



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

ANNEXURE 20

PROPOSED AMENDMENTS TO THE 2017-2022 INTEGRATED DEVELOPMENT PLAN (IDP) – 2021/22 AMENDMENTS



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
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Bold: New narrative or figures proposed

~~Strikethrough:~~ Changed or deleted narrative proposed

Motivation for proposed amendments to the Contextual analysis

Contextual analysis

The main methodology that was used in the IDP review was to undertake a contextual scan and a performance assessment to identify any new significant events or trends that may have a notable influence on the strategic narrative, implementation plan, Corporate Scorecard or any of the annexures of the IDP.

The overall purpose of reviewing the contextual analysis was to establish if the strategic narrative remains relevant, effective and sufficient within the specific contextual circumstances of the City.

The main changes in the contextual analysis includes:

- General annual statistical updates;
- The current impact of the COVID-19 pandemic on a global, national and local level that has influence the financial, social, economic and health of the City's citizens significantly;
- Climate change mitigation work that includes general updates as well as preparation for carbon neutrality, exploring and piloting the transition of City's fleet to move towards electrical vehicles whilst developing an enabling framework to prepare for the uptake and regulation of a city-wide transition to electric vehicles;
- Updates on reducing climate change impacts;
- Updates on the Climate Change Policy that was reviewed and converted into a Climate Change Strategy.

Based on the above motivations, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Contextual analysis	Contextual analysis	16 - 29
N/a	<p>Global context:</p> <p>Add new paragraph above Global context:</p> <p>At the time of review, across the globe, COVID-19 is threatening cities and communities, endangering not only public health, but also the economy and the fabric of society. The recent global pandemic has further highlighted inefficiencies that need to be addressed towards building a more resilient city development environment.</p> <p>Add two new paragraphs after the heading, Global context:</p> <p>With the World Health Organization's declaration of the global COVID-19 pandemic in January 2020 and subsequent lockdown measures implemented in countries across the world, global growth forecasts have deteriorated. The Coronavirus outbreak has brought the world and South Africa to a halt in many ways as best defence against the spread of COVID-19.</p> <p>It is important that the City's strategic priorities in relation to its resource base reflect the new realities brought about by recent shock events. The City's recovery programme takes a phased approach</p>	16

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	with initiatives linked to stabilisation, adaptation and rebuilding.	
<p>Prominence of urbanisation</p> <p>N/a</p>	<p>Prominence of urbanisation</p> <p>Add three new paragraphs below last paragraph ending with "city governance".</p> <p>Cape Town is currently responding to a pandemic which is likely to persist over the next year at least, with the social and economic consequences reverberating for many years to come. The recovery will be underpinned by how rapidly government and other actors can mobilise the resources necessary to expedite socio-economic recovery.</p> <p>The COVID-19 crisis will have long-term impacts on the City's operations and programmes, its' income sources for service delivery and on the general socio-economic welfare of its residents and ratepayers.</p> <p>New demands on City resources are emerging. The City's functions and resource allocation need to shift in response to COVID-19. Response to the socio-economic fall out of COVID- 19 may intensify existing shocks and stresses facing the city, or give rise to new ones.</p>	17
<p>From sustainable development to resilience:</p>	<p>From sustainable development to resilience:</p>	17

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>This of course assumes that a shock of any great magnitude will be a once-off event or one that will come at some kind of a spaced-out interval, allowing for the City's finances and that of its citizens to absorb the massive costs of repairs and rehabilitation after the shock event.</p> <p>One such big change to which everyone in the city will have to adapt is a progressive cap on carbon and other greenhouse gas emissions, allowing the city to reach carbon neutrality much sooner than the target date of 2050, in order to contribute to the global effort to avoid the worst ravages of climate change.</p> <p>From sustainable development to resilience:</p> <p>More recently, phenomena such as back to back and concurrent extreme weather events are occurring, often on a scale never before experienced by humanity, and extreme poverty in our townships continues unrelieved because of our economy remaining stubbornly stagnant. The City's challenges will continue to be steeper than before. Resilience, therefore, has emerged as an important urban concept.</p>	<p>Delete wording and replace with one word.</p> <p>This of course assumes that a shock of any great magnitude will be a once-off event or one that will come intermittently allowing for the City's finances and that of its citizens to absorb the massive costs of repairs and rehabilitation after the shock event.</p> <p>One of the changes to which in the city as a whole need to prepare for is the required transition to carbon neutrality to the allow the local economy to trade competitively in a world that is rapidly rejecting carbon intensive goods and services, and to contribute fully to the mitigation effort required to avoid catastrophic climate change.</p> <p>From sustainable development to resilience:</p> <p>Add two new paragraphs before: "One such big change to ..."</p> <p>The resilience of the city and its residents continues to be tested, as two major city-wide disaster events (drought and COVID-19 pandemic) have been experienced alongside a multitude of chronic stresses which weaken the social and economic</p>	<p>17</p>

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>fabric of the city including the impacts on the health system.</p> <p>As climate change intensifies, the city is becoming increasingly vulnerable to weather-related shock events, in particular increased heat and decreased rainfall. A city-wide greening strategy has the potential to contribute to the achievement of several longer term climate change mitigation outcomes through carbon sequestration and improved liveability of the city. The City has made major strides in advancing a renewable energy strategy as part of its climate change mitigation actions, including among others the promotion of solar and wind generated energy in the City and region.</p>	
<p>Furthermore, given the urgency to act in combating climate change, every city, ours included, will have to play its part in containing global temperatures within the 1,5-degree margin that the Paris Agreement demands.</p> <p>This is vital on account of budgetary constraints that the City already faces and which will be seriously exacerbated if additional budget has to be found to provide for adaptation measures and infrastructure to address climate change. Considering measures such as departmental caps on carbon emissions and increasing</p>	<p>Furthermore, given the urgency to act in combating climate change, every city, ours included, will have to play its part in containing average global temperatures increase within the 1,5-degree margin that the Paris Agreement demands</p>	18

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
opportunities for each to contribute to meaningful carbon sequestration could be important to achieving resilience without undermining the ability to provide services in the future or plunging the city into massive debt.		
The South African urban context: n/a	<p>The South African urban context:</p> <p>Add new paragraph after the heading:</p> <p>A National State of Disaster was declared in South Africa on 15 March 2020, in preparation for its health sector to manage the expected increase in local COVID-19 transmissions, and the country has been under various levels of lockdown since 27 March 2020. These lockdown measures have placed varying degrees of limitation on economic and social activity but have also been accompanied by a suite of fiscal and stimulus packages introduced to buffer the economic shock.</p>	19
The Cape Town context: n/a	<p>The Cape Town context:</p> <p>Add new sentence before "The World Bank's ranking..."</p> <p>The City is continually striving to address the cost of doing business and implements a range of measures to support this.</p>	20
Economic opportunities and challenges: N/a	<p>Economic opportunities and challenges:</p> <p>Add new sentence after: "...with implications for job creation and service delivery".</p>	20

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>Over the past 5 years Cape Town recorded an average annual economic growth rate of 1,2% (constant 2010 prices) whilst the national economy recorded 0,8% over the same period.</p> <p>Add a new paragraph after: "...support and facilitate access to programmes for reskilling workers at risk of unemployment".</p> <p>The coronavirus pandemic in 2020 has presented an opportunity to use electronic communication more optimally and effectively. The increased incidence of people working from home is made more possible and efficient with advancements in technology and increased internet connectivity and accessibility. One of the takeaways from Coronavirus is that the role of internet connectivity and data analytics – especially for public health data and tracking disease has increased significantly, and greater efforts at digital enhancements in cities, including Cape Town, are expected.</p>	
<p>Cape Town's strict unemployment rate was at 21,2% for Q1: 2019 (ending March 2019), reflecting weak conditions on the demand side, but also a strong degree of structural unemployment characterised by an oversupply of low-skilled or unskilled labour.</p>	<p>Cape Town's strict unemployment rate in 2019 was 21,9% [447 327 unemployed individuals] while its broad unemployment rate was only slightly higher at 24,1%.</p> <p>Cape Town still averages a relatively high strict youth unemployment rate of 45,2% for 2019 - a decrease from averaging 53,6% in 2014. This reflects weak conditions on the demand side but also a strong degree of structural unemployment</p>	22

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	characterised by an oversupply of low-skilled or unskilled labour.	
	<p>Add two new paragraphs after: "...major challenges still exist such as the low wages of these jobs, limited job security and weak career prospects".</p> <p>All of the economic impact scenarios show that Cape Town's economy will experience a large contraction in 2020. The scale of this contraction and the consequent job losses will be the largest seen since the advent of democracy. Jobs at risk will raise the strict unemployment rate to between 26,7% and 29,1%. The decline in business turnover and household income, will reduce the tax revenue collected from businesses and households in Cape Town. Household incomes will decline by between 8,0% and 11.8% and are likely to impact lower income households relatively harder. This will inevitably lead to an increase in the incidence of poverty within the city.</p> <p>The current pandemic is likely to persist over the next year at least, with the social and economic consequences reverberating for many years to come. The City needs to plan for a drawn out economic recovery, with the expectation that resident and business demands (for more free basic services, for payment relief and business support) will be higher than pre-COVID, while revenue will remain</p>	22-24

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	under pressure in the short term – for the next two years at the least.	
<p>Social opportunities and challenges:</p> <p>With an estimated population of 4 322 031 in 2018,¹⁵ and a population growth trend that is expected to continue for the foreseeable future, the total population of the city is anticipated to reach approximately 5,1 million by 2030.</p>	<p>Social opportunities and challenges</p> <p>With an estimated population of 4 488 546 in 2019, and a population growth trend that is expected to continue for the foreseeable future, the total population of the City is anticipated to reach approximately 5,1 million by 2030.</p>	23
<p>Health levels in general have increased in Cape Town, with the city's infant mortality rate (IMR) having dropped significantly. The Western Cape, of which Cape Town has the largest population, had the country's highest average life expectancy at birth (68 years). People are living longer and healthier lives, thus increasing the proportion of ageing residents in the city. Conversely, the percentage of economically active working-age people (aged 15-64) decreased slightly from 69,2% in 2017 to 68,5% in 2018.¹⁹</p>	<p>Health levels in general have increased in Cape Town, with the city's infant mortality rate (IMR) having dropped significantly. The Western Cape, of which Cape Town has the largest population, had the country's highest average life expectancy at birth (estimated at 68 years for the period 2016 to 2021). People are living longer and healthier lives, thus increasing the proportion of ageing residents in the city.</p>	23
<p>An increased number of Cape Town residents with HIV/Aids are registered for antiretroviral treatment (ART) at the City's clinics, which means that they live longer lives. Although the HIV prevalence rate in the Western Cape increased between 2011 and 2014, it stabilised in Cape Town during the</p>	<p>An increased number of Cape Town residents with HIV/Aids are registered for antiretroviral treatment (ART) at the City's clinics, which means that they live longer lives. The number of people living with HIV in Cape Town in 2019 was estimated at 206 935, at 7.5% - compared to the national HIV prevalence rate of 13,5% and</p>	23

