Town, and especially those who are most in need of assistance.

- True inclusivity can only be achieved in an environment where there is access to economic opportunities, where citizens feel safe and cared for, and where communities are truly integrated. Therefore, the **inclusive city** incorporates aspects of all three strategic focus areas above.

- To deliver on its vision, the City needs to be responsive to its customers' needs and able to sustainably support the various initiatives, programmes and projects by delivering the right services in the most efficient and effective way. The **well-run** city aspires to do this by focusing on financial and operational sustainability, human resource development and organisational restructuring.
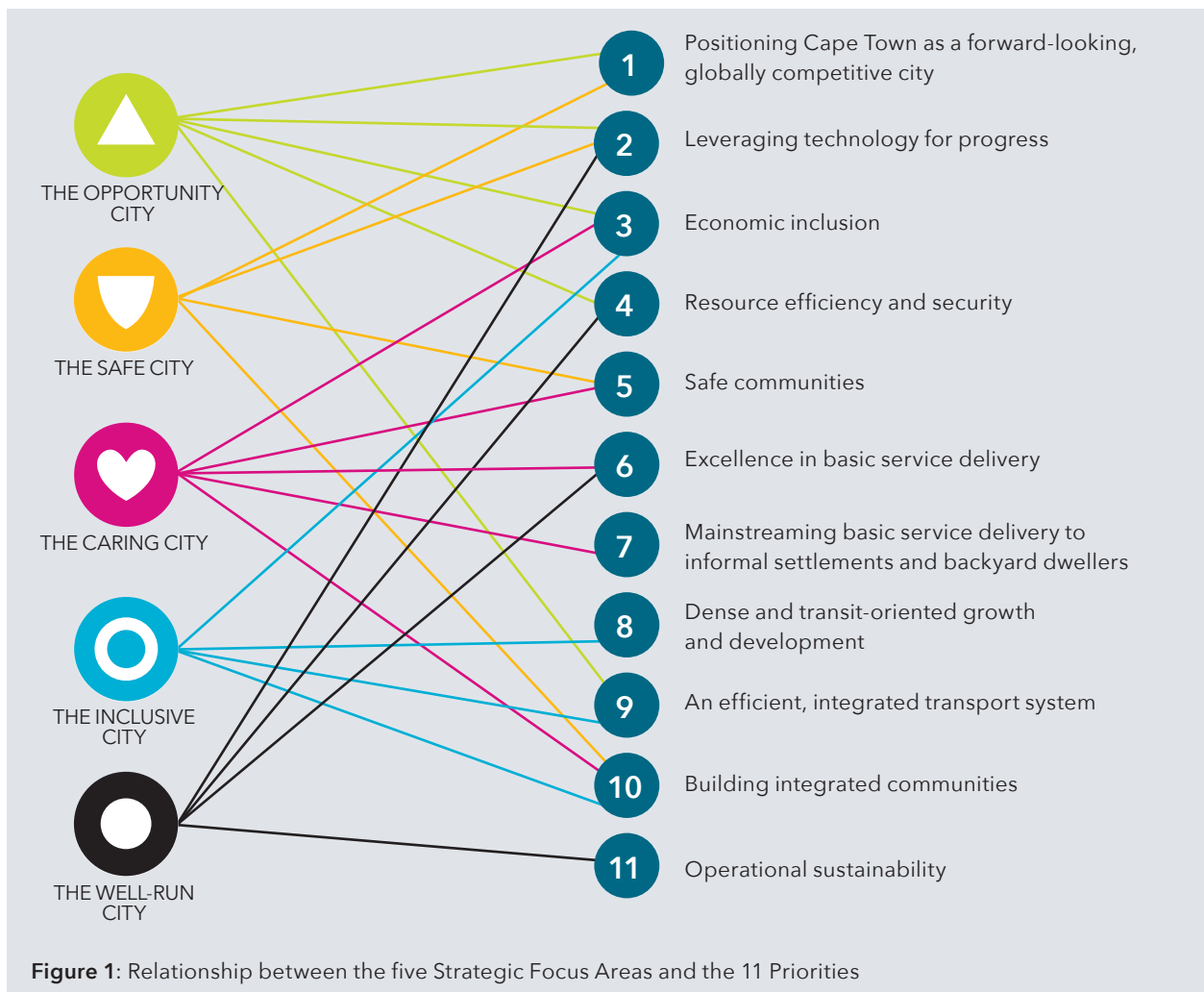
The City has also identified **11 priorities** that span across the five strategic focus areas. By elevating these 11 priorities, it is expected that the strategic focus area outcomes will be accelerated. Furthermore, **the priorities are transversal** (see figure 1) and will discourage previous silo-based approaches to initiatives, projects and programmes. In addition to spanning across the five strategic focus areas, **the priorities also have clear interdependencies**, which will further ensure a more sustainable and transversal approach in the organisation. Finally, the City is embarking on an organisational restructuring process to affect an area-based model that will further support and enhance service delivery and the achievement of its priorities.

