



CITY OF CAPE TOWN  
ISIXEKO SASEKAPA  
STAD KAAPSTAD

# INTEGRATED DEVELOPMENT PLAN SUMMARY

JULY 2022 – JUNE 2027



## **ACKNOWLEDGEMENTS**

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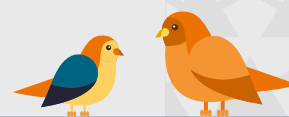
# **MAKING PROGRESS POSSIBLE. TOGETHER.**

**INTEGRATED DEVELOPMENT PLAN SUMMARY**  
JULY 2022 – JUNE 2027



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# LIST OF ABBREVIATIONS



<b>ACSA</b>	Airports Company South Africa
<b>BioNet</b>	Biodiversity Network
<b>BNG</b>	Breaking New Ground
<b>BRT</b>	bus rapid transit
<b>CBD</b>	central business district
<b>CCT</b>	City of Cape Town Metropolitan Municipality
<b>CCTV</b>	closed-circuit television
<b>CID</b>	city improvement district
<b>City</b>	City of Cape Town (as a metropolitan municipality)
<b>CTIA</b>	Cape Town International Airport
<b>DAMS</b>	Development Application Management System
<b>DSDF</b>	district spatial development framework
<b>EPHP</b>	Enhanced People's Housing Process
<b>EPIC</b>	Emergency Policing Incident Command
<b>FLISP</b>	finance-linked individual subsidy programme
<b>GABS</b>	Golden Arrow Bus Service
<b>GDP</b>	gross domestic product
<b>GINI</b>	Gini coefficient
<b>HDI</b>	Human Development Index
<b>HIV/Aids</b>	human immunodeficiency virus/acquired immunodeficiency syndrome
<b>ICT</b>	information and communications technology
<b>IDP</b>	Integrated Development Plan
<b>IPP</b>	independent power producer
<b>IPTN</b>	Integrated Public Transport Network
<b>IUDF</b>	Integrated Urban Development Framework
<b>LEAP</b>	Law Enforcement Advancement Plan
<b>LSDF</b>	local spatial development framework
<b>MFMA</b>	Municipal Finance Management Act 56 of 2003
<b>MSDF</b>	Municipal/Metropolitan Spatial Development Framework
<b>NDP</b>	National Development Plan (2012)
<b>NGO</b>	non-governmental organisation
<b>NIDS-CRAM</b>	National Income Dynamics Study – Coronavirus Rapid Mobile Survey
<b>NMT</b>	non-motorised transport
<b>PDP</b>	precinct development plan
<b>PPHC</b>	personal primary healthcare
<b>PRASA</b>	Passenger Rail Agency of South Africa
<b>Province</b>	Western Cape Provincial Government
<b>SAPS</b>	South African Police Service
<b>SARB</b>	South African Reserve Bank
<b>SDGs</b>	sustainable development goals (United Nations)
<b>SDP</b>	site development plan
<b>SHI</b>	social housing institution
<b>SSEG</b>	small-scale embedded generation
<b>Stats SA</b>	Statistics South Africa
<b>TOD</b>	transit-oriented development
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation
<b>WCWSS</b>	Western Cape water supply system



# MESSAGE FROM THE EXECUTIVE MAYOR



For me, this IDP is personal. It goes to the heart of why I chose to enter politics and to run for the City's highest political office. It describes, in practical detail, how we as a government plan to realise our higher purpose, which is to alleviate the suffering of our fellow Capetonians by growing the economy faster and lifting more people out of poverty in Cape Town.

Our vision is a *City of Hope* for all. We want Cape Town to be living proof that a better life is possible for all – especially the least well off – in South Africa, if only leaders apply themselves diligently to the task of governing prudently, in the interests of all.

I want to draw the reader's particular attention to the implementation plan section of the IDP. This section is the result of thousands of cumulative person-hours' worth of effort from City staff and also, importantly, ordinary active citizens. Crucially, the objectives in this section describe what success looks like, in practical terms, so that we are able to tangibly gauge our progress.

To ensure **increased jobs and investment in the Cape Town economy**, we are putting a number of programmes in place, including those focussed on the ease of doing business, investment and partnership development, and inclusive economic development and growth. All of these measures are designed to directly address poverty through jobs.

Every business, industry, entrepreneur, and ordinary working resident needs world-class basic services to survive and thrive. Objectives belonging to this theme include **improved access to quality**

**and reliable basic services** like waste, water and sanitation, and electricity, **ending load-shedding over time**, and ensuring **well-managed and modernised infrastructure to support economic growth**.

But basic services are not enough to ensure thriving for all. To address the blight of violence and lawlessness that affects all South Africans through SAPS's failure, Cape Town is prioritising local, **effective law enforcement to make communities safer**. We are also **strengthening** a broad range of **partnerships for safer communities**, addressing crime at its root causes with an holistic approach to crime prevention.

In recognition that housing is one of the basic elements to living a dignified life, our IDP ensures an **increased supply of affordable, well-located homes**. As the state in general becomes progressively less capacitated to house all of the least well off, we are leading the way nationally in our innovative methods of private sector engagement for social good in the housing domain. Another innovation is our formal recognition of backyarders and micro-developers as a key link in the housing chain, allowing **safer, better-quality homes in informal settlements and backyards over time**.

Beautiful and clean public spaces, streets, and waterways are essential to residents' being able to feel pride in their city. Recognising the value of this, we are prioritising a **healthy and sustainable environment** through environmental and biodiversity management and evidence-driven city health, **clean and healthy waterways and beaches, and quality and safe parks and recreation facilities supported by community partnerships.**

An economy cannot function if people cannot safely and affordably get to work on reliable public transport, or use high-quality roads to transport themselves and their goods. A key objective is a **sustainable transport system that is integrated, efficient and provides safe and affordable travel options for all**, the primary focuses of which will be busses and rail. We are also guaranteeing **safe and quality roads for pedestrians, cyclists, and vehicles alike.**

This IDP contains the plans for how we aim to build a **resilient city** through proactive and innovated thinking about the climate, future potential disasters, and a **more spatially integrated and inclusive city.**

Finally, this document details how we are building a modernised and administratively efficient government that is financially sustainable and empowers residents to contribute to decision-making in the City. By ensuring a **capable and collaborative city government**, we will show South Africa that the widespread decline in municipalities all over the country is not inevitable.

In Cape Town, we have chosen a different approach to government, and this means a meaningfully different life for our residents. We are committed to doing even more, and this document is a meaningful symbol of that. I can't wait to see this IDP bear fruit, and see tangible progress on our most pressing moral issue – poverty – in the next five years.



**GEORDIN HILL-LEWIS**  
*Executive Mayor*

# MESSAGE FROM THE CITY MANAGER



During the period of implementation of the previous Integrated Development Plan (IDP), our resilience and agility as a City was profoundly tested by two unprecedented disastrous events - the Covid-19 pandemic and the 1 in 300 year drought. These disastrous events disrupted our normal ways of working and challenged the sustainability of our service delivery models.

As a City government, I am proud that we have not only continued to deliver basic services even under immense pressure and uncertainty, but have shown that we have considerable capacity to adapt and respond to new realities.

We have learnt valuable lessons, on a global, national and local level, that will serve us well in continuing to build a more resilient, more capable and more collaborative government over the next five-year term. Our ability to partner effectively with industry, investors, residents and community organisation continues to strengthen.

I thank all our partners for the role they have played in recent times in strengthening Cape Town, a City of choice to live - to work - to play. I know that the opportunities for stronger partnerships, more collaboration and automation during the period of implementation of this new IDP will grow.

The IDP provides a clear sense of direction for the period 2022 to 2027, centered on the City doing everything it can to support faster job creation and economic growth. The programmes and projects in this plan capture the City's commitment to providing reliable and high quality basic services and provides the necessary foundation for the City to function and prosper i.e. right service delivery at the right time.

This plan provides a focussed set of objectives to ensure that public resources are channelled to the programmes and projects that deliver the most benefit for the public, as equitably as possible. The activities of the City, its budget and the allocation of resources will be guided by and informed by this plan.

In developing this plan, residents of our City were extensively engaged and their inputs shaped the City's priorities in delivering on the vision of a *City of Hope* for all. I would like to thank those residents who provided input and comments during the development of the IDP. The impact of these objectives should be experienced, felt and become visible over the next five years as the City collectively drives out this promise.

I would like to thank the employees of the City for their continued dedication to delivering high quality services. I urge all employees to embrace this plan and ensure that its ambitious objectives are met for the benefit of all the residents of our great City - Keep the City of Cape Town banner flying!

**LUNGELO MBANDAZAYO**

*City Manager: City of Cape Town*





“

*We have learnt valuable lessons,  
on a global, national and local level,  
that will serve us well in continuing to  
build a more resilient, more capable  
and more collaborative government  
over the next five-year term.*

”

# 1. WHAT IS THE INTEGRATED DEVELOPMENT PLAN?

The Integrated Development Plan (IDP) is the central strategy of the City of Cape Town (the City). The IDP communicates to residents, businesses and investors the City's long-term vision, and how the City plans to achieve it.

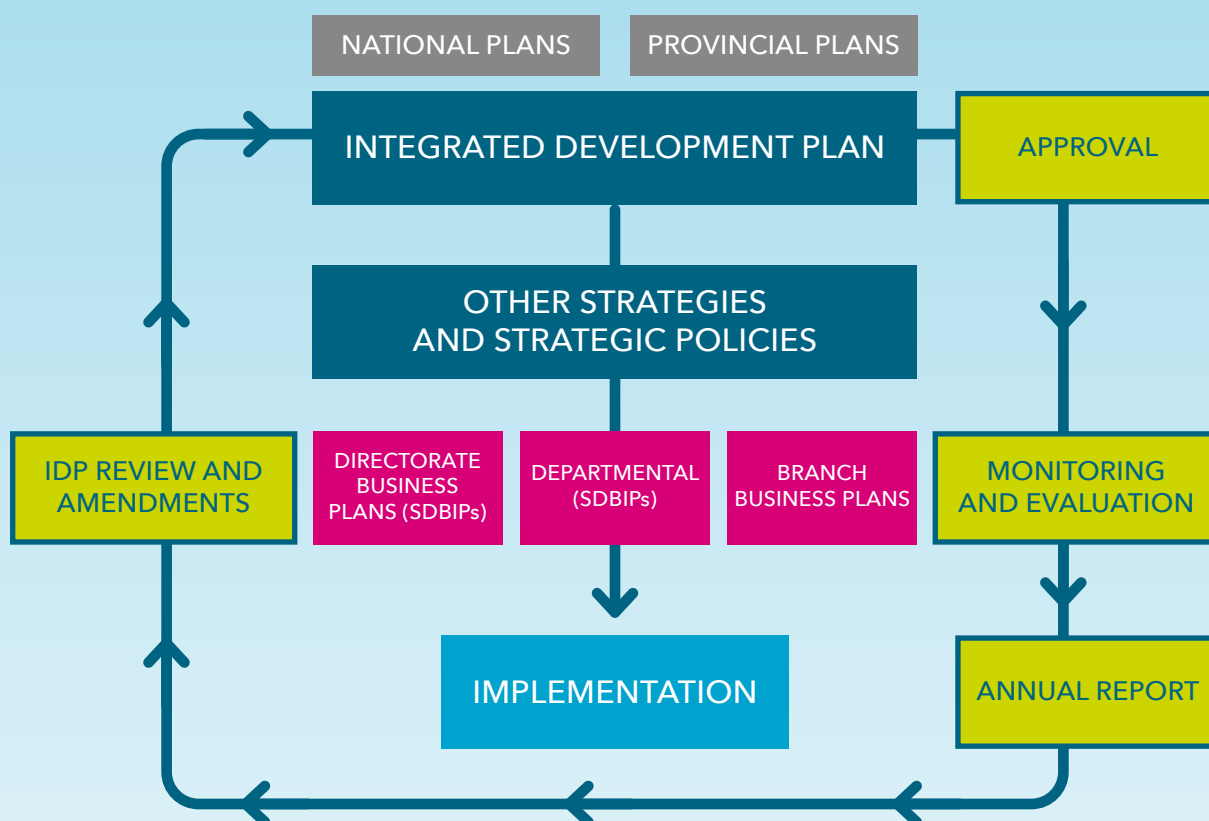
It is required in terms of the Municipal Systems Act 32 of 2000, which defines the IDP as a municipality's principal strategic planning instrument that guides all municipal planning. The IDP is made up of two parts – a strategic plan and an implementation plan.