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>same period. The City's Health Department is preparing to implement the UNAIDS strategy of "90-90-90" together with its national and provincial counterparts, as well as the United States President's Emergency Plan For Aids Relief (PEPFAR).</p>	<p>a 17,1% HIV prevalence rate for the Western Cape. The number of Cape Town residents with HIV/Aids who are registered for ART at the City's clinics continue to increase steadily. A total number of 206 935 patients on ART currently remaining on ART is recorded for Cape Town in 2019, compared to 139 419 in 2015. This equals a total of 32.6% increase over five years.</p> <p>Although the HIV prevalence rate in the Western Cape increased between 2011 and 2014, it stabilised in Cape Town during the same period. The City's Health Department is preparing to implement the UNAIDS strategy of "90-90-90" together with its national and provincial counterparts, as well as the United States President's Emergency Plan For Aids Relief (PEPFAR).</p>	
<p>A downward trend in the incidence and number of cases of tuberculosis (TB) began to emerge between 2009 and 2014. This may be linked to increased access to ART for HIV-positive people vulnerable to TB (especially if not on ART). TB in Cape Town is exacerbated by poverty and urbanisation, which results in overcrowding, challenges with treatment adherence and substance abuse. Drug-resistant strains of TB (multidrug-resistant [MDR] and extensively drug-resistant [XDR]) also present an ongoing challenge.</p>	<p>A downward trend in the incidence and number of cases of tuberculosis (TB) in Cape Town began to emerge between 2009 and 2014, and continued to 2018/2019, with the number of cases dropping from 631 cases in 2014/15 to 559 cases in 2018/19. This may be linked to increased access to ART for HIV-positive people vulnerable to TB (especially if not on ART). TB in Cape Town is exacerbated by poverty and urbanisation, which results in overcrowding, challenges with treatment adherence and substance abuse. Drug-resistant strains of TB (multidrug-resistant [MDR] and extensively drug-resistant [XDR]) present an ongoing</p>	24

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>challenge. However, the treatment and management of patients with drug-resistant (DR) TB has seen a decline in Cape Town from a high of 1 224 in 2014/15 down to 1 037 cases in 2018/19.</p> <p>Food insecurity amongst the urban poor is a public health challenge driven by resource inefficiency (e.g. food shortages as a result of drought) and insecurity – and has been linked to detrimental health outcomes. The COVID-19 pandemic also had implications for the food value chains in South Africa and Cape Town, and has worsened food security.</p>	
<p>Increasingly, the state of food insecurity – including in urban areas – is receiving attention following the realisation that even when food is available in markets, it may not be accessible to poorer households. Increased levels of lifestyle diseases, including diabetes and obesity, in Cape Town signals the need for an urban food security systems analysis and strategy for Cape Town.</p>	<p>Increasingly, the state of food insecurity – including in urban areas – is receiving attention following the realisation that even when food is available in markets, it may not be accessible to poorer households. Increased levels of lifestyle diseases, including diabetes and obesity, in Cape Town signals the need for an urban food security systems analysis and strategy for Cape Town. There is need to transition from food aid as being the primary means of ensuring vulnerable households have sufficient food, to a focus on food security. The ongoing expansion of urban areas, especially informal settlements, poses severe challenges to food security for its inhabitants.</p>	24
<p>The benefit of improving health and education levels as well as social development is that Cape Town</p>	<p>The benefit of improving health and education levels as well as social development is that Cape Town residents</p>	24

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>residents will develop an increased capacity to withstand personal and community trials, which can in turn support the City's efforts to build resilience in the city. Yet, key social challenges that Cape Town is still grappling with can be linked to the country's historical roots. These include crime, substance abuse and gang activity,²⁴ with the youth being most at risk. Criminal or gang activity²⁵ also appears to occur more often in areas of social deprivation and poverty, and is linked to social problems such as substance abuse.</p>	<p>will develop an increased capacity to withstand personal and community trials, which can in turn support the City's efforts to build resilience in the city. COVID-19 has exacerbated existing health and well-being vulnerabilities. The pandemic is damaging multiple aspects of wellbeing through job losses and job reductions, disruptions to public health programmes, reduced access to educational and other child support services, deepened food insecurity, and increased gender-based violence. The impact is expected to be long-lasting.</p> <p>In the emergent future, societies will struggle with issues that have both natural and social causes, causing complex feedback loops that feed into increased stress and related mental health problems. In Cape Town, 'assets' skills, experience and knowledge within communities may need to be mobilised to promote better (mental) health and wellbeing. A shift in focus towards more sustainable and transformative partnerships and integrated care systems can promote the role of communities in improving and sustaining good mental and physically healthy communities.</p> <p>Cape Town has experienced increased incidents of unlawful land occupation (ULO) attempts. The challenges around informality in Cape Town remain, and given the high demand for housing and</p>	

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>services – the City recognises the diverse modalities for housing opportunities that are required in the context of limited resources for delivering public/low-cost housing opportunities.</p> <p>Yet, key social challenges that Cape Town is still grappling with can be linked to the country's historical roots. These include crime, substance abuse and gang activity,²⁴ with the youth being most at risk. Criminal or gang activity²⁵ also appears to occur more often in areas of social deprivation and poverty, and is linked to social problems such as substance abuse.</p>	
<p>Environmental opportunities and challenges</p> <p>..... The City is making a concerted effort to improve its resource efficiency and security, and address climate change. This includes climate change mitigation, as well as climate change adaptation initiatives. Mitigation initiatives range from diversifying Cape Town's energy mix (which also helps improve air quality) to reducing waste to landfill and increasing recycling. Adaptation measures, in turn, entail conserving biodiversity and ecological infrastructure, reducing water consumption and planning for</p>	<p>Environmental opportunities and challenges</p> <p>..... The City is making a concerted effort to improve its resource efficiency and security, and address climate change. This includes both climate change mitigation and climate change adaptation initiatives. Mitigation initiatives include diversifying Cape Town's energy mix (which can also help improve air quality if its complemented by a switch to electric vehicles and efficient urban transport) and reducing waste to landfill. Adaptation measures, in turn, entail conserving biodiversity and ecological infrastructure, reducing water consumption and planning for climate-sensitive infrastructure development.</p>	25

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
climate-sensitive infrastructure development.		
Adaptation measures, in turn, entail conserving biodiversity and ecological infrastructure, reducing water consumption and planning for climate-sensitive infrastructure development.	Adaptation measures, in turn, entail conserving biodiversity and ecological infrastructure, becoming water sensitive and water resilient , and planning for and implementing climate-resilient and climate-sensitive infrastructure.	25
The City has developed a Climate Change Policy, which sets out its vision for becoming a "city that is climate-resilient, resource-efficient and lower-carbon, in order to enable sustainable and inclusive economic and social development, and environmental sustainability". To give effect to the policy's climate change mitigation goals, an Energy2040 Goal was developed, which included energy and carbon emission reduction targets for 2020, 2030 and 2040 for the residential, commercial and transport sectors, as well as cleaner energy generation. These targets are currently being updated and an action plan developed to align with the required heightened level of global climate action ambition – achieving carbon neutrality by 2050. The cooperation of residents and businesses will be critical for the achievement of these targets.	The City adopted a Climate Change Policy, in 2017 which sets out its vision for becoming a "city that is climate-resilient, resource-efficient and lower-carbon, in order to enable sustainable and inclusive economic and social development, and environmental sustainability". To give effect to the City's climate change mitigation goals, an Energy2040 Goal was developed in 2015 which included energy and carbon emission reduction targets for 2020, 2030 and 2040 for the residential, commercial and transport sectors, as well as cleaner energy generation. These targets have been updated (pending adoption) and a new Climate Change Action Plan is in developed to align with the required heightened level of global climate action ambition – achieving carbon neutrality and enhanced climate resilience by 2050.	25

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>The City has developed a Climate Change Policy, which sets out its vision for becoming a "city that is climate-resilient, resource-efficient and lower-carbon, in order to enable sustainable and inclusive economic and social development, and environmental sustainability".</p> <p>These targets are currently being updated and an action plan developed to align with the required heightened level of global climate action ambition – achieving carbon neutrality by 2050. The cooperation of residents and businesses will be critical for the achievement of these targets.</p>	<p>The City has developed a Climate Change Policy, which sets out its vision for becoming a "city that is climate-resilient, resource-efficient and lower-carbon, in order to enable sustainable and inclusive economic and social development, and environmental sustainability". This Policy is currently being reviewed and converted to a Climate Change Strategy which will provide a higher level of strategic guidance in this regard.</p> <p>These targets are currently being updated and incorporated into an integrated Climate Change Action Plan, developed to align with the required heightened level of global climate action ambition – achieving carbon neutrality by 2050. The cooperation of residents and businesses will be critical for the achievement of these targets</p>	25
<p>Additionally, a Climate Change Adaptation Action Plan is being reviewed to meet the Climate Change Policy's adaptation goals</p>	<p>Add a new paragraph:</p> <p>Goals and actions related to climate change adaptation are also being revised and further developed as part of the integrated Climate Change Action Plan. These goals and actions will set out a pathway for the City to become more climate resilient and adaptive, and ensure that the potential impacts of climate change on the city's people, economy, and environment are addressed.</p>	25
<p>The City has made major strides in advancing a renewable energy</p>	<p>The City is making progress in realizing its renewable energy ambitions, as part of its</p>	25

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>strategy as part of its climate change mitigation actions, including amongst others the promotion of solar and wind-generated energy in the city and region, and the switch from fossil fuel-driven to electric cars within the City's fleet.</p>	<p>climate change mitigation actions, by continuing its efforts to obtain legal authority to allow it to procure (cleaner) energy directly from IPPs, exploring opportunities to develop City owned small scale (<1MWp) and medium scale (1-10MWp) solar PV plants, as well as and promoting city-wide uptake of SSEG.</p> <p>The City is also exploring and piloting the switch from fossil fuel-driven to electric vehicles within the City's fleet, whilst developing an enabling framework to prepare for the uptake and regulation of a city-wide transition to electric vehicles.</p>	
<p>Greater deployment of green infrastructure offers an opportunity to better manage both storm water and surface water in a more holistic, cost-effective, efficient and ecologically sound manner. A citywide greening strategy has the potential to contribute to the achievement of several longer term climate change mitigation outcomes through carbon sequestration and improved liveability of the city. Additionally, a Climate Change Adaptation Action Plan is being reviewed to meet the Climate Change Policy's adaptation goals.</p> <p>Motivating private investment in renewable energy by incentivising and rewarding Cape Town users for energy efficiency is one potential</p>	<p>Greater deployment of green infrastructure offers an opportunity to better manage both storm water and surface water in a more holistic, cost-effective, efficient and ecologically sound manner. While carbon sequestration potential through tree planting in the City is limited a city-wide greening strategy has the potential to reduce climate impacts by reducing the heat island effect, shade pedestrian walkways and improve the liveability of the city.</p>	25