THE 11 PRIORITIES ARE AS FOLLOWS:

- Positioning Cape Town as a forward-looking, globally competitive business city
- Leveraging technology for progress
- Economic inclusion
- Resource efficiency and security
- Safe communities
- Excellence in basic service delivery
- Mainstreaming basic service delivery to informal settlements and backyard dwellers
- Dense and transit-oriented urban growth and development
- An efficient, integrated transport system
- Building integrated communities
- Operational sustainability

The transversal alignment between the five strategic focus areas and the 11 priorities is illustrated in the following figure.

Figure 1: Relationship between the five Strategic Focus Areas and the 11 Priorities

PRIORITIES

POSITIONING CAPE TOWN AS A FORWARD-LOOKING, GLOBALLY COMPETITIVE BUSINESS CITY

Cape Town is already known as a world-class tourism destination and is increasingly regarded as an attractive emerging-market investment destination. Yet, more work needs to be done for Cape Town to reach its potential as a forward-looking, competitive business city. The challenge is to make use of the City's tourism successes to grow its investment offering, while at the same time opening up new opportunities for investment in high-growth and high-value industries, and in the creation of new small- and medium-sized enterprises.

A vibrant, growing, sustainable and inclusive local economy significantly contributes to new job opportunities. Making the case for Cape Town as a competitive investment and business destination is not only important for local businesses and residents, but for South Africa as a whole, as cities contribute disproportionally to national income and employment creation.

The City has launched Invest Cape Town, a collaborative initiative that represents what the City and its economic stakeholders stand for as an investment destination. Invest Cape Town positions Cape Town as a unique and desirable investment destination in the minds of local and international investors. In the period ahead, Invest Cape Town will be up-scaled as Cape Town competes for new business on a global scale.

However, positioning Cape Town as a globally competitive city is not something that the City can do on its own. It requires collaboration with partners from business formations, investment promotion agencies and sector support entities. Growth coalitions between government and the private sector in Cape Town will be forged in those sectors that show the best potential for job creation and inclusive growth. The City will also continue to work with other spheres of government that administer components of the local economic infrastructure, notably Cape Town International Airport and the Port of Cape Town, to improve local connectivity with the rest of the continent and the world.

By improving the ease of doing business through streamlined internal processes, as well as launching initiatives that reinforce skills development and support small-, medium- and micro-sized businesses, the City can help create an enabling business environment.

Investment facilitation will be enhanced through the provision of high-quality support services and a City-administered package of incentives in targeted areas. The Atlantis Investment Facilitation Office will strengthen efforts to grow the green-technology manufacturing park, which is planned to be designated as a Special Economic Zone (SEZ).

A City administration focused on global competitiveness and working in conjunction with its business partners and other government spheres' sector promotion and development activities will create an environment in which businesses invest and create new jobs.

LEVERAGING TECHNOLOGY FOR PROGRESS

Technology is transformative and powerful. It is changing the way in which people work, play and live. It can help the City of Cape Town do things better and differently, and do different things.

Technology is also dynamic and changes exponentially as interconnected systems, people and processes continue to feed off one another to keep shifting the boundaries of what is possible. This means that the City must continuously re-evaluate its interventions in the information and communications technology (ICT) space and keep searching for new and innovative ways to deliver on its objectives as an organisation.

Furthermore, technology has become pervasive. It affects everything that the City does as an organisation and influences every aspect of residents' lives. This all-concerning nature of technology makes it "everybody's business".

The City aims to transform Cape Town into the most digital city in Africa. Some of the benefits that would flow from achieving this priority are:

• Cape Town becoming the preferred destination for technology start-ups in South Africa;

• improved internet speeds;

• greater use of digital platforms to improve service access and efficiency; and

• universal access to internet services.

The City has already made significant advances in harnessing the power of technology to:

- broaden access to high-quality digital public services;
- create new digital channels for interaction with government;
- build the competitiveness of the city's ICT-enabled industries;
- provide a platform to bring about a new municipal service delivery and management system;
- open up the City's data to be utilised by the business and social sectors; and
- empower residents by bringing them closer to opportunities through internet connectivity.

Building on its existing progress towards making Cape Town the most digital city in Africa, the City of Cape Town will further leverage technology to:

- strengthen its digital government capabilities to drive operational transparency, enhance service delivery through process automation and online services, whilst improving citizen engagement through ICT-enabled channels;
- emphasise digital inclusion, closing the digital divide through its public WiFi programmes, digital skills improvement, and support for digital initiatives that enhance quality of life;
- grow the digital economy within Cape Town by creating an enabling environment for the growth of tech-enabled enterprises, and maximizing their job creation potential; and
- invest in digital infrastructure that will underpin the digital city objectives and reduce the cost of telecommunication for the city.

ECONOMIC INCLUSION

The City will drive economic inclusion in order to improve quality of life, promote greater levels of self-determination, and create an enabling environment for economic growth.

In this regard, the City will work with its partners to support skills development initiatives in high-growth sectors. These programmes will boost participants' employability and create the skills base required for a growing economy.

The City will fund bursaries for studies in scarce-skills areas and offer apprenticeships and other forms of work experience to young people, preparing them for the world of work.

