CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

COMPREHENSIVE INTEGRATED TRANSPORT PLAN

2023-2028

ABBREVIATIONS & ACRONYMS

ACSA	Airports Company South Africa
AFC	Automated Fare Collection
APTMS	Automated Public Transport Management System
BEPP	Built Environment Performance Plan
BICL	Bulk Infrastructure Contribution Levy
BMS	Bridge Management System
BRT	Bus Rapid Transit
CBD	Central Business District
CCT	City of Cape Town
CCTV	Closed Circuit Television
CITP	Comprehensive Integrated Transport Plan
CLDP	Catalytic Land Development Programme
the Constitution	Constitution of the Republic of South Africa, 1996
CRR	Capital Replacement Revenue
DMS	Development Management Scheme
DAR	Dial-a-Ride
DG	Dangerous Goods
DSDF	District Spatial Development Framework
DoE	Department of Education
DORA	Division of Revenue Act
DoT	National Department of Transport
DSDF	District Spatial Development Framework
DTPW	Western Cape Government Department of Transport and Public Works
EAN	Equivalent Accident Number
EMME	Equilibre Multimodal, Multimodal Equilibrium
EMV	Europay, Mastercard and Visa
ETD	Education Training and Development
FMS	Freeway Management System
FY	Financial Year
GABS	Golden Arrow Bus Services
GGP	Gross Geographic Product
GIS	Geographic Information Systems
ICT	Information Communication and Technology
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IIMS	Integrated Information Management System
IPC	Intermodal Planning Committee
IPTV	Internet Protocol Television
IPTN	Integrated Public Transport Network
IRT	Integrated Rapid Transit
ITBP	Industry Transition Business Plan for Metro South East Corridor
ITP	Integrated Transport Plan
ITS	Intelligent Transport Systems
IUDF	Integrated Urban Development Framework
LASDF	Local Area Spatial Development Framework
LDT	Long Distance Transport
LMS	Load Management System
LSDF	Local Spatial Development Framework
LTAB	Land Transport Advisory Board
MBT	Minibus-taxi
ME	Municipal Entity
MEA	MyCiTi Expansion Area
MEC	Member of Executive Council
MLTF	Municipal Land Transport Fund
MoA	Memorandum of Action
MoU	Memorandum of Understanding
MRE	Municipal Regulatory Entity
MSE	Metro South East
MSDF	Municipal Spatial Development Framework
MTEF	Medium Term Expenditure Framework
NATMAP	National Master Plan 2050
NDOT	National Department of Transport
NDP	National Development Plan
NDPG	Neighbourhood Development Partnership Grant
NGO	Non-Governmental Organisation
NGT	New Generation Technology
NHTS	National Household Travel Survey
NLTA	National Land Transport Act (No. 5 of 2009)
NLTTA	National Land and Transport Transition Act, 2000 (Act No. 22 of 2000)
NMT	Non-Motorised Transport
NPA	National Ports Authority
NPTR	National Public Transport Record
NRTA	National Road Traffic Act, 1996 (Act No. 93 of 1996)
NSDF	National Spatial Development Framework
OL	Operating Licence
OLAS	Operating Licence Administration System
OLP	Operating Licences Plan
OLS	Operating Licence Strategy
ORIO	Dutch Development Grant
P&R	Park-and-ride
PLTF	Provincial Land Transport Framework
PMS	Pavement Management System
PMT	Project Management Team
PRASA	Passenger Rail Agency of South Africa
PRE	Provincial Regulatory Entity
PRoW	Public Right of Way
PSDF	Provincial Spatial Development Framework
PT	Public Transport
PTI	Public Transport Interchange
PTP	Public Transport Plan
PTRS	Provincial Transport Register System
PTNG	Public Transport Network Grant
PTOG	Public Transport Operating Grant
RAG	Road Access Guidelines
RAS	Registration Information System
RBPT	Road Based Public Transport
RTC	Regional Taxi Company
SANRAL	South African National Roads Agency Limited
SANS	South Africa National Standards
SAPS	South African Police Service
SATC	Southern African Transport Conference
SDF	Spatial Development Framework
SOP	Standard Operating Procedure
SPLUMA	Spatial Planning and Land Use Management Act
STATSSA	Statistic South Africa
TA	Transport Authority
TAMS	Transport Authority Information Management System
TAZ	Travel Analysis Zone
TDI	Transport Development Index
TDM	Travel Demand Management
TFR	Transnet Freight Rail
TI	Transport Interchange
TMC	Transport Management Centre
TMH	Technical Methods for Highways
TOC	Transport Operating Company
TOD	Transit oriented development
TRUP	Two Rivers Urban Park
TRS	Transport Reporting System
TSM	Transport System Management
UA	Universal access
UDI	Urban Development Index
USDG	Urban Settlements Development Grant
VCI	Visual Condition Index
VOC	Vehicle Operating Company
WCDE	Western Cape Department of Education
WCG	Western Cape Government

CONTENTS

Chapter 1

INTRODUCTION

The Urban Mobility Directorate has produced a five-year Comprehensive Integrated Transport Plan (CITP) for 2023 to 2028 which is the guiding document for the city's transport system. This plan is in line with the City's Integrated Development Plan (IDP) for 2022 to 2027 and the Municipal Spatial Development Framework (MSDF) that was approved in 2023.

The CITP outlines the key focus areas and tasks of the Urban Mobility Directorate, to achieve the vision:

*"All people have **efficient access** to a range of **opportunities** in a manner that is **sustainable** and provides **dignity**."*

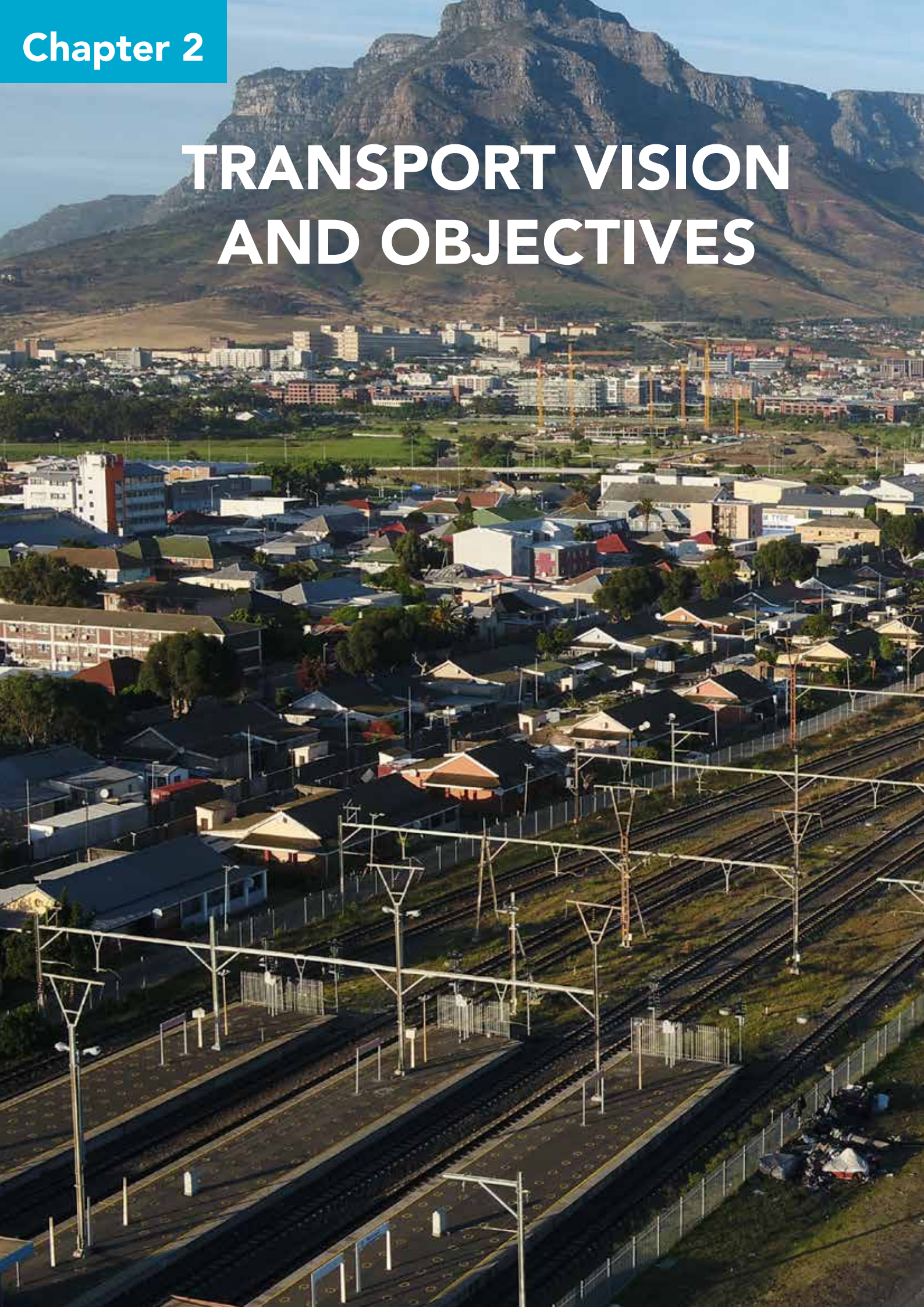
The CITP clearly outlines the commitments and responsibilities of the Urban Mobility Directorate. It also explains how the directorate will carry out the development and support the operation of a comprehensive and interconnected transport system, including its related road and rail networks.

The plan acknowledges several significant influences, such as the present and expected conditions of transport, the impact of the Covid-19 pandemic, and the ongoing climate change crisis.

COMPONENT	DESCRIPTION
TRANSPORT VISION AND OBJECTIVES	Outlines the vision, objectives, and three paradigm shifts for urban mobility in Cape Town that shape the principles and approach of the CITP.
TRANSPORT REGISTER	Provides critical demographic and socio-economic factors affecting the city's transport demand, along with a snapshot of the regular, daily transportation system, including public transport and freight services.
SPATIAL DEVELOPMENT FRAMEWORK	Identifies strategies within the Spatial Development Framework to support public transport, ensuring sustainable and cost-effective transport services.
TRANSPORT NEEDS ASSESSMENT	Analyses transport-related issues, problems, and needs in Cape Town, drawing from the Transport Register, public participation, stakeholder processes, and maintenance needs.
PUBLIC TRANSPORT PLAN	Details the logic for streamlining and restructuring the public transport system, including contract design for contracted services, operating licenses for non-contracted services, and an overall integrated public transport network plan for rail and road-based services.
TRANSPORT INFRASTRUCTURE STRATEGY	Presents plans for developing and maintaining all forms of transport infrastructure, including major roads, public transport facilities, bus rapid transit (BRT) networks, dedicated lanes, depots, freight corridor measures, non-motorised transport (NMT) infrastructure, and rail infrastructure.
TRAVEL DEMAND MANAGEMENT	Sets out strategies to reduce the demand for travel and manage congestion and emissions by reducing single-occupancy car use, especially during peak periods.
NON-MOTORISED TRANSPORT	Outlines the measures to promote walking and cycling, including the proposed plans to improve road networks, and a five-year programme to build NMT networks and promote behaviour change.
FREIGHT TRANSPORT STRATEGY	Discusses the transportation of goods by road or rail, identifying routes for the seamless movement of goods and avoidance of conflicts with other road traffic.
OTHER TRANSPORT-RELATED STRATEGIES	Includes additional strategies and plans relating to public transport and road user safety, universal access, and embedding climate change imperatives and resilience into transport planning.
IMPLEMENTATION MECHANISMS FOR SPATIAL RESTRUCTURING TO SUPPORT ACCESS	Describes the mechanisms to promote transit-orientated development (TOD) and densification in well-located areas, and to integrate spatial and transport planning.
FUNDING STRATEGY AND SUMMARY OF PROPOSALS AND PROGRAMMES	Summarises all proposals, projects, and programmes in the CITP, discusses funding sources and constraints, and explains the prioritisation of these initiatives, considering budget constraints.
PUBLIC PARTICIPATION PROCESS	Describes the public engagement process for the CITP.

Chapter 2

TRANSPORT VISION AND OBJECTIVES



Recent challenges such as the drought, Covid-19 pandemic, and the climate change crisis have highlighted the necessity for a refreshed approach to planning. Although the City's vision remains ambitious, it is important to plan for a future that might entail various shocks and stresses to ensure that the plans stay relevant and resilient. At the same time, opportunities need to be identified and pursued.

The City's IDP for 2022-2027 acknowledges the significance of an effective and sustainable public transport system, as well as well-maintained road networks. These are considered pivotal factors contributing to the growth and efficiency of businesses, aiding workers and job seekers. A well-connected city will ultimately boost productivity and create more economic opportunities.

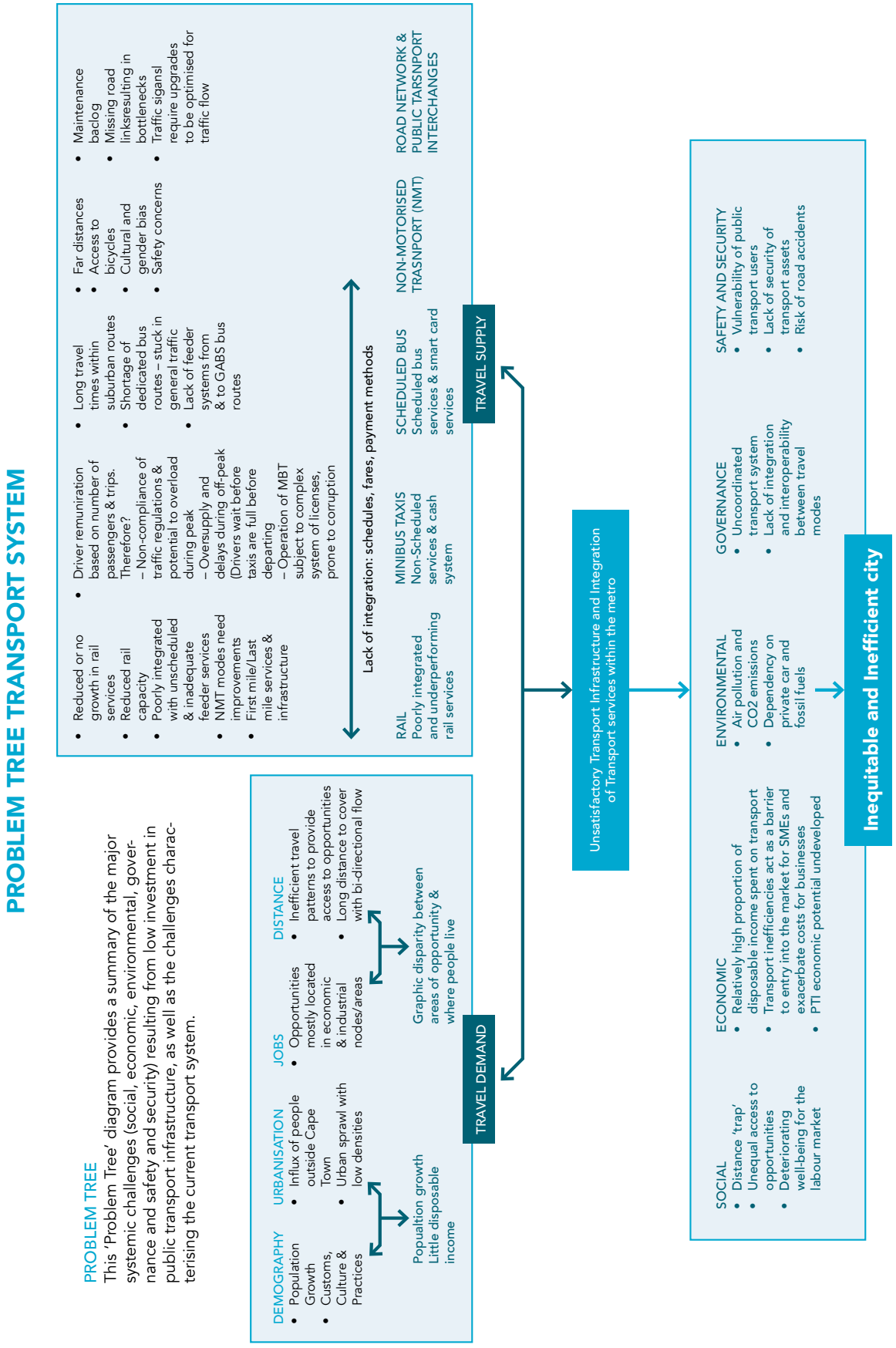
The transport-related objectives of the IDP include:

- Objective 12: Developing a sustainable transport system that is cohesive, efficient, and provides safe and affordable travel options for everyone
- Objective 13: Ensuring safe and high-quality roads for pedestrians, cyclists, and vehicles

The IDP emphasises that the City needs to focus on making travel safer and more affordable for everyone, enhancing their freedom to explore and enjoy all the city has to offer towards a better future for them and their children. Achieving this is not feasible without addressing the dysfunctional passenger rail system, enabling the City to take a more active role in managing a reliable train system.

PROBLEM STATEMENT

The problem tree below illustrates how Cape Town's socio-economic and spatial attributes, combined with the challenges that the transport system faces, contribute to an unequal and inefficient city. These issues result in negative impacts that are particularly felt by the city's poorest residents.



CITP VISION

In line with the IDP's vision of a "City of Hope", and based on the three paradigm shifts as guiding themes (explained below), a draft vision has been developed for the CITP:

ALL PEOPLE HAVE EFFICIENT **ACCESS** TO A RANGE OF **OPPORTUNITIES** IN A MANNER THAT IS **SUSTAINABLE** AND PROVIDES **DIGNITY**.

UNPACKING THE CITP TRANSPORT VISION:

 Efficient access	"Efficient access" is a broad concept referring in part to physical mobility: a. Interoperability between modes b. Public transport prioritisation c. Integrated ticketing d. Good non-motorised transport facilities for the first and last mile e. Congestion relief However, it also refers to the use of **digital** connectivity or **spatial** proximity to achieve efficient access.
 Opportunities	The transport system links people to economic opportunities, information, goods, and services. It facilitates people's **access to opportunities to improve their future and that of their children**.
 Sustainable	**Financially sustainable** – lowers the cost of travel for residents and goods and reduces the cost of the City's public transport services. **Socially sustainable** – minimises the extent to which distance hinders social integration and improves spatial disparities. **Environmentally sustainable** – lowers greenhouse gas emissions from the transport sector.
 Dignity	**Everyone, regardless of ability or vulnerability, should be treated with dignity**. The complete transport system should make the user feel safe, valued and respected.

THREE PARADIGM SHIFTS

The approach to transport planning reflected in the CITP has been informed by three key shifts in understanding:

- **Triple Access System:** The recognition that **access** is a fundamental driver of economic productivity. Transport systems should not only focus on providing access to destinations through mobility, but should also consider proximity (TOD) and digital connectivity as effective means of access.
- **Incremental public transport reform:** The insight that plans should be **implemented in stages**, gradually enhancing the transport system in different parts of the city to benefit more users over a larger area faster and at less cost.
- **Embrace uncertainty:** The acknowledgement that in planning an integrated transport system, the **uncertainties** of the future should be embraced and should guide the development of multiple potential scenarios.

These three shifts are examined in more detail below.

1 Triple Access System

The chief aim of transportation is to provide effective access to opportunities, resources, and services. This accessibility is a critical element that fuels economic growth by facilitating the distribution of goods and services as outlined in the City's Inclusive Economic Growth Strategy: 2021. It is this need for accessibility that forms the basis for urban settlements.

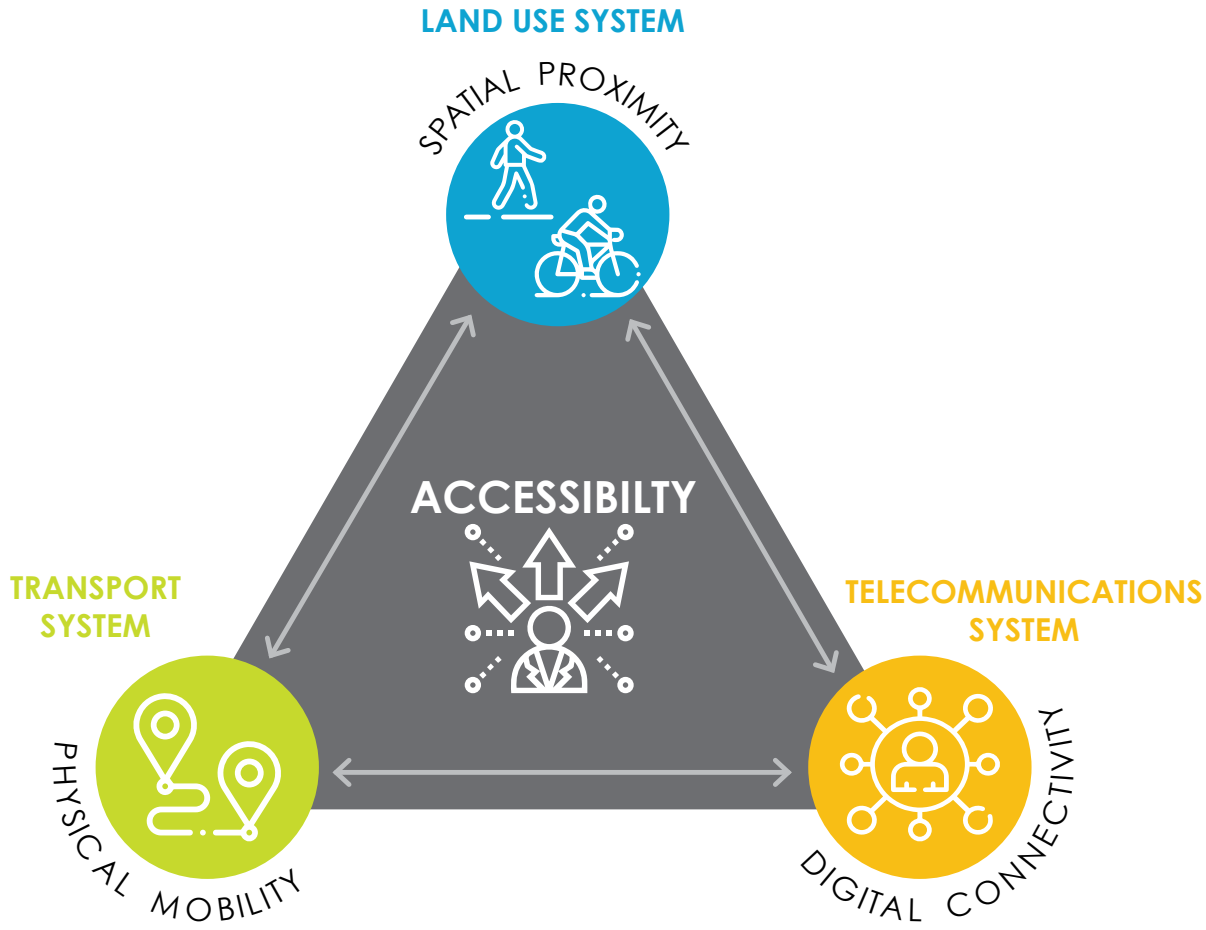
Historically, when devising transport systems, the primary focus has been on mobility or physical movement. While mobility remains essential, this traditional viewpoint can overshadow other crucial forms of access – proximity-based access relating to land use, and digital access involving information and communication technologies (ICT).

The triple access system visualises the significance of these three forms of access. It is crucial to explore all options from a resilience perspective, as one can substitute for another when needed.

The aim is to devise a transport plan that takes into consideration all these forms of access and combines them to create a robust, integrated network.

- Transport system (**physical mobility**): This refers to the city's mass public transport systems, including the metropolitan **rail system, MyCiTi, Golden Arrow buses (GABS), minibus taxis (MBTs)**, as well as private transport, and metered taxis, which provide access to opportunities too far for walking or cycling.
- Land use system (**spatial proximity**): This focuses on transforming the city into one where mixed-use nodes are densified, and people can reach opportunities over shorter distances by walking and cycling.
- Telecommunications system (**digital connectivity**): This enables online access for work, shopping, services, personal connections, and entertainment. While this system is continuously improving, the high cost of data or fibre limits access for a significant portion of the population. The City aims to improve this form of access, potentially reducing the need for physical travel and supporting local businesses.