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>avenue to incite their support in order to meet the Energy2040 vision and targets. A further emerging trend that may have a significant impact on the functionality of Cape Town in the medium term is the move towards electric vehicles. The City will have to assess, plan for and address the impact of such a reality over the next few years.</p>		
<p>Social and economic impact of an extreme drought in Cape Town</p> <p>Communities and households in Cape Town may experience the social impact of drought in different ways, with the most vulnerable communities potentially experiencing the most severe effect. With water in short supply and the associated increased costs on the rise, low-income households do not have the means to implement measures to gain access to alternative water sources or water-saving tools and technologies. The City is fully aware of this, and particularly considers vulnerable</p>	<p>Disaster events in Cape Town – Extreme drought and COVID-19 social and economic impacts.</p> <p>Add new paragraph after the heading</p> <p>Over the last three to four years, Cape Town has been impacted by an extreme drought and most recently (and continuing), the COVID-19 global pandemic.</p> <p>Communities and households in Cape Town may experience the social impact of drought in different ways, with the most vulnerable communities potentially experiencing the most severe effects. In the context of water in shortage and associated increased costs on the rise, low-income households do not have the means to implement measures to gain access to alternative water sources or water-saving tools and technologies. The City is fully aware of this, and particularly considers vulnerable communities in its</p>	25

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
communities in its water and disaster-related planning processes.	water and disaster- related planning processes.	
Drought can also negatively affect human health, social interaction and quality of life. Health is directly linked to the availability of water. Clean drinking water and suitable water for cleaning and sanitation is required to prevent and manage disease. The City's Health Department is actively monitoring and managing health-related matters.	<p>COVID-19 both exposed and reinforced existing social inequalities in Cape Town through the on the pandemic's differentiated impacts on communities and households.</p> <p>Drought impacts: Drought can negatively affect human health, social interaction and quality of life. Health is directly linked to the availability of water. Clean drinking water and suitable water for cleaning and sanitation is required to prevent and manage disease. The City's Health Department is actively monitoring and managing health-related matters.</p>	26
	<p>Add four new paragraphs at the end of Disaster events in Cape Town – Extreme drought and COVID-19 social and economic impacts.</p> <p>COVID-19 impacts: Cape Town had an already-vulnerable population pre-COVID, with the pandemic severely worsening these existing inequalities. Of the 1 402 671 households in Cape Town, an estimated 460 000 households currently live in vulnerable conditions. Pre-COVID, Cape Town's household income distribution showed an already highly unequal society, with around 25% of households are</p>	26

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>estimated to have earned R5 000 or less per month in 2018. Furthermore, an estimated 15.3% of households earned below the upper bound poverty line (i.e. less than R1183 a month per household member), the majority of which are women-headed.</p> <p>In the Cape Town COVID-19 recovery context, the City will need to operate under austerity conditions which will require careful consideration. The lower revenue base in the 2020/21 financial year with further slow growth projections in future years, the expected lower transfers from National Government and reducing investment interest and funds to invest are the main drivers of the projection. The City's budget will need to be balanced in line with the reduced financial resource base.</p> <p>As part of managing its resources, the City is operating as efficiently as possible and pursues cost-efficiencies. The current vulnerability landscape of the city will be a key informant in assessing how to go about allocating public resources under severe constraints. In addition, throughout the recovery programme, the assumptions and parameters underpinning City services will be interrogated in terms of what extent they reflect and respond to the different needs and vulnerabilities across the city.</p>	

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>Interventions linked to regulatory reform are a relatively low-cost investment from CCT which can yield major outcomes in terms of stimulating business opportunities and property development. Many components of such an environment are outside of City control, but there are still barriers to business and property creation and growth that can be reduced, such as through reviewing land use rights, building regulations, licensing, permitting, transactions and other red tape reduction measures. This presents an opportunity to partner across government, business, community organisations, academia and households to drive economic and social recovery.</p>	
<p>This includes transforming transfer stations into key integrated waste management nodes. Planned research into innovative ways of waste management for Cape Town provides an opportunity in the immediate too short term to develop a comprehensive and integrated waste management strategy.</p>	<p>This includes transforming transfer stations into key integrated waste management nodes. Planned research into innovative ways of waste management for Cape Town provides an opportunity in the immediate too short term to develop a comprehensive and integrated waste management strategy. This has many positive implications for both household and urban resilience and sustainability, where a cleaner environment could lead to improved health.</p> <p>The option of conducting remote operations has become an essential alternative. It led to a shift towards business unusual as virtual operations require a departure from the normal way of doing</p>	28

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	things. The COVID-19 pandemic challenged the City's resilience but the City demonstrated its ability to adapt and to embrace change and evolving new ways of doing business.	
On the technology front, 5th generation connectivity provides the capacity to improve work efficiency and elevate the city to a smart city with access to a much denser digital connectivity network, which would facilitate improved tracking, maintenance and management of City assets and infrastructure.	On the technology front, 5th generation connectivity provides the capacity to improve work efficiency and elevate the city to a smart city with access to a much denser digital connectivity network, which would facilitate improved tracking, maintenance and management of City assets and infrastructure. The City is committed to the transformation of Cape Town into the most enabled digital city, as well as to ensure that Cape Town becomes the preferred destination for technology start-ups in the country.	28
	Add two new paragraphs at the end of Service delivery and infrastructure opportunities and challenges The City has made significant progress in a number of key areas of strategic alignment, the use of data, evidenced based decision-making, transversal integration and collaboration, organisational modernisation and improvement, asset utilisation, and management of the urban environment; etc. Data, data analytics and evidenced based decision-making made a significant contribution to both the City's drought response and COVID-19 response and recovery planning. These significant	28

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>achievements are informing and assisting the City to build on and leverage the data related improvements and gains, as well as ways of working.</p> <p>With COVID-19, all spheres of government are entering into an unprecedented period of austerity measures and the inevitable curtailment in programmes and services by National and Provincial governments which will inevitably impact on the City.</p>	
<p>CONCLUSION</p> <p>The City's new guiding strategy and transformational objectives, informed by the contextual review, play a key role in identifying the priorities for the IDP strategic narrative detailed in the following chapters.</p>	<p>CONCLUSION</p> <p>The City's new guiding strategy and transformational objectives, informed by the contextual review, play a key role in identifying the priorities for the IDP strategic narrative detailed in the following chapters.</p> <p>As part of managing its resources, the City is operating as efficiently as possible and pursues cost-efficiencies. The current vulnerability landscape of the city will be a key informant in assessing how to go about allocating public resources under severe constraints.</p>	29

Motivation for proposed amendment: **Transport Development Index**

The City has adopted a Transformational Priority and Objective of Dense and Transit Oriented Urban Growth and Development. The Transport Development Index was linked to the Transport for Cape Town strategy of measuring and decreasing the cost of User Access Priority. This concept of User Access Priority is NOT a Transformational Priority of the City. It is therefore recommended that this text be removed from the IDP. In addition, this TDI will therefore not be recalculated to show a trend as it is NOT a City transformational priority.

The then Directorate, Transport and Urban Development Authority (TDA), expanded the Transport Development Index into an Urban Development Index that is more suitable to measure the impact of Dense and Transit Oriented Urban Growth and Development.

Subsequently, TDA was also disestablished. It is recommended that since the City now has separate functional Directorates for Transport, Planning and Human Settlements, the current Urban Development Index should be revisited and presented for inclusion, (possibly in an amended version) in the new IDP related to the new upcoming term of office.

Further, the IDP does contain a Watchlist of Trends / Indicators related to National Key Performance Indicators to align with Circular 88 (IDP page 57). The Transport NKPI's are highlighted below in red text. It is recommended that these indicators be used for monitoring the key City interventions over time.

TREND WATCHLIST (IDP 2017 – 2022, Amended 2020/21, Page 54)

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

TR3.1 Average public transport commuting time

Average one-way weekday peak hour commuting time via the public transport system citywide, to work or educational institution.

TR3.2 Average private transport commuting time

Average one-way weekday peak hour commuting time of private transport users, from home to work or educational institution.

TR7.1 Road traffic fatalities per 100 000 population

Incidence of reported traffic fatalities per 100 000 populations per year.

TR7.2 Average number of fatalities per fatal crash

The number of road traffic deaths divided by the number of fatal crashes per year as reported within the municipal boundaries

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
The City's Transport Development Index (TDI) has shown that 95% of the Cape Town public transport user group is in the low to low-medium income groups. The average direct transport cost for the low-income public transport user group is 45% of monthly household income, against the internationally accepted norm of between 5 and 10%.²⁹ That is, the low-income segment of the public transport user group spends on average more than four times the acceptable international average of their household income on access.	Remove the Transport Development Index.	27

Motivation for proposed amendment: **Trend Watchlist**

<p>In terms of National Treasury (Municipal Finance Management Act) MFMA Circular 88, that relates to Municipal Circular on Rationalisation Planning and Reporting Requirements for the 2018/19 MTREF:</p> <ul style="list-style-type: none"> - Outcome sector indicators should be included in the Integrated Development Plan (IDP) on a phased in implementation approach. All national indicators are included as National Treasury will provide the relevant reliable audit evidence for all metro municipalities. <p>National Treasury issued an addendum in December 2020 and revised some of the outcome sector indicators. These updates are critical as it impacts the measurement and auditability of the indicators and requires the trend watch list to be updated with the amendments.</p> <p>Amendments relates to indicator name and/or definition amendments and some indicators were removed.</p>
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CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
EE3.1 System Average Interruption Duration Index	<i>Update EE3.1 Definition/assessment</i> Key measure from system perspective to understand how	57