Furthermore, the City will invest in the Expanded Public Works Programme (EPWP) and community works programmes that equip beneficiaries for longer-term employment. These projects will be aimed at addressing real service needs identified in partnership with communities. The EPWP and community works programmes support and promote unemployed people's participation and, therefore, inclusion in the economy and intend to:

- enhance unemployed residents' social and economic status by creating temporary job opportunities;
- encourage small-business development;
- address communities' real service delivery needs based on social impact studies and needs assessments;
- identify partnerships with high-growth sectors and communities in order to support skills development;
- provide apprenticeships and learnerships in scarce-skills areas, developing the youth and vulnerable groups to boost the local economy;
- impart the necessary workplace experience and training to ensure the re-skilling of the unemployed; and
- align the EPWP Training Framework to satisfy the labour market demand.

RESOURCE EFFICIENCY AND SECURITY

Cape Town's environment, including its natural resources, landscapes, ecosystems and green infrastructure, forms the basis of the city's economy and plays a crucial role in building resilience. Natural resources include the provision of basic resources such as water and renewable energy (sun and wind), but also ecological services such as air and water purification, flood prevention and mitigation, coastal buffers, the recharge of aquifers, soil production, absorption of waste and pollution, pollination, and carbon sequestration. The City recognises that Cape Town's natural resources are increasingly at risk of depletion and degradation, and action needs to be taken to ensure their proper management and, therefore, their continued availability.

The City aims to achieve this through promoting resource efficiency, diversifying resource consumption and sourcing, managing and protecting green infrastructure, and restoring key ecosystem services where needed. The desired outcome is to establish a city that is more resource-efficient, more resource-secure, and increasingly resilient to economic, social and environmental shocks produced by climate change.

Leveraging innovation and a Citywide focus on resilience, key commitments in this regard are to:

• facilitate and promote the provision of goods and services and the use of production processes that are more resource-efficient, enhance environmental resilience, optimise the use of natural assets, and promote social inclusivity;

• explore future proofing strategies that will ensure that City systems and business models are designed to optimise resource efficiency and promote innovative practices and technologies; and

• institutionalise resilience, making the organisation and communities in Cape Town more resilient to shocks and stresses.

The City has already made good progress in a number of these areas. This includes the implementation of energy-efficiency measures for its street and traffic lighting, energy-efficiency retrofits for buildings, an energy data management system, smart metering in City facilities,

and behaviour change and training of City facility managers regarding energy efficiency. These initiatives have resulted in total savings of R110 744 063, 75 964 MWh of electricity and 75 204 tonnes of carbon to date*.

In addition, the City has made significant progress with water demand management and water conservation through the implementation of various programmes under its award-winning Water Demand Management Strategy. These include the integrated water leaks repair programme, pressure management, replacement of ageing infrastructure, and environmental education and communication.

SAFE COMMUNITIES

A sense of individual and collective safety is essential for personal and social development. The public perception of personal safety influences the day-to-day actions of law-abiding citizens, which can in turn affect the degree of comfort with which criminals proceed with their illicit activities. For instance, if the fear of crime prevents residents of a certain area to visit the nearby public park, a drug dealer will be more at ease, as this would greatly reduce the risk of his activities being reported to the police. Once criminal activities go unhindered, they are bound to increase and lead to more serious crimes. This destructive cycle needs to be interrupted.

The City will therefore introduce interventions that will focus on achieving a heightened sense of personal safety. As this ambitious objective cannot be achieved by individual stakeholders on their own, the City will deliver these services in a collaborative effort that will include all stakeholders. Direct community participation and the utilisation of local knowledge will be critical. In collaborating with all stakeholders, the City will ensure that safety issues are addressed holistically, from all possible perspectives. Drug-related crime will for instance not only be addressed from a law enforcement perspective, but also from the perspectives of crime prevention, social development and harm reduction. This "whole of society" approach will result in sustainable progress and is expected to help change the perception of Cape Town as a violent and dangerous space.

Key commitments in implementing the "whole of society" approach are to:

- respond comprehensively to all factors that put security at risk, partnering with the South African Police Service (SAPS), communities and other agencies, as well as deploying dedicated resources for targeted interventions, to increase the level of security experienced by communities;

- apply appropriate technology and information management systems to support localised crime prevention operations, to inform optimal deployment of law enforcement officials, and the tracking of safety and bylaw enforcement interventions;

- render support in specific focus areas where law enforcement experiences resource challenges; and

- implement holistic social crime prevention programmes to address the root causes of gangsterism.

The planned interventions will have succeeded if residents experience a heightened sense of personal safety, and the general perception of safety in Cape Town has improved. In the long term, this will be measured against the results of the annual victims-of-crime survey and other perception monitoring tools.

EXCELLENCE IN BASIC SERVICE DELIVERY

The City recognises that basic services are delivered through a wide range of interacting systems that drive vitality and human well-being. Prioritising excellence in basic service delivery means that the City will endeavour to deliver services at a level that will actively improve residents' living conditions and health, and promote individual and community welfare.

Basic services to households and businesses include sustainable water procurement and distribution, energy generation and distribution, refuse and sewage disposal, infrastructure access to digital services, and safe movement and transport of goods and people. Yet, prioritising excellence in delivering these basic services will go beyond merely meeting residents' needs, but will also focus on providing improved high-quality services to ensure value. Excellence is important to attract and retain investors in order to build the economy. Progressive and improved basic service delivery supports the development of the fabric of

Cape Town and the urban landscape, and improves the quality of life of the marginalised.