TRIPLE ACCESS SYSTEM (ADAPTED FROM LYONS ET AL 2021)



WHAT DOES THIS MEAN FOR THE CITY'S APPROACH TO URBAN MOBILITY?

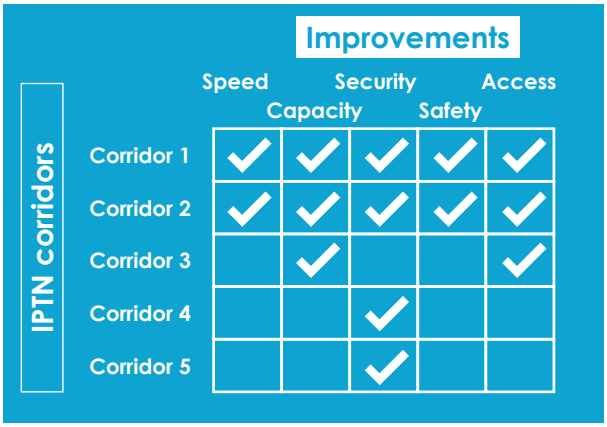
The City is committed to reducing the time residents spend travelling every day through targeted road capacity improvements and interventions that reduce the need to travel at all or during peak times of day.

2 Incremental Public Transport Reform

The incremental approach replaces the previous "vision of one" objective in the CITP. Instead of transforming all public transport into a MyCiTi system, different public transport modes will coexist and cooperate instead of compete. This approach is underpinned by four steps:

- **Partner** with willing actors in the access system
- **Innovate** and provide what is possible
- **Monitor** the system
- **Adapt** (adaptation is key and continuous)

The step-by-step approach aspires to foster resilience by enhancing options for commuters. Gradually, the City will aim to enhance the infrastructure and operations of public transportation, making it safer, more user-friendly, reliable, and of higher quality. The ultimate goal is to improve the public transport experience for as many commuters as possible, in the shortest possible time frame.

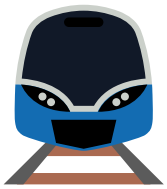


3 Embrace Uncertainty

The recent past has demonstrated that the future is no longer simply a project of the past. To support the economy through future disruptions and crises, transport planning and decision-making must recognise uncertainty to be resilient. This resilience integrates two techniques: Planning under Deep Uncertainty and the Incremental Approach, into a unified framework. Robust transport planning combines long-term futures thinking with short-term pragmatic action. This unified framework is incorporated in the CITP, the Integrated Public Transport Network (IPTN) plan, and the Transport Sector Plan.

In summary: In the face of uncertainty and mounting crises, resilience in decision-making - both in the short and long term - is necessary and requires:

- **Planning under Deep Uncertainty:** Envision plausible futures based on emerging trends, critical uncertainties, and systemic risks.
- **The Incremental Approach:** Focus on partnering, innovating, monitoring, and adapting for rapid, pragmatic incremental improvements.
- **Robust Transport Planning:** Merge these two approaches in a unified framework of transport planning.


Rail recovery


Climate change


Digital innovation


Protests


Economic growth

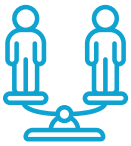

Informality

PRINCIPLES

These guiding principles will help to convert the vision into tangible objectives:

Pro-public transport and NMT: The focus is on enhancing accessibility for public transport and NMT users.

Customer-focused and inclusive: We aim to provide a transport system that prioritises the needs of its users, is inclusive to all, and upholds their dignity.



Equity: The goal is to ensure an equitable transport system for everyone and everything moving within Cape Town.

Connectivity: We strive to establish efficient interlinks between different modes of transport, and complete networks for diverse users to enable efficiency.

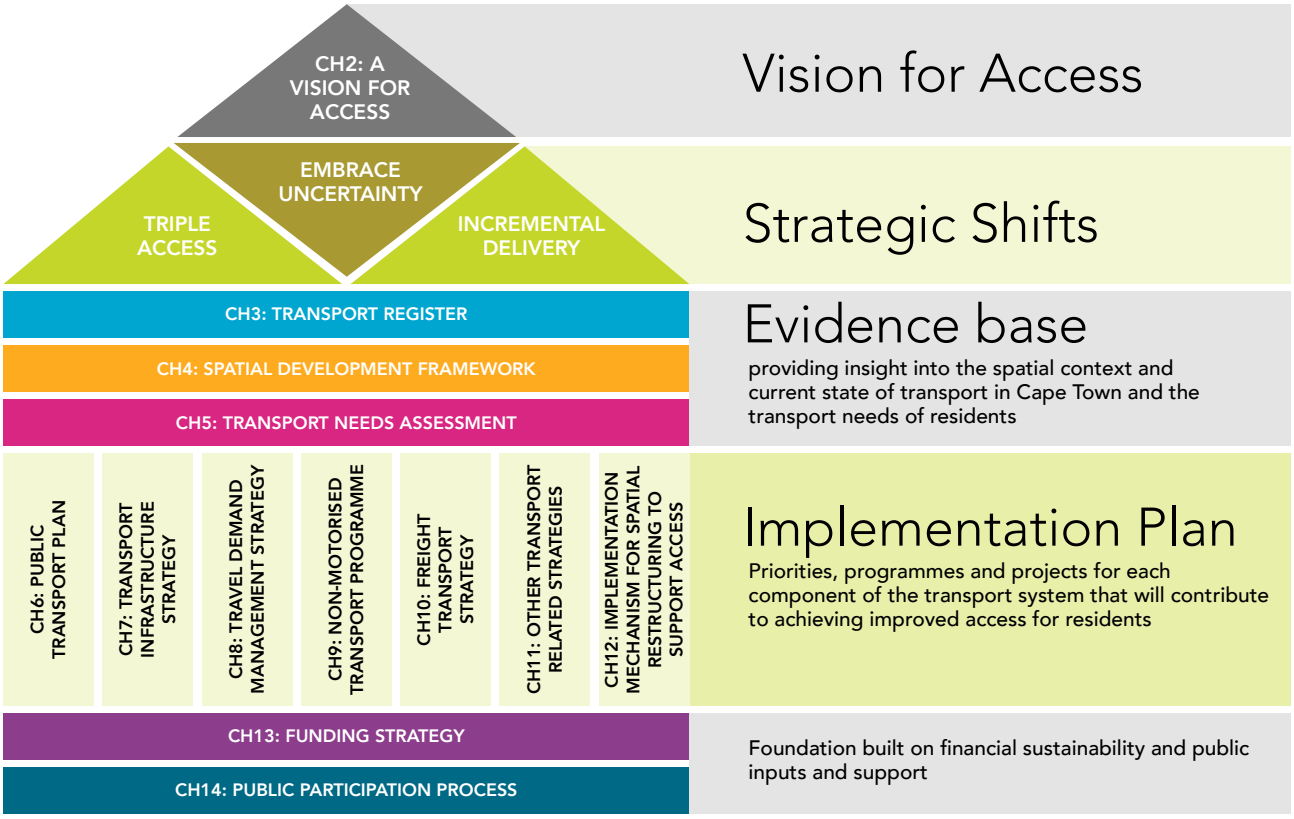
Agile implementation: We aim for a swift, resilient, and sustainable enhancement of the transport system that acknowledges uncertainty.

TRANSPORT OBJECTIVES

1. A transport system centred around customers that ensures inclusivity for all.
2. Equitable, inclusive delivery of high-quality services within financial sustainability limits.
3. Agile execution of an enhanced transport system that emphasises robustness and financial sustainability.
4. Appropriate management and maintenance of the infrastructure network and related facilities, representing the city's largest asset.
5. Comprehensive communication and stakeholder engagement to ensure responsible service delivery in collaboration with all relevant industry players.
6. Enable improved safety and security across the transport system (where this in the City's mandate)

The CITP vision and the three paradigm shifts now need to be woven into the fabric of all strategies and plans in the CITP for the next five-year cycle and beyond. The CITP includes a variety of plans and programmes, each at different stages of planning and execution. This new perspective will gradually be incorporated into these plans and programmes. This will ensure that project prioritisation and identification are aligned with the overarching vision and objectives of the CITP.

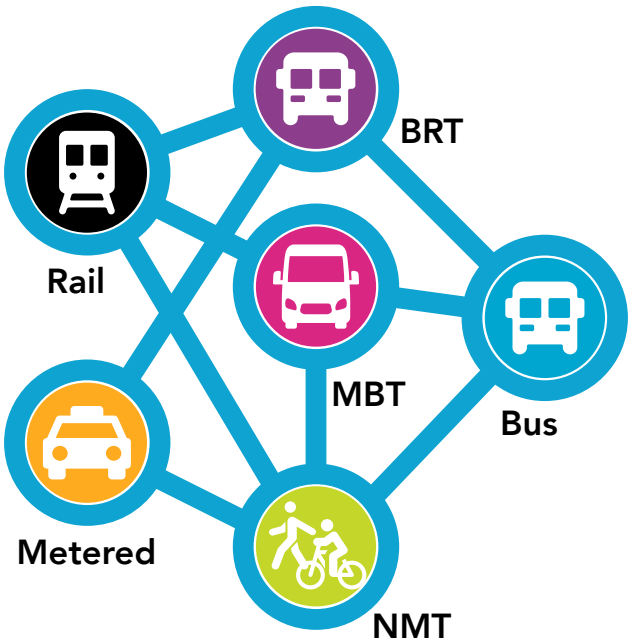
The diagram below provides an overview of the CITP chapters and reflects its various strategies and plans. The chapter headings and sequence are prescribed in the NLTA (2009) and its associated regulations.



CITY ROLES IN THE URBAN TRANSPORT SYSTEM

The transport system is a market where all players are in competition.

In an urban setting, the transport system is a competitive marketplace. Here, all transport operators, which include public transit services and private vehicle users, compete for passengers and road space. Their decisions are often made independently, without considering the effects on other transportation modes or commuters. If left unchecked, this approach could lead to a transport system that fails to meet the city and users' transportation needs, proving inefficient and ineffective in facilitating the movement of people and goods around the city. This could in turn result in high travel costs and lengthy travel times. The City needs to intervene appropriately.



The diagram below broadly unpacks how the City interacts with the urban transport system.

Role	Description
Deliver	The City is largely responsible for the provision and maintenance of the road network and public transport interchanges, and the direct delivery of services such as the MyCiTi bus service
Regulate	The City sets some of the rules which govern how the road network is used and has a responsibility to optimize the network to support the flow of private and public vehicles around the city. One of the City's key regulatory roles is its recommendations around the issuing of operating licences for road-based public transport services.
Innovate	Enable and support new generation technologies within urban mobility to bring positive change to the established ways in which people and goods move around the city.
Partner	Without having any defined role in the development or operations of the rail system, scheduled buses or Mini-bus taxi services, the City must partner effectively with these role players to support these travel modes to provide public transport that is accessible, safe, efficient and affordable for commuters.
Monitor	Regularly update the transport register and transport needs assessment and use tools such as the Urban Development Index to track progress and inform decision-making and implementation of the CITP.
Advocate	Advocacy seeks to influence the decisions, policies and practices of powerful decision-makers, to address the underlying causes of inefficient and unsustainable urban transportation, and support inclusive economic growth in Cape Town and the wellbeing of its residents

The three major intervention areas are listed below.

Physical infrastructure

The City largely holds the responsibility of building and maintaining the road network, utilised by both private and public vehicles, as well as NMT. In some cases, it regulates the provision of road infrastructure by the Western Cape Government (WCG) and the South African National Roads Agency (SANRAL), as well as by developers, and must consider other transport infrastructure such as the airport and port.

Operations

The City has multiple roles in how these infrastructure elements function within the urban transport system. It is involved in setting and enforcing some of the rules governing the use of the road network, and has a duty to optimise the network to facilitate the smooth flow of both private and public vehicles.

In providing public transport within Cape Town, the City is one amongst several public and private sector providers. These include passenger rail (managed nationally by PRASA), mini-bus taxis (run by private MBT associations, and known as "paratransit" as they are not formal services), scheduled bus services (under the WCG: GABS), and bus rapid transport (BRT: the City's MyCiTi service).

While the City manages the expansion and ongoing operations of the BRT system, it does not have a defined role in the development or operations of the rail system, scheduled buses, or minibus taxi services. Consequently, effective partnership with these role players is critical to support these modes of travel, while utilising the City's planning and regulatory role to ensure their optimal integration. This ensures that public transport remains accessible, safe, efficient, and affordable for commuters. Looking ahead, the City aims to take on a more direct role in overseeing these public transport participants.

Travel demand profile

"Why" "how" and "when" people and goods

move around the city is dictated by its spatial layout, the distribution of land uses, and population densities. Rules determining when and how often people need to travel are set by various sectors, such as employers, education, retail, etc. The City has limited control over these factors and must therefore rely on tools and mechanisms that can influence these travel decisions. Developing and implementing these mechanisms effectively requires a deep understanding of existing travel patterns, the factors driving travel behaviours, and how land use and transport interact spatially to create travel origins and destinations.

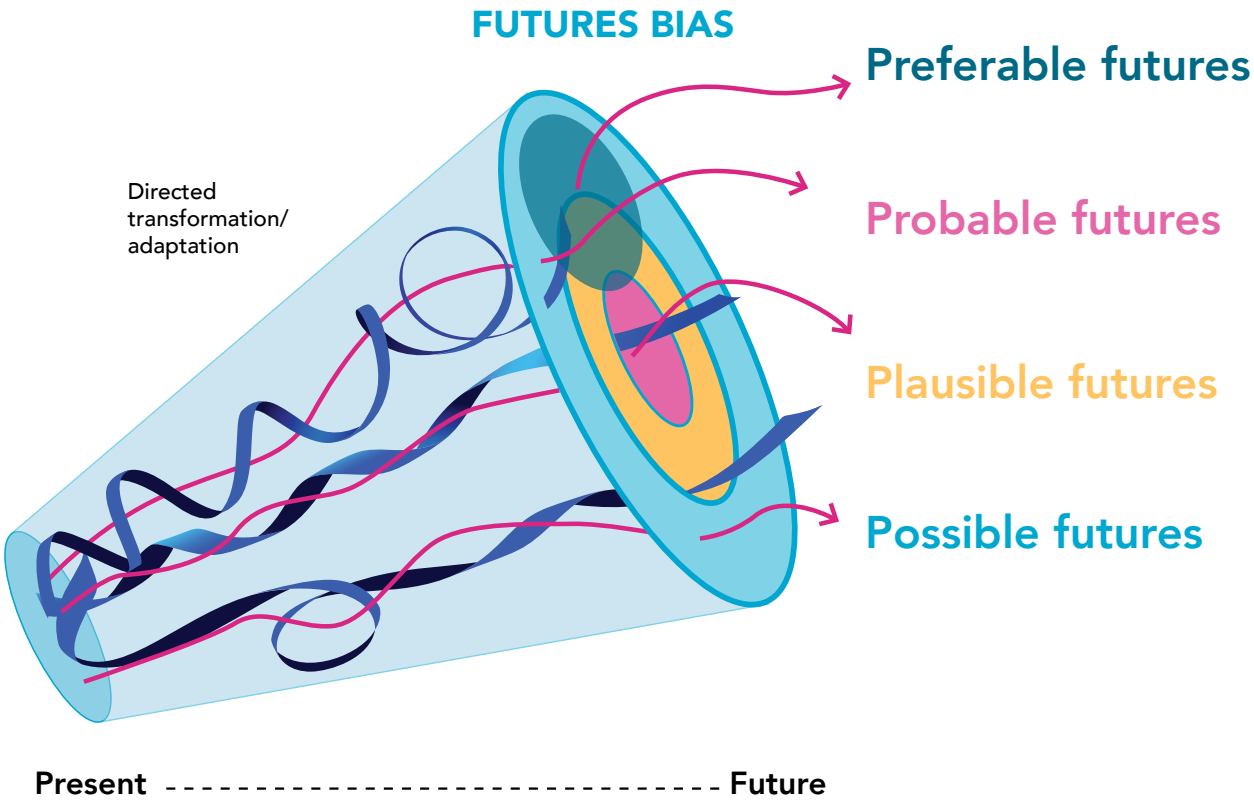
ROBUST TRANSPORT PLANNING APPROACH – SCENARIO PLANNING

A rethink of Cape Town's transport system planning is necessary, requiring a blend of traditional transport methods, systems thinking, and futures study tools to effectively work towards the vision.

A scenario-planning approach was used to provide perspectives on possible, probable, and plausible futures. This produced various trajectories towards potential futures, taking into account how current trends might develop, how critical uncertainties might resolve, and what new factors may come into play.

Benefits of using scenario planning include:

- **Enhancing our perception and navigation abilities** if well-integrated within formal strategic planning processes
- Generating a wealth of **insights about the future**, stimulating new ways of thinking and behaving
- Encouraging **true agility** if an organisation's decision-making processes and culture support agile decisions
- Enabling leaders to **embrace**, **own** and not fear **uncertainty** – a crucial competency for the future work environment



Source: Based on Hancock and Bezold (1994)

This leading question was used to stimulate new ways of thinking for each scenario: **How can we envision potential, plausible futures for a safe, secure, sustainable, and citizen-centric mobility system for Cape Town by 2050?**

The scenario-planning approach also identified drivers of uncertainty – factors that might affect the City's ability to achieve the transport system's objectives. Key drivers include:

a. Economic growth
b. The extent of formality (or centralised control) in regulation, or of informality / decentralisation
c. The climate change crisis
d. The speed at which people adopt digital connectivity to replace the need for travel
e. The condition of the rail system
f. The level of available funding

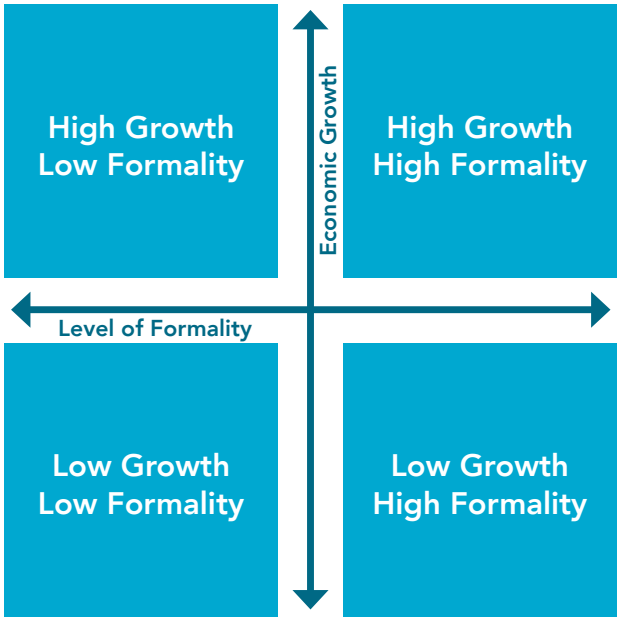
Scenarios aid in identifying robust strategies that can perform well across a wide range of future conditions. The scenarios can then be stress-tested. A robust strategy or plan will perform relatively well in all the scenarios, often proving adaptive, adjusting over time in response to new information.

Critical uncertainties

The scenario planning process produced two critical uncertainties that was expected to have the highest levels of potential impact and uncertainty for the future of safe, secure, sustainable and citizen-centric mobility for Cape Town 2050:

The rate of economic growth or decline.

The degree of formality (or centralisation) in regulation in all sectors, but, particularly in mobility.



Using these two key uncertainties as axes, four scenarios emerged against which the plan will be tested.

These scenarios will be utilised to select a low-regret or base transport system, which aligns with the vision's objectives in all four scenarios. This base case should be robust and adaptable, ready to change if the future does not align with expectations. The City's low-regret or base transport system is being developed in 2023/24 through the IPTN plan update, and will be included in the CITP's annual review process when ready. Having an adaptable plan is a part of the scenario-planning approach, ensuring that the transport system remains fit for purpose.

Strategic navigation

The City will develop measures to enhance the robustness and adaptability of the new CITP. These measures will particularly support and enable acceleration of the CITP programme outlined in Chapter 13. The scenario-planning approach calls for annual updates to ensure that strategy is adapted as progress is tracked. By determining which trends to monitor within the identified scenarios, the plan will be better equipped to recognise when it is approaching key tipping points, allowing it to adjust accordingly.

IMPLICATIONS OF THE CRITICAL UNCERTAINTIES FOR THE OVERALL TRANSPORT SYSTEM

Level of economic growth

Integrated transport planning will have to consider the state of the local economy – whether it is growing or contracting – to ensure that long-term investments in mobility and its supporting infrastructure yield sustainable value over time. Planning will have to support activities that stimulate economic development and, eventually, sustainable economic growth that benefits citizens' needs and interests.

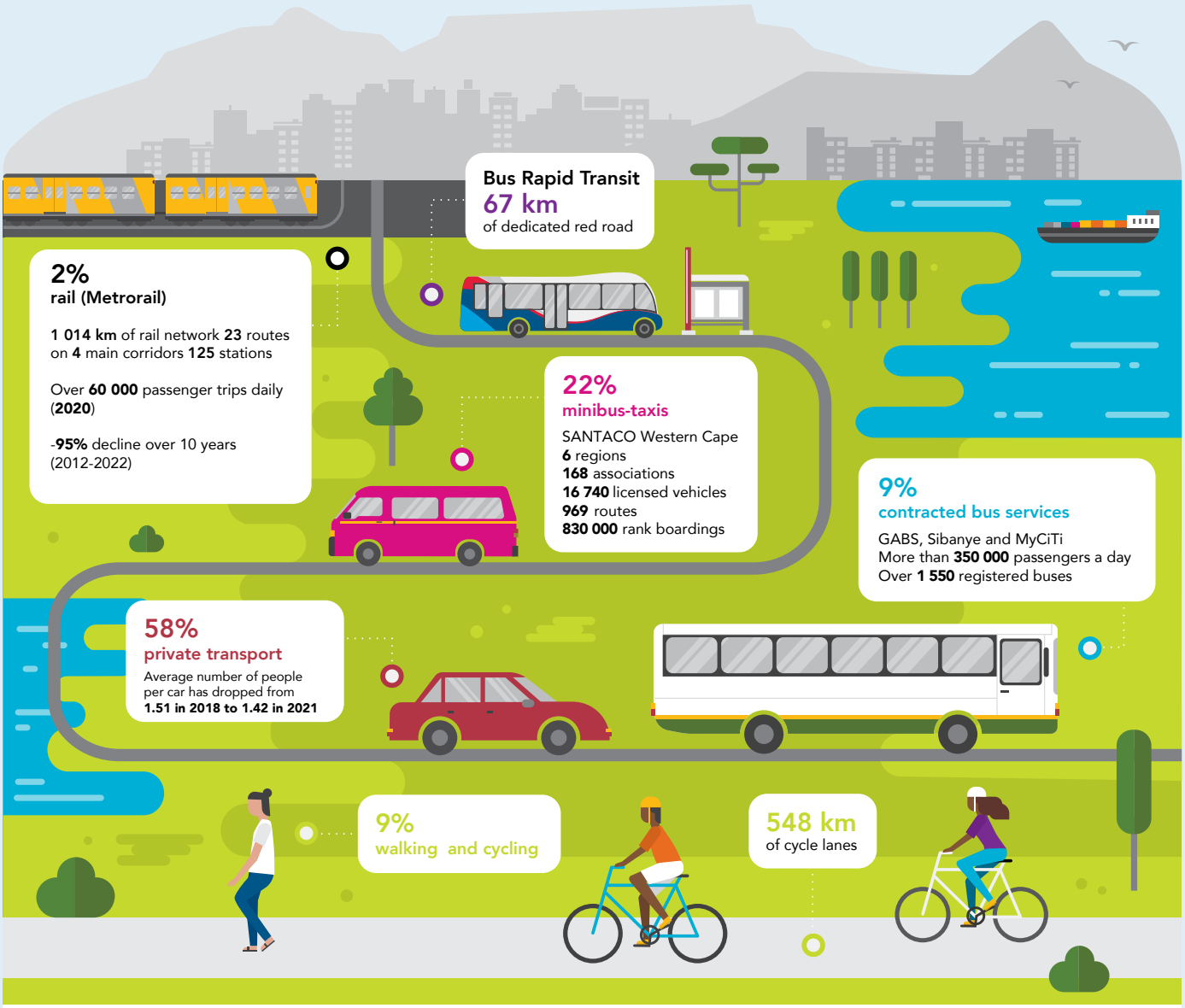
Level of informality

The gap between the formal and informal economies (this includes the economy as well as housing, transport and other services) is quickly closing as they become increasingly interdependent and interconnected. Cape Town, a city that embraces and values this blending of the previously informal and formal sectors, reflects its nature as an emerging society. As highlighted in DESA Working Paper No.46, the informal sector is not going anywhere and is intrinsically linked to the formal sector. Therefore, an appropriate policy response that promotes equitable linkages balancing the relative costs and benefits of working formally and informally is required.