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Key measure from system perspective to understand how long the average customer went without electricity supply in the given time period.	long the average customer went without electricity supply in the given time period. This is measured on the basis of the sum total of municipal customer electricity supply interruption durations per annum, normalised for the total number of customers serviced by the municipality electricity supply. This relies on an estimated sum of all the durations multiplied by the interrupted capacity in kVA hours.	
EE3.2 Customer Average Interruption Duration Index A measure of the average time to restore service for a customer who suffered a sustained interruption in their supply	<i>Update EE3.2 Definition/assessment</i> A measure of the average time to restore service for a customer who suffered a sustained interruption in their municipal electricity supply. The indicator measures the average time to restore service for a customer who suffered a sustained interruption in their municipal electricity supply. This is determined by the sum of customer interruption durations per annum over the total number of customer interruptions over the period.	57
EE3.3 System Average Interruption Frequency Index Key measure from systems perspective of how often the average customer experiences a sustained interruption over a predefined period of time	<i>Update EE3.3 Definition/assessment</i> Key measure from systems perspective of how often the average customer experiences a sustained interruption. This is the total number of customer interruptions per annum over the total number of customers served by the municipality.	57
EE3.4 Customer Average Interruption Frequency Index [Metro] Average frequency of sustained interruptions for those customers experiencing sustained interruptions.	<i>Update EE3.4 Definition/assessment</i> The indicator measures the average frequency of sustained municipal electricity supply interruptions for those customers experiencing interruptions.	62
ENV1.1 Metro Air Quality Index (MAQI)	<i>Replace ENV1.1 with new indicator and definition.</i>	57

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Annual number of days with GOOD air quality</p> <p>The Metro Air Quality Index (MAQI) provides a measure of the status of the most problematic air pollution in relation to accepted air quality standards. The MAQI is defined as the maximum value of the normalized ratios of the annual averages of PM10 and SO2 measured by the air quality monitoring station network in metro areas for each year. MAQI values of 1 and above, means that air quality does not meet ambient air quality standards. MAQI values below 1 means that air quality complies with ambient air quality standards.</p>	<p>The indicator provides a measure of the number of days in the municipality where air quality at representative monitoring sites remained at "good" levels or better in terms of air quality standards. "Good" air quality – refers to when the monitoring sites report ambient air levels of NO2, SO, O3, PM10, PM2.5 and CO monitoring within a given day that are in compliance with ambient standards (complete 24-hour period). This measures the number of days within the calendar year in which selected sites report 'good' air quality, recognising the different reporting intervals for the different measures and the fact that not all sites will sample for all pollutants.</p>	
<p>ENV1.2 Number of days where PM2.5 levels exceeded guideline levels</p> <p>Number of days (per municipal financial year) where the levels of PM2.5 exceed the national standard, in excess of the permitted maximum of 4 exceedances per annual reporting period.</p>	<p><i>ENV.2: Remove indicator and definition</i></p>	57
<p>ENV3.2 Waste removal complaints due to non-collection as a percentage of total consumer units/billed accounts</p> <p>The number of waste collection complaints received over a year, as a percentage of the number of consumer units at the end of the reporting period.</p>	<p><i>ENV3.2: Remove indicator and definition and replace with new indicator and definition</i></p> <p>Percentage of scheduled waste collection service users reporting non-collection</p> <p>This is a measure of the number of scheduled waste collection service users who report an instance of non-collection of scheduled waste collection out of the total population of scheduled waste service users based on the number of municipal scheduled waste removal collection points. A scheduled waste collection service user is someone residing at a site for which the municipality provides a scheduled collection service on</p>	62

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	a weekly basis. The indicator measures the number of reported instances of non-collection of scheduled waste collection in relation to the total number of service points.	
FE1.1 Number of fire related deaths per 1000 population	<p>FE1 changed to FD1.1 and indicator statistical change and updated definition.</p> <p>Number of fire related deaths per 100 000 population.</p> <p>This is a measure of the incidence of reported deaths by the municipality attributed to fire or fire-related causes (e.g. smoke inhalation) normalised per population. This refers to municipal reporting of all known deaths related to fire within the municipal area.</p>	57
<p>FE1.2 Number of natural disaster related deaths per 1000 population</p> <p>Incidence of reported deaths attributed to natural disasters, normalised per population. Natural disasters are understood as inclusive of calamities arising from natural events beyond the control or (immediate) influence of the municipal administration. This is inclusive of fires that are not considered specific structural incidents.</p>	<p>FE1.2 changed to FD1.2 and indicator statistical change and updated definition</p> <p>This indicator measures the incidence of reported deaths that a municipality considers to be the direct or indirect result of disaster incidents and extreme weather events, normalised per population. Disaster is defined in terms of the Disaster Management Act as "a progressive or sudden, widespread or localised natural or human-caused occurrence which- a) causes or threatens to cause- i) death, injury or disease; ii) damage to property, infrastructure or the environment; or iii) disruption of life of a community; and b) is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources". Extreme weather refers to unexpected, unusual, severe or unseasonal weather events; weather at the extremes of the historical distribution of the range seen in the past. This could be</p>	61

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	inclusive of heat waves, flooding, drought, storm surges, etc. Where fires are the result of extreme weather events or disasters, they would also be considered within this indicator, but would otherwise find expression in the other indicator.	
WS3.1 Frequency of sewer blockages	WS31 Update to indicator WS3.1 Frequency of sewer blockages per 100 KMs of pipeline	63
WS3.2 Frequency of mains failures	WS32: Update to indicator Frequency of water mains failures per 100 KMs of pipeline	57
n/a	WS4.1 Percentage of Drinking Water Compliance to SANS 241 The percentage of water samples measured that comply with the SANS 241 requirements over a 12-month period for the defined parameters. See the SANS 241 requirements for a detailed breakdown of the various tests involved and the associated standard limits for application.	n/a
n/a	WS4.2 Percentage of wastewater samples compliant to water use license conditions Percentage of Wastewater Quality Compliance to specified licence/permit/authorisation requirements tested during the municipal financial year. The percentage is calculated on the basis of aggregated results per Water Use License determinant.	n/a
n/a	WS5.4 Percentage of water reused. The total volume of water recycled and reused as a percentage of the system input volume System input should include water abstracted and all imported water (raw and treated). Water that has been	n/a

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	'recycled and reused' refers to water reclaimed from discharge sources that is then treated and reused for beneficial purposes including but not limited to: agriculture and irrigation, potable water supplies, groundwater replenishment, industrial processes and environmental restoration. For the purpose of this indicator, it measures only municipal wastewater treated for direct use, inclusive of irrigation purposes.	
n/a	GG3.1 Audit Outcome The Audit Opinion is defined by the Auditor-General. It is given across a qualitative, ordinal scale including: Unqualified with no findings; Unqualified with findings; Qualified with findings; Adverse with findings; and Disclaimed with findings. For those who have not completed the process 'Outstanding audits' are recorded.	n/a

Motivation for proposed amendment: **Events Project**

Cape Town has earned a reputation as Africa's premier events destination by successfully hosting events of various sizes and types, including community events and signature global events, throughout the year.

This has resulted in Cape Town being named Africa's Leading Festival and Event Destination for 2017, 2018 and 2019 as well as the World's Leading Festival and Event Destination in 2018 at the World Travel Awards. This recognition has resulted in more international event organisers choosing Cape Town as a host destination thus contributing more to the economy and job creation in the events industry and related sectors.

The IDP therefore needs to expand on the importance of events and what it aims to achieve as well as how the City will work towards maintaining and improving on this achievement.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Events project</p> <p>Globally, events are at the centre of strategies for change, redevelopment, social inclusion and improved competitiveness. Events are acknowledged as potential contributors to economic growth, and could help achieve social, cultural and environmental outcomes within broader urban development strategies. Events affect various sectors in Cape Town and have a profound multiplier effect on tourism and the visitor economy, which helps address seasonality. Over the next five years, the City will work towards maintaining its position as the events capital in Africa, promoting iconic and strategic events by actively developing, inter alia, the following events segments:</p> <ul style="list-style-type: none"> Large events, such as the Cape Town Cycle Tour. Sports events, such as the HSBC Cape Town Rugby Seven Series. Business events, exhibitions and conventions, such as the SA Innovation Summit. 	<p><i>Move the "Events Project" from Programme 1.1B "Cape Town Business Programme" to Programme 1.1E "Economic Development and Growth Programme".</i></p> <p>Events project</p> <p>The Events department through the Film Permit and Event Permit offices is responsible for regulating and enforcing by-laws related to the sectors. Therefore, the department should also be included in the Safety pillar within the IDP.</p> <p>Events are at the centre of strategies for change, redevelopment, social inclusion and improved competitiveness. They are the catalyst for growth of other sectors like hospitality, retail and tourism because the people you attract to the events hosted in your city spend money here. Through the work done by the Events Department - in supporting events and permitting - and partnering with event organisers, Cape Town has been recognised among global cities as an events destination of choice. The City has during this term of council worked on maintaining its diverse annual events calendar which includes:</p> <ul style="list-style-type: none"> major events like the Cape Town Cycle Tour 	80

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<ul style="list-style-type: none"> • Cultural events such as Design Indaba. • Music events, such as the Cape Town International Jazz Festival. 	<ul style="list-style-type: none"> • Sporting events such as the HSBC Cape Town 7s • Community events such as the DSTV Mitchells Plain Festival • Cultural events such as the Cape Town Carnival • Lifestyle events such as Design Indaba • Business events, exhibitions and conventions such as the SA Innovation Summit • Music events such as the Cape Town International Jazz Festival <p>The intention for the next five years is to build on this portfolio but attracting and bidding for major events similar to the intergovernmental bid which brought Cape Town the rights to host the Africa's first Netball World Cup in 2023. Hosting new and exciting events will result in increased opportunities in the hospitality, events, tourism, facilities management and logistics industries, and will generate additional income for Cape Town's economy. In addition, the Events Department, through the Film Permit Office, has been providing support to the film industry in the form of film permitting and promoting Cape Town as a premier film destination through the Film Cape Town initiative. This is an industry which brings in around R3,5-billion in investment to the local economy and the department aims to</p>	

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	further position Cape Town as a premier film hub through a new film strategy and amended film by-law.	