To this end, the City aims to exceed national standards in basic service delivery to all its customers, harness opportunities through innovation and technology, and prudently and sustainably invest in infrastructure.

Further actions that will help achieve this priority are:

- transit-oriented and dense development to allow efficient, integrated utilisation of infrastructure;

- customer-centricity with a commitment to excellence in customer engagement, and response to service faults or complaints through the area-based model;

- diversifying the resource mix (energy and water) to provide affordable and sustainable services; and

- expanding digital access as a basic service so that everyone can access the benefits of digital expansion and utilise the opportunities this brings.

The achievement of this priority relies on integrated planning and implementation across multiple services and government departments, parastatals and State-Owned Enterprises (SOEs) to ensure that the City can maximise value and efficiency.

MAINSTREAMING BASIC SERVICE DELIVERY TO INFORMAL SETTLEMENTS AND BACKYARD DWELLERS

Like all other South African cities, Cape Town has significant numbers of residents living in informal environments. As long as urbanisation continues and demand for formal housing exceeds the supply, informal living conditions will likely remain a reality of the urban landscape.

The City has consistently met and exceeded the national standards and requirements for service delivery to informal areas. However, the requirements of a caring and inclusive Cape Town means that the City should strive to become a centre of excellence in servicing

the immediate needs of informal settlements and backyard dwellers to improve residents' quality of life.

Mainstreaming basic service delivery to informal settlements and backyard dwellers requires new approaches to service delivery. The City will therefore work with communities to develop service delivery models that are appropriate for less formal contexts. This will include sustainable delivery of basic services such as electricity, water, sanitation and refuse removal, as well as those services and amenities that create a sense of place and community in informal areas, such as public spaces and recreational areas. This will be underpinned by efforts to promote security of tenure for residents in informal areas.

Prioritising the mainstreaming of basic services to informal settlements and backyard dwellers would provide increased access to opportunities, allow for densification, and ultimately improve the most vulnerable residents' quality of life.

In order to achieve this, the City will:

• work with affected communities to explore and develop models of service delivery that are appropriate to improve living conditions in informal contexts;

• commit resources to creating a sense of place and promoting security of tenure for residents in less formal areas;

• improve the existing basket of basic services rendered to informal settlements by increasing transversal management and service integration across City departments;

• explore resource-efficient and feasible solutions where current service delivery mechanisms are not possible;

• continue to provide electricity, water, sanitation and refuse services to backyard dwellers in City-owned rental stock or on City land; and

• explore models for the sustainable and compliant delivery of services to backyard residents on private land.

The City is committed to working with National Government, the Water Research Commission, Province, Eskom and others to deliver the best possible services.

DENSE AND TRANSIT-ORIENTED URBAN GROWTH AND DEVELOPMENT

Like many other cities in the world, Cape Town continues to experience rapid urbanisation as more and more people move to the city in search of opportunities. In South Africa, the challenges posed by rapid urbanisation are exacerbated by the legacy of apartheid spatial planning, which intentionally created a fragmented city where people were forced to live far from economic opportunities, without any investment to bring economic activity into those areas.

In the more than 20 years since the end of apartheid, it has become clear that this legacy will not be undone unless the City adopts a proactive, innovative approach. We can no longer do the same things and expect different results. The City has the opportunity to reimagine Cape Town and respond to growth responsibly and innovatively, ensuring that our city works more efficiently and effectively.

Therefore, in May 2016, the City adopted the Transit-Oriented Development (TOD) Strategic Framework, which sets a transit-led development agenda at all levels of the built environment. TOD is about changing, developing and stimulating the built form of the city so that the movement patterns of people and goods are optimised in order to create urban efficiencies and enable social equality and economic development.

TOD brings a new approach to integrated spatial and transportation planning, and will guide the development of Cape Town into a compact and well-connected urban space where development promotes economic and social efficiency, residents have easy access to efficient, sustainable and affordable public transport, and living and breathing is easy, as shorter travelling distances will reduce carbon emissions from transport.

In order to promote and prioritise TOD and densification, the City will:

- strategically locate new development around existing and planned public transport;
- ensure that new development has the right mix and intensity of land uses to optimise the efficiency of

the public transport network, also developing a TOD toolkit and manual to implement re-engineered land use management;

• promote the use of public and non-motorised transport through the high quality of public space provided around it;

• prioritise its investments to maintain and upgrade infrastructure and services, and promote more dense and intense urban development in priority transit corridors;

• leverage its strategically located landholdings and partner with the private sector to lead by example in achieving TOD, starting with six TOD priority projects where the City will be the responsible catalytic investor;

• redirect its human settlement planning to consolidate in the urban core, ensuring densification and intensification of development in support of transit-led investment; and

• continue to work with the Passenger Rail Agency of South Africa (PRASA) to ensure coordinated implementation of infrastructure planning and programmes.