Chapter 3

TRANSPORT REGISTER

CAPE TOWN'S **TRANSPORT PICTURE 2022**



4.7 million citizens

Cape Town's road network

City roads	**9 939** km
Provincial roads	**895** km
National roads (SANRAL)	**183** km
Private roads	638 km
Foot bridges	178
Road bridges	444
Rail bridges	11
Culverts	105
Stormwater conduits and canals	7 364 km
Signalised traffic intersections	1 500

33% of the trips in the morning peak are made using public transport

3 785 000 passengers every day

95% of public transport users are in the low to low-middle income brackets

On a typical weekday there are around **90,000 trips** being made across the city using metered taxi services (including e-hailing services).

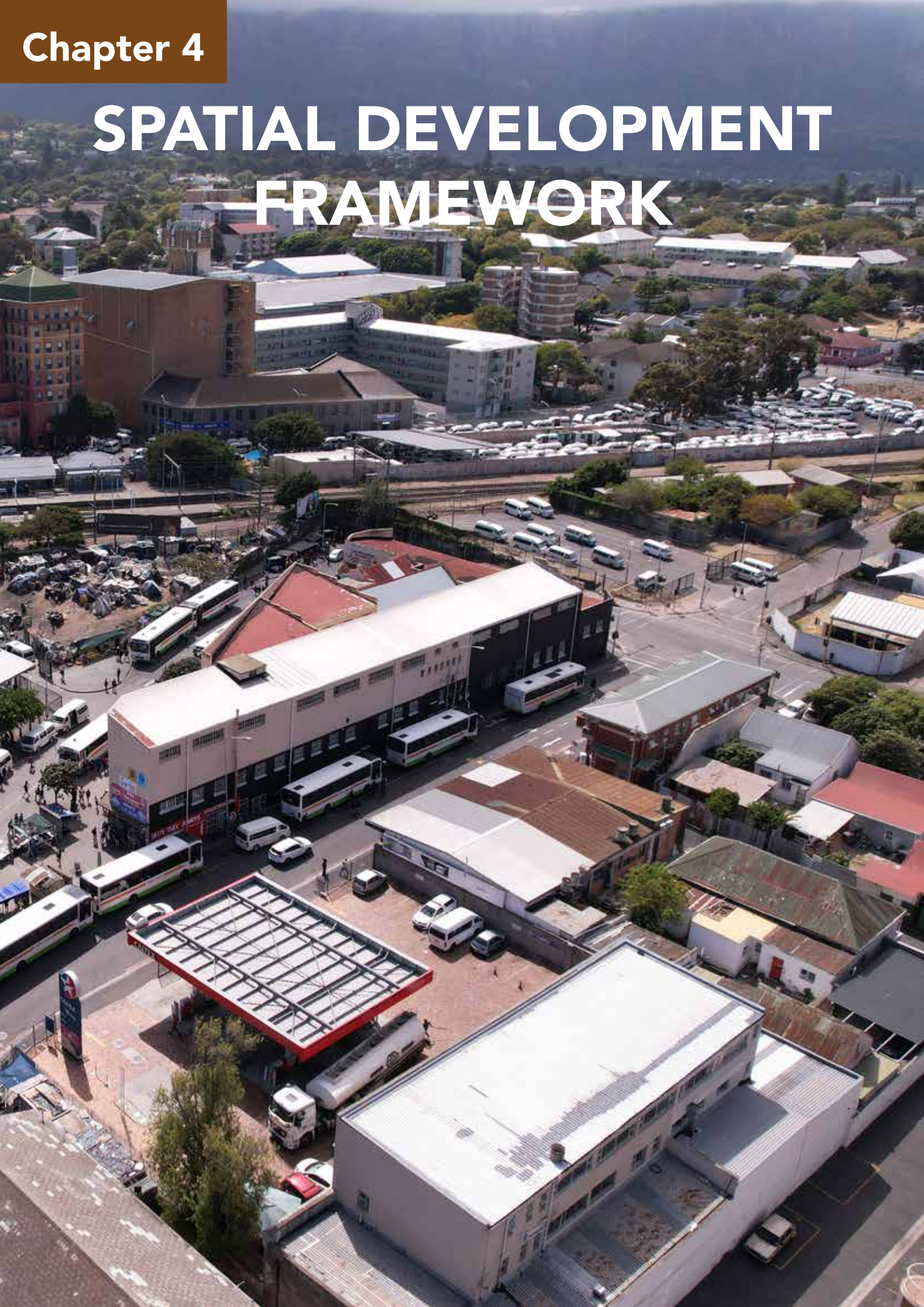
Busiest public transport interchanges (PTI)

1. Cape Town Station Deck
   210 000 commuters daily
2. Bellville
   180 000 commuters daily
3. Wynberg
   70 000 commuters daily

Transport data is dynamic. The statistics used have been sourced from different sources and gathered at different times and thus may not reflect the latest developments in transport use. Sources include the 2013 National Household Travel Survey, the City of Cape Town's Comprehensive Integrated Transport Plan 2018-2023, Transport Reporting System and Geo-database. The crisis facing Cape Town's rail service implies that the estimate of its modal share (18%) may in fact be lower, and the share of other modes therefore higher.

Chapter 4

SPATIAL DEVELOPMENT FRAMEWORK



The Cape Town Municipal Spatial Development Framework (MSDF) is the primary document that outlines the City's long-term spatial vision, policy objectives, and desired outcomes in line with the IDP. This framework is supported by more detailed District Spatial Development and Environmental Management Frameworks (DSDFs-EMFs), one for each of the eight districts in the city. These documents collectively guide and manage Cape Town's long-term physical growth and urban development over the next 10 to 20 years, informing planning, budgeting, and adjudicating land-use decisions. At a metropolitan level, the focus is on accelerating the implementation of inward-growth-focused, spatially-targeted programmes, strategies, and tools.

PRINCIPLES / OBJECTIVES

The Spatial Planning and Land Use Management Act (SPLUMA) outlines five principles that all municipalities must follow when developing their MSDFs:

- Spatial justice
- Spatial sustainability
- Spatial efficiency
- Spatial resilience
- Good administration

These principles are inherent in the MSDF and are encapsulated under three key spatial strategies:

1. Plan for economic growth, and improve access to economic opportunities.
2. Manage urban growth, and create a balance between urban development, food security, and environmental protection.
3. Build an inclusive, integrated, vibrant, and healthy city.

These three strategies guide decision-making that binds the City and must be utilised to inform the City's capital budget expenditure to implement this MSDF.
They offer strategic intent and investment guidance for the public sector and collectively provide the spatial direction that:

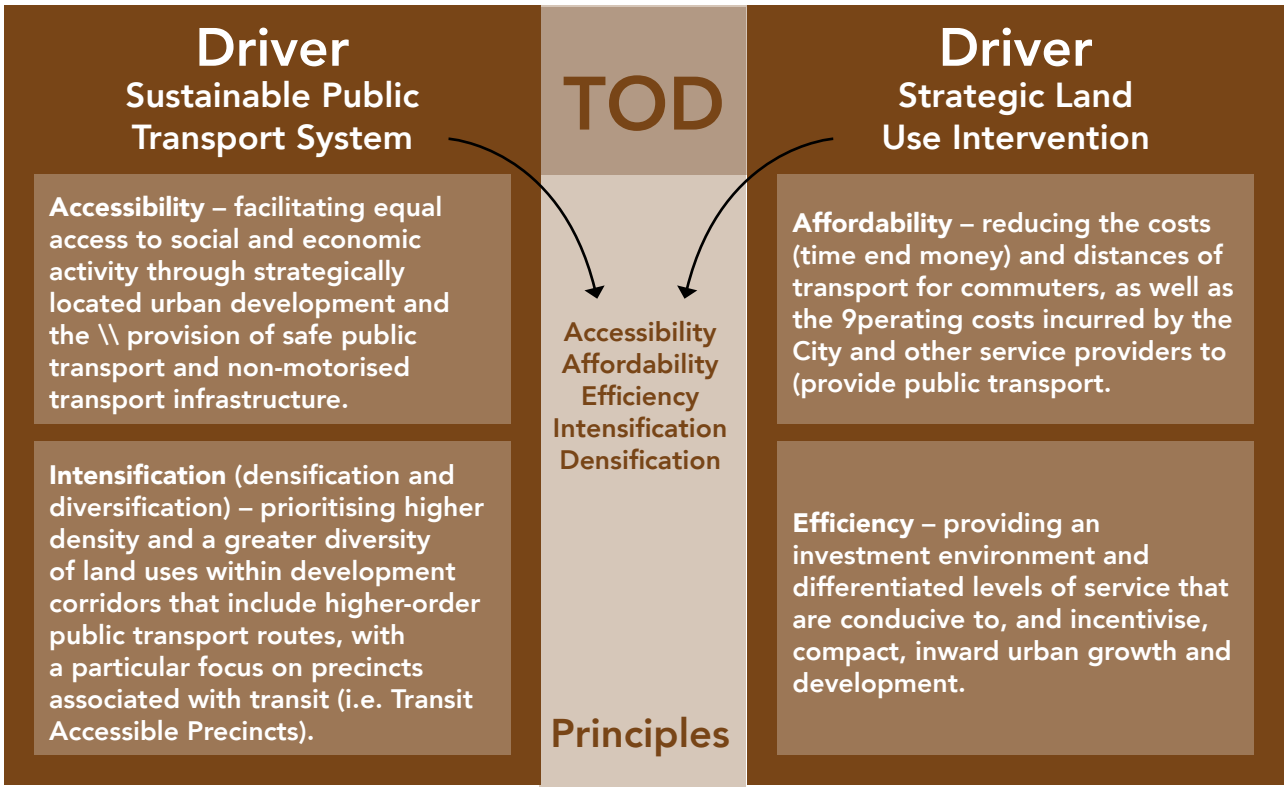
- Establishes a corporate spatial perspective, which informs the lower-order spatial plans.
- Informs and directs infrastructure investment and maintenance approaches and project pipelines.
- Informs submissions and motivations for development proposals and applications from the public and private sectors.
- Directly impacts the assessment of land use and building plan applications.

TARGETED DENSIFICATION AND INTENSIFICATION

Access to public transport and the optimisation of locational benefits are fundamental to supporting the restructuring and spatial transformational agenda in Cape Town. These will be central to the prioritisation of new development areas identified in the eight District SDFs.

The framework recognises the interplay between property economics, land use, and transport in determining the future spatial structure of the city. It also emphasises the imperative to address the fragmented and inefficient spatial form and the need to mitigate negative trends. This understanding is crucial to enable an integrated, efficient, and sustainable transport system.

The MSDF builds upon the TOD Strategic Framework (2016 – also linked to the Sustainable Development Goal 11), as illustrated below.



The intensification of land use entails both the densification and diversification of how land is utilised. The MSDF plays a crucial role in directing spatial targeting as a planning and policy guide. Available data indicates that most of the current development hotspots are situated on the periphery of the city. This pattern has significant implications for the transport demand generated by these areas and undermines the investment zones of the MSDF in certain areas.

MSDF AND THE IPTN PLAN

The MSDF drew heavily from the existing IPTN plan (2015-2023). The current and future trunk routes (rail and BRT) informed the urban inner core area and directed where land use intensification should be targeted. However, the MSDF also acknowledges the ensuing shift towards an incremental approach to corridor development, which recognises the full range of public transport services, particularly MBTs and GABS. While this will be developed further in the new IPTN plan, it has already influenced the MSDF. "Sub-metropolitan-scale planning initiatives, and the release of strategic land parcels for development along these routes, will further enhance opportunities to combine spatial and transportation planning opportunities and expand the development potential of these corridors." (p39).

INVESTMENT CATEGORIES

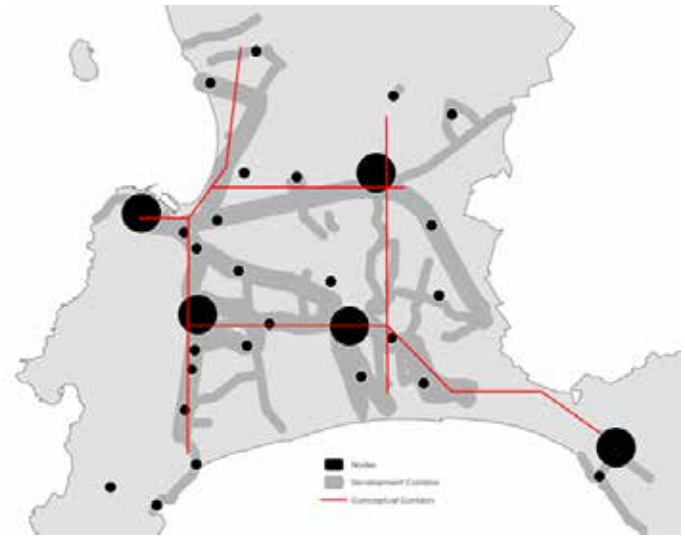
The MSDF provides a classification of land – instead of prescribing specific land uses, it aims to guide investment categories for public and private (and joint) decision-making through spatial targeting. Spatial targeting is the deliberate focusing of government and private sector interventions, services, infrastructure development, or policy responses into specific geographical areas. This area-based approach generally seeks to maximise the impact of an urban policy initiative and can be applied at various scales (p51).

SPATIAL TRANSFORMATION AREA (STA)	INVESTMENT PARTNERSHIP	INVESTMENT PRIORITY	PUBLIC EXPENDITURE	GRANT PRIORITISATION	PRIVATE SECTOR OPPORTUNITIES
Urban Inner Core (UIC) 	• Public sector investment priority • Areas of co-investment between public and private sector (development charges + City budget allocations cover capital and operational cost of infrastructure)	• Future proofing of UIC through bulk infrastructure prioritisation. • Cross-sectoral collaboration, maintenance and upgrade of bulk engineering infrastructure and social infrastructure	• Priority: Implementation of key public sector interventions associated with bulk and social infrastructure, including existing and planned public transport network	• Urban Development Zone • Special Economic Zones • Manufacturing Incentives • Social Housing Restructuring Zones • Prioritised Human Settlement Areas	• Spatially targeted mechanisms, incentives and facilitation to support urban regeneration and spatial integration, increase access to affordable housing opportunities and drive sustainable and inclusive economic growth
Incremental Growth and Consolidation (IGA) 	• Public sector investment priority • Areas of co-investment between public and private sector	• Serving existing developments and communities • Subject to capacity or existing inclusion in utilities master planning when serving proposed development	• Priority for phased bulk engineering infrastructure, subject to the City's master plan	• Full suite of grant funding in support of new development areas and development focus areas • Restructuring Zone, where aligned to TOD imperatives	• Development permitted, subject to capacity • Spatially targeted cross-subsidised social infrastructure • Limited incentives
Discouraged Growth Area (DGA) 	• Self-funded areas for land development other than that permitted within agricultural and rural zoning as per MPBL's DMS • City and the public sector will not co-finance the provision of bulk engineering and social infrastructure beyond the City's master planning and urban development edge	• Zero priority for public sector funding for land development beyond that permitted within agriculture and rural zonings	• Zero public sector funding for land development beyond that permitted within agriculture and rural zonings	• National Government Grant funding, permitted financing programs and incentives to support agricultural economic sectors • Engineering and social infrastructure self-funded and subject to Determination of Engineering Services as per section 65 (3) and (5) of the MPB-L.	• Limited to activities related to agriculture and rural zonings. • In the event of land development approval(s), subject to determination of engineering services through implementation of internal municipal services district in terms of the MSA 2000
Critical Natural Assets (CNA) 	• Public sector priority and partnerships based on preservation and enhancement of natural assets	• Focused on enhancement, expansion and increasing accessibility to assets	• Priority	• Partnership based on protection and enhancement of natural resources	• Limited tourism-related development opportunities that do not compromise assets

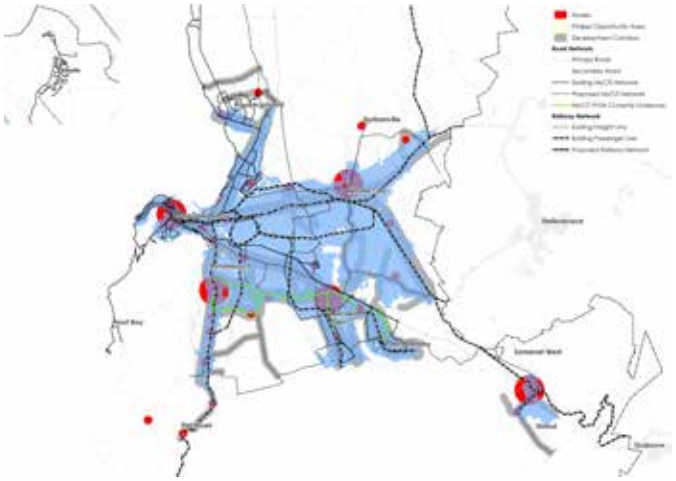
- Supporting and facilitating inclusive economic growth: This is achieved by using context-sensitive planning tools and funding models to ensure the timely provision of connective infrastructure (such as public transport, broadband, and bulk reticulation) that supports spatially efficient, job-generating inward investment.
- Ensuring access to employment: This involves improving public transport access to areas of economic potential, with a special focus on inner-city business nodes.
- Supporting, coordinating, and facilitating equitable land markets: This is achieved by increasing private and public housing supply interventions that enable transit-supportive development and deliver key benefits to housing agglomeration and increased employment densities.
- Providing an efficient, safe, and affordable public transport system: This supports transit-oriented development and land-use intensification (i.e. diversification and densification) in and around transit corridors and nodal points serviced by an existing and future public transport network.
- Coordinating, prioritising, and implementing land development and public investment. This is aligned to the MSDF's STA investment rationale and supports inward growth.
- Acknowledging inherent natural and man-made risks and land development directives.
- Reinforcing critical infrastructure elements that supports the city's functionality.
- Preserving and enhancing the city's natural assets, which include unique agricultural areas.
- Ensuring an Urban Development Edge that enhances the STA investment rationale by providing a clear position on the vision for spatial planning and land use systems. It further promotes and facilitates a well-defined balance between future urban development needs and the protection of the natural environment and unique agriculture areas.

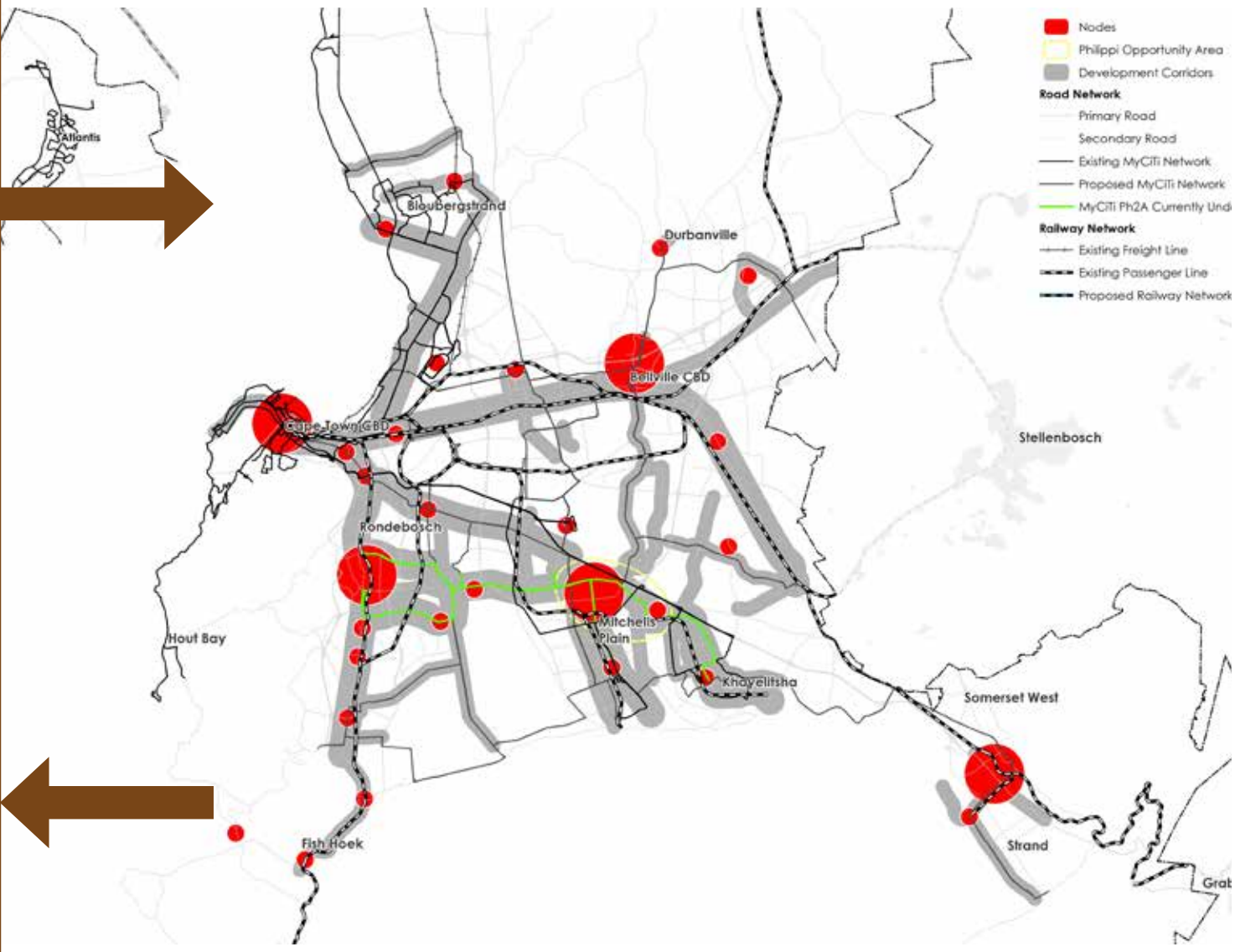
In addition, the urban inner core includes two important sub-categories: Development Focus Areas (DFAs) and Urban Support Areas (USAs). While these are depicted on the MSDF map, they are detailed in the DSDFs-EMFs. USAs are areas of need (characterised by informality and multiple challenges) where public investment has been minimal to date and are not necessarily well-located. These areas are better identified at a DSDF level for appropriate planning and investment.

The impact of the transport network in determining the urban inner core is clear from the diagram provided. All policy statements in the MSDF promote the greatest intensification of development in the DFAs, which largely follow the development corridors in the MSDF composite map.