The strategic plan is informed by community needs, stakeholder inputs, a contextual analysis, and an evaluation of the existing state of Cape Town, all of which help identify the challenges that the City needs to address to achieve its vision. **Priorities and objectives provide focus in addressing the most critical strategic challenges.**



The implementation plan, in turn, focuses on **only those key strategic programmes, projects and initiatives that are critical to support the achievement of the strategic priorities** during the current five-year term of office. The implementation plan also sets out which City departments are accountable for each programme.

This new term-of-office IDP will ensure that the City addresses what is not working, and continues to serve its residents and support the growth of Cape Town to make the Mother City a *City of Hope* for all.



Vision

Pathways  
for hopeStrategic  
alignmentImplementation  
planDraft five-year  
corporate scorecard

Annexures







# 2. VISION

## A CITY OF HOPE FOR ALL

The people of South Africa have overcome the injustice and oppression of apartheid, only to have many residents suffer under the twin oppressions of poverty and the fear of violent crime.

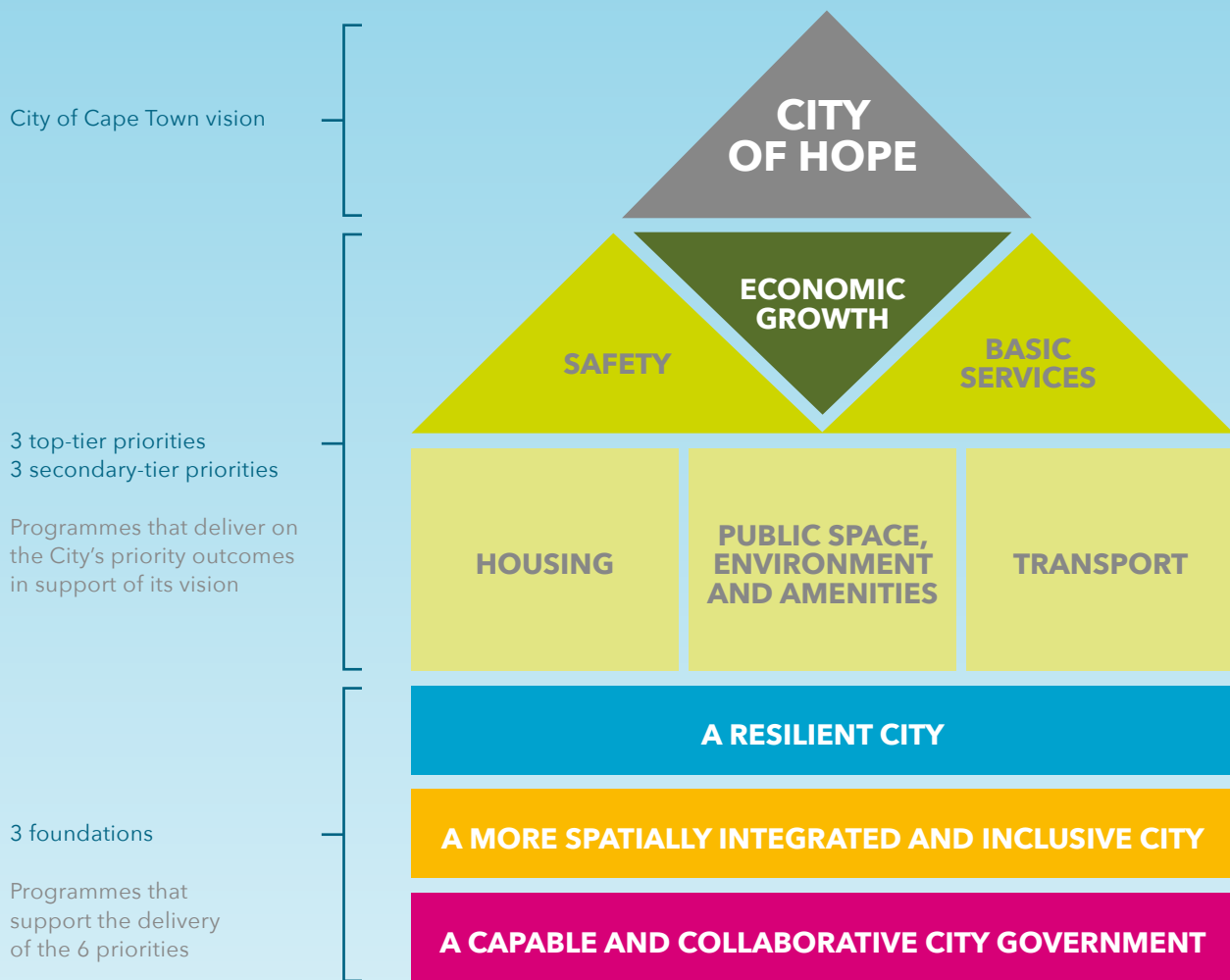
Our vision is for Cape Town to be a **City of Hope for all - a prosperous, inclusive and healthy city where people can see their hopes of a better future for themselves, their children and their community become a reality.** As the city government, we are focused on creating the conditions for meaningfully faster economic growth, resulting in more Capetonians lifting themselves out of poverty. Everything we do over the next five years will be geared towards this outcome.

Cape Town will be a tangible demonstration of what is possible in South Africa if we work together - and living proof that South African cities can be places where people's life chances steadily improve and poverty is overcome. A city where each resident can feel secure in the knowledge that their city government is capable and accountable to deliver on the basics. A city built on good governance, where the economy can thrive and bring investment and jobs, without being weighed down by public infrastructure failure and corruption.

To turn Cape Town into South Africa's *City of Hope*, the City must provide the foundation necessary to improve people's life chances. We must use the public resources entrusted to us to co-create a city that is more caring, more inclusive, more prosperous, more united, more respectful, more safe and more free.

The following diagram shows the focus areas of the City over the next five years which we will focus on six priorities, the most important of which is economic growth to reduce poverty. These priorities will rest on three foundations essential to realise 'a *City of Hope*'.





The IDP strategic plan, comprising priorities and foundations that all support the vision of creating a *City of Hope*





**ECONOMIC GROWTH:** The guiding priority for everything the City does is to support meaningfully faster economic growth that enables people to lift themselves out of poverty. Economic growth is needed to rekindle our hope in a more prosperous future for all.



**BASIC SERVICES:** Economic growth depends on the City doing the basics well. The City is committed to doing all it can to protect Cape Town's economy from the worst effects of failing national government services. Ending load-shedding over time is a key focus. Securing a reliable supply of water in the future and providing quality sanitation and refuse collection services are essential to enable a life of hope and dignity.



**SAFETY:** Crime causes people to live with constant fear and anxiety. This is a terrible form of oppression. No one can be free so long as this level of violent crime persists. Crime also chases away investment and economic activity. This is stealing our hope for a better future. Making Cape Town a city where all people can live with less fear of crime and violence requires collective action at scale, where government, the private sector and residents work together to make communities safer.



**HOUSING:** The lack of adequate housing is an urgent concern that affects the city's health and well-being, and slows down efforts to unstitch the legacy of apartheid spatial planning. The City must do everything it can to support the accelerated building of homes, both formal and informal, by the private sector to ensure adequate supply of housing to meet the needs of Capetonians.



**PUBLIC SPACE, ENVIRONMENT AND AMENITIES:** Maintaining a quality environment, public spaces and waterways helps to make our city healthier, more liveable, more attractive and more resilient. We will work with communities to keep our city clean so that Cape Town is a place that its people take pride in and its visitors love to return to.



**TRANSPORT:** Efficient and sustainable public transport and quality road networks are key enablers to businesses, workers and job seekers. A city that is better connected will be more productive and create more economic opportunities. We will work to make it safer and cheaper for all people to travel, increasing their freedom to enjoy all that our city has to offer. We will also work to change the dysfunctional nationally managed passenger rail system so that Cape Town can have a greater role in running a train system that works.



**A RESILIENT CITY** that meets its resource needs sustainably, responds to climate change and is able to withstand disaster events. The most significant way to increase the resilience of Cape Town's communities is to reduce poverty, being the primary driver of household vulnerability to shocks.



**A MORE SPATIALLY INTEGRATED AND INCLUSIVE CITY**, where people have more equitable access to economic opportunities and social amenities, and the barriers to inclusion and well-being are reduced. The City is committed to invest in public infrastructure to address the injustice of apartheid spatial planning.



**A CAPABLE AND COLLABORATIVE CITY GOVERNMENT**, which is modernised, financially healthy, administratively efficient, innovative and future-focused. A city government that empowers residents to contribute to decision making and is a collaborative and reliable partner to other government entities, residents and businesses in addressing persistent urban challenges. A city government that consistently fights to have needs of residents met, even when the responsibility to meet those needs rests with the national or provincial government or a state-owned enterprise.





# PATHWAYS FOR HOPE





# 3. PATHWAYS FOR HOPE



## HOW THE CITY WILL WORK TO REDUCE BARRIERS AND CREATE PATHWAYS FOR HOPE

Everything the City does over the next five years will be focused on enabling meaningfully faster economic growth so that more Capetonians can lift themselves out of poverty. Growth is essential for creating the number of job opportunities needed and sustaining quality basic services. But too many people in Cape Town face barriers to participating in the city's economy and taking up opportunities.

There are a number of ways that the City can reduce these barriers and create pathways to greater economic participation and social mobility. **The most important of these is through how and where it invests in public infrastructure, enabling a significant increase in housing provision by the private sector, the use and release of City-owned**

**land, and the development of regulations and regulatory processes that enable a more inclusive and integrated city, and help businesses start and grow.** The City is dedicating resources to communities where the lack of safety is a particularly acute barrier to opportunity. The programmes and initiatives in this plan show how the City will drive greater economic participation to ensure that the benefits of economic growth are felt by as many residents as possible and lead to opportunities and hope for the future.

A safer city with more employment opportunities, more housing opportunities, quality public spaces, reliable basic services, and safe, efficient transport options will particularly benefit women, who still carry the bulk of caring responsibilities.

In addition to actively reducing the barriers to economic participation and opportunity, the City will partner with other spheres of government who can have an impact on reducing key barriers. This includes, for example, partnering with Province on health, education and early childhood development; and supporting National Government programmes on skills development and support for entrepreneurs.



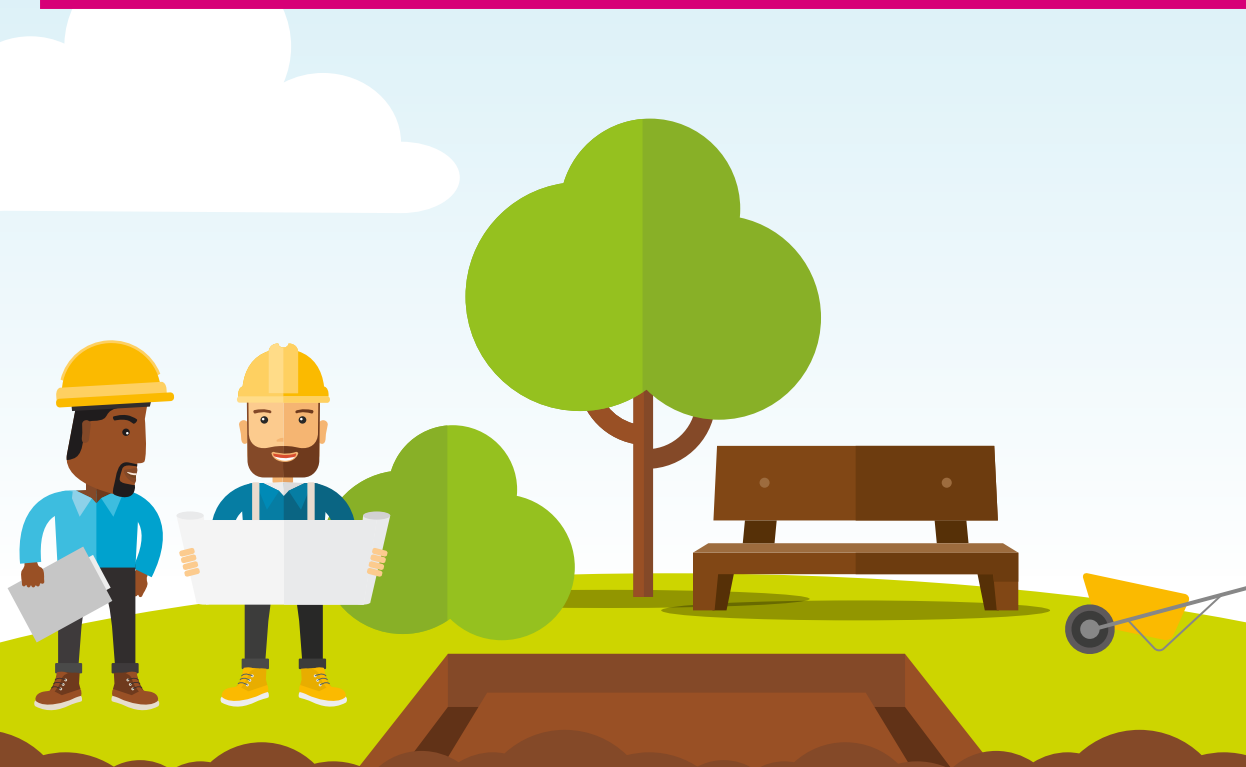
Below are the major ways in which each of the IDP priorities and foundations will make it easier for people to participate in the economy and benefit from economic growth.