Motivation for proposed amendment: **Large bulk water infrastructure projects**

The Water and Sanitation projects in the IDP are of a long-term multi-year nature extending beyond the current IDP. Due to resource limitations, certain projects have been provisionally deferred to later years in terms of the Sector plan project pipeline. In addition, certain initiatives reflected in the narrative relate to the role of external organisations and are for the purpose of context setting.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
The National Department of Water and Sanitation is currently implementing the Berg River-to-Voëlklei Dam augmentation scheme to expand the capacity of the Western Cape water supply system. Other schemes that are being explored for future implementation include the extraction of groundwater from both the Table Mountain group and Cape Flats aquifers, reclaiming water for potable use, the Lourens River scheme, and seawater desalination.	The National Department of Water and Sanitation is currently implementing the Berg River-to-Voëlklei Dam augmentation scheme to expand the capacity of the Western Cape water supply system. Other schemes Schemes that are being explored for future implementation include the extraction of groundwater from both the Table Mountain g Group , Atlantis and Cape Flats aquifers, reclaiming water for potable use, the Lourens River scheme, and seawater desalination.	82
Large bulk water infrastructure projects planned over the next 10 years include a 500 Mℓ/day water treatment works and a 300 Mℓ reservoir at Muldersvlei, the 300 Mℓ Spes Bona reservoir (increasing storage capacity in the Durbanville and Kraaifontein areas), the 100 Mℓ Contermanskloof reservoir (for increased storage capacity in the Table View and	Large bulk water infrastructure projects planned over the next 10 years include a 500 Mℓ/day water treatment works and a 300 Mℓ reservoir at Muldersvlei, the 300 Mℓ Spes Bona reservoir (increasing storage capacity in the Durbanville and Kraaifontein areas), the 100 Mℓ Contermanskloof reservoir (for increased storage capacity in the Table View and	82

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Parklands areas), the 100 Ml Steenbras reservoir (increasing storage capacity in the Gordon's Bay and Strand areas), as well as improving the efficiency of the Steenbras water treatment works.	Parklands areas), the 100 Ml Steenbras reservoir (increasing storage capacity in the Gordon's Bay and Strand areas), as well as improving the efficiency of the Steenbras water treatment works.	

Motivation for proposed amendment: **Green economy project**

Green procurement is an important mechanism for driving the green economy. The City has substantial buying power, which can drive the market towards more environmentally and socially responsible, locally manufactured products and services. Green procurement is, however, currently not specifically mentioned in the IDP's 'Green economy project'.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Green economy project To grow the green economy, the City will facilitate increased investment in the local production of green products and the provision of green services, and influence the demand for green products and services among households and businesses.	Green economy project To grow the green economy, the City will facilitate increased investment in the local production of green products and the provision of green services, and influence the demand for green products and services among households and businesses. One mechanism the City will utilise to support the green economy is implementing green procurement in its operations and capital projects, in order to drive markets towards innovation and sustainability. This will be guided by the City's Green Procurement Action Plan, which seeks to consolidate and mainstream the implementation of green procurement.	86

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Moreover, the long-term resource efficiency of the Cape Town economy will be promoted to ensure ongoing economic growth, the creation of new economic opportunities, and the sustainment of existing opportunities.	<p>Moreover, the long-term resource efficiency of the Cape Town economy will be promoted to ensure ongoing economic growth, the creation of new economic opportunities, and the sustainment of existing opportunities.</p> <p>The City will further develop the business case for increased investment in Cape Town's natural assets, and undertake a comprehensive resource economics assessment on the value of the city's natural assets and the financial savings realised from environmental management initiatives, in order to attract more funding for environmental management and for the protection and management of green infrastructure. Furthermore, the City will continue to facilitate and expand on green jobs and skills development initiatives and will support infrastructure development in relation to the City's biodiversity, coastal and heritage resources.</p>	

Motivation for proposed amendment: **New project: City heritage assets project**

Addition under the Programme 1.1.G Leveraging the City's Assets to include the City's management of heritage assets. The management of City owned heritage assets is a requirement in terms of the NHRA. It is also part of the City's commitment to good governance.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
"omitted " New	City heritage assets project	88

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	The City is obliged under the National Heritage Resources Act to maintain and manage all heritage resources in its custodianship. This includes both movable (artworks and objects) and immovable (buildings) heritage assets. These heritage assets have economic value, but also immeasurable value in terms of their contribution to the visitor and resident experience of the diversity of Cape Town as a global tourist destination. Well maintained heritage assets contribute to the quality of the built environment and showcases the City as a responsible custodian	

Motivation for proposed amendment: **Asset leverage project**

The IDP, as amended for 2021/2022, currently does not sufficiently outline the importance and value of coastal, biodiversity and heritage resources that are managed by the City and the ways in which these assets can be leveraged to facilitate appropriate and sustainable development. The amendments proposed would be to mention the need for further development of a business case for increased investment in natural assets and the facilitation of green jobs through continuing and expanding on existing on EPWP and other green jobs initiatives.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Asset leverage project	Asset leverage project	88
In terms of Cape Town Stadium, the City has started with the establishment of a municipal entity to manage and operate the facility. In addition, being a major contributor to Cape Town's economic growth by attracting major events and	In terms of Cape Town Stadium, the City has started with the establishment of a municipal entity to manage and operate the facility. In addition, being a major contributor to Cape Town's economic growth by attracting major	

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>film shoots, the entire Sea Point precinct, including the stadium, will be effectively maintained and managed and optimally used through a marketing plan aimed at forming partnerships. major contributor to Cape Town's economic growth by attracting major events and film shoots, the entire Sea Point precinct, including the stadium, will be effectively maintained and managed and optimally used through a marketing plan aimed at forming partnerships.</p>	<p>events and film shoots, the entire Sea Point precinct, including the stadium, will be effectively maintained and managed and optimally used through a marketing plan aimed at forming partnerships.</p> <p>Add new paragraph</p> <p>The coastal, biodiversity and heritage resources that are managed by the City are considerable assets. These natural and heritage assets will be leveraged to facilitate appropriate and sustainable development and to facilitate the creation of green jobs and skills development.</p>	

Motivation for proposed amendment: **Spatial data management project**

The department is responsible for the development of various plans and spatial frameworks. These are policy documents, but the implementation of various actions and decisions to give effect to the spatial vision. It is necessary to develop mechanisms and data to be able to monitor the implementation of spatial policies and determine the impact of the various decisions.

The intention is thus to develop an action plan to manage and monitor urbanisation and city growth. This will require the development of various indicators and targets and the development of benchmarks. In addition, these changes will have to be monitored on a regular basis to track the impact of decisions. The impact will be an evidence-led approach to inform decision making and be in a better position to monitor changes and trends.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Spatial data management project</p> <p>With the introduction of a spatial data management project, the City aims to collate, analyse and interpret development data. This will then be used to compile SDFs, inform decisions regarding developments, understand the impacts and consequences of various planning decisions and monitor spatial transformation.</p> <p>The project will enable better decision making, and trends analysis, as well as improved management of urbanisation and spatial planning interventions.</p> <p>The information will help all City directorates plan their activities and improve engagement with communities and private-sector developers.</p> <p>Key project components include:</p> <ul style="list-style-type: none"> • using established growth management tools to phase development approvals and infrastructure investment decisions; 	<p>Spatial data management project</p> <p>With the introduction of a spatial data management project, the City aims to collate, analyse and interpret development data. This will then be used to compile SDFs, inform decisions regarding developments, understand the impacts and consequences of various planning decisions and monitor spatial transformation.</p> <p>The project will enable better decision making, and trends analysis, as well as improved management of urbanisation and spatial planning interventions. In addition, the intention is to develop an urbanisation action plan with specific indicators and targets to ensure accountability by various directorates for implementation and a monitoring tool for changes.</p> <p>The information will help all City directorates plan their activities and improve engagement with communities and private-sector developers.</p> <p>Key project components include:</p> <ul style="list-style-type: none"> • using established growth management tools to phase development approvals and infrastructure investment decisions; 	92

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<ul style="list-style-type: none"> articulating growth management tools to ensure that operational and capital budget expenditure makes the City financially sustainable in the long run; and designing and developing an evidence-based, data-driven urban development monitoring system to track progress in realising the desired urban form. 	<ul style="list-style-type: none"> articulating growth management tools to ensure that operational and capital budget expenditure makes the City financially sustainable in the long run; and designing and developing an evidence-based, data-driven urban development monitoring system to track progress in realising the desired urban form. 	

Motivation for proposed amendments: Amend **IDP Objective 1.4 as is** and add a **new heading "Environmental Sustainability"** below the Climate change adaptation projects, above the "Biodiversity, coastal and green infrastructure management".

Two amendments are being proposed. These amendments are directly related to the previous set of amendments submitted in October 2020 as part of the formal IDP amendment process. These are therefore not new amendments but rather corrections or adjustments to those initially submitted.

1)Objective1.4 name change

During the Mayco caucus meeting on the 19th January 2021 it was discussed and agreed by the relevant Mayco members to return the name of objective 1.4 from "Natural Resources and Environmental Sustainability" to its original name of "Resource Efficiency and Security".

2) Climate Change related to structural/content flow corrections under Objective 1.4:

IDP amendment request was submitted in October 2020 to re-order some of the content under the Climate Change programme for a more logical flow of the content. The corrections applied by the IDP office based on the initial request require a slight alteration. The proposed "Environmental Sustainability" section placed under the Climate Change Mitigation project (as per the amendments presented to the Mayco Caucus on 19 January 2021) should be removed from the Climate Change Mitigation Section to an introduction for the environmental management related projects that follow. The order of the section will therefore be:

-Climate Change Programme

* Climate Change Mitigation project

* Climate Change Adaptation project

- Environmental Sustainability

The motivation of the initial suggested restructuring was to move the Climate Change Adaptation Projects section closer to the projects following that section for a more logical flow. The majority of the adaption actions currently appear directly after the Climate Change Mitigation Projects section and should rather appear directly after the Climate Change Adaptation Projects section. Furthermore, the Environmental Sustainability context is better suited as intro to the set of projects that follow.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Objective 1.4: Natural Resources and Environmental Sustainability	Objective 1.4: Resource Efficiency and Security	96
<p>Programme: 1.4.A Energy-Efficiency and Supply Programme</p> <p>Committed to building a more sustainable and secure energy future for Cape Town, the City has adopted the Cape Town Energy2040 Goal, which covers a range of measures over the five-year term towards achieving set energy and carbon emission reduction targets for 2020, 2030 and 2040. The 2020 target is to reduce citywide carbon emissions by 13% off a business-as-usual trajectory. The respective targets will build on and support existing interventions as well as identify new areas for action. The City is currently also updating its Energy2040 Goal, as it plans to intensify its efforts of pursuing carbon neutrality by 2050. This is in line with the Paris Agreement, which aims to limit the global</p>	<p>Programme: 1.4.A Energy-Efficiency and Supply Programme</p> <p>Committed to building a more sustainable and secure energy future for Cape Town, the City has adopted the Cape Town Energy2040 Goal in 2015 which covered a range of measures towards achieving energy and carbon emission reduction targets for 2020, 2030 and 2040.</p> <p>A process is currently underway to update and replace the Energy2040 Goal, as the City to intensify its efforts of pursuing carbon neutrality by 2050. This is in line with the Paris Agreement, which aims to limit the global temperature increase to 1,5 °C so as to prevent catastrophic climate change and deliver a more sustainable, inclusive, efficient and</p>	96