A FOCUSED INVESTMENT RATIONALE WITHIN AN URBAN CORE

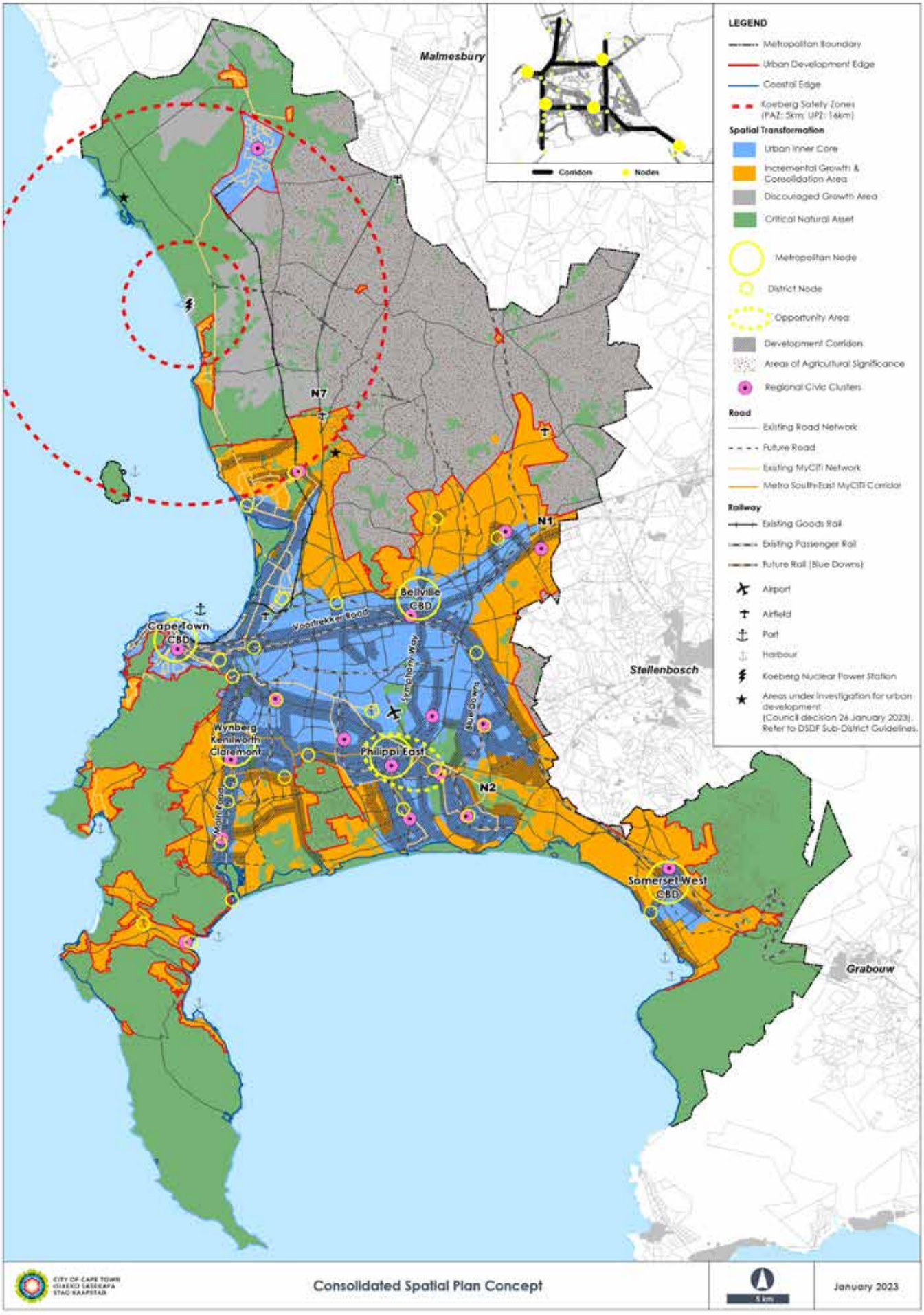



Nodes
Philippi Opportunity Area
Development Corridors
Road Network
Primary Road
Secondary Road
Existing MyCiTi Network
Proposed MyCiTi Network
MyCiTi Ph2A Currently Undi
Railway Network
Existing Freight Line
Existing Passenger Line
Proposed Railway Network
Atlantis
Bloubergstrand
Durbanville
Bellville CBD
Cape Town CBD
Stellenbosch
Rondebosch
Hout Bay
Mitchells Plain
Khayelitsha
Somerset West
Fish Hoek
Strand

SPATIAL TRANSFORMATION AREA (STA)	INVESTMENT GUIDELINE
URBAN INNER CORE	Future proof and upscale
INCREMENTAL GROWTH AND CONSOLIDATION AREAS	Fix and maintain
DISCOURAGED GROWTH AREAS	Avoid public sector investment
CRITICAL NATURAL ASSETS	Enhance natural assets

The table above summarises the investment guideline for each STA, and is applicable to most transport investment as well (except that serving the remote core areas and the functional region).

The MSDF consolidated concept map below provides development directive and must be read in conjunction with the full set of maps found in the main document. These include precautionary risk areas; biodiversity network and marine protected areas; agricultural significance and aquifers; climate change considerations / risks; heritage considerations; and tourism and green infrastructure maps.


Malmesbury
Corridors
Nodes
LEGEND
Metropolitan Boundary
Urban Development Edge
Coastal Edge
Koeberg Safety Zones (PAZ: 5km; UPZ: 16km)
Spatial Transformation
Urban Inner Core
Incremental Growth & Consolidation Area
Discouraged Growth Area
Critical Natural Asset
Metropolitan Node
District Node
Opportunity Area
Development Corridors
Areas of Agricultural Significance
Regional Civic Clusters
Road
Existing Road Network
Future Road
Existing MyCiTi Network
Metro South-East MyCiTi Corridor
Railway
Existing Goods Rail
Existing Passenger Rail
Future Rail (Blue Downs)
Airport
Airfield
Port
Harbour
Koeberg Nuclear Power Station
Areas under investigation for urban development (Council decision 26 January 2023). Refer to DSDF Sub-District Guidelines.
N7
N1
N2
Bellville CBD
Cape Town CBD
Voortrekker Road
Symphony Way
Main Road
Wynberg Kenilworth Claremont
Philippi East
Stellenbosch
Somerset West CBD
Grabouw
CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD
Consolidated Spatial Plan Concept
5 km
January 2023

Chapter 5

TRANSPORT NEEDS ASSESSMENT

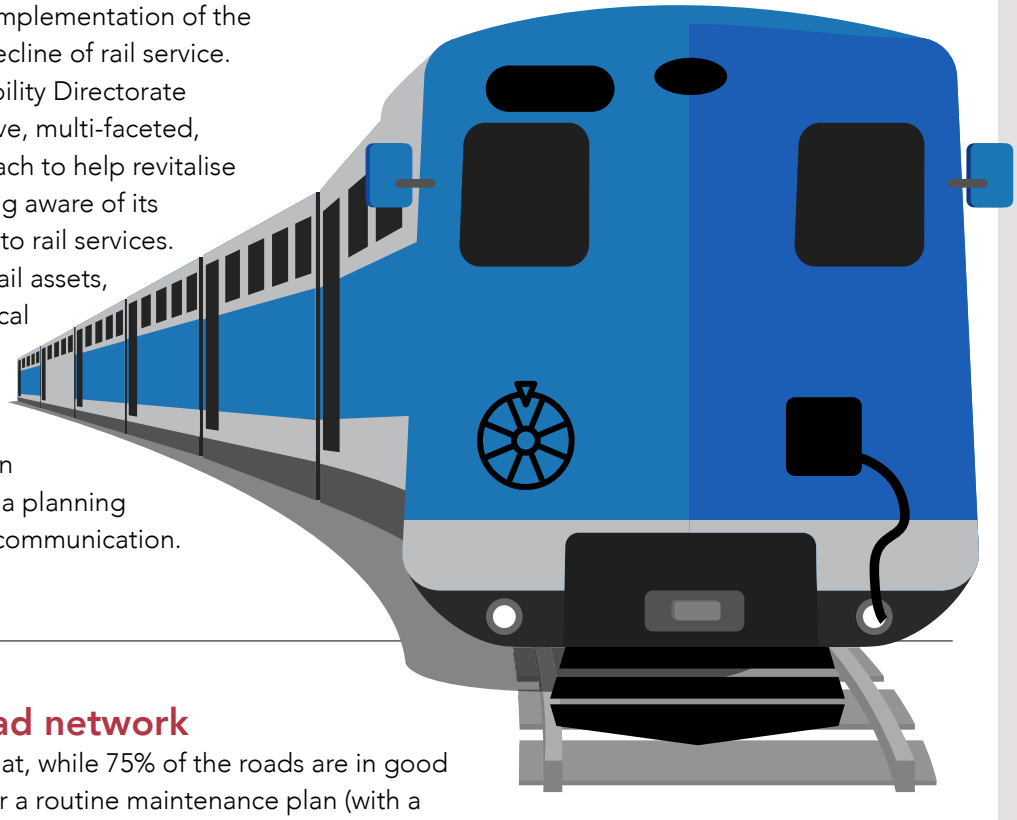
SUMMARY OF CRITICAL TRANSPORT NEEDS

The transport system in Cape Town currently faces significant challenges, especially concerning public transport services, particularly rail, and the urgent need for adequate funding. The Urban Mobility Directorate, despite its limited mandate, must focus on these priority issues through a multi-sectoral approach. This not only helps to stabilise the transport sector but also encourages the application of resilience, responding to climate change, and other sector strategies to adapt and enhance current transport sector services. The priority issues listed below reflect the critical needs in the transport sector, and a midterm objective set, with an associated strategy for each.

Decline of rail

The rail system is plagued by a lack of new and upgraded infrastructure, severe lack of preventative maintenance, a deteriorating signalling system and rolling stock, all of which have contributed to a significant drop in passenger numbers.

- **Midterm objective:** Assist in revitalising rail services and commence implementation of the strategy to address the decline of rail service.
- **Strategy:** The Urban Mobility Directorate will follow a comprehensive, multi-faceted, intergovernmental approach to help revitalise the rail service, while being aware of its limited mandates related to rail services. This includes protecting rail assets, reinstating services, political lobbying and advocacy, legislative reviews, exploring options to address the future of rail in line with the City's role as a planning authority, and improving communication.



Maintaining the road network

Recent assessments show that, while 75% of the roads are in good condition, there is a need for a routine maintenance plan (with a dedicated budget) to keep them that way.

- **Midterm objective:** Ensure operational stability of road-based transport through a well-maintained road network. Develop effective maintenance strategies to balance cost, performance, and risk for future network sustainability.
- **Strategy:** Develop a road maintenance plan that aligns with the Pavement Management System (PMS) for each class of road within the network.

Successful implementation of the Metro South-east (MSE) corridor of MyCiTi

The rollout of the BRT network was not completed within the initially planned timeframes.

- **Midterm objective:** Complete the project by 2027/28 to provide a high-quality, affordable, and dignified public transport system.
- **Strategy:** Adopt a revised programme with project milestones to ensure project completion. This includes a review of the capital programme for this corridor.

Developing a prioritised pipeline of projects

The City's financial resources for capital programmes, including the associated operations and maintenance of an asset over its lifecycle, is limited. This underscores the need for more strategic, data-driven investment decisions. The Urban Mobility Directorate has been working to improve its analytical and process capabilities to ensure that its project pipeline delivers maximum returns in line with the CITP objectives.

- **Midterm objective:** Align project implementation with transport sector objectives, priorities, and resources.
- **Strategy:** The Urban Mobility Directorate has developed a framework for identifying, screening, and prioritising projects. The criteria for this assessment include considerations such as local economic opportunities. Future project prioritisation will include a review in terms of their potential to reduce transport costs for low-income families and will favour integration with other sectors.

Funding public transport operations

- **Midterm objective:** Pursue financial sustainability through alternative funding sources and clarifying funding models and arrangements across modes at a national level.
- **Strategy:** The Urban Mobility Directorate will explore new funding sources to sustainably fund public transport operations, advocate for national fiscal rearrangement, and support the development of a national public transport subsidy policy.

Minibus taxi industry transition and transformation

The minibus taxi industry plays a crucial role in the daily lives of thousands of Cape Town residents. The City supports the transition and transformation of the industry to strengthen its capacity and improve passenger experiences.

- **Midterm objective:** Transition and support the minibus taxi industry to integrate into the IPTN to aid the financial sustainability of public transport provision in the future and improve the level of service offering to the commuter.
- **Strategy:** The Urban Mobility Directorate will pursue several aspects to integrate the minibus taxi industry, including: investigating regulatory levers to improve the quality of service for commuters, supporting the upgrading and formalisation of the industry, considering the role of the taxi operating company model and the mode as a feeder or last-mile home service to higher-order transit service, allowing the City to engage effectively with the industry over the long term, and pursuing training opportunities for the taxi industry.

Enabling transit-oriented development

- **Midterm objective:** Provide the required decision-making tools through regulatory reform where appropriate.
- **Strategy:** The Urban Mobility Directorate will lead the process of unpacking and redeveloping mechanisms to enable TOD in collaboration with the Spatial Planning and Environment Directorate.

Managing travel demand

Travel Demand Management (TDM) is a strategy currently in place to reduce private vehicle kilometres travelled, thereby decreasing carbon emissions and congestion. This is done by reducing the number or length of trips, influencing trip timing, and changing the travel mode.

- **Midterm objective:** Build on the benefits of changed travel behaviour already experienced on the transport ecosystem.
- **Strategy:** The Urban Mobility Directorate will use a multifaceted approach, including promoting flexible work programmes within the organisation and in the corporate sector, influencing the Future of Work Programme, implementing network interventions such as reallocating road space to more sustainable forms of transport, supporting the WCG TDM measures, and carrying out infrastructure interventions that prioritise public transport.

Reviewing the IPTN Plan

- **Midterm objective:** Thoroughly review the IPTN Plan to ensure it is relevant to the changing demands for travel. Re-evaluate the supply of public transport proposed in the business plan that can be funded, implemented and operated.
- **Strategy:** The Urban Mobility Directorate will assess the changing nature of travel from a travel behaviour perspective and the district spatial development frameworks, and how these will impact the IPTN Plan. The IPTN Plan review will include a review of the City's assumptions regarding the provision of rail and the likely available funding for the implementation of the IPTN Plan. New data will need to be generated to inform the plan. The Urban Mobility Directorate will accelerate the completion of the conceptual designs of the most critical public transport corridors and focus on intergovernmental relations mechanisms to lobby State-owned Enterprises to invest in their assets in a way that best facilitates economic recovery.

Regulatory reform

- **Midterm objective:** Address the inefficiencies within the transport system through regulatory reform.
- **Strategy:** The Urban Mobility Directorate will work on resolving the existing lack of clarity and inefficiencies within the regulatory environment that translate into competing travel options. The directorate will also review existing policies in support of creating land use and transport conditions that attract socio-economic and private sector development at Public Transport Interchange (PTI) precincts and along transport corridors. Additionally, the directorate will engage with the President and Minister of Transport, highlighting the National Land Transport Amendment Bill's shortcomings and offering to play a constructive role in remedying these problems.

Optimisation of PTIs for economic benefit

- **Midterm objective:** Optimise PTI precincts to maximise economic benefits.
- **Strategy:** The Urban Mobility Directorate will develop a model for how PTIs should be managed, focusing on strengthening local/PTI-precinct level organisation, operations and capacitation.

Energy transition for the transport sector

- **Midterm objective:** Pursue a path towards carbon neutrality in the transport sector, following existing commitments such as the C40 Commitment towards Carbon Neutrality by 2050, as well as the Green and Healthy Streets Accelerator under the C40 programme. This includes increased efficiency and integration of public transport, increased modal share of NMT, reduced need for commuting, the introduction of an alternative vehicle technology and fuel-switching programme for the City's bus and vehicle fleets, and creation of an enabling environment for the widespread adoption of electric mobility in Cape Town.
- **Strategy:** The Urban Mobility Directorate will support the midterm initiatives and develop a framework to promote the early adoption of electric vehicles (EVs) and other alternative fuel vehicles in a resource-constrained environment. The TOD Strategic Framework provides a strategy platform from which to launch actions that influence spatial form, in order to achieve the first three focus areas. In the midterm, the City's Fleet Management Sector commits to a pilot EV procurement (and other alternative fuel vehicles), and the energy sector commits to creating an enabling environment for the widespread adoption of electric mobility. Although the City is not a leader in the early adoption of EV buses, it should at least keep pace with other municipalities.


Golden Arrow

Chapter 6

PUBLIC TRANSPORT PLAN

The focus of the City's Public Transport Plan (PTP) is to enable a cohesive and efficient public transport network, connecting services and modes within Cape Town and its surrounding areas. Central to this PTP is the revision and update of the IPTN Plan.

Some key lessons from the previous IPTN Plan 2032:

- The inherent difficulties in accurately predicting the future, especially the long-term future.
- The decline of rail transport which has significantly increased congestion, and the fragmented responsibility for public transport across different government spheres, which makes planning and implementation difficult.
- Ignoring uncertainties and risks reduces the resilience of the plan.
- Implementation is difficult because of the fragmented responsibilities in the transport sector as described above.

With these lessons in mind, the IPTN Plan will be updated using new methodologies to be as relevant as possible. The update will embrace planning in uncertainty to build resilience. The approach will focus on incremental implementation and will adapt to modal appropriateness on key corridors and routes over time.

The three main paradigm shifts for the IPTN Plan can be summarised as follows:

- Planning the IPTN: Use the "Planning under Deep Uncertainty" method to **embrace uncertainty** about the future by exploring diverse, plausible futures through transport modelling and the future trends that may create these futures.
- Implementing the IPTN: An **incremental approach** will be taken to drive rapid, incremental improvements across multiple transport modes and along multiple corridors, guided by a framework.
- Serving through the IPTN: The primary purpose of integrated public transport is to provide access to opportunities, resources and services. The approach will be in line with the **Triple Access System** that emphasises the role of transport services as one aspect in a larger access system.

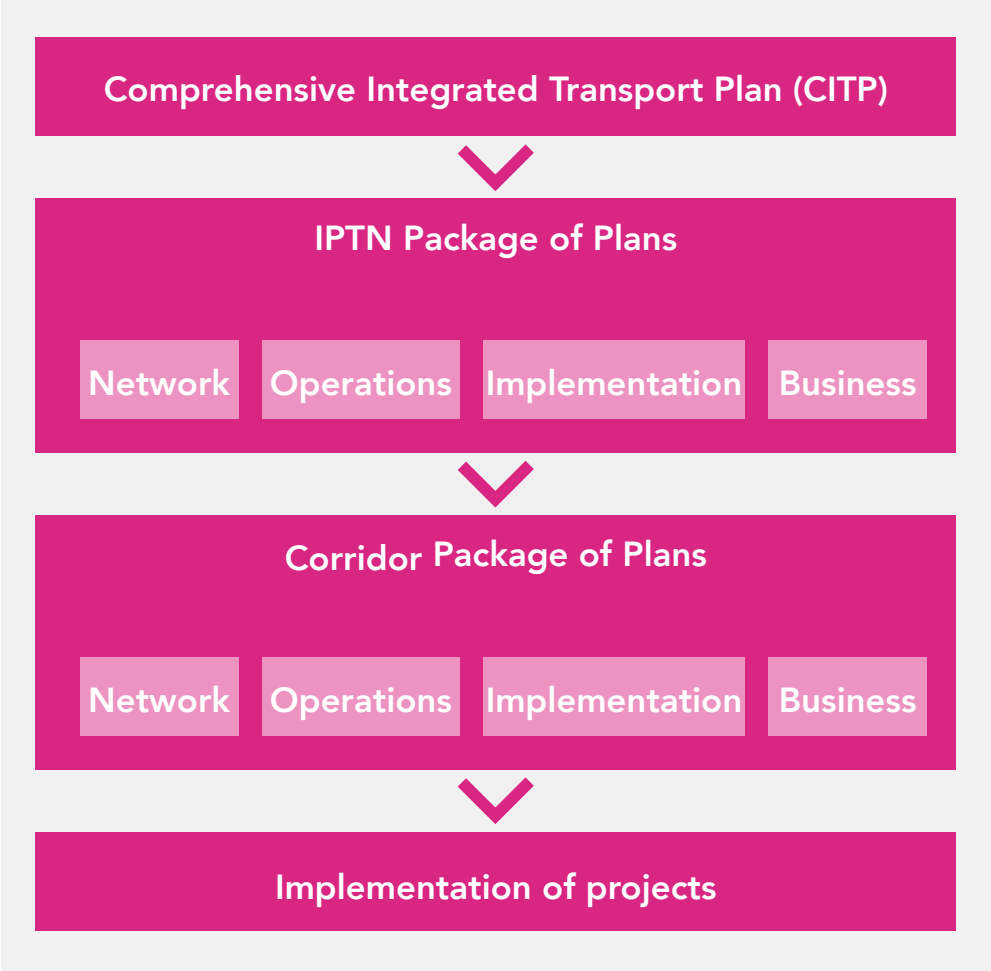
The Urban Mobility Directorate will assess the changing nature of travel and how this will impact the IPTN Plan. The review will include the City's assumptions about rail provision and likely funding for the IPTN Plan's implementation.

MULTI-MODAL INTEGRATED PUBLIC TRANSPORT APPROACH

The National Land Transport Act (NLTA) mandates planning authorities to plan, implement, and manage IPTNs, which are defined as systems that integrate public transport services between modes, with through-ticketing and other mechanisms that enable seamless travel from origin to destination.

The 2007 National Public Transport Strategy and Action Plan envisions a transition from basic public transport operations to accelerated modal upgrades and the establishment of integrated public transport networks in South Africa's major metropolitan areas. In line with this strategy, the City developed a package of plans, collectively referred to as the IPTN. These plans inform the preparation of detailed corridor plans, which then lead to the implementation of individual projects.

The PTP utilises the Integrated Public Transport Network Plan 2032 (2014) and the Integrated Public Transport Operational Plan (2016), along with the IPTN Implementation Plan and IPTN Business Plan (2017), as its foundation.



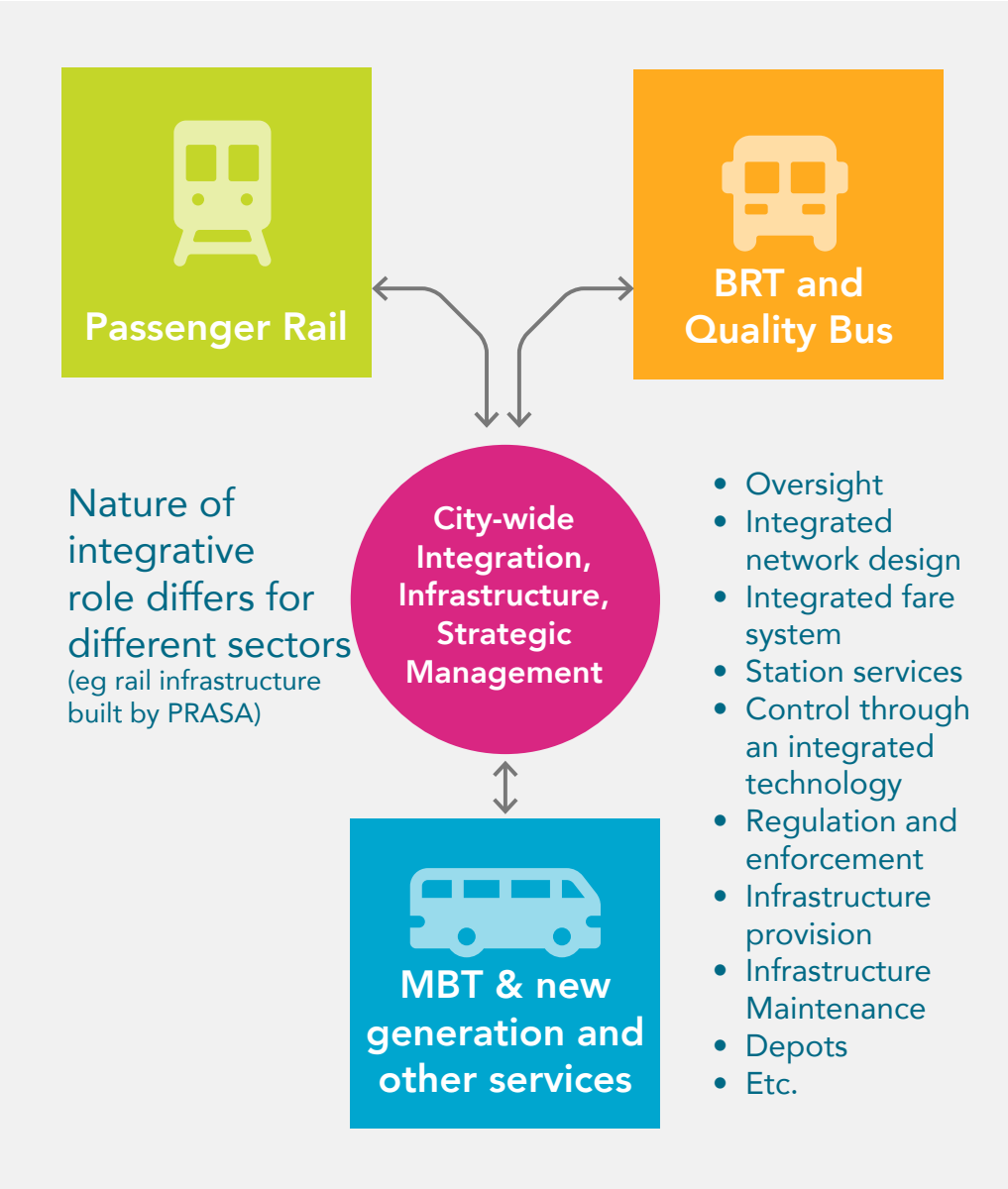
Because the novel concepts and thinking around Planning under Deep Uncertainty are changing the direction and focus of the City's transport plans, the update of the IPTN Plan is expected to only be finalised towards the end of 2025. Until then, the current 2032 IPTN Plan remains the approved plan. The following section briefly outlines the main concepts of this plan.