 <p>Less time and money spent on gaining approval to operate or grow a business, make a living or invest in property in formal and less formal areas. All residents have more choice of jobs and more job opportunities available to them because more businesses are starting and expanding.</p>	
 <p>Access to the basic services critical for health and dignity. Residents experience less disruption of the services needed to access job opportunities and operate a business effectively, particularly electricity.</p>	 <p>All residents, whether in their homes, places of work and business, or moving around Cape Town, need to feel safe from crime. All residents are able to invest in property assets and transport goods without fear of theft or damage to property.</p>
 <p>Cheaper and faster to move around the city to access jobs and services, and residents spend less time and money on transport to work and school.</p>	 <p>Enable households to leverage the value of their housing asset for economic participation and growth and provide more access for affordable housing.</p>
 <p>A safe and healthy place to live, free from pollution, with access to quality public amenities and space.</p>	
 <p>People are able to withstand and bounce back from economic, environmental and social shocks or disasters.</p>	 <p>People experience decreased spatial dislocation from the social and economic benefits that Cape Town has to offer.</p>
 <p>People are able to participate meaningfully in the decisions that have an impact on them. The responsible and transparent management of public funds will contribute to more trust in local government.</p>	

Vision

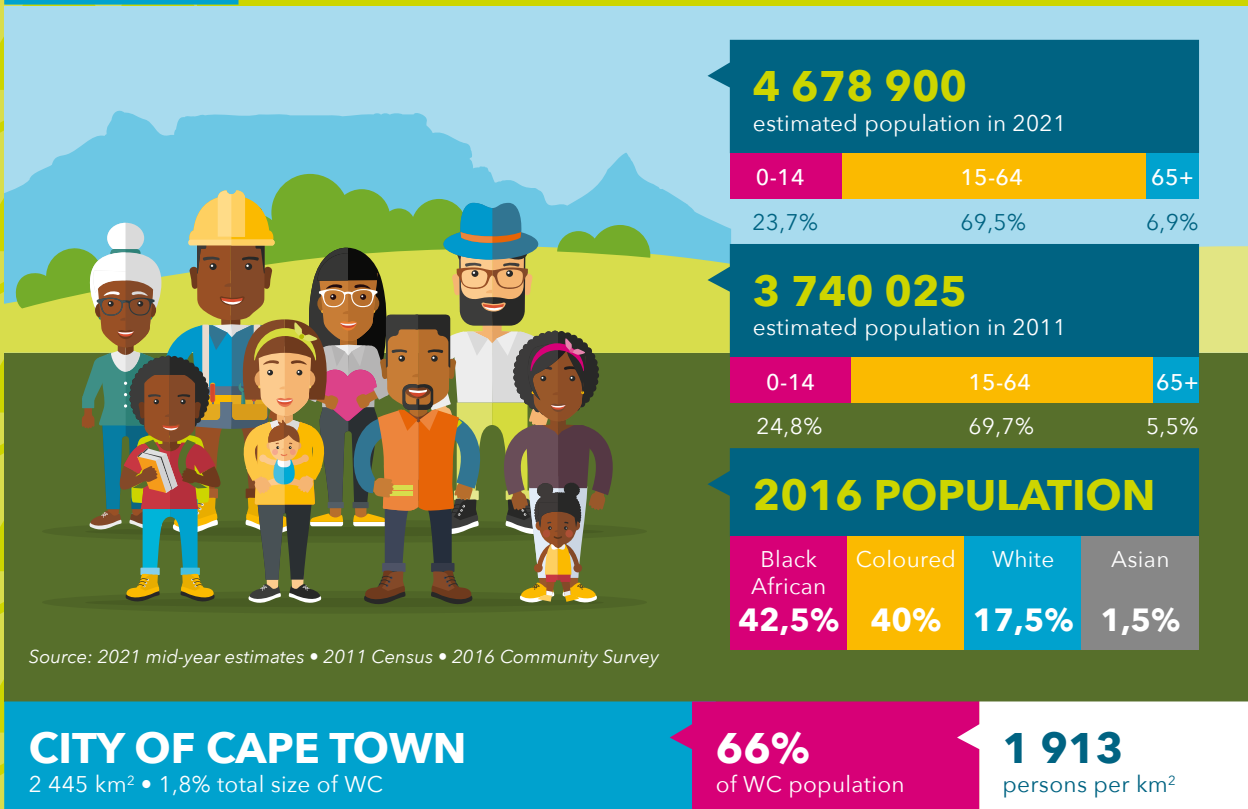
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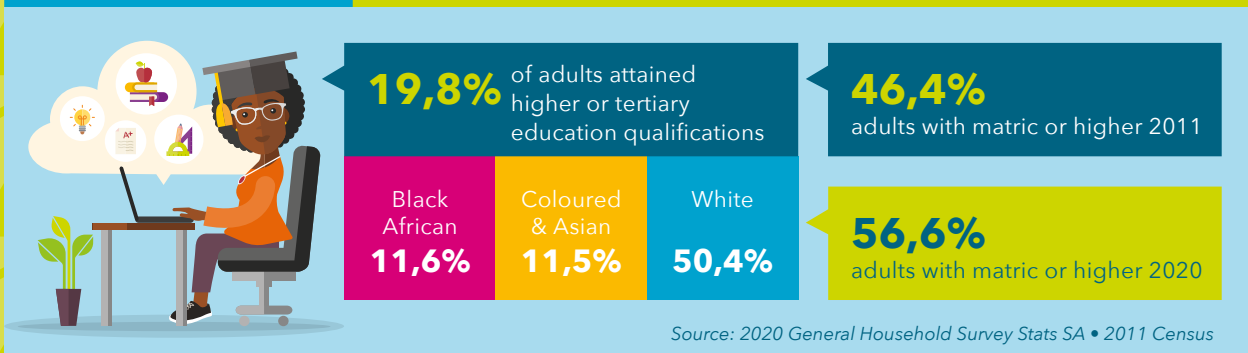


# CITY OF CAPE TOWN IN NUMBERS

## PEOPLE



## EDUCATION



## HEALTH



Source: 2019 City Health

**24,1**

per 1 000 live births (RSA)



INFANT MORTALITY

**LIFE EXPECTANCY**

Mid-year population estimates 2021

	RSA	Western Cape
Female	65	70
Male	59	65

**HIV/Aids: 206 935**

patients receiving antiretroviral therapy in Cape Town 2019 (up 48% from 2015)

**TB**

per 100 000 population

**631**

TB cases 2014/15

**559**

TB cases 2018/19

## HOUSEHOLDS AND HOUSING



**1 462 156**

2021 households

**2020 DWELLING TYPE**

informal • formal • other

3,2

2016 persons per house

18,6%

80,6%

0,8%

**1 068 572**

2011 households

**2016 DWELLING TYPE**

informal • formal • other

3,5

2011 persons per house

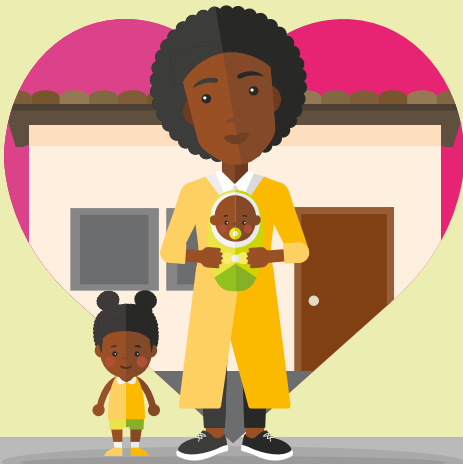
17,6%

81,6%

0,7%

2021 Mid-year population estimates • 2020 General Household Survey Stats SA • 2016 Community Survey

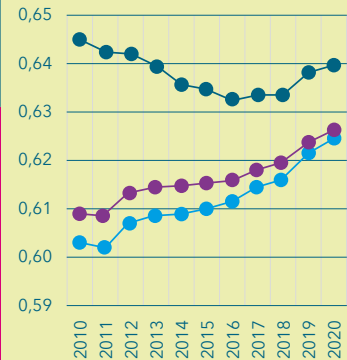
# SOCIO-ECONOMIC



## INEQUALITY

remaining high

GINI coefficient is a measure of the distribution of income across the population. A higher GINI index indicates greater inequality (ranges from 0 to 1).

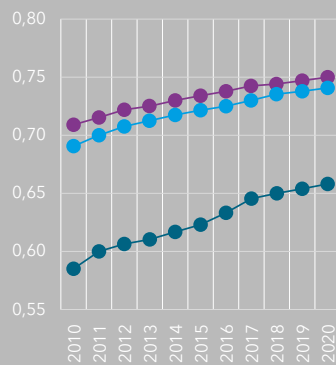


— South Africa — Cape Town — Western Cape

Sources: 2021 IHS Markit • 2019-2021 QLFS (Stats SA)

## HUMAN DEVELOPMENT INDEX

HDI is a measure of people's ability to live a long and healthy life, to participate in the community and to have sufficient means to afford a decent standard of living (ranges from 0 to 1).



— South Africa — Cape Town — Western Cape

## % EARNING LESS THAN R3 500 IN CAPE TOWN

2014 2020  
**25,9%** **28%**

Source: 2014 & 2020 General Household Survey Stats SA



## UNEMPLOYED percentage

## CRIME RATES

total crime nearly halved but murder relatively high

Cape Town crime remains higher relative to SA and very high by global standards, with violent crime concentrated in certain areas.

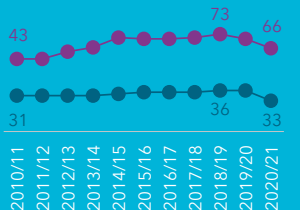
Unemployment lower than rest of SA but deteriorating due to Covid-19 conditions.

Total crime rate per 100k people

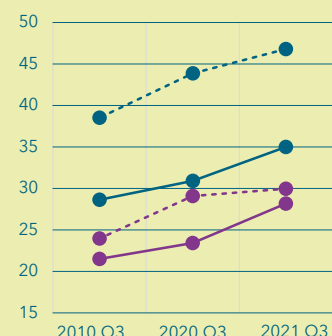


— South Africa — Cape Town

Murder rate per 100k people



Source: 2021 SAPS Crime Statistics and Mid-Year Population Estimates, Stats SA



— CT Strict — CT Expanded — SA Strict — SA Expanded

Sources: 2019-2021 QLFS (Stats SA), 2018-2020 Governance Public Safety and Justice Survey, Stats SA

**29%**

feel safe walking at night (2019/20)

7,1% points up from 2018/19

**64,1%**

feel safe walking during the day (2019/20)

4% points up from 2018/19

# ECONOMY



**9,6%**  
of national  
GDP in 2020

**10,1%**  
of total  
employment  
in 2020

**70,8%**  
of provincial  
GDP in 2020

**66%**  
of provincial  
employment  
in 2021 Q3

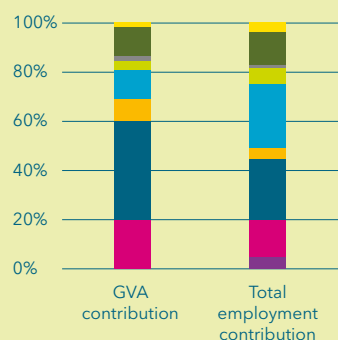
**82,1% OF WORKFORCE WERE  
FORMALLY EMPLOYED AND  
11,2% INFORMALLY EMPLOYED**

Cape Town remains a major economic centre in the WC and SA

Sources: 2021 IHS Markit • 2021 QLFS Q3 (Stats SA) • 2015/2021 QLFS Q3, Stats SA

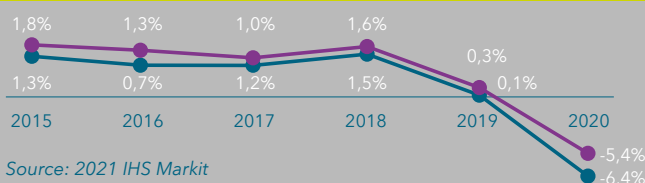
## TOP 3 SECTORS in terms of Gross Value Added

Gross Value Added (GVA)  
contribution represents 72,4%  
of GVA but only 63,9% of  
employment.