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
temperature increase to 1,5 °C so as to prevent catastrophic climate change and deliver a more sustainable, inclusive, efficient and resilient future for all.	resilient future for all. The City remains committed to rapidly expanding its sustainable energy programmes and ramping up its climate action commitments (see “Climate change mitigation projects” below). Existing programmes and projects in support of this include the following:	
<p>Independent power producers project:</p> <p>The City needs to diversify its supply of electricity. One way to do this is by purchasing electricity directly from independent power producers (IPPs). Government policy allows IPPs to sell electricity to Eskom only, which is controlled through the issuing of generation licences.</p> <p>The City is exploring whether National Government would allow it to purchase a limited amount of renewable energy directly from IPPs at a cost no higher than the cost at which the City purchases electricity from Eskom.</p> <p>A more diverse supply is also essential to achieve significantly lower-carbon electricity supply. The 2020 target is a 100 MW large-scale renewable energy supply and a 300 MW other, cleaner supply. Some of this will be achieved through the ongoing national REIPPP, while the</p>	<p>Change project name</p> <p>Independent power producers and own generation project:</p> <p>Add new paragraph:</p> <p>The City recognises that the future of energy lies in greater decentralisation and diversification of generation towards renewables, with complementary technologies such as gas providing lower-cost and cleaner solutions.</p> <p>One way to diversify its supply of energy is to purchase electricity directly from independent power producers (IPPs). Government policy has however for many years only allowed IPPs to sell electricity to Eskom, which is controlled through the making of determinations by the national Department of Mineral Resources and Energy and the issuing of generation licences.</p> <p>Since 2017 the City has been exploring whether National Government would</p>	96

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
balance will have to be through City power purchase agreements or City-owned power plants.	allow it to purchase a limited amount of renewable energy directly from IPPs at a cost no higher than the cost at which the City purchases electricity from Eskom. This is the subject of litigation by the City which is currently pending in the Gauteng North High Court. In terms of an amendment to the New Generation Regulations under the Electricity Act, promulgated on 16 October 2020, municipalities may apply for determinations to procure or buy electricity directly from IPPs. The City will be pursuing this process. A more diverse supply is also essential to achieve significantly lower-carbon electricity supply. It is hoped that once the litigation is finalised and the process under the new regulatory regime clarified, the City will be able to procure at least 300MW of energy from independent power producers. In addition, the City is also assessing the feasibility of procuring electricity from small scale IPPs (less than 10MWp) embedded in the City network and larger scale solar PV projects (5-10MWp) for development on underutilised City-owned land.	
Embedded generation project The City's energy goals also include significant small scale embedded generation (SSEG). To this end, the City will pursue the potential installation of up	Embedded generation project The City's energy and carbon reduction goals also include significant small scale embedded generation (SSEG). To this end, the City will seek to	96-97

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>to 120 MW of rooftop photovoltaic (PV) systems across the commercial and residential sectors of Cape Town. SSEG is critical to improve Cape Town's energy security, reduce its carbon footprint, build a more robust economy, create local jobs and keep money circulating in the local economy.</p> <p>Going forward, the City will endeavour to increase the amount of SSEG installed by actively pushing for a cost-effective residential smart meter suitable for prepayment metering, as well as for changes to the wiring code so as to certify electricians to install and check SSEG installations under a certificate of compliance. This will occur in national work groups on which the City serves. To maintain a safe and legal electricity grid, all SSEG installations must be registered with and authorised by the City. A PV registration campaign has therefore been launched to educate the public about this requirement and provide compliance support. Together with USAID's Southern Africa Energy Programme (SAEP), the City is also investigating alternative financial models for implementing rooftop solar PV at residential homes.</p>	<p>enable a significant increase in the installation of rooftop photovoltaic (PV) systems across the commercial and residential sectors of Cape Town. SSEG is critical to improve Cape Town's energy security, reduce its carbon footprint, build a more robust economy, create local jobs and keep money circulating in the local economy.</p> <p>Going forward, the City will endeavour to increase the amount of approved SSEG installed by streamlining the registration processes and actively pushing for a cost-effective residential smart meter suitable for prepayment metering, as well as for changes to the wiring code so as to certify electricians to install and check SSEG installations under a certificate City. An ongoing awareness campaign is therefore underway to educate the public about this requirement and provide compliance support.</p> <p>The City is also investigating alternative financial models for implementing rooftop solar PV at residential homes.</p>	
Energy efficiency project	Energy efficiency project	97

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>A 'business-as-usual' approach will see Cape Town's energy consumption and emissions doubling and energy costs increasing tenfold. This would make Cape Town and its economy extremely vulnerable. Energy efficiency is therefore the cornerstone of the City's energy goals for 2020 in order to increase the resilience and efficiency of our economy, reduce carbon emissions and promote social welfare. The City is leading by example by, amongst others, retrofitting streetlights, traffic lights and buildings with energy-efficient lighting and installing rooftop PV systems.</p>	<p>Add new paragraph:</p> <p>Resource efficiency is critical to sustainably grow economic activity and increase a city's competitiveness and resilience. The City of Cape Town promotes energy efficiency as a means of reducing emissions and the impact of rising electricity tariffs. It runs an electricity-savings campaign for commercial and residential sectors and leads.</p> <p>The City is leading by, amongst others measures retrofitting streetlights, traffic lights and buildings with energy-efficient lighting and installing rooftop PV systems.</p>	
<p>OBJECTIVE 1.4: Natural resources and environmental sustainability</p> <p>CLIMATE CHANGE PROGRAMME</p> <p>The City of Cape Town recognises that climate change poses a significant threat to Cape Town, its environment, its communities, and its economy, and that we must take action to protect the future of the city and those who live in it. In 2017, the City of Cape Town adopted its first Climate Change Policy, which recognises that climate change can no longer be seen as a 'green' or environmental issue, but should be</p>	<p>OBJECTIVE 1.4: Resource Efficiency and Security.</p> <p>CLIMATE CHANGE PROGRAMME</p> <p>The City of Cape Town recognises that climate change poses a significant threat to Cape Town, its environment, its communities, and its economy, and that we must take action to protect the future of the city and those who live in it. In 2017, the City of Cape Town adopted its first Climate Change Policy, which recognises that climate change can no longer be seen as a 'green' or environmental issue, but</p>	96-99

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>treated as the pressing social and economic issue that it is.</p> <p>Cape Town, as with many other cities around the world, finds itself in the position of needing to both fulfil our commitment to drastically reduce carbon emissions in terms of the Paris Agreement, and to implement largescale adaptation measures to ensure the future resilience of our city. This policy, together with the ambitious global commitment that the City has made under the C40 Deadline 2020 programme, aims to address both climate change mitigation and climate change adaptation, supported through a research programme and underpinned by action plans (both existing and new plans currently in the drafting phase) with a focus on implementing the policy's key directives.</p> <p>Highlighted adaptation and mitigation projects are described under the headings that follow. Waste management cuts across both these climate change responses and is included as a separate item under this programme.</p> <p>Cape Town's environment, including its natural resources, ecosystems and green infrastructure, forms the basis of the city's economy, gives us a comparative economic advantage, and plays a crucial role in building resilience. It is where our communities pursue</p>	<p>should be treated as the pressing social and economic issue that it is....text continues.</p> <p>Updates to the flow of the Climate Change Programme to:</p> <p>-Climate Change Programme</p> <ul style="list-style-type: none"> • Climate Change Mitigation projects; • Climate Change Adaptation projects <p>-Environmental Sustainability</p> <p>Move the following paragraph below the Climate Adaptation projects and above "Biodiversity, coastal and green infrastructure management", and add a new heading:</p> <p>"Environmental Sustainability" <i>(not a programme or a project, but context or introduction for the environmental management related projects that follow).</i></p> <p>Cape Town's environment, including its natural resources, ecosystems and green infrastructure, forms the basis of the city's economy, gives us a comparative economic advantage, and plays a crucial role in building resilience. It is where our communities pursue recreational activities and where they interact. It draws our visitors, supports our unique and diverse fauna and flora and contributes to the livelihoods through the provision of food. Cape</p>	

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>recreational activities and where they interact. It draws our visitors, supports our unique and diverse fauna and flora and contributes to the livelihoods through the provision of food. Cape Town's natural assets are central to our history and diverse identities and shape Cape Town's unique sense of place. The goods and services provided by our natural environment are key contributors to the city's economy, desirability and global recognition as one of the world's most beautiful and popular cities.</p>	<p>Town's natural assets are central to our history and diverse identities and shape Cape Town's unique sense of place. The goods and services provided by our natural environment are key contributors to the city's economy, desirability and global recognition as one of the world's most beautiful and popular cities.</p> <p>Move Climate change mitigation projects below Climate change programme below sentence: "Waste management cuts across both these climate change responses and is included as a separate item under this programme".</p> <p>Move the Climate Change adaptation projects after the Climate Change Mitigation projects.</p>	
<p>Climate Change Programme</p> <p>In 2017, the City of Cape Town adopted its first Climate Change Policy, which recognises that climate change can no longer be seen as a 'green' or environmental issue, but should be treated as the pressing social and economic issue that it is.</p>	<p>Content updates to the Climate Change Programme</p> <p>In 2017, the City of Cape Town adopted its first Climate Change Policy, which recognises that climate change can no longer be seen as a 'green' or environmental issue, but should be treated as the pressing social and economic issue that it is.</p> <p>This has been reviewed and redrafted as a Climate Change Strategy and entered its public participation stage in September 2020.</p>	98

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>This policy, together with the ambitious global commitment that the City has made under the C40 Deadline 2020 programme, aims to address both climate change mitigation and climate change adaptation, supported through a research programme and underpinned by action plans (both existing and new plans currently in the drafting phase) with a focus on implementing the policy's key directives.</p>	<p>This new draft Strategy, together with the ambitious global commitment that the City has made under the C40 Deadline 2020 programme, aims to address both climate change mitigation and climate change adaptation, supported through a research programme and underpinned by action plans (both existing and new plans currently in the drafting phase) with a focus on implementing strategic focus areas.</p>	
<p>Climate change mitigation projects</p> <p>The City will aim to reduce Cape Town's carbon footprint in order to contribute to the global reduction of greenhouse gas emissions and deliver a more sustainable, inclusive, efficient and resilient city for all. Cape Town, along with three other major South African cities and over 60 other cities globally, is massively ramping up action in line with the Paris Agreement, which is aimed at limiting the global temperature increase to 1, 5 °C. The target is to achieve carbon neutrality for all new buildings by 2030, and citywide carbon neutrality by 2050.</p> <p>These commitments form part of the City's participation in the Deadline 2020 and South Africa Buildings programmes, both under the auspices of the C40 Cities</p>	<p>Content updates to the Climate change mitigation projects</p> <p>The City will aim to reduce Cape Town's carbon footprint in order to contribute to the global reduction of greenhouse gas emissions and deliver a more sustainable, inclusive, efficient and resilient city for all. Cape Town, along with three other major South African cities and over 100 other cities globally, is ramping up climate ambition in line with the Paris Agreement, which is aimed at limiting the global temperature increase to 1, 5 °C. The mitigation target of this commitment is to achieve carbon neutrality for all new buildings by 2030, and citywide carbon neutrality by 2050.</p> <p>These commitments form part of the City's participation in the Deadline</p>	99

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Climate Leadership Group. The planning underway will significantly extend the City's existing Energy2040 Goal.	2020 and South Africa Buildings programmes, both under the auspices of the C40 Cities Climate Leadership Group. The planning underway will significantly extend and replace the City's existing Energy2040 Goal.	