The integration of public transport underpins the City's CITP through three elements:

- The delivery of integrated, intermodal, and interoperable transport in Cape Town, which is based on the City's IPTN suite of plans: Network Plan, Operations Plan, Implementation Plan, and Business Plan.
- The use of TOD as a strategy to reshape Cape Town's urban form and promote the creation of sustainable communities.
- Plans to address the current crisis in Cape Town's rail sector, recognising the essential role of rail as the backbone of the city's public transport system.

The multimodal integrated public transport approach comprises three categories of motorised services:

- Passenger rail services: These will form the backbone of the public transportation system and are critical for mass transit.
- BRT and scheduled formal bus services: The BRT system will feature dedicated roadways and median stations. Scheduled formal bus services, or quality bus services, will operate primarily in mixed traffic but with priority measures, including queue-jumping infrastructure and dedicated bus and minibus taxi lanes (BMT) where feasible. These quality bus services provide both feeder services to trunk routes and direct services across the city.
- Minibus taxis and new generation services: These services will deliver the majority of feeder and distribution services, allowing for improved connectivity and accessibility throughout the city.



In this context, the PTP serves as the foundation for:

- Rationalising and restructuring Cape Town's public transport system
- Designing contracts for contracted services
- Awarding operating licenses to non-contracted services

Implementation often follows a corridor-by-corridor (or project-by-project) approach, yet there is also a need for short to medium-term business planning that encompasses all of the City's transportation responsibilities. This is particularly true for multi-year financial operational plans, which are dependent on public transport spending obligations and revenue sources.

While the City's IPTN Business Plan contains enough financial analysis to ensure that long-term strategic plans are financially sustainable, short/medium term financial plans require a greater level of specific detail, as they play a crucial role in committing expenditure on actual projects.

As discussed, the IPTN planning process has resulted in the creation of a suite of four strategic documents. Together, these plans provide the strategic guidance necessary for the development of more detailed planning and public transport implementation. The purpose and main contents of each of these plans are outlined in the table below.

PLAN	PURPOSE	MAIN CONTENTS	STATUS
2032 IPTN Network Plan	The goal is to construct a unified public transport network that considers existing needs and anticipates future trends. This network will include main routes and supporting feeder routes, recommending an optimal network alternative. This will serve as the foundation for future planning in public transport, encompassing both corridor and local area planning.	The process involves assessing various public transport network options in relation to population and land use predictions for 2032. We'll use a model that forecasts travel demand for this analysis. The outcomes will include maps and detailed descriptions of the proposed routes in the Integrated Public Transport Network, specifically tailored for the year 2032.	Approved by Council in **June 2014**
2032 IPTN Operations Plan	The aim here is to define the necessary system components, like the fleet size, depot locations, and frequency of service (headways), for each corridor to efficiently operate the Integrated Public Transport Network, considering passenger projections for 2032.	This involves detailing operational specifics and service design elements such as the type and number of vehicles in the fleet, service frequency, operational speed, provision of express services, types and sizes of stations and depots, and hours of service.	Approved by Council in **May 2015**
2032 IPTN Implementation Plan	This pertains to determining the chronological order for the rollout of the IPTN, focusing on prioritizing the sequence in which the main IPTN corridors are implemented.	This involves outlining an execution strategy, ranking corridors based on priority, estimating costs, securing funding, factoring in design and construction duration, and estimating the time required for vehicle procurement.	Approved by Council in **April 2017**
2032 IPTN Business Plan	The plan aims to examine the financial viability of the IPTN in a comprehensive manner, which includes considering pertinent business factors and funding strategies.	This involves an in-depth financial evaluation and business analysis, establishing a business framework for the IPTN, defining business parameters, and considering elements of industry transition and company formation.	Approved by Council in **June 2017**

These plans were developed sequentially, as outlined in the table. Nonetheless, when creating the Business Plan, it was evident that the other plans needed adjustment to ensure financial sustainability. Business viability is closely tied to the design of the system, a factor that will be taken into account during the revision of the IPTN set of plans.

The IPTN Business Plan introduced the concept of a hybrid model, suggesting that minibus taxis should be incorporated as part of an integrated solution. It also acknowledged the need to plan for emerging technologies like e-hailing, which are expected to reshape public transport in the upcoming decades.

IMPLICATIONS OF THE THREE PARADIGM SHIFTS FOR THE PTP

Planning under Uncertainty

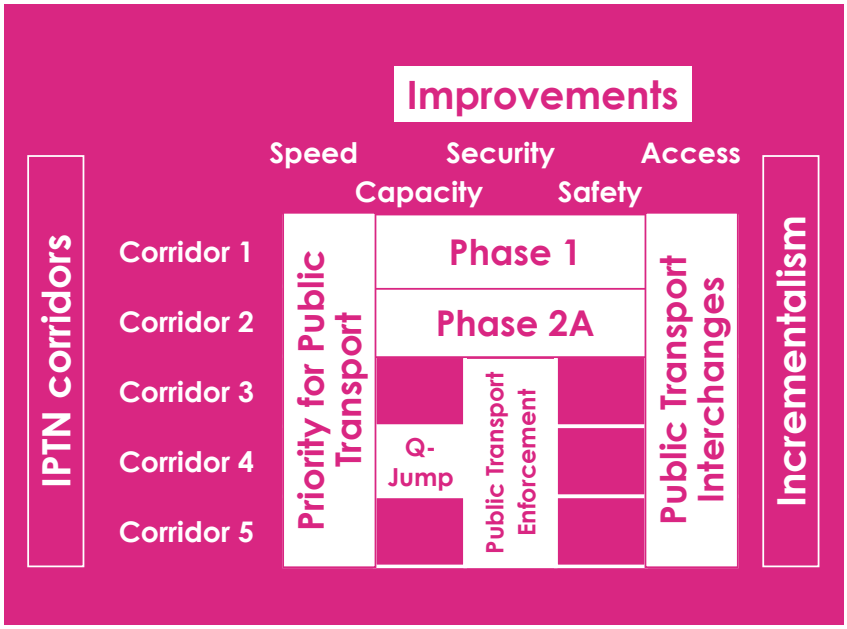
How to plan the IPTN: Embrace uncertainty and use the Planning under Deep Uncertainty method in which the diverse, plausible futures are explored through transport modelling and the future trends that may create them.

Incremental Approach

The new implementation strategy for the IPTN promotes rapid, incremental improvements across various transport modes and access provision options. The approach aims to balance major infrastructure investment on key corridors with minor operational and service enhancements on other routes. The primary objective is to offer improvements to the public transport system to more people, faster.

The Triple Access System

The primary purpose of transport is to provide access to opportunities, resources, and services. The Triple Access System and the Access Triangle demonstrate the role of transport services as one part of a larger access ecosystem, including not only physical mobility (transport system) but also spatial proximity (land use system) and digital connectivity (telecommunications system). By collaborating with the spatial planning and IS&T sectors, transport planning can uncover opportunities to enhance proximity-based access and digitally-based access, or explore ways in which they can support each other more effectively.



Chapter 7

TRANSPORT INFRASTRUCTURE STRATEGY

The City's transport infrastructure strategy addresses the development and maintenance of all types of transport infrastructure. This section includes the capital programmes and projects that facilitate the achievement of the City's objectives, as detailed in Chapter 2. A priority for the Urban Mobility Directorate is to establish and maintain clear connections between purpose (why), strategy (how), objectives (what), and the implementation of its programmes and projects to execute the transport infrastructure strategy. This priority and its associated strategy are contained in the Urban Mobility Directorate's capital programmes. Collectively, these capital programmes comprise the Physical Infrastructure Implementation Programme (PIIP), which is categorised as follows:

a. Public transport (including BRT, PTI's, etc.)
b. Roads (including new roads, expansion, congestion alleviation measures for road infrastructure, etc.)
c. Transport systems management (freeway management systems, etc.)
d. NMT (footways, cycle tracks, etc.)
e. Safety (Traffic Calming measures, etc.)
f. Service support requirements (including upgrades to facilities that requires capital expenditure, etc.)

Each of these broad categories is further divided into programmes that support the CITP's objectives and priorities, such as alleviating congestion, road rehabilitation, timely completion of the MyCiTi Metro SE corridor, and all support facilities to meet the needs of the Urban Mobility Directorate's functional mandate.

Please note: The Urban Mobility Directorate does not oversee rail services; therefore, there is no capital programme supporting rail. However, the decline of rail services is a priority that is being taken into account in the city's transport planning.

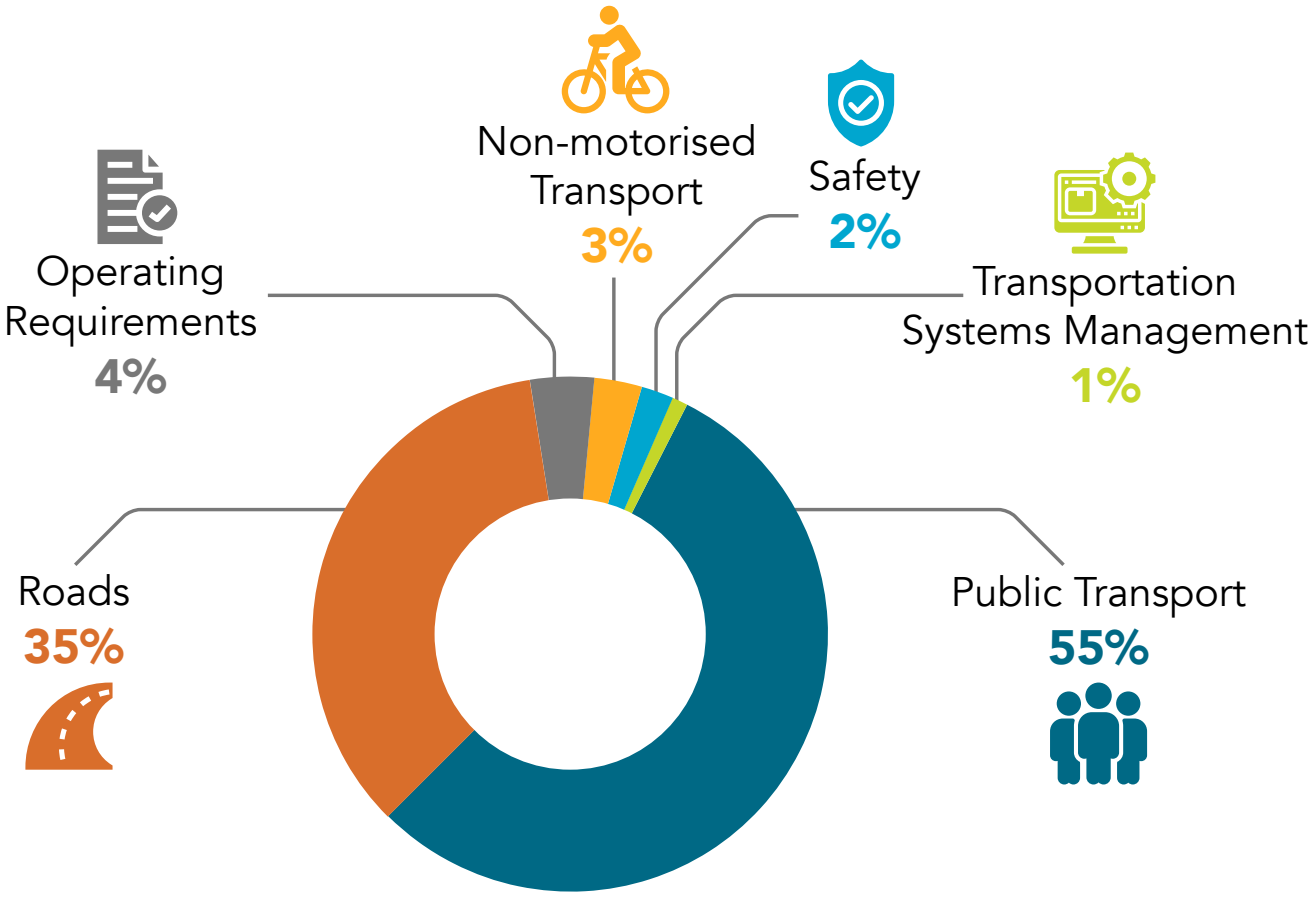
PHYSICAL INFRASTRUCTURE IMPLEMENTATION PLAN (PIIP)

All significant projects (those costing over R10 million) in each of the categories above are listed in the main CITP document.

Significant infrastructure projects are defined as follows:

- New projects: These are projects exceeding R10 million and are subject to the corporate oversight process. This category includes any substantial new or replacement project in the capital lifecycle.
- Refurbishment: These are projects exceeding R10 million, which undergo the corporate oversight process. They include any refurbishment projects aimed at maintaining the capital asset or restoring it to a previous operating capacity.
- Expansion: These projects exceed R10 million and undergo the corporate oversight process. They include any expansion projects intended to increase the operating capacity of an asset.

The proportionate spend on the different transport programmes listed under the PIIP are illustrated below.



OVERVIEW OF TRANSPORT PROJECT TYPES (PIIP, 2021)

The PIIP's programme rollout spans a ten-year period. Projects are classified as short-term (over the next five years) and long-term (5-10-year rollout). Projects slated for the 5-year timeframe are relatively certain, whereas those listed as long-term may be subject to change due to budget availability, evolving transport demands, and future transport scenarios. As such, these projects are indicative and subject to revisions and updates.

INFRASTRUCTURE PLANS BY OTHER GOVERNMENTAL SPHERES AND STATE ENTITIES

Entities like the WCG, SANRAL and the Port (Transnet National Ports Authority or TNPA) create and maintain significant transport infrastructure (roads, the port, and related structures) within the city. They are now collaborating with the City by sharing their short-term capital programmes, thereby providing a holistic view of major infrastructure investment.

IMPLICATIONS OF THE THREE PARADIGM SHIFTS FOR TRANSPORT INFRASTRUCTURE STRATEGY

Planning under Uncertainty

The method of Planning under Deep Uncertainty can identify a low-regret transport network, which is likely to be necessary across a variety of future scenarios to enhance the transport system's resilience. The low-regret network is not a complete or a preferred network, but the portion most likely to be required in almost all future scenarios. This network carries the lowest risk for infrastructure investment. Additional components of the network or increments will be required to establish a full network, but these parts are variable, and decisions on which increments to prioritise will emerge in response to future events

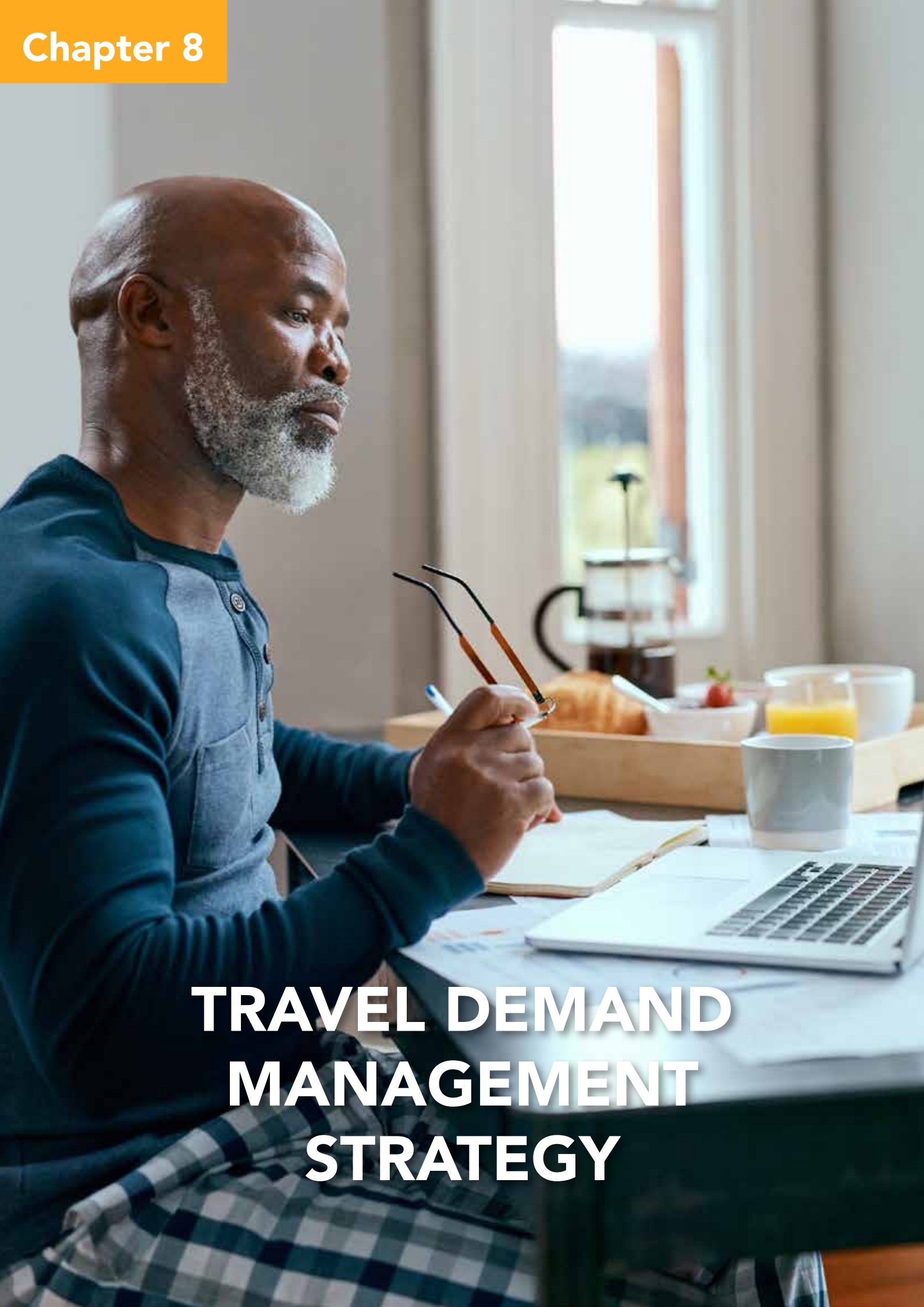
Incrementalism

The incremental approach strives to expedite incremental improvements across multiple transport modes and networks. This balance between large infrastructure investments in corridors and smaller operational and service improvements in other corridors aims to enhance the transport system for more people sooner, irrespective of the public transport vehicle used. Programmes like the priority measures for public transport ensure shorter-term enhancements that can benefit public transport users faster.

Triple Access

The Triple Access System demonstrates the role of transport services as one part of a larger access system. Infrastructure development supports physical mobility (the transport system). Effective infrastructure planning is crucial to manage future realities within the City's control and adapt to those realities over which the City has minimal or no control.

Chapter 8



TRAVEL DEMAND MANAGEMENT STRATEGY

The City's TDM Strategy (2017) has been essential in supporting more sustainable travel options and addressing congestion, particularly during the Covid-19 pandemic when flexible working arrangements became the norm. The strategy proposes measures to manage travel demand, and has seen progress in areas such as:

- Flexible Working Programme (FWP)
- Carpooling
- Marketing and communication campaigns
- Development of a Parking Management Business Plan
- The update of the Parking Policy that included using parking as a strategy tool

TRIPLE ACCESS IMPLICATIONS

Planning under Uncertainty

TDM proves highly beneficial when planning under deep uncertainty, as it does not demand substantial transport or infrastructure investment, which typically requires significant capital outlay and long lead times. It offers agility and can be implemented by both public (through legislation, by-laws, policies, and strategies) and private sectors. It is useful across all scenarios but proves particularly beneficial where government intervention is weak due to lower levels of formality. Continuously exploring new TDM measures is crucial as travel demand may vary with changing conditions.

Triple Access

Spatial transformation greatly influences travel patterns towards more sustainable options, enabling the "avoid" and "shift" responses, either avoiding a trip entirely or shifting to NMT modes. Digital access directly allows for trip avoidance. TDM therefore strongly supports the triple access approach and it should be regarded as a critical part of the transport agenda. The 2022 introduction of Remote Working Guidelines for the City is a key achievement in this regard.

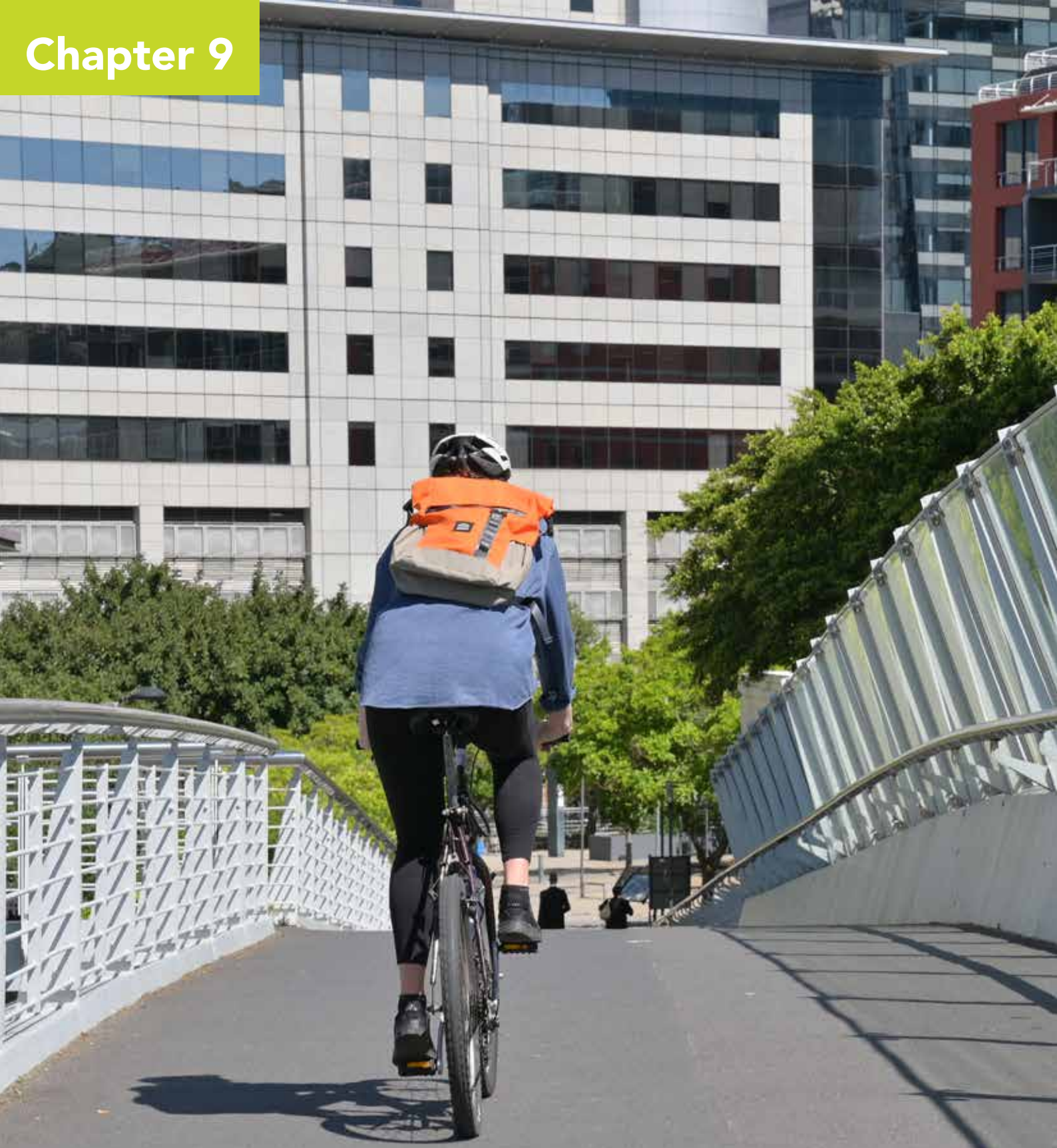
Future Work Areas

The TDM Strategy will require a review during this term of the CITP (2023 – 2028). While most aspects remain relevant, it needs to reflect the strategic changes since 2017, including:

- Securing the benefits of remote working for both employers and employees, while mitigating the disadvantages. This will require interventions beyond the Urban Mobility Directorate's mandate.
- The continued growth in micro-mobility and the implications for sharing public spaces.
- The potential impact of South Africa's carbon tax (Carbon Tax Act of 2019) on fuel prices, and consequently, travel behaviour.