- Agriculture, fishing and forestry
- Mining
- Manufacturing
- Electricity and water
- Construction
- Trade and hospitality
- Transport and communication
- Finance and business services
- Community services
- Households

Source:  
2021 IHS Markit



Source: 2021 IHS Markit

## GDP GROWTH

GDP growth in Cape Town typically  
higher than SA but Covid-19 had massive  
growth impacts.

## FULLTIME EQUIVALENT EMPLOYMENT (FTE)

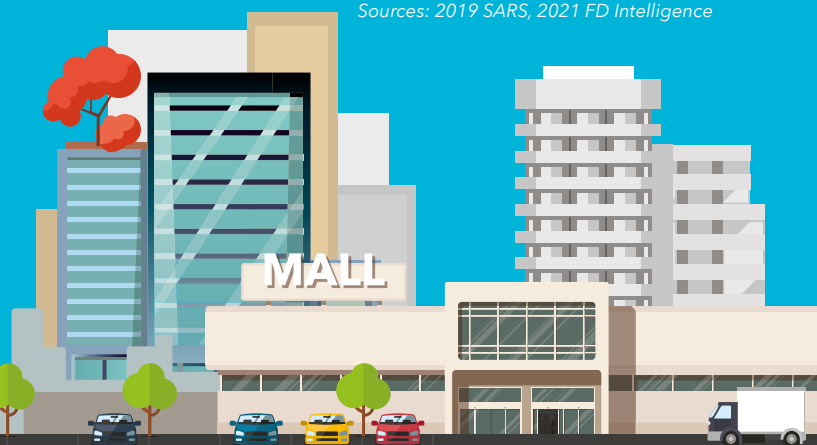
is concentrated in large firms (46%)  
followed by medium firms (24%).  
Small and micro firms make up  
around a third of FTE.

## R56,3 BILLION FOREIGN DIRECT INVESTMENT

in capital expenditure that created  
**16 630 jobs** in Cape Town.

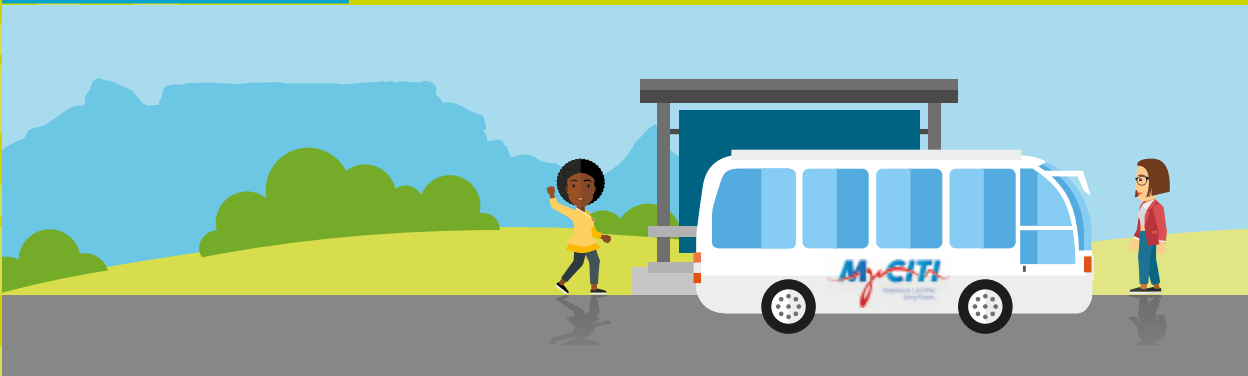
Jan 2011 to Sep 2021

Sources: 2019 SARS, 2021 FD Intelligence





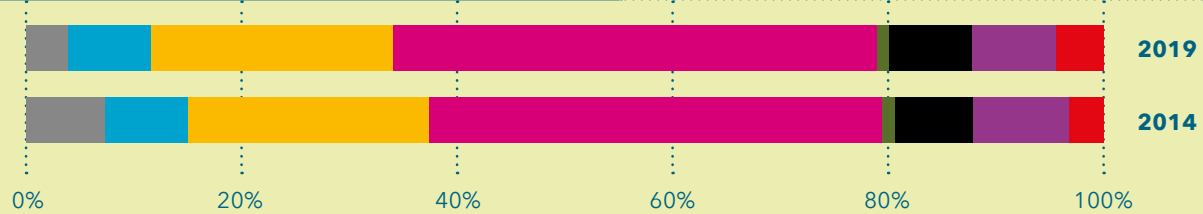
# TRANSPORT



## TRANSPORT TO WORK

decline in rail services leading to more cars on the road

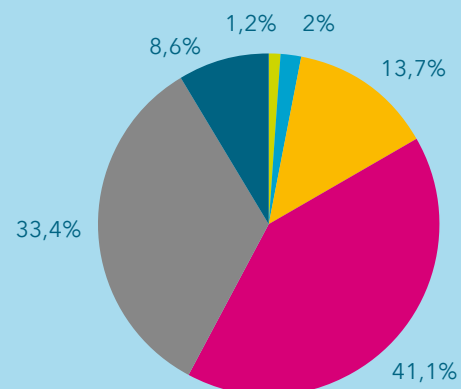
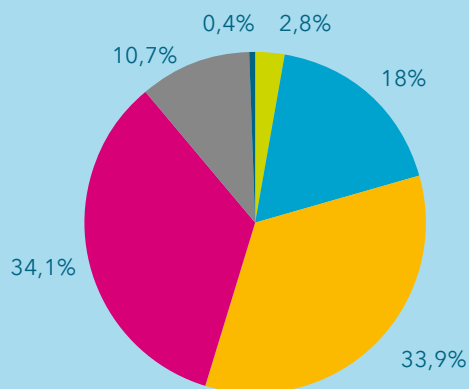
• TRAIN • BUS • TAXI • CAR • MOTORCYCLE/  
BICYCLE • WALK • REMOTE WORK • LIFT CLUB



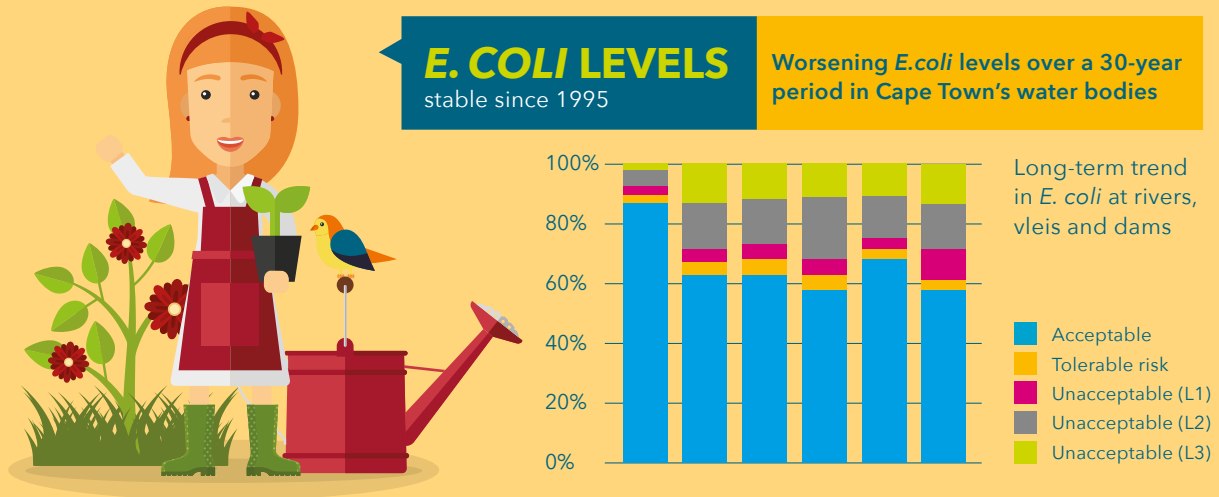
Source: 2014 and 2019 General Household Survey, Stats SA

## TRAVEL TIME TO WORK

Less than 15 minutes 15-30 minutes  
31-60 minutes 61-90 minutes  
More than 90 minutes Unknown



## ENVIRONMENT / PUBLIC SPACE



Sources: 2021 Inland Water Quality Report, 2020 Community Facilities in Cape Town Needs Assessment

**33%**  
of residents are within 1 km of a neighbourhood park

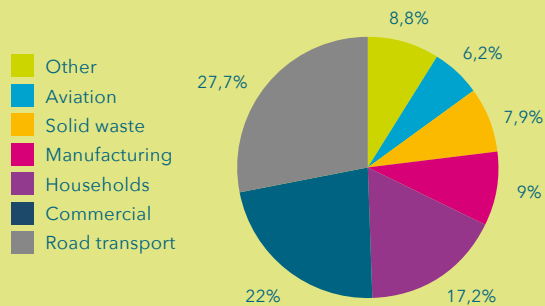
**95%**  
of residents are in 3 km of a neighbourhood park