AN EFFICIENT, INTEGRATED TRANSPORT SYSTEM

Integrated transport relates to integration in the transport environment, namely across road and rail modes, as well as the integration of public transport with the urban fabric so that it becomes a catalyst for safe and functional communities.

In the past five years, the City developed and approved its Integrated Public Transport Network (IPTN). The IPTN forms the basis for integrated transport planning, infrastructure, systems, operations, and public transport industry transition interventions.

It is also critical for transport interventions to be coupled with urban development interventions. Transportation essentially represents the operating cost of the city. The more efficient the city, the lower the transportation costs for the City and its residents.

In Cape Town, apartheid spatial planning has resulted in transport inefficiencies, with many residents living far from places of work and leisure. By prioritising

an efficient, integrated transport system, the City seeks to transform the transport system to be integrated across different modes, and to lead developmental transformation through TOD, starting with the 40 bus rapid transit and 98 rail stations. To achieve this, the City will continue with its programme to ensure that Cape Town has an efficient, high-quality public transport system (including rail), with more frequent public transport services for longer hours. This will enable residents to live car-independent lifestyles and enhance access to opportunities so that residents' future is not determined by where they live.

More specifically, the City will:

• continue to roll out MyCiTi as an integrated system that includes bus rapid transit (BRT), scheduled buses and minibus taxis;

• work towards an integrated ticketing and timetable system across scheduled road and rail transport;

• implement targeted programmes to reduce congestion, which will include investment in road capacity and infrastructure, as well as initiatives to change commuter choices and behaviour through interventions such as travel demand management;

• upgrade and rehabilitate the road network, especially focusing on those roads that have been categorised as very poor or poor quality;

• roll out a unified system of bus shelters and stops across Cape Town;

• design, invite tenders for and roll out a bike-share system for Cape Town; and

• direct human settlement development along transit corridors to be within 500m of a rail and bus rapid transit station.

BUILDING INTEGRATED COMMUNITIES

After more than 20 years of democracy, South Africa still has some way to go to undo the legacy of apartheid. The conflicts of the past manifest not only socially as we struggle to overcome societal divisions and injustices, but also physically, since apartheid spatial planning still influences where we live and work, and the quality of our neighbourhoods. Apartheid created a fragmented city that located people far from economic opportunities, without the option to live, work and play in one area.

Building integrated communities means proactively and directly working to reverse the impact and practices of apartheid to improve all Cape Town residents' quality of life. One of the ways in which this can be achieved is by facilitating **spatial transformation** of the City. Although we live in a time of contradictions, challenges and tensions, we believe it is possible for all citizens to enjoy a life of human dignity and respect for one another.

Yet, building such integrated communities is a complex process influenced by the cultural, social and economic contexts of communities in the city. We need to find ways to encourage people to be proud of who they are, and to realise that they are part of a bigger and diverse community with disparate backgrounds and cultures, but who could still co-exist. It also involves a social development component, as fragmented communities affect the growth and development of the city as a whole and restrict individuals' access to opportunities. In this regard, the City will focus specifically on improving poor and vulnerable people's quality of life.

To work towards these goals, the City will:

- dedicate resources and effort to the **spatial transformation** of Cape Town through programmes that facilitate integrated communities with a consolidated built form and multiple land uses,

and through the implementation of inclusive land use and housing policies, the review of the SDF and TOD in integrated transport and urban development;

- dedicate resources and interventions to improve quality of life, specifically for the poor and vulnerable;

- restructure service delivery interventions (local, provincial, national and state-owned enterprises) as well as encourage private-sector development directed towards the City's developmental priorities;

- partner with non-governmental organisations, the business community and tertiary institutions to facilitate difficult conversations aimed at promoting understanding and acceptance amongst communities;

- make optimal use of its existing facilities to promote and support cultural activities and sporting events, as well as honour and respect events that enable communities to display their heritage;

- lead by example in attracting a diverse pool of South African talent and create an institutional culture in which this talent can thrive; and

- deepen the conversation about race and inclusion in Cape Town by investing in research to build an evidence base that will help us understand residents' real lived experiences and explore the root causes of the culture of exclusion.

OPERATIONAL SUSTAINABILITY

To be more sustainable, respond to citizens' needs and provide resilient and adaptable services in a dynamic and competitive environment, the City needs to transform its operations.

Operational sustainability focuses on sustainable service delivery from both an operational and financial perspective. A key consideration in this regard would be to use available resources more efficiently. The City will also investigate its capacity to generate revenue beyond traditional means, and manage its portfolio of assets so as to secure its financial viability and stability, which will in turn enable sustainable service delivery

for the benefit of all communities and customers the City serves. Therefore, it is not only about enhancing current service delivery standards, but ensuring that the City can continue to deliver services efficiently and effectively into the future.

One of the key elements that will support both efficient and effective operations and enhance service delivery is the City's Organisational Development and Transformation Plan (ODTP). This plan aims to restructure the organisation so that the right skills are located where they will function most effectively. It will also reconsider the clustering of functions and the geographic location of operations and services in order to derive the maximum value for citizens. While the outcomes of the ODTP process will focus on value creation through effectiveness and efficiency, the underlying foundation will be a customer-centric operating model that will illustrate the City's responsiveness to its citizens.