The City should explore intervention strategies concerning TDM, which impact areas beyond its direct control, such as advocating for changes to relevant legislation currently inhibiting travel behaviour change, like e-mobility and shared transport.

Chapter 9



NON-MOTORISED TRANSPORT PROGRAMME

Over the next five years, the City is set to enhance the NMT network, comprising footways, cycleways, signage, and universally accessible intersection improvements. This expansion aims to boost access and mobility across the city.

Projects under implementation as part of the NMT plan include:

- Pedestrianisation Plan
- Universal Design Access Plan
- Upgrading of the road network

THE PROPOSED WALKING AND CYCLING NETWORK

The revised NMT Network Plan outlines proposed NMT projects for planning, design, and implementation over a five-year phase. Its primary objectives include:

- Integrating NMT with the IPTN system, encompassing passenger rail and road-based public transport, recognising that all public transport users are also NMT users for the first and last mile of their journeys.
- Improving access to public facilities and employment areas.

THE CITY'S CYCLING STRATEGY

Approved in 2017, the City's Cycling Strategy aims to increase the modal share of cycling in the city. The vision is to make Cape Town the leading cycling city in South Africa, where cycling is accepted, accessible, and a popular mode of transport for all – residents and tourists alike. Achieving this vision requires improving access to bicycles, enhancing the safety and security of cyclists, improving cycling conditions and data, engaging with cycling stakeholders, and promoting cycling as a lifestyle.

As part of the NMT Framework Plan and updated NMT Master Plan, priority consideration should be given to accommodating cycling lanes on high-volume and high-speed traffic routes, separate from vehicular modes. This should apply not only to NMT projects but also all road upgrades and new infrastructure projects. Accordingly, the Cycling Strategy should be updated in this term-of-office CITP.

UNIVERSAL DESIGN ACCESS PLAN

The updated Universal Design Access Plan (UDAP) was finalised in 2022. It built on the previous version which provided guidance to the MyCiTi bus service. However, there is a need to address universal access across the travel chain and for multiple modes.

The objective of the update was to review and standardise long-term design requirements across the IPTN 2032. The IPTN 2032 hierarchy includes rail and road-based trunk services along the main corridors, supported by feeder services, minibus taxi services, and NMT.

The UDAP aims to offer planning considerations and design measures to ensure a consistent approach and standards across the public transport system and travel chain, thereby improving accessibility and mobility in Cape Town for a wide range of people with disabilities.

Key elements of the travel chain that are assessed and addressed in the UDAP include:

- Network
- Operations
- Marketing and communication
- Customer care
- Fare system
- Passenger information and Wayfinding
- Infrastructure
- Road safety and personal security
- Universal access and the built environment
- Vehicles including special transport services such as the Dial-a-Ride

DRAFT PEDESTRIANISATION PLAN

The City is developing a Pedestrianisation Plan aimed at identifying and prioritising areas in need of pedestrianisation, thereby enhancing pedestrian conditions and fostering a pedestrian-friendly city. The plan advocates for a safe and efficient pedestrian network, offering direct walking routes and prioritising pedestrians.

This pedestrian-centric approach bolsters the public transport network by providing pedestrian access routes to public transport nodes, leading to fewer stops and reduced overall travel times. Key interventions supporting pedestrianisation include:

- Pedestrian routes and area-wide facility improvements
- Provision of sidewalks and walkways
- Provision of directional signage
- Road marking maintenance (on the road and sidewalks / walkways)
- Pedestrian signals
- Street lighting
- Hard and soft landscaping
- Pedestrian-only phases at signalised intersections (all-red vehicle phase)
- Traffic calming measures
- Universal access improvements

This plan emphasises the importance of walking as a transport mode, presents the policy context, identifies pedestrianisation projects and priority areas, and lists pedestrianisation projects, all aimed at improving pedestrian movements in the city.

This **pedestrian-centric approach** bolsters the public transport network by **providing pedestrian access routes** to public transport nodes, **leading to fewer stops** and **reduced overall travel times**.

IMPLICATIONS OF THE PARADIGM SHIFTS FOR NMT

Planning under Uncertainty

Employing the Planning under Deep Uncertainty method allows for the exploration of diverse, plausible futures. It aids in identifying a low-regret NMT network which would be crucial in various future scenarios, thereby bolstering the resilience of the NMT system. The NMT network needs to play a more significant role in constituting the low-regret transport network. Given its cost-effectiveness and resilience, expanding the role of the NMT network within the broader transport network is fundamental.

Incremental Approach

The NMT strategic approach should be reviewed to encompass emerging technologies such as micro-mobility. These new technologies can potentially expand the provision of NMT as a mode of transport incrementally. Small changes aimed at improving the NMT modal share could significantly boost the resilience and sustainability of the transport system.

Triple Access

The spatial proximity aspect of the Triple Access System is directly relevant for NMT. From an NMT perspective, the spatial proximity aspect can be enhanced with pedestrian infrastructure provision, a dedicated cycle-lane network, complete street design approaches, and 15-minute city approaches. These considerations should be incorporated into the revision of the NMT framework for the city.

Chapter 10

FREIGHT TRANSPORT STRATEGY

The City's transport system must support the efficient, reliable, and secure transport of goods as a key for fostering economic growth and safeguarding environmental quality. Informed by the NLTA, the National Freight Logistics Strategy (2005), and the Road Freight Strategy for South Africa (2011), the need arises for local and regional strategies for freight transportation.

The City plays the role of a 'provider' for some of the facilities utilised for freight movement and has an obligation to maintain a secure, efficient, and reliable system. The transportation of goods via roadways has notable repercussions on the city's infrastructure, the quality of urban life, and public health. These include traffic congestion, accidents on the roads, air pollution (and related carbon emissions), increased demand on road capacity, and maintenance costs (roughly R1 billion annually in Cape Town as per the 2016 estimate), which freight vehicles do not sufficiently cover compared to other private vehicles.

Various groups using freight services face a host of challenges, all contributing to the cost of moving goods within the city. These range from the cost of traffic congestion, safety concerns, crime, to direct transport costs like fuel, wages, and maintenance.

There is a need to maintain and make the best use of the existing infrastructure (roads, rail, waterways, and pipelines). Simultaneously, there is a need to plan for future growth in freight transport and lessen its negative impacts. The local and regional economy is rooted in international trade and hinges on the speedy, reliable delivery of goods. The cost and repercussions of an inefficient and unreliable freight system on commodity flows are substantial. Over 60% of logistics costs are transport-related, and a considerable number of both skilled and unskilled jobs are tied to the freight industry.

New infrastructure is expensive and takes time to implement, it is therefore vital that decisions are approached in a systematic and strategic way. This involves basing them on and influencing evolving trade patterns and aligning supply with demand.

WESTERN CAPE GOVERNMENT'S (WCG) PROVINCIAL FREIGHT STRATEGY (2019)

The WCG's Provincial Freight Strategy (2019) holds significant value for the City, as do the initiatives derived from it. The strategy aims to foster

sustainable freight transport delivery in the Western Cape through five freight transport principles / goals:

- Freight transport network efficiency
- Inclusive economic development
- Freight transport network safety
- Environmental sustainability
- Cost optimisation

Seven strategic focus areas were identified to achieve the goals:

1. 1Planning, coordination and institutional arrangements
2. Demand management
3. Modal rebalancing
4. Infrastructure capacity and condition
5. Traffic management
6. Technology and innovation
7. Data and information management

CITY OF CAPE TOWN FREIGHT MANAGEMENT STRATEGY (2016)

The City approved a Freight Management Strategy In 2016. Despite the majority of the document remaining relevant, considering the City's narrow mandate in relation to freight, it is necessary to review and update it within the term of this CITP, which will include a monitoring and evaluation mechanism.

The City's Freight Management Strategy has the following vision:

"Freight transport within Cape Town and the City's Functional Area is **safe** and **efficient**, serving the needs of the local and regional economy **without compromising** the access and mobility needs of other road users. Freight operators **understand** and **comply** with regulations **concerning road safety**, **emissions**, **route** and **road asset preservation**, and **the user-pay principle**."

This vision is being achieved though these 11 key focus areas and the associated principles and actions:

1. Dangerous goods
2. Abnormal loads
3. Overloading
4. Road congestion
5. Freight demand
6. Road safety
7. Incident management
8. Freight emissions and air quality
9. Rail freight
10. Technology and innovation
11. Advocacy and intergovernmental structures

These focus areas are included in an implementation and action plan. This strategy is supported by the WCG strategy, and there is close coordination between the two regarding freight planning and oversight.

REGULATING ABNORMAL LOADS AND DANGEROUS GOODS

Abnormal loads refer to vehicles that exceed any of the width, height, or weight restrictions specified by the Road Traffic Act. They mainly use the N7, N1, and N2 routes where widths and bridge clearances allow such movements. The rest of the road system has a limited capacity to carry abnormal vehicles. The CITP includes a map illustrating routes where abnormal loads can be transported in Cape Town. Dangerous goods are hazardous goods classified from 1-7 in terms of the NLTA. A map is provided showing routes used for transporting dangerous goods.

LONG-TERM FREIGHT PLANNING

Planning for freight-related matters demands a long-term view due to the substantial infrastructure investment involved. Freight movement forms the backbone of economic growth, and the City is actively engaged in this planning on several fronts

Road-to-rail planning

The City continues to advocate for the shift of appropriate freight from road to rail, for several reasons:

a. Environmental sustainability: The use of rail greatly reduces carbon emissions and other air pollutants.
b. Transport infrastructure sustainability: Truck movement (especially overloaded trucks) is the greatest contributor to road surface deterioration and damage.
c. Rail network: A freight rail network exists but is underutilised.
d. Congestion: Removing some container trucks from the road network would contribute to congestion relief.
e. Mass movement of waste: Rail is the most efficient way of moving solid waste to landfill sites.

Port-related planning

The City and the TNPA regularly engage about their long-term plans, as set out in the District Spatial Development Framework and the National Ports Plan (2019) respectively. The City is focusing more on the economic role of the port and its functionality in supporting import and export sectors. Various City departments are interested in port planning, from an economic development (port performance) and spatial planning perspective.

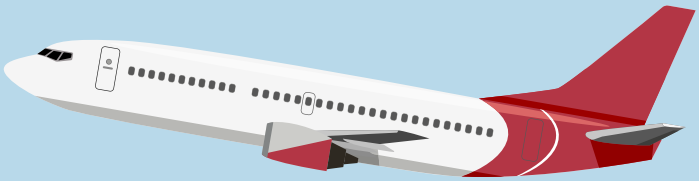
Back-of-port planning

In Cape Town, a port city, the central business district (CBD) and the port are located next to each other, yet over time they have become more specialised and less connected. Each has its unique access requirements, as both generate daily flows of vehicles and trucks, a situation that is exacerbated by the decline of rail for both passenger and freight movement. In addition, they each have their own land-use expansion needs, which should ideally be compatible with adjacent land uses. Other port cities have addressed this by regionalising their back-of-port operations.

The fragmentation of authorities – the ports authority, the rail authority with considerable land holdings (Transnet), and the City as the planning authority – has made implementing this integrated approach challenging.

The City's goal is to ensure alignment with the Port's expansion needs beyond its current boundary, in order to develop the back-of-port facilities. This has been a point of ongoing planning discussions. The City intends to employ its organisational structures, expertise, and resources to strive for greater alignment in its role as the planning authority.

Studies like the Belcon / Kraaicon Pre-feasibility Study are valuable informants for these three authorities going forward. Additional considerations for back-of-port planning include Culemborg (and its transfer from Transnet to TNPA), along with the future roles of Paarden Eiland, Saltriver and Maitland.



Airport-related planning

Cape Town depends heavily on its international airport for both passenger travel and the shipment of high-value, low-volume goods. The aviation industry suffered considerable disruptions due to the Covid-19 pandemic, but current efforts are centered on revitalising it, driven by the necessity for economic development.

The City plays an important role in the Airport Company South Africa's (ACSA) plan to develop an Aerotropolis, a strategic land development near the airport intended to support the growth of the airport industry and its services. This planning dovetails with the Philippi Opportunity Area initiative under the Urban Catalytic Investments Programme (refer to chapter 12 for more information).

Moreover, the City is participating in Wesgro's initiatives to boost both passenger and air cargo movement. Although the City is not directly involved in the logistics chain, it is set to benefit from the forthcoming Air Cargo Logistics Strategy.

In the long run, the City recognises the potential growth in drone technology as a last-mile delivery solution for small consumer goods. The changes this will bring to freight movement patterns and airspace management in the city will need proactive consideration and planning.

The **City plays an important role** in the Airport Company South Africa's (ACSA) plan to develop an Aerotropolis, a strategic land development near the airport **intended to support the growth** of the airport industry and its services.

THE IMPACT OF PARADIGM SHIFTS ON FREIGHT PLANNING

Planning amidst Uncertainty

The four scenarios outlined in Chapter 2 considerably influence the future of freight, which is deeply affected by economic development levels and the formality or informality of the sector.

The revision of the City's Freight Management Strategy must consider this new planning approach. It is already moving in the right direction, as its focus areas propose a set of actions, rather than setting predetermined outcomes.

Potential areas of uncertainty in Cape Town's freight sector might include:

- Large-scale transitions to online shopping leading to changes in the logistics chain
- Developments in freight technology over the medium to long term, including drone technology
- Possible considerable shifts of cargo from road to rail

Any freight demand modelling that relies on land use modelling and past trends must be applied cautiously. The assumptions about population growth and economic development rates and nature have been highlighted as key uncertainties. This is especially relevant in scenarios of high economic growth and low formality, where change is substantial but least directed.

Incrementalism

The multi-pronged approach to improving the public transport network can also enhance road-based freight movement as bottlenecks on major freight routes are eased. A variety of innovative freight interventions can be used citywide to deliver goods. These interventions can be adapted and developed incrementally over time.

Triple Access

Digital connectivity has changed the freight supply chain for consumer goods and will likely continue to do so, leading to more decentralised depots and micro-mobility for last-mile freight vehicle movement. The impact on freight demand patterns needs to be better understood and planned for.

Chapter 11

OTHER TRANSPORT-RELATED STRATEGIES

Climate change and resilience is becoming a fundamental informant to planning. The City has an integrated approach to climate change and resilience planning, with the adoption of its first Resilience Strategy in July 2019 and a new Climate Change Strategy in May 2021. Both strategies include transport-related goals, and a set of work areas to ensure mainstreaming and integration across sectors.

The most important informants to the CITP are summarised below.

CLIMATE CHANGE

The City of Cape Town has an approved Climate Change Strategy that offers strategic direction for decision-making processes, planning, and the development and execution of programmes and projects relating to climate change. This strategy is translated into a Climate Change Action Plan, which provides a more comprehensive elaboration on specific actions set to realise the strategy's vision, desired outcomes, and goals.

Having a well-structured climate change strategy empowers the City to proactively prepare for climate change risks (adaptation) and to proactively reduce greenhouse gas (GHG) emissions (mitigation), aiming to approach carbon neutrality by 2050. Moreover, the strategy aspires to optimise the additional benefits of climate change adaptation and mitigation – including job creation, improved health, risk reduction, enhanced energy and water security, among other advantages – during the implementation of the strategy.

The City's recently revised GHG emission reduction goals for 2030 and 2050 are incorporated into the new Climate Change Action Plan. This alignment is to resonate with the increased global climate action ambitions – reaching carbon neutrality and reinforced climate resilience by 2050. The transport sector plays a crucial role in realising these objectives.

Climate Change Action Plan

While the Climate Change Strategy establishes the City's vision for climate change response, the action plan describes the actions and their context within each work area needed to fulfil the envisioned outcomes and goals. Numerous actions are shared with the City's Resilience Strategy, as well as other crucial City strategies, policies, and plans. Therefore, this action plan brings together existing actions with new ones that will be developed into programmes and projects.

The action plan is designed to be adaptable and iterative; as the City's approach towards climate change evolves, so will the plan. It intends to include future lessons derived from implementation, ongoing engagement, monitoring, evaluation, technological advancements, and the need for new actions as priorities shift. Systemic change requires consistent engagement through a cycle of planning, executing, evaluating and revising. This is essential to keep the plan dynamic and continually provide room for reflection and adaptive learning.

The action Plan's various actions are categorised into Strategic Focus Areas (SFAs) and Cross-cutting Work Areas (CCWAs). Each SFA and CCWA includes an introduction, gives context, outlines a set of goals it aims to reach, and each goal then includes a series of actions to be undertaken.

The Transport sector's SFA is Strategic Focus Area 9: Mobility for quality of life and livelihoods. To guarantee a system of mobility in Cape Town that is not only carbon neutral but also enhances quality of life and livelihoods, this plan must:

a. **Reduce frequency** and distance of trips due to improved spatial planning;
b. **Fast-track the shift** towards an **efficient** and **integrated** public transport system;
c. **Increase active mobility** and **non-motorised** transport; and
d. Ensure that it is **feasible** for all vehicles to be powered with **clean fuels**.

There is a significant interdependency between the goals and actions of this SFA and the spatial and resource inclusivity goals and actions, which will contribute to reduced travel demand.

Goal 18: Through the City's role as the transport planning authority as well as the contracting authority for Bus Rapid Transport (BRT) services, support the restoration, rehabilitation and expansion of the rail system to a carrying capacity of 30% above 2010 levels by 2030, and put in place a contingency for alternative mass transit infrastructure in the event that the rail system does not recover or ceases to be functional altogether.

Action 18.1
Support PRASA to restore and rehabilitate the rail system, and to expand services where possible

Description
Work with other spheres of government, including state enterprises Passenger Rail Agency of South Africa (PRASA) and Transnet, to support the safe and reliable operation of local trains.

Action 18.2
Develop legal, strategic and planning responses that define 'how' the City can respond to the integrated transport planning challenge posed by the rail crisis

Description
In response to the ongoing rail crisis, the City's 2017 Council resolution (C07/10/17) proposed a study to examine the feasibility, considerations and implications of alternative rail solutions in Cape Town and its functional area. A legal opinion in response to concerns raised by National Treasury has since determined that such a study is not within the City's mandate. Yet rail remains the 'backbone' of the City's integrated transport plans for which it does have a mandate.

The City therefore has a responsibility to develop a strategy that assesses scenarios of rail service recovery, or continued decline and appropriate planning responses to those, so as to maintain and improve public transport service levels in a growing city. Such a strategy should define triggers for when alternatives, within the City's existing mandate, should be pursued based on the performance of the rail system, and prevailing levels of collaboration and transparency. A key input to this will be legal opinion that explores 'how' the City can respond rather than 'if' it can respond.

The City is making good progress on a feasibility study for the devolution of the rail service.

Action 18.3
Explore contingencies for alternative mass transit options

Description
Explore the scenario of an integrated transport system without rail in the revision of the City's Integrated Public Transport Network Plan 2032 (IPTN).

Goal 19: Integrate transport modes to improve efficiency and fast-track a modal shift from passenger kilometres by private vehicles to other modes (decreasing from 58% in 2016 to 23% in 2050).

Action 19.1
Use the Integrated Public Transport Network Plan 2032 (IPTN) and the Non-motorised Transport (NMT) Network Plans to maximise change in modal shift away from private vehicles

Description
Continue to implement the City's IPTN (2032) and the NMT Network Plans to maximise change in mode shift away from private vehicles.

Action 19.2
Fast-track High Occupancy Vehicle (HOV) lanes, and complete the City of Cape Town Congestion Management Plan

Description
Examine opportunities to integrate the transport system and incorporate HOV lanes adoption on critical transport routes (focusing on an evidence-based approach), through creating missing links and capacity to support road-based public transport. The congestion management plan comprises of four components:
1. Behavioural change.
2. Infrastructure improvements.
3. Operational improvements.
4. Supporting stakeholder tactical urbanism activities.

Action 19.3
Ensure that pedestrianisation programmes prioritise improved safety and increasing the number of pedestrian/ cycling trips made

Description
The City's NMT infrastructure programme is implemented according to the NMT network plan. In the next five years, the City will be expanding the NMT network, which includes footways, cycle ways, signage and intersection improvements that are universally accessible, to achieve improved access, mobility and safety for all.

Action 19.4
Promote citywide adoption of Travel Demand Management (TDM) measures, in particular measures which support flexible working, and a shift to more sustainable transport modes

Description
Engage businesses, particularly larger employers, to promote alternative transport options and behavioural change programmes such as flexible working programmes to manage travel demand.

Goal 20: Prepare for a scenario of complete transition to electric or alternative fuel-powered freight, bus, taxi and passenger vehicles by 2050.

Action 20.1
Develop a procurement strategy for low carbon emission vehicle and fuel technologies towards carbon neutrality

Description
In line with the C40 Cities Green and Healthy Streets declaration, carry out a comprehensive study to evaluate what alternative vehicle and fuel options are best for the City's MyCiTi Bus Rapid Transit system and how to best address the supporting infrastructure required.

Action 20.2
Develop the necessary policy and regulatory environment to promote uptake of electro-mobility freight and electric passenger transport (including public and private vehicles and minibus taxis) and manage risks to the electricity grid.

Description
City to formalise its stance on electric vehicles and establish the City's role in promoting uptake in both public and private sector. This work applies to both public transport vehicles (buses and mini-bus taxis) and passenger vehicles.

Action 20.3
Show City leadership and gather real world data from EV pilot programmes such as the installation of publically accessible demonstration chargers and the procurement of EVs for City fleet.

Description
Use the installation of demonstration EV chargers as part of an awareness campaign to encourage EV uptake in Cape Town and to review the impact and sustainability of such installations as City assets. Gather real-word usage data of the pilot EVs within the City's fleet to inform future decision-making.

Goal 21: Ensure that climate change and air quality monitoring and metrics for transport adequately support the assessment of actions and by-laws in the sector.

Action 21.1
Compile a baseline carbon footprint measurement for the operations of the City of Cape Town Transport, Spatial Planning and Environment, and Human Settlements Directorates

Description
A service provider will assist with compiling a baseline carbon footprint measurement for the operations of the Transport, Spatial Planning and Environment, and Human Settlements Directorates (includes non-transport emissions from the various directorates), and propose a mitigation plan for reducing emissions from these departments.

Action 21.2
Integrate GHG emissions and air quality metrics into the Urban Development Index (UDI)

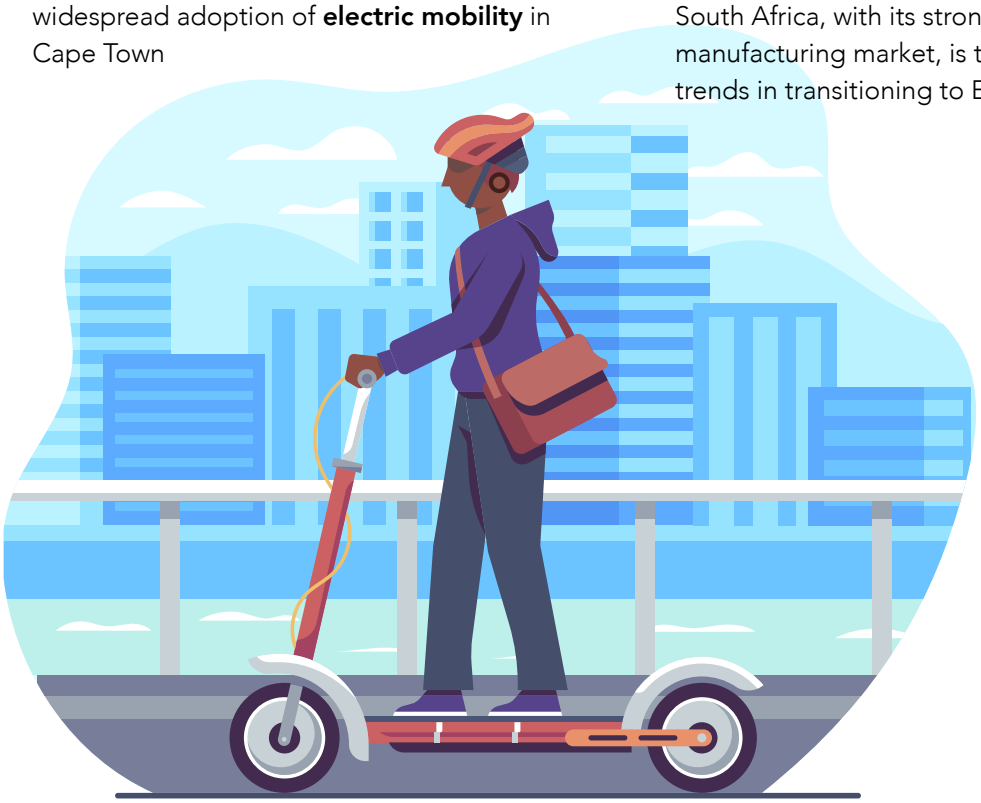
Description
Develop an environmental (including air quality) index to supplement the Urban Development Index (UDI). The Urban Development Index (UDI) is a set of indices that the City has compiled to track progress in achieving dense, transit-oriented growth as one of its strategies to overcome apartheid spatial planning, and further periodically measure the efficiency and integration of the transport system. It includes metrics related to transport, such as modal split and accessibility to flexible transport options, as well as land use, housing and urban transformation and inclusivity metrics.