**99%**  
of residents are within 20 km of a regional library (ave. 6,3 km)

**99%**  
of residents are within 10 km of a community library (ave. 2,9 km)

**95%**  
of residents are within 5 km of a community centre

**99%**  
of residents are in 10 km of a community centre

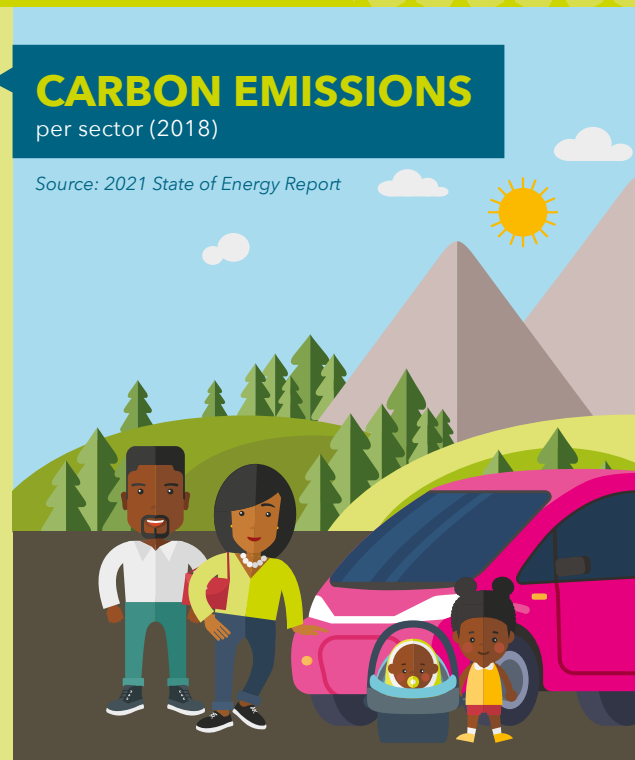


### CARBON FOOTPRINT per person

**36,5%**  
reduction

7,8 tCO<sub>2</sub>e in 2011 -  
4,95 tCO<sub>2</sub>e in 2020

Source: CDP City of Cape Town – Cities 2020





# STRATEGIC ALIGNMENT



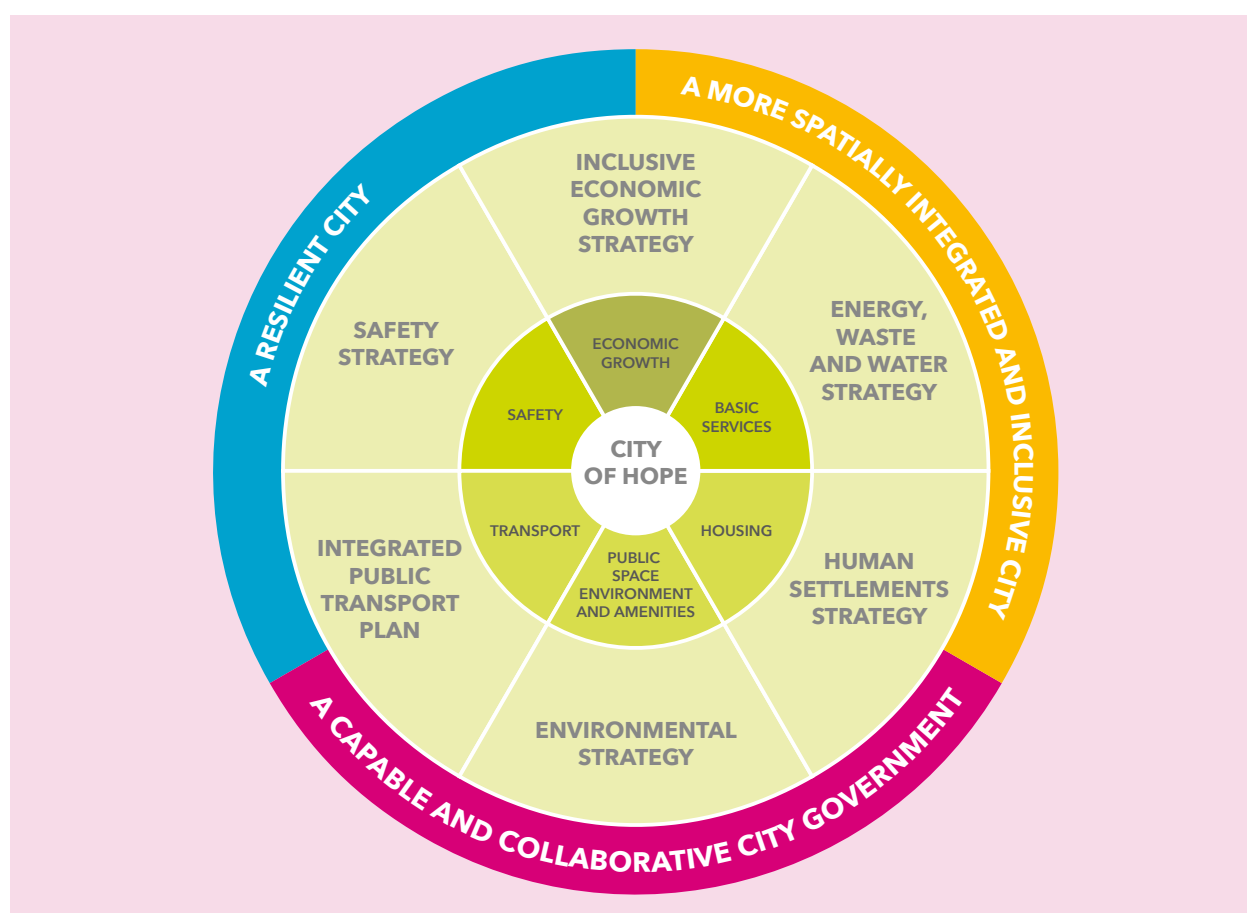


# 4. STRATEGIC ALIGNMENT

## 4.1 STRATEGIC ALIGNMENT WITH NATIONAL, PROVINCIAL AND CITY STRATEGIES

The priorities and foundations underlying our vision are generally aligned with national and provincial strategies (see annexure B). These include the National Development Plan (NDP), Integrated Urban Development Framework (IUDF) and the Provincial Strategic Plan 2019-2024 and Recovery Plan 2021.

The City itself also has a suite of key strategies that will be integral in driving the implementation of the IDP, as illustrated below. In addition, the IDP will give rise to possible new strategies and reviews of current strategies to continuously enhance alignment and implementation.



**FIGURE 1: IDP STRATEGIC ALIGNMENT WITH EXISTING/FUTURE CITY STRATEGIES**

Disaster risk management plans  
Climate change strategy  
Resilience strategy

Municipal spatial development framework  
Social development strategy

Long-term financial plan  
People strategy  
Open data policy



## 4.2 SPATIAL DEVELOPMENT FRAMEWORK

Cape Town's Municipal Spatial Development Framework (MSDF) is required by law to translate the vision and strategy of the City's IDP into a desired spatial form for the municipality. The City's MSDF presents a long-term plan for the spatial development of Cape Town over a timeframe of 10 to 20 years. Importantly, it needs to provide practical policy guidance for decision makers to achieve the right spatial balance between different competing sectors and interests.

The MSDF includes a spatial vision, policy parameters and development priorities that will help Cape Town achieve a reconfigured and inclusive spatial form and structure. The spatial vision is supported by the following spatial strategies embedded in the MSDF and the district spatial development frameworks (DSDFs).

### SPATIAL STRATEGY: PLAN FOR EMPLOYMENT AND IMPROVE ACCESSIBILITY AND ACCESS TO ECONOMIC OPPORTUNITIES

Cape Town's spatial form and function is one of the significant factors affecting the city's immediate and longer-term economic prospects and the economic and social inclusion of its residents. The City has an important role in maintaining a liveable, safe, vibrant and productive urban environment and the accompanying infrastructure to attract and retain investment, particularly in township economic nodes. In the medium term, it is crucial to sustain economic growth and reduce the cost for poor households to access opportunities through quality and affordable transport and housing, following the principle of transit-oriented development.

### SPATIAL STRATEGY: BUILD AN INCLUSIVE, INTEGRATED AND VIBRANT CITY

The City will promote the development of a more spatially inclusive, integrated and vibrant Cape Town that addresses the economic and social exclusions entrenched by the apartheid era.



Desired outcomes include increased density in the urban core and particularly along public transport routes, a greater mix of income groups and land uses in neighbourhoods, and the adequate and equitable provision of utilities, social facilities, heritage, cultural and recreational spaces.

### SPATIAL STRATEGY: 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 the urban inner core, supported by efficient public transport and infrastructure networks and amenities. The envisaged developmental outcomes are more sustainable use of land and natural resources, lower carbon emissions, climate adaptation, more efficient use of infrastructure, and effective public transport systems and amenities.

The City's range of spatial planning instruments operate at various scales, and each lower-level instrument is informed by higher-level plans:

- The **MSDF** is the overarching framework setting out the longer-term spatial vision, policy objectives and desired outcomes, as informed by the IDP.
- **DSDFs** align with, and give effect to, the MSDF by translating the strategic priorities of the MSDF (and IDP) into district and subdistrict development guidelines.
- **Local spatial development frameworks (LSDFs)** align with, and give further effect to, the MSDF and the relevant DSDF by providing more detailed, local planning guidance. LSDFs also include detailed information regarding proposed precinct development areas.
- **Precinct development plans (PDPs)** provide specific design guidelines for precincts. These may include details of projects and the associated implementation plans to develop a precinct.

- **Site development plans (SDPs)** represent planning at site level. They provide detailed information, such as site layout, positioning of buildings and structures, property access, etc.

Collectively, these three spatial strategies and associated policies and plans:

- Establish a corporate spatial perspective, which informs the review of sector and lower-order spatial plans;
- Inform infrastructure investment and maintenance;
- Inform submissions and motivations for development proposals from the public and private sector; and
- Directly affect the assessment of development applications under delegation or via the Municipal Planning Tribunal.



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



**FIGURE 2: AREAS OF CONTROL, INFLUENCE AND CONCERN**

**AREA OF CONTROL:** Like all other local governments in South Africa, the City has certain legislative competencies, responsibilities and powers. Some of these fall exclusively in the domain of local government, while others are shared with other spheres of government. Competencies in the City's area of control range from the provision

of basic services such as waste removal, through building regulations and municipal planning, to municipal roads, traffic, parking, sports grounds and parks. The City is fully responsible and accountable for delivering these functions.

However, much of Cape Town's major economic infrastructure and key regulations that affect the options available to the municipality, businesses and residents are not within the City's direct control. As a result, decision making by other spheres of government and state-owned enterprises often presents a critical barrier to economic growth and poverty reduction in our city, with vulnerable households paying the highest price for shortfalls.

**AREA OF INFLUENCE:** Some of the elements outside the City's direct control would still fall in its area of influence, where the City is able to work collaboratively with various government departments, state-owned enterprises, non-governmental organisations (NGOs) and other players to find lasting solutions to residents' needs. Elements in the City's area of influence include public safety, energy security, housing provision and the reduction of red tape for residents and businesses.

**AREA OF CONCERN:** Finally, certain elements fall in the City's area of concern, where the City currently has limited opportunity to influence the decisions, resource allocations and service quality of other entities. In this regard, the City first opts for collaboration and partnership. However, in the interest of residents, the City also holds other spheres of government and entities accountable to deliver on their legislated and constitutional responsibilities. In areas such as passenger rail transport, for instance, the City will continue advocating for better services and the devolution of rail functions to ensure a quality, reliable rail service for Cape Town.





# IMPLEMENTATION PLAN







# 5. IMPLEMENTATION PLAN

The City's five-year implementation plan is informed by 16 objectives. The diagram below indicates how the strategic plan is translated into the implementation plan. The 16 objectives describe what success looks like in realising the vision of a *City of Hope*. The programmes and initiatives/projects under each of these objectives are the ways in which the City intends to contribute towards these objectives. The following diagram shows the structure of the implementation plan, and how it is aligned for implementation.

Note that the programmes, projects and initiatives contained in the implementation plan are those that are of key significance in achieving the objectives of this five-year plan. This IDP does not list all of the City's mandated duties. However, ordinary, day-to-day activities, programmes and projects arising from the City's mandated duties will still be linked to the budget via the IDP's objectives.