In support of the above, the City also aims to brand itself as a preferred employer through its values and a compelling employee value proposition. It will seek to be a "best of breed" local government by attracting, training and retaining staff members with the skills the City needs in order to succeed.

A further element of operational sustainability relates to the City's ability to absorb and respond to sudden changes in the environment. In this regard, the City's priorities, activities and projects must be informed by a collaborative, robust yet flexible system for transversal strategy development and management. This system of high-quality data will inform policy development as well as day-to-day evidence-based decision-making as part of the business planning and implementation cycle.

TREND WATCHLIST

TREND WATCHLIST

THIS LIST CONSISTS OF A NUMBER OF INDICATORS LINKED TO THE 11 PRIORITIES, OUTLINED ABOVE, THAT THE CITY WISHES TO INFLUENCE OVER THE LONG TERM IN ORDER TO EVALUATE THE IMPACT OF ITS STRATEGY.

MOST OF THESE TRENDS ARE EXPECTED TO ONLY SHOW CHANGE TOWARDS THE END OF THE TERM OF OFFICE, OR EVEN BEYOND.

Trend	Assessment
Ease of Doing Business index	The index measures the competitiveness of the regulatory environment for business operations – in other words, how conducive the regulatory environment is for business. It is considered to reflect how Cape Town is positioning itself as a forward-looking, competitive city over the longer term.
Digital readiness	Indicates the level of preparedness to embrace technology. The City's strategy is to utilise technology to achieve progress. It tracks the user's access to the internet and is indicative of the levels of household's preparedness to access opportunities using digital technology. The desired long-term impact is for Cape Town to be recognised as the most digital city in Africa.
Unemployment rate	This tracks the unemployment rate in the City using the expanded definition of unemployment. The expanded definition includes everyone who wants employment, irrespective of whether or not they have actively tried to obtain employment. The aim is economic inclusion, which is to improve Cape Town residents' quality of life and levels of self-determination in the long term.
Number of small and medium enterprises (SMEs)	SMEs can drive job creation and economic growth and is recognised as a key component of economic inclusion strategies and for realising the long-term impact of creating a conducive environment for economic growth.
Resource use per gross value added (GVA)	This tracks use of natural key resources (including energy and water) in relation to the contribution of the Cape Town economy. The City has prioritised resource efficiency and security. The measure should give some indication of the long-term impact of maintaining an appropriate balance between economic development and the preservation of the natural environment.
Residents perception of safety (community satisfaction)	This tracks residents' perceptions about general safety and security in the city. The City has prioritised community safety and strives to create a heightened sense of personal safety in public and private spaces.
Overall crime rate	This looks at whether the relevant government, within a global context, is fulfilling its obligation to protect its citizens and guarantee their right to public security. The desired long-term impact is to change the perception of Cape Town as a dangerous, violent space.
Residents' satisfaction with overall services	This will focus on residents' perceptions of the general quality of services provided. Over the longer term, citizens must believe that their needs are being met.
Access to basic services	This tracks the levels of access to basic services, to assess whether basic service delivery initiatives are reaching all those in need. The City has prioritised mainstreaming basic service delivery to informal settlements and people living in backyards, which should in the long term improve living conditions and care for the vulnerable and poor.
Transport costs as a percentage of income	The City's aim is to prioritise dense and transit-oriented growth and development to achieve a fiscally sustainable public transport system to overcome apartheid spatial planning. A further prioritisation is efficient, integrated public transport.
Integrated communities	This indicator tracks the levels of integration in residential communities. The City has prioritised building integrated communities and aims for a long-term impact of more socially diverse communities.
Credit ratings by the rating agencies	Independent credit ratings reflect an independent opinion on an institution's creditworthiness to repay its liabilities. This will indicate the City's operational sustainability, with the ultimate aim of financial sustainability in the long term.

STRATEGIC ALIGNMENT AND INTEGRATION

PRIORITIES AND THE NATIONAL DEVELOPMENT PLAN, INTEGRATED URBAN DEVELOPMENT FRAMEWORK AND PROVINCIAL STRATEGIC PLAN

THE 11 PRIORITIES OUTLINED ABOVE ARE GENERALLY ALIGNED WITH NATIONAL AND PROVINCIAL STRATEGIES.
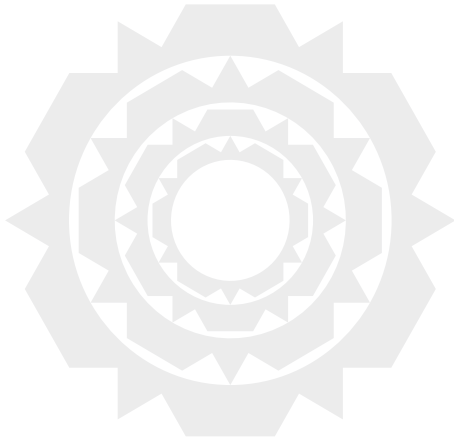
SPATIAL DEVELOPMENT FRAMEWORK

BY LAW, THE CITY'S MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK (MSDF) MUST TRANSLATE THE VISION AND STRATEGY OF THE IDP INTO A DESIRED SPATIAL FORM FOR THE MUNICIPALITY. IT SHOULD ALSO INFORM PUBLIC AND PRIVATE INVESTMENT DECISIONS THAT AFFECT CAPE TOWN'S SPATIAL FORM, AND REPRESENT THE DIFFERENT SECTORAL INTERESTS OF PLAYERS IN THE PHYSICAL, SOCIAL AND ECONOMIC ENVIRONMENT.