Motivation for proposed amendment: **Content updates to the Climate Change adaptation projects**

The proposed amendments are motivated due to the need to update information contained within the IDP as it relates to the City's climate change response work.

This is a fast moving area of work and information contained in the current version of the IDP is now out of date. It is necessary to update the text in order to reflect the current status of work.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Climate Change adaptation projects</p> <p>Areas and sectors of Cape Town facing high risks have been identified through a climate change hazard, vulnerability and risk assessment. In the remaining period of this five-year IDP, the City will determine the required adaptation interventions across various sectors and produce an integrated programmatic Climate Change Adaptation Action Plan, which it will progressively implement. This Climate Change Adaptation Action Plan will link closely to various sector plans and the City's Resilience Strategy, as well as the pending Green Infrastructure Plan. Issues that will be addressed in the</p>	<p>Climate Change adaptation projects</p> <p>Areas and sectors of Cape Town facing high risks have been identified through a climate change hazard, vulnerability and risk assessment. In the remaining period of this five-year IDP, the City will determine the required adaptation interventions across various sectors and produce an integrated programmatic Climate Change Action Plan, including a focus on Climate Change Adaptation, which it will progressively implement. This Climate Change Action Plan will link closely to various sector plans and the City's Resilience Strategy, Integrated Economic Growth Strategy and the pending Green Infrastructure Plan.</p>	98

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Climate Change Adaptation Action Plan will include: increased heat and heat waves, sea level rise and coastal risk, drought and water scarcity, flood risk, and the increased risk of fire. These climate change risks and adaptation responses will be integrated into the environmental education programmes supported by the City, including those for schools and community organisations, such as the SMART Living programme, and will be reviewed in the next five-year IDP cycle.	Issues that will be addressed in the adaptation section of the Climate Change Action Plan will include: increased heat and heat waves, sea level rise and coastal risk, drought and water scarcity, flood risk, and the increased risk of fire. These climate change risks and adaptation responses will be integrated into the environmental education programmes supported by the City, including those for schools and community organisations, such as the SMART Living programme, and will be reviewed in the next five-year IDP cycle. Climate change response actions will also be integrated into the City's service delivery programmes and will be monitored according to a monitoring and evaluation programme which will include appropriate targets.	

Motivation for proposed amendment: **Biodiversity, coastal and green infrastructure management**

The IDP, as amended for 2021/2022, currently does not sufficiently outline the importance and value of coastal, biodiversity and heritage resources that are managed by the City and the ways in which these assets can be leveraged to facilitate appropriate and sustainable development.

The amendments proposed would be to mention the need for further development of a business case for increased investment in natural assets and the facilitation of green jobs through continuing and expanding on existing on EPWP and other green jobs initiatives.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED AMENDMENT	IDP page
They also provide sustainable social and economic benefits to residents. In addition to this, protecting these assets would reduce the capital and operating costs of remedying the damage caused by the impacts of climate change.	<p>They also provide sustainable social and economic benefits to residents. In addition to this, protecting these assets would reduce the capital and operating costs of remedying the damage caused by the impacts of climate change.</p> <p>Add new paragraph:</p> <p>In this regard, the City will take steps to further assess the value of the city's natural assets, quantify the socio-economic benefits and value-add realised from the City's environmental management services and initiatives, and explore mechanisms for attracting increased investment and funding for environmental management, green infrastructure and climate adaptation. To this end, the City will further explore ways to leverage the city's coastal, biodiversity and heritage resources to facilitate appropriate and sustainable development and to create green jobs.</p>	99

Motivation for proposed amendment: **Biodiversity management project**

The 'Biodiversity management project' and the 'Invasive species management project'. as they are currently reflected in the IDP, as amended for 2020/21, require updating due to LBSAP being approved in 2019.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Biodiversity management project</p> <p>Cape Town's biodiversity and ecosystem services will be restored and managed to ensure their long-term sustainability and efficacy, as well as improve the city's resilience to climate change. This will be done through both on-and-off-reserve management, guided by the City's Bioregional Plan, with a special focus on optimising socio-economic benefits and opportunities where this is ecologically sustainable. The project will include:</p> <ul style="list-style-type: none"> • securing the protection of a targeted 65% of the Biodiversity Network; • the continued implementation of the Bioregional Plan; and • educational, events and visitor programmes aimed at conservation 	<p>Biodiversity management project</p> <p>Cape Town's biodiversity and ecosystem services will be restored and managed to ensure their long-term sustainability and efficacy, as well as improve the city's resilience to climate change. This will be done through expanding the conservation estate; biodiversity management (both on-and off-reserve management); implementing the City's Bioregional Plan and investing in the City's protected areas in a way that integrates and supports access to nature; manage alien invasive species, create jobs and skills development. The project will include:</p> <p>On-going Implementation of the City's Biodiversity Network and Local Biodiversity Strategy and Action Plan (the LBSAP) including:</p> <ul style="list-style-type: none"> • Exceeding the IDP target of conserving 65% of the BioNet by 2022 • Proclaiming existing managed areas under the Environmental Management: Protected Areas Act 57 of 2003 • Implementing the Cape Town's Bioregional Plan • Continuing to promote the Dassenberg Coastal Catchment Partnership (DCCP). 	100

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>Promoting the recreational and social opportunities of the natural environment by:</p> <ul style="list-style-type: none"> • Continuing to roll out environmental education and outreach programmes. • Ensuring continued management of the existing conserved areas so that the benefits to the community are enhanced. • Developing multipurpose recreation and education facilities, especially where lower income communities can benefit. • Continuing to implement development facilitation mechanisms such as the land banking programme in the DCCP and the Metro South-East Strandveld Conservation Implementation Plan. <p>Promoting green jobs and increase skills development by:</p> <ul style="list-style-type: none"> • Providing work opportunities to the EPWP target groups in the labour- intensive delivery of public and community assets and services. • Continuing to implement the successful skills development programmes 	

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>The City's invasive species management project will be rolled out on all City-owned land across the metro. In line with the regulations of the National Environmental Management: Biodiversity Act (NEMBA), Act 10 of 2004, this will see the identification, control and management of existing as well as new and emerging invasive species, preventing them from spreading and building viable populations. At the same time, green job opportunities will be created through labour-intensive control methods and associated tasks. National and provincial stakeholders as well as private landowners within the boundaries of the metro will be engaged, as collaboration will be essential.</p>	<p>The City's invasive species management project will be rolled out on all City-owned land across the metro. In line with the regulations of the National Environmental Management: Biodiversity Act (NEMBA), Act 10 of 2004, this project will include:</p> <ul style="list-style-type: none"> • Implementing the invasive species management plans for the City; • Completing invasive species management, control and eradication plans for all identified Early Detection and Rapid Response (EDRR) species; • Completing the invasive species management plan for guttural toad; • Completing and submitting Invasive species control plans for all City owned sites; and • Meeting the proposed 2022 LBSAP targets in respect of invasive alien species to significantly reduce the coverage of invasive alien vegetation and eliminate problematic invasive alien animal populations. <p>At the same time, green job opportunities will be created through labour-intensive control methods and associated tasks. National and provincial stakeholders as well as</p>	100

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	private landowners within the boundaries of the metro will be engaged, as collaboration will be essential.	

Motivation for proposed amendment: **Biodiversity Management Project**

<p>Two nature reserves (Table Bay and False Bay Nature Reserve) have been invaded and EMD is working with Legal Services for court interdicts to remove the individuals. Extensive restoration in these areas will also be required. One of the largest land invasions affecting biodiversity in the City was located in Driftsands Nature Reserve, which is managed by CapeNature. Other land invasions have also occurred in the Table Mountain National Park. However, the threat of new unlawful land occupation is ongoing. The most successful management response is surveillance; to prevent unlawful land occupation before it starts. Surveillance, which is the responsibility of line functions, has been very successful and has minimised land invasions on nature reserves.</p>
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Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>The following amendment forms part of the Biodiversity Management Project and need to be included at the end of the section.</p> <p>Recent land invasions in the city have and will continue to impact on biodiversity land and river systems. There is thus a need for a response, to ensure the protection and rehabilitation of the City's nature reserves and biodiversity land, in the context of land invasions.</p> <p>In response, the City's Biodiversity Management Branch (BMB) will continue to undertake surveillance of</p>	100

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>property that is reserved for conservation, namely: Nature Reserves and other biodiversity land. BMB have registered the invasion hotspots and are preparing detailed maps with access points marked for each hotspot site. Additional signage and fencing is being procured and erected to demarcate boundaries to ensure that Nature Reserves are clearly marked. Land already invaded to be monitored and legal process set up to remove individuals.</p> <p>The BMB works closely with Land Invasion, Human Settlements and Law Enforcement in relation to land invasions, and is engaged in the City's land invasion plan. EMD needs to also work and liaise with other conservation partners, namely CapeNature and SANParks, who are also experiencing these challenges. A supportive process is critical, as processes from an authority might set precedence's for protected areas and unlawful land occupation.</p> <p>In order to achieve the above, the following needs to be undertaken:</p> <p>1) Enter into a memorandum of agreement (MOA) with CapeNature and SANParks to align and support efforts to counter unlawful land occupation;</p>	

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>2) Continue to undertake proactive surveillance of nature reserves; and</p> <p>3) Remove illegal occupants from nature reserves by following legally defined processes, which may include court interdicts.</p>	