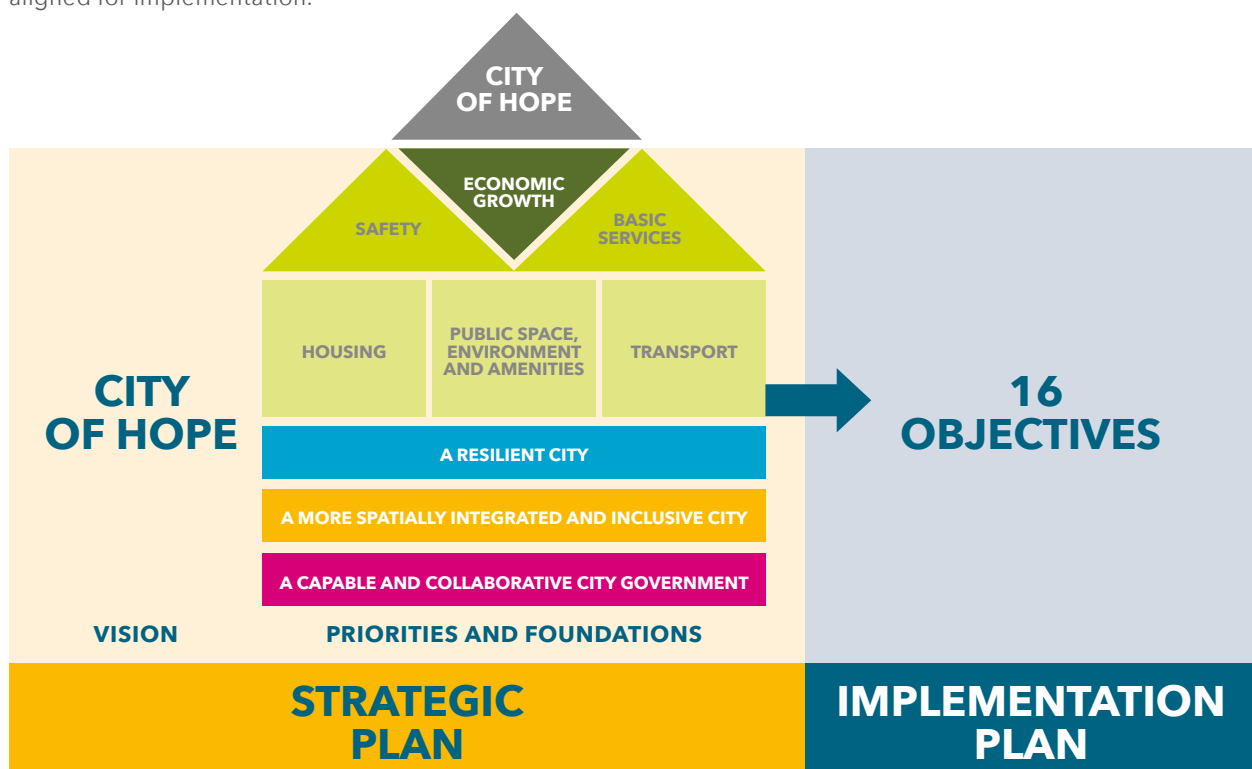


FIGURE 3: TRANSLATING THE IDP STRATEGIC PLAN INTO THE IDP IMPLEMENTATION PLAN

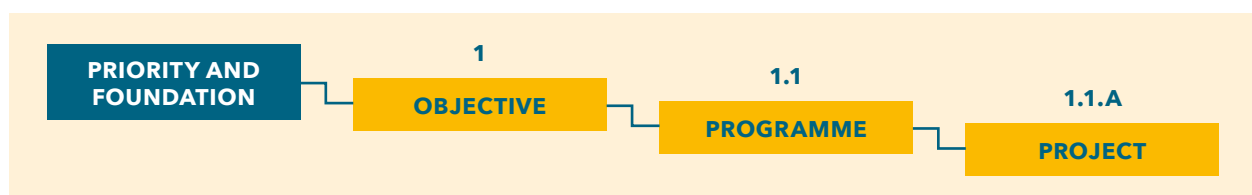


FIGURE 4: STRUCTURE OF IDP IMPLEMENTATION PLAN

## THE CITY'S 16 OBJECTIVES LINKED TO ITS PRIORITIES AND FOUNDATIONS ARE AS FOLLOWS:

	<b>ECONOMIC GROWTH</b> <b>OBJ 1:</b> Increased jobs and investment in the Cape Town economy
	<b>BASIC SERVICES</b> <b>OBJ 2:</b> Improved access to quality and reliable basic services <b>OBJ 3:</b> End load-shedding in Cape Town over time <b>OBJ 4:</b> Well-managed and modernised infrastructure to support economic growth
	<b>SAFETY</b> <b>OBJ 5:</b> Effective law enforcement to make communities safer <b>OBJ 6:</b> Strengthen partnerships for safer communities
	<b>HOUSING</b> <b>OBJ 7:</b> Increased supply of affordable, well-located homes <b>OBJ 8:</b> Safer, better-quality homes in informal settlements and backyards over time
	<b>PUBLIC SPACE, ENVIRONMENT AND AMENITIES</b> <b>OBJ 9:</b> Healthy and sustainable environment <b>OBJ 10:</b> Clean and healthy waterways and beaches <b>OBJ 11:</b> Quality and safe parks and recreational facilities supported by community partnerships
	<b>TRANSPORT</b> <b>OBJ 12:</b> A sustainable transport system that is integrated, efficient and provides safe and affordable travel options for all <b>OBJ 13:</b> Safe and quality roads for pedestrians, cyclists and vehicles
	<b>OBJ 14:</b> A resilient city
	<b>OBJ 15:</b> A more spatially integrated and inclusive city
	<b>OBJ 16:</b> A capable and collaborative city government

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ECONOMIC GROWTH	SAFETY	TRANSPORT
<b>1. Increased jobs and investment in the Cape Town economy</b>	<b>5. Effective law enforcement to make communities safer</b>	<b>12. Sustainable, efficient, safe and affordable travel options for all</b>
1.1 Ease-of-doing-business programme 1.2 Investment and partnership development programme 1.3 Inclusive economic development and growth programme 1.4 Targeted urban development programme 1.5 Consolidated land pipeline and release programme	5.1 Enhanced policing programme 5.2 Safety technology programme	12.1 Public transport reform programme 12.2 Rail improvement programme 12.3 Bus rapid transport programme 12.4 Travel demand and congestion relief programme
	<b>6. Strengthen partnerships for safer communities</b>	
	6.1 Partnerships for community safety programme 6.2 Holistic crime prevention programme	<b>13. Safe and quality roads for pedestrians, cyclists and vehicles</b>
		13.1 Road safety and maintenance programme
<b>BASIC SERVICES</b>	<b>HOUSING</b>	
<b>2. Improved access to quality and reliable basic services</b>	<b>7. Increased supply of affordable, well-located homes</b>	<b>14. A resilient city</b>
2.1 Mainstreaming basic service delivery to informal settlements and backyard dwellings programme	7.1 Partnership for affordable housing programme 7.2 Tenure security programme 7.3 Integrated residential development programme 7.4 Public rental housing programme	14.1 Climate change programme 14.2 Disaster risk reduction and response programme 14.3 Integrated urban health programme
<b>3. End load-shedding in Cape Town over time</b>		<b>15. A more spatially integrated and inclusive city</b>
3.1 Diversified energy supply programme 3.2 Energy demand response programme	<b>8. Safer, better quality homes in informal settlements and backyards over time</b>	15.1 Spatial integration and transformation programme 15.2 Social inclusion and well-being programme
<b>4. Well-managed and modernised infrastructure to support economic growth</b>	8.1 Micro-developer and additional dwelling improvement programme 8.2 Informal settlements upgrading programme	<b>16. A capable and collaborative city government</b>
4.1 Utility business model reform programme 4.2 Infrastructure planning and delivery programme	<b>PUBLIC SPACE, ENVIRONMENT AND AMENITIES</b>	16.1 Operational sustainability programme 16.2 Modernised and adaptive governance programme 16.3 Evidence-based decision-making programme 16.4 Project preparation and delivery programme 16.5 City facilities and property optimisation programme 16.6 Advocacy and inter-governmental relations programme 16.7 Community engagement and partnership programme
<b>Water and sanitation</b>	<b>9. Healthy and sustainable environment</b>	
4.3 Excellence in water and sanitation service delivery programme 4.4 Water resilience programme	9.1 Environmental and biodiversity management programme 9.2 City health programme	
<b>Solid waste</b>	<b>10. Clean and healthy waterways and beaches</b>	
4.5 Excellence in waste service delivery programme 4.6 Waste minimisation and recycling programme 4.7 Promoting cleanliness and addressing illegal dumping programme	10.1 Healthy urban waterways programme 10.2 Coastal programme	
<b>Energy</b>	<b>11. Quality and safe parks and recreation facilities</b>	
4.8 Excellence in energy service delivery programme	11.1 Quality community facilities programme 11.2 Partnerships for quality public spaces programme	

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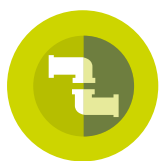


# ECONOMIC GROWTH

Let's make Cape Town the easiest place to do business and create jobs in Africa.

COMMITMENTS	PROGRAMMES AND PROJECTS/INITIATIVES
<b>OBJECTIVE 1: INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY</b>	
<p>The City is committed to increasing jobs and investment in the Cape Town economy by simplifying regulations and processes so that <b>it is easy for businesses to start and grow.</b></p> <p><b>Collaboration between government and the private sector</b> in Cape Town is essential to innovate and implement solutions to critical problems that are standing in the way of job creation, such as load-shedding.</p> <p>The City will <b>work with other spheres of government that govern key components of the local economic infrastructure</b>, including CTIA and the Port of Cape Town, to improve local connectivity with the rest of the continent and the world.</p>	<p><b>Ease-of-doing-business programme</b></p> <ul style="list-style-type: none"> <li>• Ease-of-doing-business project</li> <li>• Development facilitation project</li> </ul> <p><b>Investment and partnership development programme</b></p> <ul style="list-style-type: none"> <li>• Growth coalition project</li> <li>• Event and film industry facilitation project</li> <li>• Strategic assets initiative</li> <li>• Intergovernmental collaboration initiative</li> <li>• Resource efficiency initiative</li> </ul>
<p>The City will work with partners <b>to increase economic participation and reform regulations</b>, and so allow for more opportunities to enter the job market and start a business in both the formal and informal economy.</p>	<p><b>Inclusive economic development and growth programme</b></p> <ul style="list-style-type: none"> <li>• Informal sector support initiative</li> <li>• Work-readiness initiative</li> </ul>
<p>The City will <b>concentrate investment in public infrastructure and operations in targeted areas</b> to accelerate economic growth.</p> <p>The City will <b>release City-owned land for economic growth and affordable housing.</b></p>	<p><b>Targeted urban development programme</b></p> <ul style="list-style-type: none"> <li>• Local area and precinct development initiative</li> <li>• Precinct management initiative</li> <li>• CBD recovery and transition project</li> </ul> <p><b>Consolidated land pipeline and release programme</b></p> <ul style="list-style-type: none"> <li>• Data-driven land management initiative</li> <li>• Land packaging initiative</li> <li>• Accelerated land release initiative</li> </ul>





## BASIC SERVICES

### Let's get the basics right as the foundation of a healthy and prosperous city.

Economic growth is dependent on the City doing the basics well. Investment in securing a reliable supply of water and providing quality sanitation and refuse collection services provides the essential foundation for more dignity and faster economic growth. Reducing the impact of load-shedding is a key focus area for the next five years. The City is committed to doing all it can to protect residents from the worst effects of failing national government services.

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COMMITMENTS	PROGRAMMES AND PROJECTS/INITIATIVES
<b>OBJECTIVE 2: IMPROVED ACCESS TO QUALITY AND RELIABLE BASIC SERVICES</b>	
The City is committed to providing basic services that <b>improve residents' living conditions and health in informal contexts</b> , and promote individual and community welfare. This includes safe access to shared facilities, specifically at night for women and children.	<b>Mainstreaming basic service delivery to informal settlements and backyard dwellings programme</b> <ul style="list-style-type: none"> <li>• Informal settlements water and sanitation project</li> <li>• Energy access project</li> <li>• Informal settlements waste collection project</li> <li>• Informal settlements roads and stormwater initiative</li> <li>• Backyard dwelling service project (City public rental stock)</li> <li>• Backyard dwelling service support project (private properties)</li> </ul>
<b>OBJECTIVE 3: END LOAD-SHEDDING IN CAPE TOWN OVER TIME</b>	
The City will invest in <b>ending load-shedding</b> in Cape Town over time by diversifying supply away from coal-intensive Eskom towards independent power producers (IPPs) and renewables, and enabling small-scale embedded generation.	<b>Diversified energy supply programme</b> <ul style="list-style-type: none"> <li>• Expanded IPP initiative</li> <li>• City-initiated generation initiative</li> <li>• Small-scale energy generation growth initiative</li> </ul> <b>Energy demand response programme</b> <ul style="list-style-type: none"> <li>• Customer demand response initiative</li> <li>• Energy for economic resilience initiative</li> </ul>
<b>OBJECTIVE 4: WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH</b>	
Over the next five years, a key City priority will be to <b>reform its basic services utilities</b> to ensure that they can deliver basic services <b>efficiently and effectively into the future</b> .	<b>Utility business model reform programme</b> – including strategy development, reform of service delivery and revenue models, tariff structure reform, as well as intergovernmental collaboration and advocacy <ul style="list-style-type: none"> <li>• Water and sanitation</li> <li>• Energy</li> <li>• Solid waste</li> </ul>

COMMITMENTS	PROGRAMMES AND PROJECTS/INITIATIVES
<b>OBJECTIVE 4: CONTINUED</b>	
<p>Excellent basic service delivery is critical for all people in Cape Town to live <b>a life of dignity</b>, with reliable access to clean water and electricity, and a healthy environment where waste and sewage are managed safely and effectively.</p> <p>The City will prioritise investment in infrastructure to improve services and enable economic growth.</p> <p>Excellent basic services provision will be accompanied by a commitment to excellent customer engagement and a timely response to service faults or complaints.</p>	<p><b>Infrastructure planning and delivery support programme</b></p> <ul style="list-style-type: none"> <li>• Infrastructure planning and delivery support initiative</li> <li>• Project management capacitation project</li> <li>• Customer responsiveness initiative</li> <li>• Staff safety and infrastructure protection initiative</li> </ul> <p><b>WATER AND SANITATION: Excellence in water and sanitation service delivery programme</b></p> <ul style="list-style-type: none"> <li>• Reticulation network modernisation initiative</li> <li>• Wastewater treatment project</li> <li>• Sewer and pump station maintenance project</li> </ul> <p><b>SOLID WASTE: Excellence in waste service delivery programme</b></p> <ul style="list-style-type: none"> <li>• Landfill management project</li> <li>• Waste collection efficiency project</li> </ul> <p><b>ENERGY: Excellence in energy service delivery programme</b></p> <ul style="list-style-type: none"> <li>• Infrastructure maintenance project</li> <li>• Data-driven asset maintenance project</li> <li>• City energy-efficiency project</li> </ul>
<p>The City is working to <b>increase Cape Town's water resilience</b> and substantially reduce the likelihood of severe water restrictions in future by establishing new, diverse supplies, including groundwater, water reuse and desalinated water.</p>	<p><b>Water resilience programme</b></p> <ul style="list-style-type: none"> <li>• Desalination project</li> <li>• Groundwater project</li> <li>• Catchment management (alien vegetation clearing) project</li> <li>• Water reuse project</li> </ul>
<p><b>The City is committed to incorporating the principles of a circular economy into its operations to increase economic opportunities and environmental benefits from valuable waste streams, while ensuring the future sustainability of waste services.</b> The City will work with communities to counter illegal dumping to reduce the negative impact this has on the health of the urban environment.</p>	<p><b>Waste minimisation and recycling programme</b></p> <ul style="list-style-type: none"> <li>• Integrated waste management facilities initiative</li> <li>• Waste minimisation for a circular economy initiative</li> </ul> <p><b>Promoting cleanliness and addressing illegal dumping programme</b></p> <ul style="list-style-type: none"> <li>• Area cleaning project</li> <li>• Public awareness and partnerships initiative</li> <li>• Illegal dumping monitoring and enforcement initiative</li> </ul>



## SAFETY

Let's make Cape Town communities safer by investing in policing capacity and technology, and strengthening partnerships.