A CARBON NEUTRAL APPROACH TO TRANSPORT

In 2018, Cape Town's transport sector was responsible for a significant portion of the city's energy consumption (62%) and CO2 emissions (31%). This not only contributed to local air pollution and global climate change, but also led to an imbalance in international payments due to the importation of refined fuel and crude oil. Upholding its commitment to achieving carbon neutrality by 2050, the Urban Mobility Directorate will focus on implementing programmes and monitoring progress towards a more efficient, resilient, inclusive and environmentally friendly transport sector.

The main areas of emphasis include:

a. Improving **efficiency** and **integration** of public transport
b. **Promoting** NMT
c. **Reducing** the **necessity** for commuting
d. **Introducing alternative** vehicle technologies and **transitioning fuel systems** for the City's bus and vehicle fleets
e. **Creating conducive conditions** for the widespread adoption of **electric mobility** in Cape Town



While all these areas will be prioritised, attention needs to be given to EVs and micro-mobility.
Electric and alternative fuel vehicles

Like the rest of South Africa, Cape Town's transport sector primarily uses energy in the form of liquid fuel from crude oil imports. This dependence leaves the city susceptible to continual fluctuations in oil prices.

EVs represent a global move towards transport electrification as a strategy to reduce carbon emissions and reliance on crude oil imports. In the past seven years, electric mobility has seen global growth. EVs offer a real alternative to traditional internal combustion engine (ICE) vehicles as they can operate on renewable energy.

Various national government policies and strategies support the transition to electric vehicles including:

- National Development Plan
- National Climate Change Response White Paper 2011
- Electric Vehicle Industry Road Map 2016
- Green Transport Strategy 2018 – 2050

However, these initiatives are hindered by the customs and excise import duty tariff framework, which levies a high import duty on EVs. Hence, South Africa, with its strong ICE vehicle manufacturing market, is trailing behind global trends in transitioning to EVs.

Micro-mobility **bridges the gap** between **walking** and **conventional vehicular transport.**

Given international trends and the City's commitment to carbon neutrality by 2050, the City has acknowledged the need to be proactive and start facilitating this transition. To this end, the City is experimenting with a shift from fossil fuel-driven to electric vehicles within its fleet, while developing a framework to prepare for the adoption and regulation of a citywide transition to electric vehicles.

Micro-mobility

Micro-mobility refers to the emerging range of devices that:

a. Transport one person
b. Operate on land
c. Are powered, hence may not be classified as "non-motorised" in legislation
d. Take up about the same space as a person or bicycle, but move significantly faster, creating a speed difference with both pedestrians and motor vehicles
e. Offer little more protection than a pedestrian in a collision with a conventional vehicle
f. Are powered by electricity or a low-carbon fuel source
g. May be used for transporting small cargo (cargo e-bicycles)

Micro-mobility bridges the gap between walking and conventional vehicular transport. These devices support increased physical mobility beyond the conventional bicycle range of 5 to 10 km. However, it is important to note that the spatial structure of the city and long travel distances pose challenges to micro-mobility as an alternative to private vehicles or public transport.

The rise in micro-mobility should be considered in the City's future scenario planning. This planning must address multiple questions that were raised through the public participation process. The City will consider a more detailed study to address the various challenges and issues raised in order to support and facilitate the use of micro-mobility.

CAPE TOWN RESILIENCE STRATEGY (2019)

The Cape Town Resilience Strategy (2019) outlines Cape Town's resilience-related issues, spanning areas like health and wellbeing, the economy and society, infrastructure and the environment, and leadership and strategy. It serves as a guide for the City to address the individual shocks and stresses through five pillars, 20 goals, and 75 actions.

In the Preliminary Resilience Assessment for Cape Town (2018), which contributed to the Resilience Strategy, three transport-related questions were raised:

- How can green infrastructure help achieve various resilience-related benefits?
- How can we foster empowering engagement mechanisms for diverse stakeholders to contribute to building a climate-resilient city?
- How can societal partnerships be leveraged to ease the strain of traffic congestion?

A collaborative approach was used to address these questions, guiding the resilience strategy under Goal 2.1 (Grow partnerships that strengthen transportation systems and improve mobility). Both the Resilience Strategy and the Climate Change Strategy will work together towards achieving the goals under Pillar 2 in the Resilience Strategy (Connected, climate-adaptive city).

The Resilience Strategy's focus on transport includes the following programmes and projects:

a. Expand partnerships with local employers to modify commuter behaviour and promote sustainable mobility through flexible working programmes.
b. Collaborate with other spheres of government to ensure safe and reliable operation of local trains.
c. Utilise data and mapping applications to improve the integration of informal transportation systems.

ROAD SAFETY STRATEGY REVIEW

The review will be aligned with the Global Plan for the Decade of Action for Road Safety, which aims to halve road deaths and injuries by 2030. It will focus on child safety (particularly around schools), and will address road user education and traffic enforcement.

The strategic intent is to:

1. Prioritise improvement of road safety for pedestrians, cyclists and vehicles.
2. Reduce the risk of death or injury to users of the road network.
3. Improve the quality of life for residents who rely predominantly on walking as a mode of transport.
4. Reduce the burden of road traffic crashes on the local economy.

COVID-19 TRANSPORT RESPONSE PLAN

As part of the Travel Demand Management (TDM) plan, we developed an initiative to identify, define and develop a set of implementable actions to maximise transport benefits post-lockdown. This plan addresses the question: "What part of the old normal do we not want to return to?" It identified interventions in four categories: the network; infrastructure; operations and internal institutional arrangements, as well as supporting identified interventions by external parties.

HUMAN SETTLEMENTS SECTOR PLAN

Implications for transport planning

The Human Settlements Sector Plan has several implications for transport:

a. The social housing programme and affordable housing programme benefits transport, as these projects are well-located and have a medium to high density.
b. The new Informal Settlements Upgrading Partnership Programme has both pros and cons for transport. Projects undergoing in situ upgrading will offer security of tenure to current transport users. However, de-densification

projects may involve relocating some households to more remote areas with potentially less public transport services.

c. The Human Settlements Development Grant (HSDG) has struggled to promote densification in well-located areas, and many projects have been located on the periphery due to land costs and availability.
d. The draft Inclusionary Housing Programme holds great potential for both densification and diversification of land uses in well-located areas. It proposes the use of density bonuses to promote moderate-income housing supply by the private sector.

INFORMATION TECHNOLOGY SECTOR PLAN (IT SP)

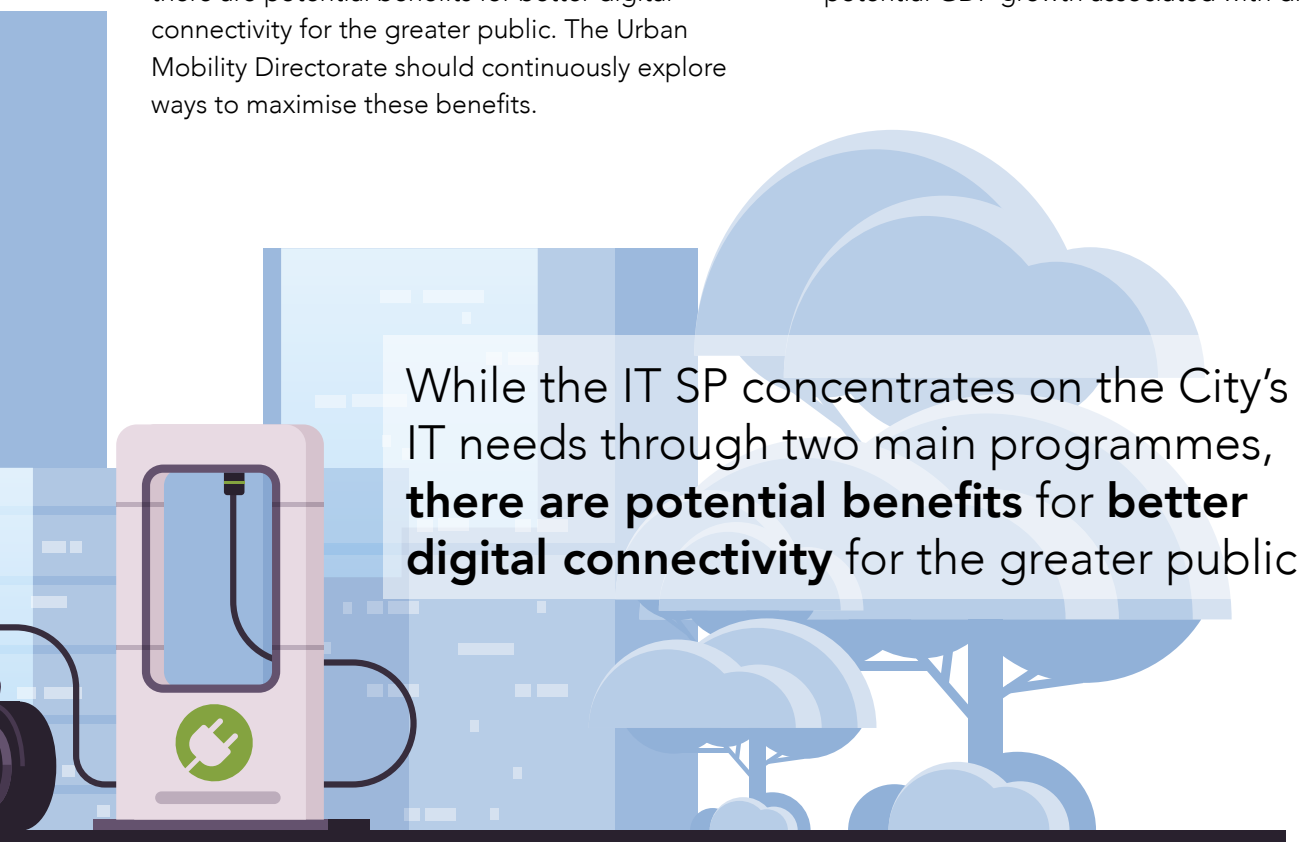
The convergence of transport and the Information Technology Sector Plan (IT SP) is of significant interest to the Urban Mobility Directorate as digital mobility, part of the triple access system, can be promoted. While the IT SP concentrates on the City's IT needs through two main programmes, there are potential benefits for better digital connectivity for the greater public. The Urban Mobility Directorate should continuously explore ways to maximise these benefits.

INCLUSIVE ECONOMIC GROWTH STRATEGY (IEGS, 2021)

The purpose of the IEGS 2021 is to outline the most effective ways for the City to use Cape Town's comparative advantages to overcome issues like inadequate economic growth, entrenched inequality, and widespread unemployment that are prevalent throughout the nation. Within this context, the main issues related to transport are:

a. Increasing fuel prices, traffic congestion, and unreliable public transport
b. Spatial division, with job locations being distant from homes, and low-quality transport services, especially for the youth
c. Economic growth that is skewed towards high-skilled industries, whereas the skills base is primarily at the lower end
d. High-skilled workers are being drawn to competing markets
e. Inadequate rail services, indicative of underinvestment in key infrastructure

Economic growth relies on a well-functioning transport system. Being able to predict the potential GDP growth associated with different



While the IT SP concentrates on the City's IT needs through two main programmes, **there are potential benefits** for **better digital connectivity** for the greater public.

transport investments would provide more certainty and reduce risk for major capital and operational decisions made by the City.

Impact of economic development on transport demand

Understanding economic development trends is vital for effective transport planning. Not only does a strong economy generate more local and national government revenue to fund transport systems, but traditionally, high rates of economic growth are linked to increased demand for the movement of people and goods.

The location of economic activity is also crucial. The IEGS, in line with the MSDF, targets bulk infrastructure investment in areas "where high levels of certainty exist for development to facilitate or accelerate investment – specifically the Urban Inner Core where well-located development supports the existing and emerging public transport system".

Impact of transport supply on economic development

Unreliable public transport and traffic congestion are two factors impacting business efficiency. This

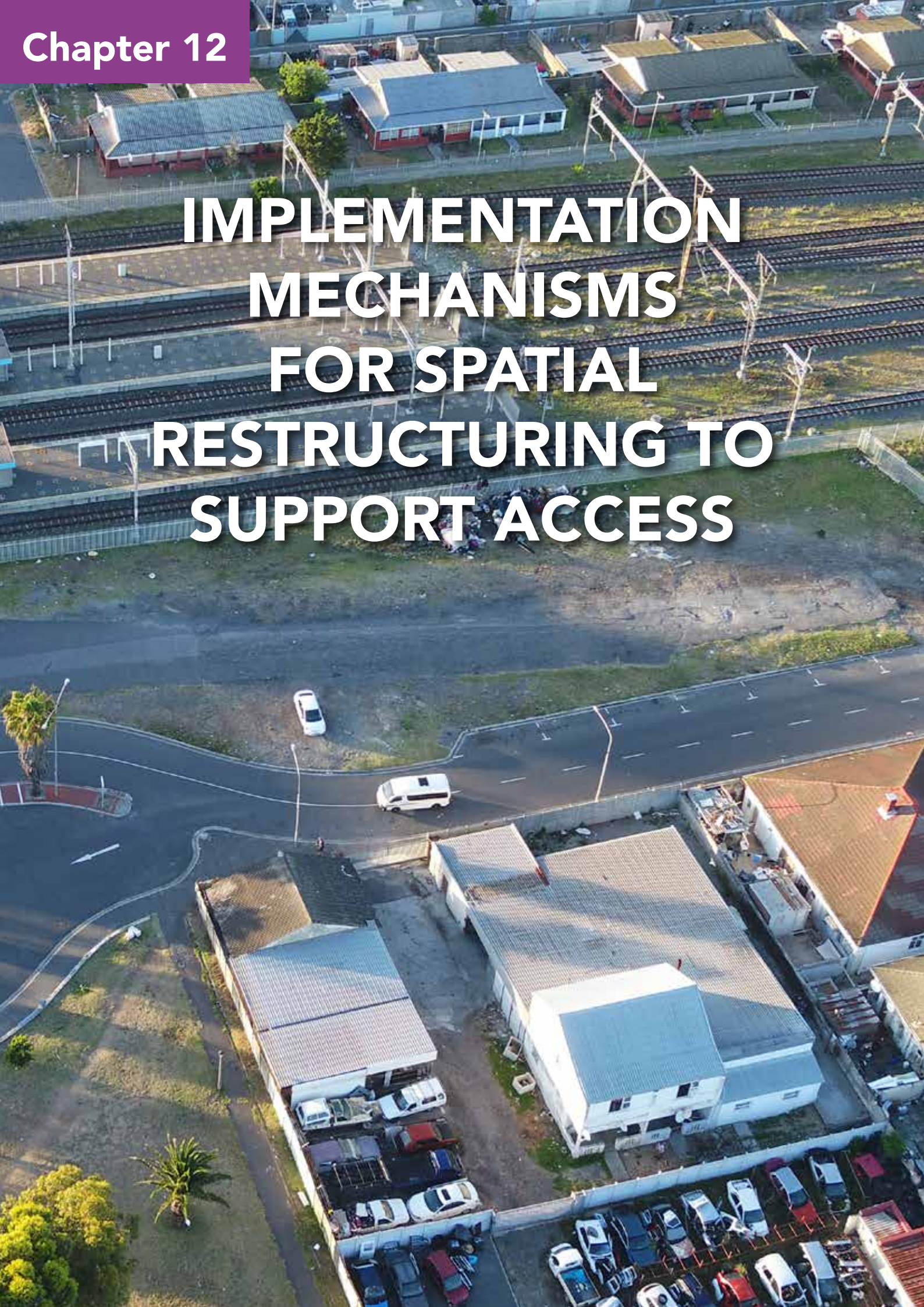
has been exacerbated by the decline in the rail system, which has suffered from underinvestment for many years.

One of the principles of the IEGS is connectivity, where transport systems play a crucial role. The strategy acknowledges that most of the city's residents lack physical proximity to job opportunities, resulting in the need to commute to the three primary economic nodes: Cape Town Central Business District; Century City, and Bellville / Tygerberg.

Safety in transport and access to it is recognised as a crucial precondition for economic development. The strategy also recommends a review of the City's role in catalysing economic activity through strategic expenditure in core service delivery areas, including transport.

Chapter 12

IMPLEMENTATION MECHANISMS FOR SPATIAL RESTRUCTURING TO SUPPORT ACCESS



Like many cities globally, Cape Town is facing rapid urbanisation as more people migrate to the city in search of opportunities. In South Africa, rapid urbanisation's challenges are intensified by the historical legacy of apartheid spatial planning. This policy deliberately established a fragmented city where individuals lived distantly from economic opportunities, and there was no investment to bring economic activities to these areas.

It is evident since the end of apartheid that this legacy will not be undone unless the City adopts a proactive, inventive approach. The City has a chance to reimagine Cape Town and respond to growth in a responsible and innovative manner, ensuring the city operates more efficiently and effectively.

To this end, the City adopted the TOD Strategic Framework in May 2016, establishing a transit-led development agenda across all levels of the built environment. TOD focuses on altering, developing, and stimulating the city's built form at various scales. This is done to optimise the movement patterns of people and goods, create urban efficiencies, and facilitate social equity and economic development.

TOD introduces a fresh way of integrating spatial and transportation planning to transform Cape Town into a compact and well-connected metropolitan area. Here, development promotes economic and social efficiency, residents enjoy easy access to public transport that becomes more efficient, sustainable, and affordable, and the living environment is improved as travel distances decrease. A positive spin-off is that the transport sector's carbon emissions are reduced.

This understanding informed the MSDF and DSDFs, reiterating the integrated approach to spatial and transportation planning. It continues to guide Cape Town's development towards a more compact and well-connected city.

In support of this, the City developed mechanisms to enable restructuring by both the private sector and the City itself. Although some view the term "TOD / transit-oriented development" as outdated, the concept predates the term and remains relevant. In the CITP, this term is used interchangeably with "spatial restructuring" and supports the triple access vision to achieve spatial proximity.

The identified mechanisms below pertain to land use intensification in well-located areas, and catalytic land development projects. Each will be described in the following sections.

LAND USE INTENSIFICATION IN WELL-LOCATED AREAS

The MSDF and DSDFs promote land use intensification and a mix of uses in prime locations. However, there are challenges to realising this:

1. Dependence on private landowners: Significant land use intensification requires multiple properties to be redeveloped. The unwillingness of property owners to utilise their existing land use rights, coupled with an underwhelming economic climate, contributes to a slow progression towards this goal.

2. Decline of the rail system: The idea of intensifying land use around railway stations hinges on improvements to the rail system. Its decline has affected transit-oriented development and the nature of development near rail stations over the last decade.

3. Opposition to redevelopment: Current land use and National Environmental Management Act (NEMA) processes allow for objections to any redevelopment. This trend is particularly prevalent in well-resourced areas, leading to developments that often just replicate existing ones.

4. Infrastructure capacity constraints: The fourth challenge identified in the MSDF relates to the capacity of the existing infrastructure. The Urban Mobility Directorate should argue that this should not impede land use intensification in prime areas. Solutions may include funding mechanisms to boost infrastructure capacity, or allowing development to lessen their dependence on infrastructure by managing their utilities on-site.

Mechanisms to address the first constraint, like incentive overlay zones, are being examined.

The Development Management Scheme also serves as a crucial mechanism to increase land use intensification in well-located areas.

ROUTES, CORRIDORS AND NODES

The MSDF and DSDFs place strong emphasis on urban mobility elements like routes, corridors, and nodes. They have simplified their classification and aligned them with urban mobility functions, which aids in urban mobility planning. The challenge is that routes vary along their course and can't be easily classified.

There is a need for guidelines on transit user population densities along these routes and corridors to achieve the necessary ridership thresholds for quality public transport.

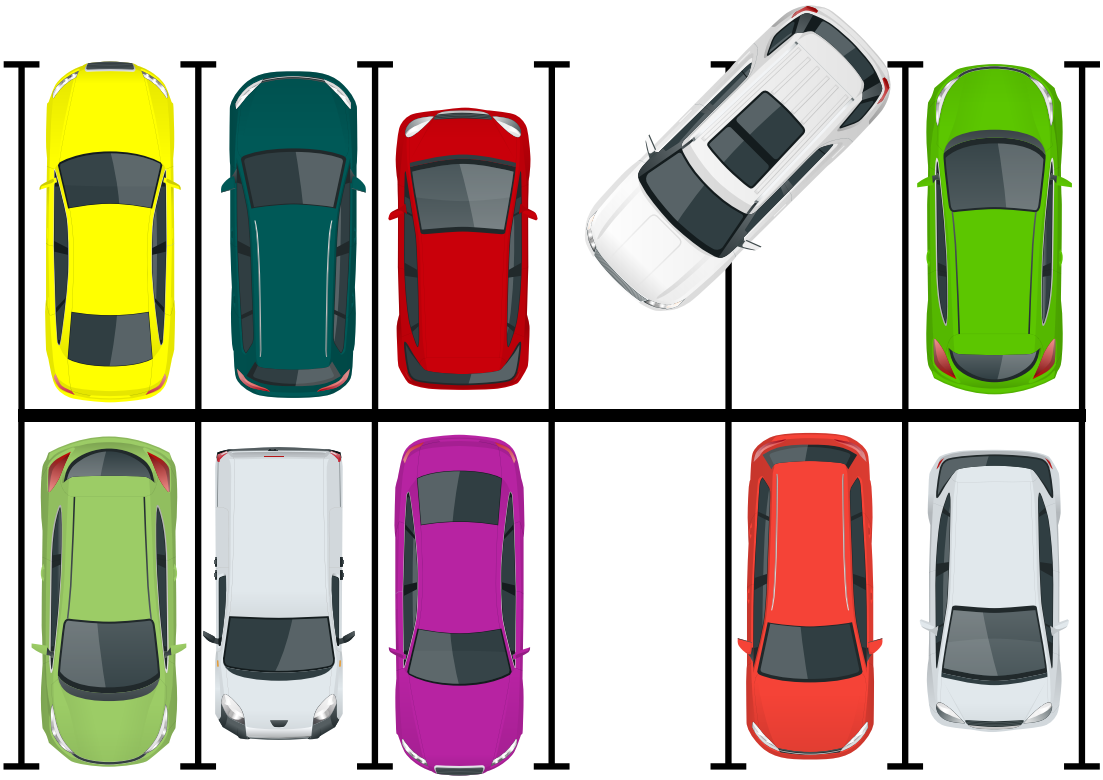
PARKING

Off-street parking is often overlooked in both land use and transport planning, as it is a minor aspect of both. The MSDF suggests using parking management as a strategic tool to encourage land use intensification and reduce private car usage. The City implemented reduced off-street parking requirements in highly accessible areas in 2014. This initiative has been somewhat successful, freeing up a considerable amount of land for more productive use.

The City's Parking Policy (2020) provides guidance on strategically using both on-street and off-street parking to not only encourage development in well-located areas, but also to alter travel behaviour away from private vehicles in areas well-served by public transport. When revisiting any parking mechanisms, parking should be recognised as a crucial component in increasing spatial proximity and supporting TDM.

CATALYTIC LAND DEVELOPMENT PROGRAMME (CLDP)

The CLDP (2019) includes high-density, mixed-use development projects concentrated in transit-friendly precincts. These projects target economically underperforming nodes in the City's



three integration zones that encompass the UIC. The right infrastructure investments will enable urban development that aligns with the City's TOD Strategic Framework over medium to long-term timeframes in prioritised precincts.