IN ESSENCE, THEREFORE, THE MSDF IS A FRAMEWORK FOR LONG-TERM GROWTH AND DEVELOPMENT, INCLUDING A SPATIAL VISION, POLICY PARAMETERS AND DEVELOPMENT PRIORITIES THAT WOULD HELP CAPE TOWN ACHIEVE ITS DESIRED SPATIAL FORM AND STRUCTURE.

It is essential for the City's MSDF to:

- be an integral part of the IDP;
- be consistent with prevailing legislation and policies of National Government, Province and the City itself;
- identify significant structuring and restructuring elements of the spatial form, now and into the future;
- show the joint spatial effect of the policies of all the City's departments;
- provide guidelines for the City's land use management system;
- inform the more detailed district spatial development frameworks (DSDFs) and local spatial plans;
- guide and support future economic growth and development priorities;
- address the fragmented and inefficient regional and metropolitan spatial form that resulted from apartheid;
- recognise the unique topography and ecological assets of Cape Town;
- balance competing land use demands and sector priorities, such as housing and transport initiatives, environmental asset protection and infrastructure provision;
- support a sustainable and resilient development path that determines what, where, how and when development takes place; and
- focus and optimise public and private operational and capital resources.

The scope and parameters of the MSDF are based on the following criteria that flow from the Municipal Systems Act, Act 32 of 2000:

- A desired spatial form
- Land use management parameters, systems and mechanisms
- Spatial transformation supporting improved socio-economic circumstances for all
- A range of urban growth management tools and processes

Against the backdrop of the new IDP and the policy shifts in the City, notably the shift towards transit-oriented development, the City is reviewing its MSDF. Once approved, the revised MSDF will be incorporated into the IDP through the review and amendment procedure provided for by the Municipal Systems Act, Act 32 of 2000 and will establish closer alignment between the IDP and Cape Town's desired spatial form.

In the interim, the **current approved MSDF** is attached for compliance purposes. Alignment between this IDP and the existing MSDF can be found in the three spatial priorities of the MSDF, which are as follows:

SPATIAL PRIORITY 1: BUILD AN INCLUSIVE, INTEGRATED, VIBRANT CITY

SPATIAL PRIORITY 2: MANAGE URBAN GROWTH, AND CREATE A BALANCE BETWEEN URBAN DEVELOPMENT AND ENVIRONMENTAL PROTECTION

SPATIAL PRIORITY 3: PLAN FOR EMPLOYMENT, AND IMPROVE ACCESSIBILITY AS WELL AS ACCESS TO ECONOMIC OPPORTUNITIES

SPATIAL PRIORITY 1: BUILD AN INCLUSIVE, INTEGRATED, VIBRANT CITY

The City intends to build a more inclusive, integrated and vibrant city that addresses the legacies of apartheid. Other key commitments are to address existing imbalances in the distribution of different types of residential development, and avoid the creation of new structural imbalances in the delivery of services. The desired outcomes are a greater mix of income groups, land uses, population density, and the adequate and equitable provision of social facilities, recreational spaces and public institutions.

Imperatives under this spatial priority are to:

- transform informal settlements into economically and socially integrated neighbourhoods;

- forge public-private partnerships to provide and diversify integrated housing delivery;

- identify, conserve and manage the heritage resources, cultural landscapes, scenic routes and special places fundamental to Cape Town's unique sense of place in line with legal requirements, including those of the National Heritage Resources Act;

- celebrate and reinforce Cape Town's diverse historical legacies through appropriate management of urban form, architectural design, signage and artwork, and the various land use management tools provided for in the Development Management Scheme;

- maintain and create quality, safe open space systems and public spaces, utilising partnerships and commitments from both the public and private sector to optimise existing facilities, whilst strategically locating new ones; and

- plan and manage collaboratively and jointly in creative and innovative management arrangements to ensure operational sustainability and reduce operational costs.

SPATIAL PRIORITY 2: MANAGE URBAN GROWTH, AND CREATE A BALANCE BETWEEN URBAN DEVELOPMENT AND ENVIRONMENTAL PROTECTION

The City actively promotes an urban form with higher densities and mixed land use patterns in a central development core, surrounded by transport zones and a bus rapid transit (BRT) and rail network.

Through this form, it wants to achieve developmental outcomes such as more sustainable use of land and natural resources, lower carbon emissions, more efficient use of infrastructure, and effective public transport systems, social facilities and amenities.

Imperatives under this spatial priority are to:

- make more efficient use of non-renewable resources, such as land, water and biodiversity, including protecting and maintaining existing surface and groundwater resources and sustainably managing existing and future water supplies;
- use the natural environment to support spatial justice by enhancing access for all citizens to a quality open space network, offering community, recreational, non-motorised transport and economic opportunities;
- avoid or appropriately manage any negative development impact on natural resources, considering their finite nature and the costs relating to rehabilitating or mitigating degraded natural areas;
- take into account biodiversity, aquatic resources and networks as well as agricultural areas when planning new development; and
- actively pursue national biodiversity targets as well as those identified in the City's Bioregional Plan.