There are neighbourhoods in Cape Town that are burdened by relentlessly high levels of crime and disorder, preventing residents from moving around the city freely, operating their businesses and accessing public spaces and amenities. Economic prosperity in many neighbourhoods in Cape Town is compromised by persistent insecurity. The City needs to play an active role in creating a safer environment for families and businesses, so that our economy can grow and create opportunities for more people.

COMMITMENTS	PROGRAMMES AND PROJECTS/INITIATIVES
<b>OBJECTIVE 5: EFFECTIVE LAW ENFORCEMENT TO MAKE COMMUNITIES SAFER</b>	
The City will <b>meaningfully enhance policing capacity</b> by increasing the number of law enforcement officers, and will strategically deploy them to patrol Cape Town's streets to prevent and respond to crime.	<b>Enhanced policing programme</b> <ul style="list-style-type: none"> <li>• Safety and security training college improvement project</li> <li>• Law enforcement advancement programme (LEAP)</li> <li>• Advocacy initiative</li> </ul>
The City will <b>invest in technology and data analytics</b> to optimise the delivery of quality policing, emergency and public safety services to the people of Cape Town.	<b>Safety technology programme</b> <ul style="list-style-type: none"> <li>• Technology safety partnerships project</li> <li>• Incident, crime and emergency detection project</li> <li>• Digital evidence management project</li> </ul>
<b>OBJECTIVE 6: STRENGTHEN PARTNERSHIPS FOR SAFER COMMUNITIES</b>	
The City will work <b>with residents, businesses, NGOs and community groups at the neighbourhood level to combat crime and its root causes</b> . These working relationships will be continuously enhanced to ensure improved information sharing and resources coordination for maximum results.	<b>Partnerships for community safety programme</b> <ul style="list-style-type: none"> <li>• Neighbourhood watch support project</li> <li>• Neighbourhood watch disaster risk management initiative</li> <li>• Auxiliary law enforcement project</li> </ul> <b>Holistic crime prevention programme</b> <ul style="list-style-type: none"> <li>• Safer community facilities initiative</li> <li>• Improving relationships with metro police and communities</li> <li>• Substance abuse project</li> </ul>



# HOUSING

Let's empower the private sector to increase the supply of affordable housing across the formal and informal markets.

COMMITMENTS	PROGRAMMES AND PROJECTS/INITIATIVES
<b>OBJECTIVE 7: INCREASED SUPPLY OF AFFORDABLE, WELL-LOCATED HOMES</b>	
The City is committed to <b>significantly increasing access to affordable and well-located housing</b> . It will do this by <b>supporting a housing market that can deliver at scale</b> to meet the needs of Cape Town's population, and prioritising the release of City-owned land for affordable housing.	<b>Partnership for affordable housing programme</b> <ul style="list-style-type: none"> <li>• Land and building release initiative</li> <li>• Social housing incentives initiative</li> <li>• Advocacy initiative</li> <li>• Inclusionary housing initiative</li> <li>• Finance-linked individual subsidy programme</li> </ul>
The City recognises housing as a valuable social, economic and financial asset. The <b>provision of secure tenure</b> will be a key priority so that households can leverage the value of their housing asset to participate in the economy.	<b>Tenure security programme</b> <ul style="list-style-type: none"> <li>• Subsidised housing tenure initiative</li> <li>• Public housing ownership transfer initiative</li> <li>• Informal settlements tenure reform initiative</li> </ul>
The City will utilise its capital project and contract management capabilities to ensure that current <b>subsidised housing projects are delivered efficiently and yield maximum benefit for housing beneficiaries</b> .	<b>Integrated residential development programme</b> <ul style="list-style-type: none"> <li>• Scaling up serviced sites initiative</li> <li>• Breaking New Ground programme</li> <li>• Enhanced People's Housing Process</li> </ul>
The City will focus on <b>maintaining its significant stock of Council rental units, tenancy management</b> , as well as interventions that address community safety and persistent social ills in these housing developments.	<b>Public rental housing programme</b> <ul style="list-style-type: none"> <li>• Maintenance of public rental stock initiative</li> <li>• Tenancy management project</li> <li>• Safety and stabilisation initiative</li> </ul>
<b>OBJECTIVE 8: SAFER, BETTER-QUALITY HOMES IN INFORMAL SETTLEMENTS AND BACKYARDS OVER TIME</b>	
The City will use its resources to improve the <b>safety and quality of homes in less formal areas</b> . Regulations and ways of working will be adapted to support the development of more and better-quality homes by all participants in the housing market - from the public sector and large property developers, through to micro-developers and households seeking to develop an additional dwelling on their property.	<b>Micro-developer and additional dwelling improvement programme</b> <ul style="list-style-type: none"> <li>• Regulatory reform initiative</li> <li>• Local planning support initiative</li> </ul>
The City will <b>improve basic services to informal settlements</b> to support a healthier and more liveable environment. It will also work with communities to improve the layout and quality of buildings for better community safety and resilience.	<b>Informal settlements upgrading programme</b> <ul style="list-style-type: none"> <li>• Informal settlements upgrading initiative</li> <li>• Informal settlements data improvement initiative</li> </ul>





## PUBLIC SPACE, ENVIRONMENT AND AMENITIES

Let's restore people's pride in Cape Town by cleaning up our city's public spaces, streets and waterways.

Vision

COMMITMENTS	PROGRAMMES AND PROJECTS/INITIATIVES
<b>OBJECTIVE 9: HEALTHY AND SUSTAINABLE ENVIRONMENT</b>	
The City is committed to <b>protecting, restoring and managing its natural areas</b> to ensure their long-term sustainability. The municipality recognises that its green infrastructure is important to Cape Town's resilience to climate change, and for reducing the impact of shock events such as floods and heatwaves.	<b>Environmental and biodiversity management programme</b> <ul style="list-style-type: none"> <li>• Environmental management initiative</li> <li>• Green infrastructure initiative</li> </ul>
The City is committed to <b>improve the health of the urban environment</b> for residents to live, work and interact in. The City also plays an important role in ensuring <b>access to quality primary healthcare services</b> .	<b>City health programme</b> <ul style="list-style-type: none"> <li>• Primary healthcare initiative</li> <li>• Environmental health Initiative</li> </ul>
<b>OBJECTIVE 10: CLEAN AND HEALTHY WATERWAYS AND BEACHES</b>	
Waterways that are safe, healthy and functional are essential in making Cape Town a water-sensitive city. The City will invest in <b>cleaning up rivers and vleis and combating sources of pollution</b> .	<b>Healthy urban waterways programme</b> <ul style="list-style-type: none"> <li>• Water quality improvement project</li> <li>• Waterway rehabilitation project</li> </ul>
The City will <b>restore and improve priority coastal infrastructure and ecological processes</b> , with a focus on improving resilience to climate change impacts.	<b>Coastal programme</b> <ul style="list-style-type: none"> <li>• Coastal infrastructure initiative</li> <li>• Coastal and marine conservation initiative</li> </ul>
<b>OBJECTIVE 11: QUALITY AND SAFE PARKS AND RECREATION FACILITIES SUPPORTED BY COMMUNITY PARTNERSHIPS</b>	
The City will <b>design and manage quality public spaces and facilities</b> where communities can gather to learn, collaborate and relax in a safe and welcoming place.	<b>Quality community facilities programme</b> <ul style="list-style-type: none"> <li>• Community facilities initiative</li> <li>• Recreation and parks development and activation initiative</li> <li>• Library facility and access to information project</li> <li>• Cemetery and crematorium provision project</li> </ul>
In addition, provision will be made for Cape Town's burial and cremation needs.	
The City will <b>work with communities to improve the quality and safety of parks, recreational facilities and public spaces</b> , being an important part of a neighbourhood's character and social fabric.	<b>Partnerships for quality public spaces programme</b> <ul style="list-style-type: none"> <li>• Public space improvement initiative</li> <li>• Sustainable strategic partnerships initiative</li> <li>• Friends of libraries and parks initiative</li> </ul>

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# TRANSPORT

Let's improve urban mobility through safe, reliable and affordable public transport and well-maintained roads.

COMMITMENTS	PROGRAMMES AND PROJECTS/INITIATIVES
<b>OBJECTIVE 12: A SUSTAINABLE TRANSPORT SYSTEM THAT IS INTEGRATED, EFFICIENT AND PROVIDES SAFE AND AFFORDABLE TRAVEL OPTIONS FOR ALL</b>	
The City will incrementally improve public transport infrastructure and operations to <b>improve the safety, convenience, reliability and quality of public transport services, for the greatest number of commuters, as quickly as possible.</b>	<b>Public transport reform programme</b> <ul style="list-style-type: none"> <li>• Public transport priority measures initiative</li> <li>• Public transport interchange improvement initiative</li> <li>• Minibus taxi industry transition initiative</li> <li>• Contracted bus service collaboration project</li> <li>• Advocacy initiative</li> </ul>
Getting passenger rail services working again is critical to improving Cape Town's public transport. The City will <b>advocate strongly for the devolution of rail</b> functions to a competent local authority or entity, together with concessions being made available to the private sector, so that the restoration of passenger rail services in Cape Town can become a reality.	<b>Rail improvement programme</b> <ul style="list-style-type: none"> <li>• Rail devolution initiative</li> </ul>
The City's <b>major investment in bus rapid transit (BRT)</b> will improve public transport connectivity and access for the most vulnerable neighbourhoods in Cape Town. It will enable people to travel faster, more safely, and at a cost they can afford in key transport corridors.	<b>Bus rapid transit programme</b> <ul style="list-style-type: none"> <li>• MyCiTi metro south-east corridor development</li> <li>• BRT service excellence initiative</li> </ul>
The City is committed to <b>reducing the time residents spend in traffic every day</b> through targeted road capacity improvements, and interventions that reduce the need to travel at all or during peak times of day.	<b>Travel demand and congestion relief programme</b> <ul style="list-style-type: none"> <li>• Targeted road capacity enhancement project</li> <li>• Traffic signal efficiency project</li> <li>• Sustainable transport initiative</li> </ul>
<b>OBJECTIVE 13: SAFE AND QUALITY ROADS FOR PEDESTRIANS, CYCLISTS AND VEHICLES</b>	
A key priority for the City is to <b>maintain a quality road network</b> , recognising its importance as a key platform for economic growth by allowing the efficient movement of people and goods throughout the city. Safe and quality roads for vehicles, cyclists and pedestrians are important to ensure that people can move freely throughout Cape Town.	<b>Road safety and maintenance programme</b> <ul style="list-style-type: none"> <li>• Non-motorised transport (NMT) infrastructure expansion initiative</li> <li>• Transport infrastructure maintenance</li> <li>• Road safety initiative</li> </ul>



## A RESILIENT CITY

### Let's build a resilient and climate-responsive city by reducing our vulnerability to shocks and stresses.

The future well-being and economic prosperity of Cape Town depends on individuals' and communities' ability to overcome, adapt and thrive, no matter what shocks and stresses they experience. Against the backdrop of increasing severe weather events due to climate change, and the risk of pandemics in an increasingly connected world, building urban resilience is critical for Cape Town to have a future of hope.

Climate change and the related response will lead to shifts in how the Cape Town economy is configured and where employment is concentrated, including creating new opportunities for economic sector growth. In line with the principles of the just transition, the City must do whatever it can to enable the private sector to create jobs in new and emerging sectors.

The most significant way for the City to increase the resilience of Cape Town's communities is to reduce poverty, being the primary driver of household vulnerability to social, environmental, health and economic shocks.