The programme also crafted a detailed implementation and investment roadmap with medium and long-term goals. The plan aimed to:

a. Strategically locate new development around existing and planned public transport.
b. 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 base zone to implement re-engineered land use management.
c. Promote the use of PT and NMT through the creation of inter-connected, high quality public spaces around it.
d. Prioritise its investments to maintain, upgrade and extend infrastructure and services, and promote and incentivise denser urban development in priority transit corridors and spatially targeted TOD precincts.
e. Partner with other public entities with matching land mandates to leverage the City's portfolio of strategically, well-located landholdings, for greater participation by the private sector, and lead by example in achieving TOD in targeted precincts, starting with priority TOD projects in Bellville, Philippi and the CBD where the City will lead catalytic infrastructure investment.
f. Redirect its human settlement planning to consolidate in the urban core, ensuring densification and intensification of development in support of transit-led investment.
g. Continue to work with PRASA to ensure coordinated implementation of infrastructure planning and programmes.

The CLDP, based on principles of spatial targeting and coherent programme formulation, comprises:

a. A portfolio of primary TOD catalytic projects of metropolitan significance: Bellville Future City, Philippi Opportunity Area, and the Foreshore Gateway Precinct.
b. A portfolio of secondary TOD initiatives around prioritised stations in local transit-accessible precincts and nodes with high ridership that are part of the existing rail and BRT system. These were proposed in collaboration with PRASA and other stakeholders.

Metropolitan TOD Catalytic Precincts

A review of the previous TOD Catalytic Projects Programme resulting in the prioritisation of three Metropolitan TOD Catalytic Precincts that are elaborated on in the table below:

SECTION	DESCRIPTION
Bellville Future City Catalytic Precinct	Bellville Future City is bounded by the N1, the Belcon site owned by Transnet to the south of the railway line, the Hardekraaltjie complex in the West, and Bill Bezuidenhout Avenue and the Stikland Hospital complex in the East. The core area is located between Bellville Station and Voortrekker Road. Following more in-depth planning, design, and feasibility evaluations, the primary public sector investment will be primarily directed towards the new PTI and its associated development. This includes the revitalisation of the neighboring Paint City site, currently owned by the City, and the current minibus taxi rank area.
Philippi Opportunity Area (POA)	This project encompasses opportunities surrounding the MyCiTi stations and additional infrastructure as part of the Metro SE corridor development core route investment within the area. It also includes the potential release of considerable City-owned and other public lands around the Stock Road Station and development prospects at Nolungile Station at the northern edge of the ACSA-owned Swartklip site. The Aerotropolis Concept, which utilises the Cape Town International Airport as a catalyst for economic development, is important to the city. This concept intends for the urban structure of the surrounding area to foster and support both economic and social development. Moreover, upgrades to the airport precinct are not the only focus. Development around Philippi, Stock Road, and Nolungile Stations could trigger private investment in neighboring properties and areas.
Gateway Catalytic Precinct	This project is a part of the CBD Economic Recovery Programme and investigates the implications of deproclaiming the 1969 Lower Buitengraght road scheme. These plans aim to reduce traffic congestion and facilitate better access into the city while harnessing the economic potential of the Foreshore area. They also aim to strengthen the connections between the CBD and the V&A Waterfront. The Gateway Precinct encompasses the deproclaimed land as well as the Ebenezer Road Maintenance Depot, the MyCiTi Prestwich Depot, the Gallows Hill Traffic Centre, and other public land holdings in the area. The City aims to unleash development rights and private sector involvement in development that enhances accessibility and contributes towards affordable housing provision in the inner city. This could serve as an initial phase of the broader precinct redesign linking to Transnet's People's Port Initiative, the National Department of Public Works' Customs House redevelopment, and the Provincial Government's Founder's Garden proposals. The Gateway Masterplan, prepared in 2021, envisions key NMT interventions and improvements to public spaces, aiming to enhance the pedestrian-friendliness of the Cape Town CBD.

Local TOD Catalytic Precincts

A portfolio of other local TOD measures has been proposed which is intended to complement the Metropolitan Catalytic Precincts over the next five years and beyond. These smaller, typically private sector-driven, local TOD catalytic precincts could also have a more specific focus, like housing or commerce. Some local TOD catalytic priority precincts include:

a. Diep River Station Precinct, featuring the City's C40 Reinventing Cities Initiative at Moquet Farm
b. Athlone Central Business District (CBD) revitalisation, including the City's C40 Reinventing Cities Initiative at Athlone Station
c. Kapteinsklip, encompassing the City's C40 Reinventing Cities Initiative
d. Tygerdal Station, incorporating the City's C40 Reinventing Cities Initiative at Monte Vista Station
e. Regeneration of substantial land holdings surrounding Claremont Station

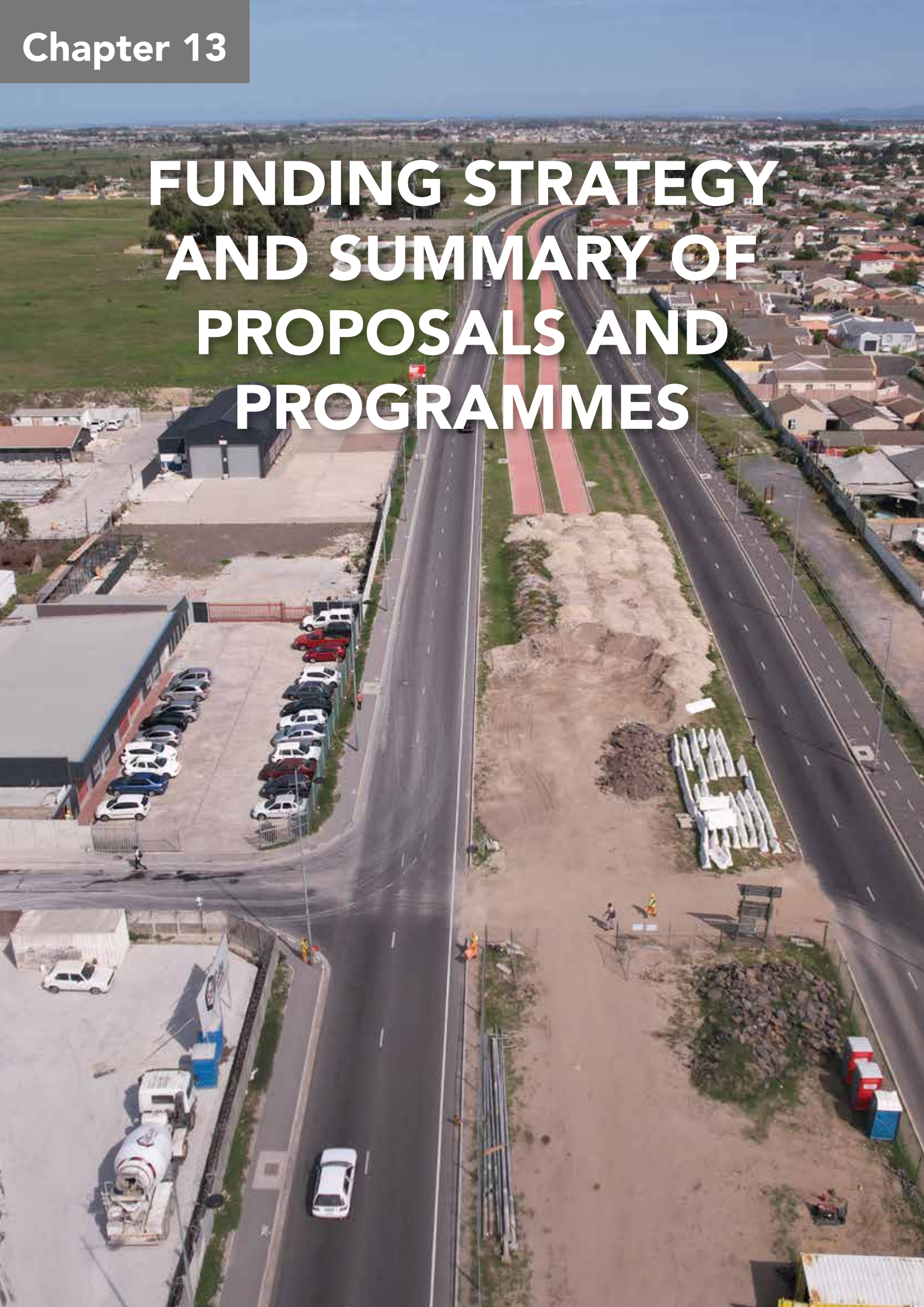
These precincts, in collaboration with PRASA and other role players, aim to enhance urban efficiencies and sustain public transport services as another component of the Catalytic Land Development Programme (CLDP).

Strategic collaborations in the public sector

Boosting the economic investment potential of metropolitan and local TOD catalytic precincts can be achieved through strengthened partnerships with public sector entities and stakeholders who have compatible land mandates and development objectives. Such strategic collaborations aim to facilitate collective planning and, when suitable, joint execution of development initiatives, thereby leveraging combined public land assets. This not only creates economies of scale but also ensures better value for money and greater impact. This approach is a fundamental aspect of the Catalytic Land Development Programme (CLDP) and foresees alliances with key public entities.

Chapter 13

FUNDING STRATEGY AND SUMMARY OF PROPOSALS AND PROGRAMMES



SUMMARY OF PROPOSALS

The table below contains an extract of the projects with the biggest budget allocation for the 2022/23 financial year. The complete list of projects is in Appendix 2 of the CITP.

NAME OF PROPOSAL, PROJECT OR PROGRAMME	SUMMARY OF PROPOSAL, PROJECT OR PROGRAMME FINANCIAL IMPLICATIONS OVER THREE YEARS		
	SUM OF APPROVED BUDGET 2022/23	SUM OF APPROVED BUDGET 2023/24	SUM OF APPROVED BUDGET 2024/25
IRT Phase 2 A	R526 521 312	R1 067 334 175	R1 824 208 308
Congestion Relief Projects	R193 737 992	R166 502 116	R166 301 349
Public Transport Interchange Programme	R90 430 213	R55 700 125	R181 206 781
Roads: Rehabilitation	R54 774 903	R101 798 835	R37 610 600
Public Transport Systems Management proj	R51 455 070	R35 000 000	R35 000 000
Metro Roads: Reconstruction	R49 965 573	R130 271 165	R117 853 227
Public Transport Systems Management Prog	R45 810 721	R30 000 000	R15 000 000
Non-Motorised Transport Programme	R36 922 034	R45 100 000	R191 415 497
Smart Technologies at PTI's	R35 000 000	R40 000 000	R20 000 000
Greenpoint Precinct Road Upgrades	R32 375 488	R0	R0

Legal framework and financial management in local government

The Local Government: Municipal Finance Management Act (Act No. 56 of 2003) and the Local Government: Municipal Systems Act (Act No. 32 of 2000) ensure the proper alignment of municipal priorities, plans, budgets, implementation actions, and reports. The Acts also identify the main components of the financial management and accountability cycle and how they should be aligned.

The IDP details the goals and development plans of the municipality, aligning them with the resources available. The Council approves the IDP and undertakes an annual review and performance assessment based on the annual report. The three-year budget outlines the municipality's revenue and expenditure plan for the Council's approval, aligning the allocation of funds with the priorities set in the IDP.

From the City's approved budget, the Urban Mobility Directorate has been allocated R1.32 billion for the 2022/23 fiscal year. The projections for the next two years are R1.92 billion for 2023/24 and R2.82 billion for 2024/25.

MULTI-YEAR FINANCIAL OPERATIONAL PLAN (MYFIN)

The MYFIN is the Council-approved financial and operational plan for its role in public transport infrastructure and operations. Updated annually, it forms the foundation for proceeding with IPTN projects. The MYFIN provides a long-term projection with a city-wide perspective, making it a valuable tool for forecasting the implementation of the IPTN. It considers funding projections, costs, and revenues over a 15-year period.

MYFIN documents are cumulative, with each annual document building upon the previous ones. The most recent MYFIN, approved in July 2022, is summarised below.

Multi-Year Financial Operational Plan and Medium-Term Strategic Business Plan for Public Transport 2022 – 2036 (MYFIN 2022)

The City's integrated public transport network encompasses five main modes of transport: MyCiTi BRT services, Dial-a-Ride (DaR) services, Quality Bus Services (QBS), MBT services, and passenger rail.

The MYFIN takes into account the long-term strategies for these transport modes and their associated costs. However, the City is the contracting authority for the MyCiTi and DaR services only, where it takes on the operational responsibilities and revenue risk. Therefore, the financial aspect of the MYFIN mainly focuses on the long-term financial implications of operating these two services, as well as their capital requirements. The MYFIN 2022 is the first to include DaR services in its long-term financial projections.

Regarding other IPTN services, the City's focus is more on improving integration of transport modes, rather than operating each mode individually. Therefore, it includes costed strategies to enhance integration, though the MYFIN does not cover all IPTN-related strategies.

The financial environment in the MYFIN 2022 saw two significant changes compared to the MYFIN 2021 - the inclusion of the Public Transport Network Grant (PTNG) incentive funding for the entire MYFIN period, and more favourable terms for bus financing. Both changes positively impacted the financial outlook.

Lastly, MYFIN 2022 addresses the budget shortfall identified for the period post the 2022/23 Medium-Term Revenue and Expenditure Framework (MTREF) as reported in the MYFIN 2021 recommended scenario (known as the MTREF Balanced Scenario). It also quantifies the cost reduction strategies recommended in the MyCiTi Business Plan Update 2022 – 2037.

CITP ACTION PLAN MATRIX AND PRIORITISATION STRATEGY

The Action Plan Matrix (Appendix 1 in the CITP) connects the objectives of the Urban Mobility Directorate to the actions (projects or programmes) designated for various departments. The Action Plan Matrix identifies short, medium and long-term actions, and from this, project identification is carried out for the three-year budget cycle.

The proposals and programmes summarised in Appendix 2 align with Cape Town's IDP and constitute the transport sector component of the IDP, as required by Section 31 of the Act.

All actions identified in the strategies and plans undergo a prioritisation process resulting in funds allocation, consistent with the transformational priorities identified in the IDP, the vision, objectives, and the spatial vision as identified in the MSDF.

Given the breadth of projects and the city's vast geographical extent, projects can be executed concurrently, following departmental implementation plans, procurement procedures, and resource availability.

Phasing of capital projects is considered only if they are planned or required to span several years, or if certain projects are dependent on other executive processes. Nevertheless, the financial aspects of such projects continue to be reported over the City's three-year budgetary reporting cycle.

All projects and programmes are planned considering available funding and, hence, should be pragmatic and achievable within the City's anticipated budgetary limitations.

STRATEGIC PLAN IMPLICATIONS

The CITP 2023 – 2028's strategic intention is to realise the envisaged vision. Addressing three paradigm shifts required to reach the vision results in the following key priorities:

Incremental public transport and access reform for maximised user benefit and minimised risk

a. Develop a programme prioritising gradual enhancements to road-based public transport across the metro.
b. Persist in leading and resourcing the minibus taxi industry transition business plan and the Transport Operating Company (TOC) model as a partnership-building process and as regulatory instruments to enhance service quality for commuters.
c. Initiate an active programme supporting industry partners in gradually formalising minibus taxi services and facilitating inter-operability with other transport modes.
d. Reassess the IPTN based on temporal modal appropriateness on key corridors and routes, including the role of rail and TOCs.
e. Implement modal layers of the IPTN as a pragmatic method for spatial transformation and TOD stimulation over time.
f. Continue to advocate for innovative and effective TDM, including new strategic approaches to tripartite access considerations: mobility-based access, proximity-based access, and digital access.
g. Collaborate with the IT sector to examine how affordable digital access can help reduce travel demand during high-cost periods and purposes.

Leveraging City's control over roads for economic recovery

a. Continue the implementation of crucial missing links in the network as part of the congestion relief programme.
b. Investigate reprioritisation of road assets to provide speed advantages for public transport services.
c. Continue to create and implement transport responses to increasing informality through basic access provision, emergency services access, and access for future layouts for informal settlement reorganisation.
d. Revisit the NMT strategic approach, including walking and cycling strategies and emerging technologies like micro-mobility.
e. Improve safety and security on public transport services, as well as personal safety when accessing services by walking or cycling (the "first and last mile").
f. Implement transport actions of the Climate Change Action Plan, including pedestrianisation and tactical urbanism for carbon-free streets.

Advocating for increased partnership for long-term and climate resilience

a. Explore grant reform options with the National Government to broaden the application of the IPTN Grant to wider public transport improvements.
b. Promote the revitalisation of the rail network and explore options for improving rail services.
c. Seek transitional mechanisms for alternative, low-carbon fuels for public transport fleet.
d. Continue to develop, refine, and implement road and bridge maintenance programmes, addressing critical backlogs, with a focus on climate hazard resilience.

Chapter 14

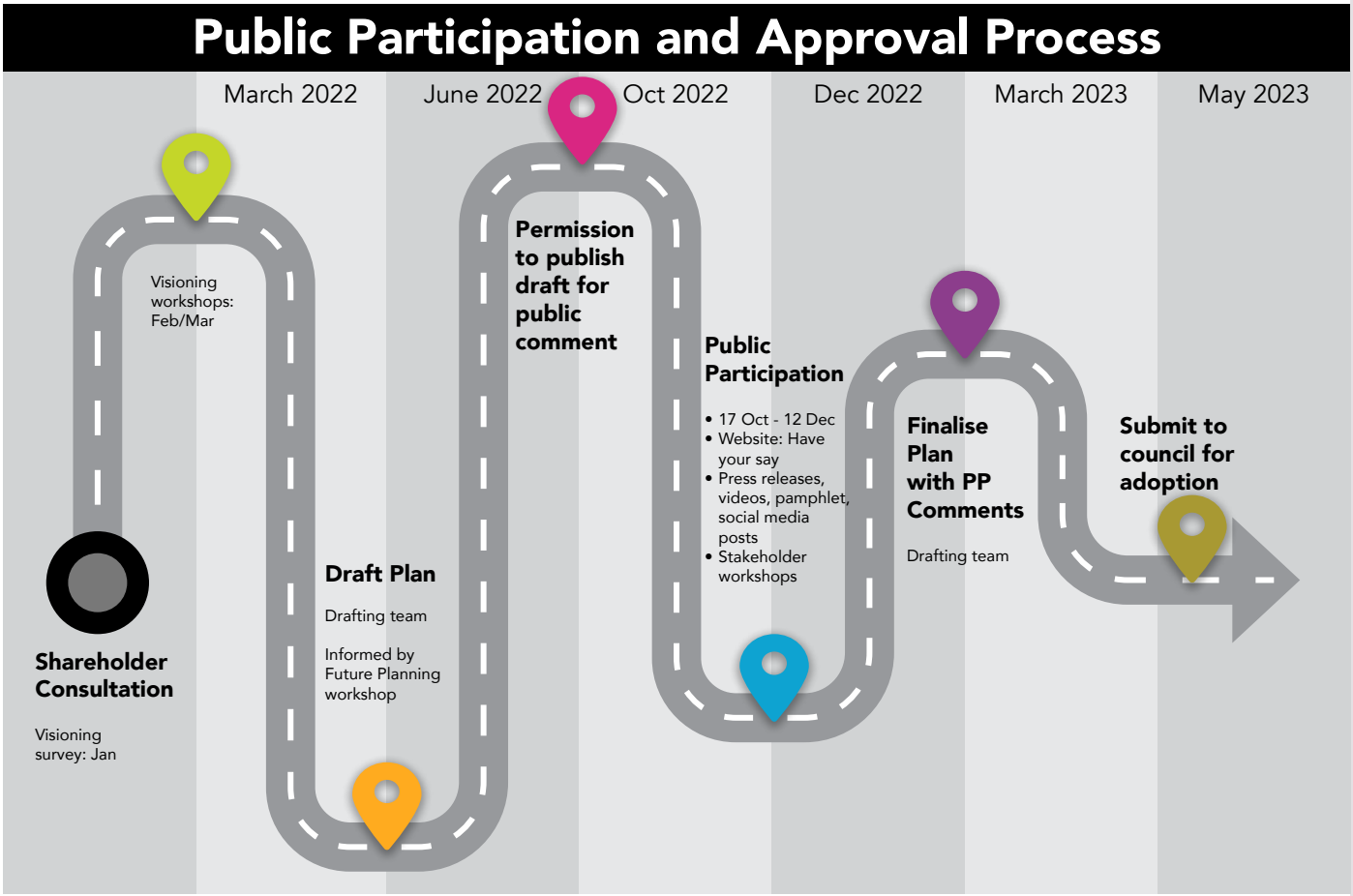
PUBLIC PARTICIPATION PROCESS

Section 17 of the Local Government: Municipal Systems Act (Act 32 of 2000), requires that the public and stakeholder groups have the opportunity to provide comments, suggestions, or inputs to the CITP.

Given that this is a CITP for a new term of office, an extended public engagement process beyond the minimum requirements was followed, as depicted below. A two-stage engagement process was envisaged, allowing stakeholders two chances to participate (i.e., at the start and end of the process), while the public would comment on the draft document. This process comprised the following steps:

- An initial vision-setting phase before the CITP drafting process commenced, aimed at directing the crafting of the CITP in a way that reflects the inputs from the internal and external stakeholders.
- The drafting process, which involved engagement with internal stakeholders.
- Once the CITP was in draft form, a formal public participation process for both stakeholders and the public took place.

PUBLIC ENGAGEMENT PROCESS FOR DRAFTING THE CITP



FORMAL PUBLIC PARTICIPATION PROCESS

The draft CITP document for the new term of office was prepared for the official public participation process by October 2022. This process commenced on 17 October and lasted until 31 November. However, it was later extended to 11 December 2022 in response to stakeholders' requests. The goal was to make the process as accessible as possible to enhance public engagement.
The methods of advertising the draft document to the public and communicating the ways to submit comments were varied and numerous.

Mechanisms for soliciting feedback

Advertising platforms:

1. Have Your Say page on City of Cape Town's website
2. An advertisement was published in 23 local newspapers
3. The advertisement and document were made available at Subcouncil offices and City libraries.

Additional platforms for soliciting feedback:

1. All the City's social media platforms
2. A series of videos in all three official languages were posted on the Have Your Say platform to accommodate those who are unable to read and/or write.
3. A series of static infographics in all three official languages were displayed on television monitors in City cash halls.
4. To broaden reach to the general public, 10 000 copies of an easy-to-understand pamphlet with illustrations were distributed at PTIs, clinics, cash halls, and housing offices
5. Announcements to reach City staff were issued on the City's newsletter, e-nform.

Forty-three engagements (face-to-face and online) were hosted:

STAKEHOLDERS	MEETINGS
IPC	1
IPC Subcommittees	10
Subcouncils	18
Subcouncil activity days	3
Taxi Associations	7
Meeting with VOCs	1
Meeting with academics	1
Meeting with NPOs	1
WCG Air Quality meeting	1
TOTAL	**43**

Responses received in the commenting process

There were various methods for submitting comments:

- The report was presented for noting at all the subcouncil meetings in October.
- The Intermodal Planning Committee (IPC) structure and its subcommittees were also used as a platform to engage intergovernmentally and with operators
- A total of 78 submissions were received through the official Have Your Say platform - 32 were from individuals and 46 from organisations.
- Including the comments provided in meetings, 690 individual comments were received and have been responsed to.

The table below shows the sources of comments and the number of submissions:

All comments were considered, and where relevant the document has been edited and/or corrected. Some comments which could not be accommodated will be held over for the first annual review.

ENGAGEMENTS	NUMBER OF SUBMISSIONS
Email	28
Have Your Say	50
Meeting with academics	3
MBT OLP consultation	78
Intergovernmental meetings	9
NPO meeting	3
Subcouncils	12
MBT Associations	7
TOTAL	**187**

WHAT NEXT?

Action

There is an Action Plan Matrix in Appendix 1 of the CITP. This shows City officials what they must do in the short, medium and long term

Access the full document

If you want more detail on any part of the CITP, you can access the full, approved CITP on the City's website under the Urban Mobility Department

Comment on the document

- The document is updated annually, so your relevant comments can direct the updates
- What else would you like more information on?
- Share your travel experiences with us
- Email us at comprehensive.integratedtransportplan@capetown.gov.za

Be the change

- Think of your travel behaviour, and how you can apply these ideas for you and your family
- How can you influence your organisation / employer to make positive changes which reduce congestion and support the environment?
- Join campaigns which support more sustainable access options