SPATIAL PRIORITY 3: PLAN FOR EMPLOYMENT, AND IMPROVE ACCESSIBILITY AS WELL AS ACCESS TO ECONOMIC OPPORTUNITIES

Cape Town's current and future spatial form and function is one of the significant components in either supporting or inhibiting the city's immediate and longer-term economic prospects. The extent to which Cape Town realises its spatial development goals is directly linked to its ability to sustain employment-generating economic growth in the medium-term and to reduce accessibility costs for the urban poor.

Imperatives under this spatial priority are to:

- establish and maintain a liveable, vibrant and productive urban environment through effective urban management and the facilitation of integrated transport and land use;
- create and attract "job-rich" investment that will ensure integrated, sustainable communities by providing new and maintaining existing infrastructure.
- provide services aimed at promoting social cohesion and enhancing social mobility in identified areas in greatest need;
- facilitate economic growth and respond appropriately to the spatial needs of the economic sectors that are attracted to and operate in Cape Town;
- prioritise investment in the improvement of public transport systems and linkages to facilitate more convenient and affordable access to employment opportunities, natural resources and social amenities;
- diversify the travel flows between single-use or higher-density residential developments and social amenities such as schools, which generate large volumes of single-direction movement in peak hours, *inter alia* by providing optimally located economic development opportunities; and
- augment existing infrastructure such as Cape Town's airport, port, transport and logistics systems, with the continued roll-out of broadband networks to enhance the digital connectivity of the city, the MyCiTi bus rapid transit system and the planned Blue Downs rail extension.

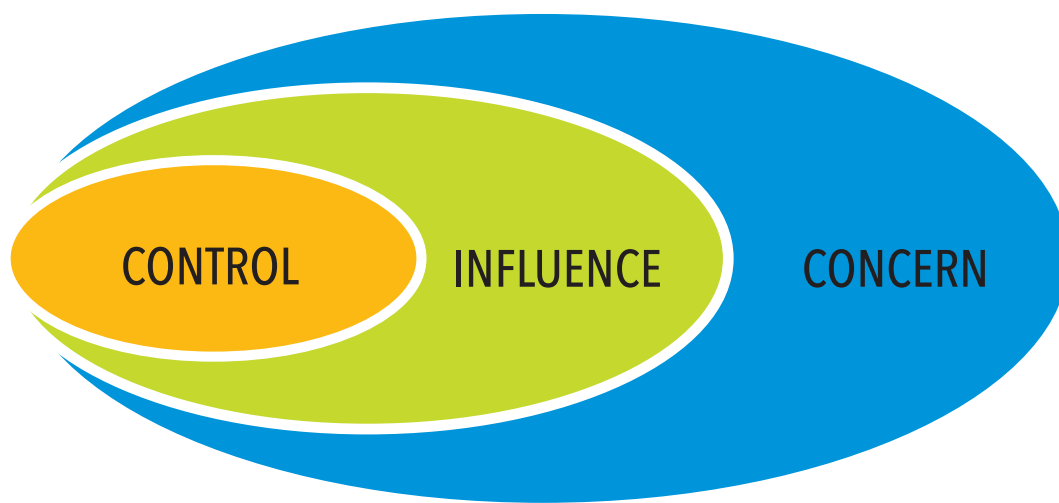# THE CITY'S MANDATE: CONTROL VERSUS INFLUENCE AND CONCERN

Figure 2: Areas of control, influence and concern

Like all other local governments in South Africa, the City of Cape Town has certain legislative competencies. Some of the competencies fall exclusively within the domain of local government, while others are shared with other spheres of government. Competencies within the City's area of control range from building regulations and municipal planning to municipal roads, traffic, parking and local amenities. For these functions, the City is responsible and accountable.

However, the challenges that the City faces clearly span across various spheres of government's areas of control. Because the City wants to address these challenges holistically and sustainably, and find solutions that will create value for its citizens into the future, some of its identified programmes and projects rely on partnerships, agreements and co-operation with various government departments, state-owned enterprises and other role-players. Some of the programmes and projects regarding an integrated public transport system, sustainable mix of energy resources, housing provision and red tape reduction for entrepreneurs

are critical to Cape Town's well-being and functioning, which is why certain of the identified outcomes will fall into the City's area of influence.

Furthermore, the City has identified programmes and projects in areas of concern. These programmes and projects aim to address a range of issues, from homelessness to anti-racism awareness projects. These create and contribute to the culture of caring and inclusivity that the City wants to achieve. Programmes relating to substance abuse, for example, are also important to break the cycle of poverty and contribute to safety and security and, therefore, to citizens' general well-being. Within these areas of concern, the City wants to encourage further collaboration and partnerships with communities, residents and business.

The full IDP publication will be made available in July 2017. Should you in the interim require the full approved IDP document you may request this via: idp@capetown.gov.za