COMMITMENTS	PROGRAMMES AND PROJECTS/INITIATIVES
<b>OBJECTIVE 14: A RESILIENT CITY</b>	
The City will proactively <b>adapt basic services infrastructure in response to climate change</b> , and will reduce Cape Town's carbon footprint by pursuing energy security and better public transport services.	<b>Climate change programme</b> <ul style="list-style-type: none"> <li>Climate change response planning and monitoring initiative</li> </ul>
The City will continue to <b>build excellent disaster risk management capabilities</b> and proactively seek to build resilience to prevailing threats at the community level. To this end, lessons will be drawn from the 2015-2017 drought, the Covid-19 pandemic, large-scale fires and floods, and other disaster events over the past five years.	<b>Disaster risk reduction and response programme</b> <ul style="list-style-type: none"> <li>Disaster management volunteer enhancement project</li> <li>Major incident and disaster response coordination project</li> <li>Enhanced firefighting initiative</li> <li>Flood alleviation projects</li> <li>Emergency housing initiative</li> </ul>
The City and its partners will <b>improve and support a healthy environment</b> , addressing disparities in health outcomes, as well as the environments that create them. The aim is to reduce overall vulnerability to future pandemics and improve overall health and well-being.	<b>Integrated urban health programme</b> <ul style="list-style-type: none"> <li>Urban health monitoring initiative</li> </ul>



## A MORE SPATIALLY INTEGRATED AND INCLUSIVE CITY

**Let's build a spatially integrated city that supports equitable access and opportunity for all communities.**

The two most important ways in which the City can drive spatial integration and transformation are through investment in public transport and the release of City-owned land. How land is used, and how and where housing and transport services are developed, all work together to create the urban conditions for economic growth and prosperity.

The City's commitment to expanding the BRT network in the metro south-east is captured under the 'Transport' priority, together with a range of interventions that will enhance the efficiency of all forms of road-based public transport. However, the decline of PRASA's passenger rail service in the city presents a major barrier to the efficient movement of people around our city. The City recognises the importance of the rail network to the future spatial integration of Cape Town and will continue to place pressure on National Government to restore this critical public transport mode and devolve rail functions to a competent local authority or entity.

The City's commitment to the release of land for development in support of economic growth and affordable housing is detailed under the 'economic growth' and the 'housing' priorities. Transforming vacant and underutilised public land into places of economic and social opportunity will help make our city more integrated and inclusive.

COMMITMENTS	PROGRAMMES AND PROJECTS/INITIATIVES
OBJECTIVE 15: A MORE SPATIALLY INTEGRATED AND INCLUSIVE CITY	
The City is committed to <b>addressing the injustice of apartheid spatial planning</b> , which is reinforced by persistent inequality in Cape Town. In performing its role of providing public infrastructure and regulating the built environment, the City will ensure that <b>urban growth contributes to a more inclusive, integrated and vibrant city</b> .	<b>Spatial integration and transformation programme</b> <ul style="list-style-type: none"> <li>• Development enablement mechanisms initiative</li> <li>• Spatial strategy monitoring and evaluation project</li> <li>• District spatial development framework implementation initiative</li> </ul>
The City is committed to <b>removing and reducing barriers to inclusion and well-being</b> . This is achieved through the provision of adequate public services and assets, being an enabler for the poor and vulnerable in society to be uplifted and assisted.	<b>Social inclusion and well-being programme</b> <ul style="list-style-type: none"> <li>• People living on the street initiative</li> <li>• Food systems project</li> </ul>





# A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

Let's build a modernised and administratively efficient government that is financially sustainable and empowers residents to contribute to decision making and help improve Cape Town.

Vision

COMMITMENTS	PROGRAMMES AND PROJECTS/INITIATIVES
<b>OBJECTIVE 16: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT</b>	
The City will <b>ensure financial sustainability through good governance</b> , zero tolerance for corruption, and managing public resources for the maximum benefit of all residents.	<b>Operational sustainability programme</b> <ul style="list-style-type: none"> <li>• Strategy-led budgeting initiative</li> <li>• Functional assignments reform initiative</li> <li>• Programme and project impact assessment initiative</li> <li>• Effective supply chain management initiative</li> </ul>
The City will <b>bring City service delivery into the digital age</b> to enhance the transparency and efficiency of operations. This will be achieved through process automation and improved digital capabilities, while improving citizen engagement through digital service platforms.	<b>Modernised and adaptive city government programme</b> <ul style="list-style-type: none"> <li>• Broadband improvement project</li> <li>• City process modernisation initiative</li> <li>• Employee and customer digital enablement project</li> <li>• Resident mobile app project</li> </ul>
The City will <b>allocate public resources in a way that achieves maximum public benefit</b> through better use of economic analysis, data and data analytics for long-term planning and decision-making.	<b>Evidence-based decision-making programme</b> <ul style="list-style-type: none"> <li>• Data project</li> <li>• Data-driven performance management initiative</li> <li>• Economic analysis project</li> </ul>
The City needs to gear up for delivery at scale and undertake reforms to <b>prepare, plan, govern and execute capital projects and programmes</b> in support of the priorities set out in its five-year plan.	<b>Project preparation and delivery programme</b> <ul style="list-style-type: none"> <li>• Project preparation initiative</li> <li>• Portfolio and contract management</li> <li>• systems enhancement project</li> </ul>
The City will optimise its facilities to <b>derive maximum social benefit</b> , particularly in areas with high levels of vulnerability.	<b>City facilities optimisation programme</b> <ul style="list-style-type: none"> <li>• Facilities optimisation and rationalisation project</li> </ul>
In a low-growth economy, the City lacks sufficient resources to effectively respond to poverty at the scale and pace required. <b>Working with a network of partners in government, the private sector, civil society and communities</b> is critical for the City to govern and provide services effectively and sustainably. The City will use different partnership models to effect <b>lasting and sustainable change</b> . The City will also partner with, and be responsive to, residents by being accessible and transparent, and providing open access to City data.	<b>Advocacy and intergovernmental relations programme</b> <ul style="list-style-type: none"> <li>• Technical partnerships and international relations project</li> <li>• Advocacy agenda initiative</li> </ul> <b>Community engagement and partnership programme</b> <ul style="list-style-type: none"> <li>• Public engagement project</li> <li>• Public partnership project</li> <li>• Local needs and service delivery coordination initiative</li> </ul>

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# IDP ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS

City governments have an important part to play in implementing the United Nations' Sustainable Development Goals (SDGs). The City's 16 IDP objectives are aligned with relevant SDGs and their implementation will contribute to the achievement of the global goals.



IDP OBJECTIVES	SUSTAINABLE DEVELOPMENT GOALS																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1. Increased jobs and investment in the Cape Town economy																	
2. Improved access to quality and reliable basic services																	
3. End load-shedding in Cape Town over time																	
4. Well-managed and modernised infrastructure to support inclusive economic growth																	
5. Effective law enforcement to make communities safer																	
6. Strengthen partnerships for safer communities																	
7. Increased supply of affordable, well-located homes																	
8. Safer, better-quality homes in informal settlements and backyards over time																	
9. Healthy and sustainable environment																	
10. Clean and healthy waterways and beaches																	
11. Quality and safe parks and recreation facilities																	
12. A sustainable transport system that is integrated, efficient and provides safe and affordable travel options for all																	
13. Safe and quality roads for pedestrians, cyclists and vehicles																	
14. A resilient city																	
15. A more spatially integrated and inclusive city																	
16. A capable and collaborative city government																	

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# IDP PROGRAMMES CONTRIBUTING TO THE CITY'S CLIMATE CHANGE RESPONSE

Making Cape Town climate-adaptive and moving towards carbon neutrality are cross-cutting priorities of the City's five-year plan. All of the City programmes listed below meaningfully contribute to reducing Cape Town's carbon footprint and adapting to the impacts of climate change.

**TABLE 1: KEY IDP PROGRAMMES CONTRIBUTING TO THE CLIMATE CHANGE RESPONSE**

Mainstreaming basic service delivery to informal settlements and backyard dwellings programme (2.1)  
Diversified energy supply programme (3.1)  
Energy demand response programme (3.2)  
Utility business model reform programme (4.1)  
Water resilience programme (4.4)  
Waste minimisation and recycling programme (4.6)  
Energy: excellence in energy service delivery programme (4.8)

Informal settlement upgrading programme (8.2)  
Environmental management and biodiversity management programme (9.1)  
Healthy urban waterways programme (10.1)  
Coastal programme (10.2)  
Public transport reform programme (12.1)  
Road safety and maintenance programme (13.1)

Disaster risk reduction and response programme (14.2)  
Spatial integration and transformation programme (15.1)



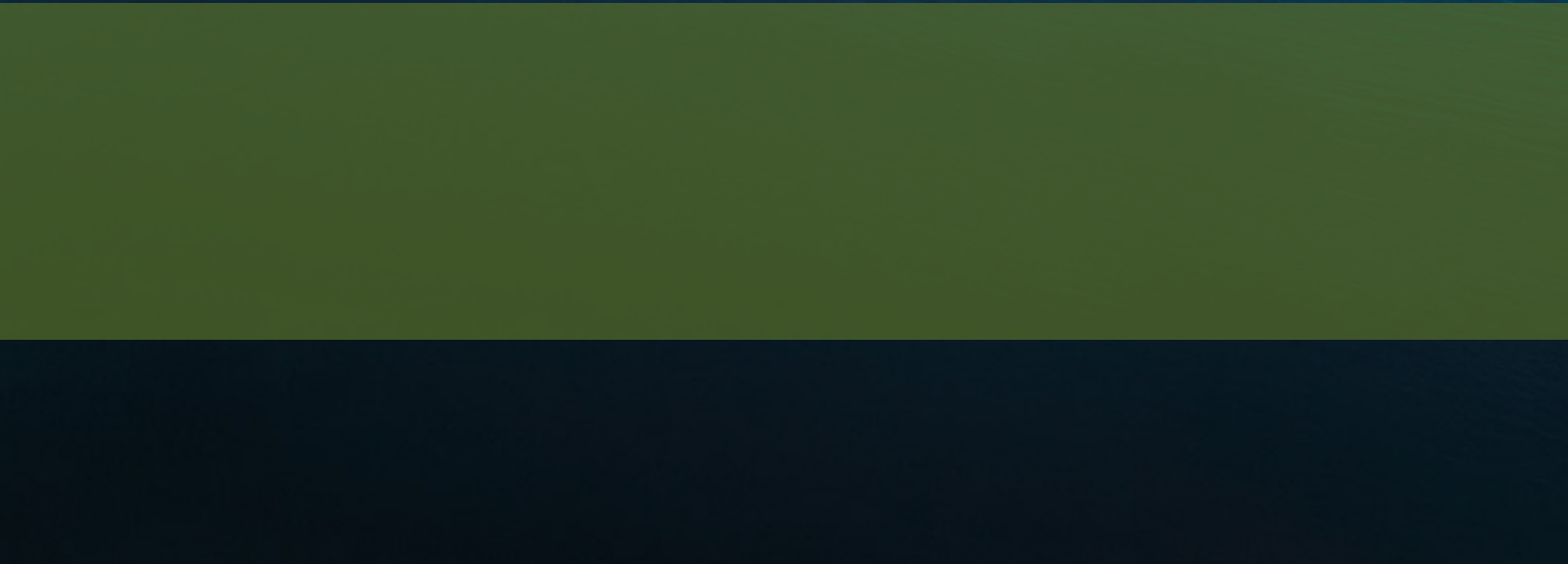






# CORPORATE SCORECARD





# **6. FIVE- YEAR CORPORATE SCORECARD 2022/23 TO 2026/27**





# THE CITY OF CAPE TOWN'S PERFORMANCE MANAGEMENT SYSTEM

The City uses performance management to drive improvements and translate its vision and strategies into actions. As this is an iterative process, performance management is also used to determine whether City actions are leading to the intended outcomes as articulated in its strategic vision and objectives.

The performance management system equips leaders, managers, workers and stakeholders with techniques for regularly planning, continuously monitoring and periodically measuring, reviewing, reporting and evaluating the performance of the City. Key performance indicators are developed and targets set to measure the economy, efficiency

and effectiveness of service delivery. It is against these measures that the community can monitor the municipality and hold it accountable. The system also provides a mechanism for managing expectations.

**The City of Cape Town tracks a range of trends such as the rate of unemployment and foreign direct investments. These are not included on the scorecard as they are not the sole responsibility of the City.**

The IDP contains a corporate scorecard with indicators and targets covering the five-year period of the IDP (2022 - 2027). Programmes outcomes not measured on the corporate scorecard will be measured at other levels in the City. The IDP also depicts the format and contents required by National Treasury and is generally referred to as the Circular 88 (C88) report. Additionally, scorecards of the City's entities are included. These are DHL Stadium and the Cape Town International Convention Centre.





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