Motivation for proposed amendment: **Waste minimisation and recycling project**

The Think Twice dry matter recycling pilot project has been ongoing for many years. The system should by now have been evaluated and lessons learnt. Flowing from these lessons, a decision has to be taken on how to move forward. Either the project is stopped or extended.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	
<p>Waste minimisation and recycling project:</p> <p><i>These include the construction and implementation of additional integrated waste management facilities, material recovery facilities and/or drop-off sites, expansion of the City's "Think Twice" kerbside recycling collection (separation at source) programme, chipping of garden waste at over 12 facilities within the city (including drop-offs and landfill sites) for composting offsite, the continued distribution of home composting containers to residents in the City and facilitating the crushing and re-use of construction and demolition waste or</i></p>	<p>Waste minimisation and recycling project:</p> <p>These include the construction and implementation of additional integrated waste management facilities, material recovery facilities and/or drop-off sites, expansion of the City's "Think Twice" kerbside recycling collection (separation at source) programme, chipping of garden waste at over 12 facilities within the city (including drop-offs and landfill sites) for composting offsite, the continued distribution of home composting containers to residents in the City and facilitating the crushing and re-use of construction and demolition waste</p>	101

builders rubble at selected city waste management facilities.	or builders rubble at selected city waste management facilities. The phasing in the implementation of the Think Twice dry matter recycling project by growing the footprint of the existing pilot projects and or the commencement of service of the new Material Recovery Facilities (MRFs), for example the one of Kraaifontein and on other MRFs that would be constructed.	
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Motivation for proposed amendment: Biodiversity: **Green infrastructure Programme**

The current version of the green infrastructure programme, as amended for 2021/22 requires up dating to align it with the progress of the project.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Green infrastructure programme (GIP)</p> <p>A key element of the climate change programme is the preparation of a green infrastructure network plan for the City of Cape Town area. This plan, scheduled for completion in 2020, will serve as a planning and management tool for natural open spaces and natural systems in Cape Town, including nature reserves and the Biodiversity Network, parks, public open spaces, rivers, wetlands and the coast. A specific focus will be the ecosystem services that these natural assets provide, such as flood attenuation, water purification</p>	<p>Green infrastructure programme (GIP)</p> <p>The development of a Green Infrastructure Programme (GIP) for Cape Town is underway. This supports the Climate Change Programme. The spatial component of the GIP comprises a Green Infrastructure Network, based on identification of ecosystem services, provided by natural and green open space in Cape Town, such as water purification and infiltration, flood attenuation, coastal zone protection, and recreational and cultural opportunities. The GIN will be used as an informant for planning and</p>	101

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>and infiltration, coastal zone protection, and recreational and cultural opportunities. Management interventions and priority programmes will be identified, which optimise and enhance the social and cultural benefits of ecosystem services, such as water quality, pollution abatement and public safety in river corridors.</p> <p>Restoration of the Asanda Village wetlands in Strand and implementation of the proposed River Ambassadors programme in the Zandvlei catchment, in partnership with the Cape Town Environmental Education Trust, have been identified to be demonstration projects for the Green Infrastructure Plan.</p>	<p>management interventions, as well as the identification of priority implementation programmes.</p> <p>Restoration of the Asanda Village wetlands in Strand and the implementation of the River Ambassadors programme, in partnership with the Cape Town Environmental Education Trust, as part of the Source to Sea River Corridor initiative in the Zandvlei catchment, are examples of GIP projects. A policy and bylaw review process is also underway with an intention to embed GI principles and approaches transversally within the City, and a series of GIP Best Practice Guidelines is being developed, the first one, related to Trees being made available in 2020/21.</p>	

Motivation for proposed amendments: **Staff capacity project, Fire and rescue volunteer project as well as Expanding the City's volunteer fire-fighter capacity project.**

Building of Fire Stations-projects completed.

Propose to **remove** volunteer project due to lack of funding.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Staff capacity project</p> <p>One such area where staffing will receive attention is at the new fire stations to be built at Masiphumelele and Sir Lowry's Pass Village, which are expected to be completed in the 2018/19 financial year</p>	<p>Staff capacity project</p> <p>Two new fire stations have been built and completed in Kommetjie and Sir Lowry's Pass to provide cover for Sir Lowry's Pass village, Nomzamo Informal settlement in Somerset West, and Masiphumelele in Kommetjie area.</p>	106

<p>and which must be staffed to swiftly commence operations.</p> <p>Fire and rescue volunteer project:</p> <p>EXPANDING THE CITY'S VOLUNTEER FIRE-FIGHTER CAPACITY</p> <p>The City aims to recruit, train and deploy an additional 20 volunteer fire fighters every year for the five year period</p>	<p>Additional staff have been provided to assist in staffing the two fire stations.</p> <p><i>Remove Fire and rescue volunteer project as well as the Expanding the City's volunteer fire-fighter capacity.</i></p>	109
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Motivation for proposed amendment: **Additional Infrastructure investment project.**

<p>The IDP, as amended for 2021/2022, currently does not sufficiently outline the City's current and proposed response to pollution and degradation of coastal and freshwater systems.</p> <p>Responding to inland and coastal pollution would require a transversal approach. In this regard, there is a need to develop an indicator and associated targets in relation to water pollution. While this would require a transversal process, led by the Water and Sanitation Department, EMD can play an oversight role in relation to compliance monitoring and enforcement with regards to water pollution and monitoring water quality along the coast and in relation to specific freshwater ecosystems e.g. within Nature Reserves and three recreational vleis.</p> <p>There is also potential to complement the monitoring done by Scientific Services with instream water quality monitors that can provide real time water quality data on freshwater quality. This could support quicker management responses to water pollution.</p>
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Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Additional infrastructure investment project</p> <p>Wastewater treatment capacity will be enhanced to ensure a healthy physical</p>	<p>Additional infrastructure investment project</p> <p>Wastewater treatment capacity will be enhanced to ensure a healthy physical</p>	118

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>environment, particularly in downstream rivers around Cape Town. The wastewater treatment works of Potsdam, Zandvliet, Athlone, Wesfleur, Borchards Quarry, Macassar and the Bellville extension are scheduled to receive additional capacity over the next five years. There is also a need to invest in a regional facility to allow for effective sludge treatment, such as the Northern Region sludge facility</p>	<p>environment, particularly in downstream rivers around Cape Town. The wastewater treatment works of Potsdam, Zandvliet, Athlone, Wesfleur, Borchards Quarry, Macassar and the Bellville extension are scheduled to receive additional capacity over the next five years. There is also a need to invest in a regional facility to allow for effective sludge treatment, such as the Northern Region sludge facility.</p> <p>Add a new paragraph:</p> <p>Responding to freshwater and coastal water pollution will require a transversal approach. To this end, the City will develop an indicator and associated targets related to water pollution, focusing on trends across the City in addition to pollution hot spots and their impacts. The City's Environmental Management Department will play an oversight role in relation to compliance monitoring and enforcement with regards to water pollution and monitoring water quality along the coast and in relation to specific freshwater ecosystems. The City will also explore the potential to complement freshwater quality monitoring done by Scientific Services with instream water quality monitors that can provide real time water quality data on freshwater quality.</p>	

Motivation for proposed amendment: **Cemetery and crematorium provision**

The issue of renegotiating the biodiversity offset agreement is not possible as Khayelitsha Cemetery has been illegally occupied (land invasion) and the Welmoed offset agreement cannot be renegotiated as the area has already being declared as a biodiversity area in terms of the National Biodiversity Act.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Cemetery and crematorium provision project This will include the development of a new cemetery in the metro southeast, the extension of the existing cemeteries at Atlantis and Welmoed, and the renegotiation of the biodiversity offset agreements to further prolong the lifespan of the Welmoed, Khayelitsha and metro southeast cemeteries.	Cemetery and crematorium provision project This will include the development of a new cemetery in the metro southeast, the extension of the existing cemeteries at Atlantis and Welmoed, and the identification and the securing of suitable land for future cemeteries development in the medium to long term.	119

Motivation for proposed amendment: **Inclusion of Netball 2023 as a project**

The proposal is to include the project as it is listed in the SMF brief; SMF h. Preparation for the 2023 Netball World Cup. It is noted that the Events Management is the driver of this project, CS& Health: Recreation and Parks Department has a support role.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
3.1 Excellence in Basic Service Delivery 3.1B Social Services Facility Provision	3.1 Excellence in Basic Service Delivery 3.1B Social Services Facility Provision New Project: Netball 2023 World Cup Facility and Maintenance Project:	121

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	Develop and implement a 2023 Netball facility upgrade and maintenance programme in support of the broader 2023 City Netball World Cup preparations.	

Motivation for proposed amendment: **“Waste management services” describes services correctly which includes backyarders and informal settlements.**

The amendment “Waste Management Services” correctly describes the service to areas of informality which includes backyarders and informal settlements.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
In a bid to provide for the needs of informal settlements and backyard residences through improved services, the City intends to introduce a number of service initiatives in the areas of electricity, water and sanitation, as well as waste minimisation.	In a bid to provide for the needs of informal settlements and backyard residences through improved services, the City intends to introduce a number of service initiatives in the areas of electricity, water and sanitation, as well as waste minimisation , management services	122

Motivation for proposed amendment: **Spatial Integration and Transformation Programme**

In line with the MSDF and the District SDFs, the intention is to create further guidance and certainty with regard to the proposed future urban form and structure to inform planning decisions as well as the associated capital investment frameworks. The intention is to ensure that accessibility is created for residents to access the various opportunities of the urban structure.

It is also important to ensure the wellness of residents and historically, the health of urban inhabitants has been intrinsically bound to the practice of urban planning. In the wake of the Covid pandemic, we see an opportunity to focus on building healthy lives and resilient environments.

It is therefore necessary to further consider strategies to increase accessibility of residents to amenities and strengthen the local nodes, increasing wellness. Density offers efficiency, opportunities for wellness, and community connection in unparalleled ways, when applied thoughtfully and managed appropriately.

One of the most effective ways we propose density is realised is through the polycentric model, in which self-sufficient districts are distributed across cities and provide residents with access to all opportunities and facilities of the urban structure. The proposal is aligned to the inward focus on the Urban Inner Core and the strategies of densification and intensification, but also provides a specific model and monitoring framework to determine the effectiveness of the urban form

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>PROGRAMME: 4.1.A SPATIAL INTEGRATION AND TRANSFORMATION PROGRAMME</p> <p>Spatial transformation As set out and guided by the MSDF and other spatial planning instruments, housing, transport and other infrastructure investments will contribute to fostering spatial transformation for Cape Town. The Catalytic Land Development Programme (CLDP), forming part of the City's TOD programme, will facilitate the creation of high-density, mixed-use development in spatially targeted, transit-accessible precincts and blighted economic nodes throughout the urban inner core, which, together with the requisite bulk infrastructure investment, will give effect to the TOD Strategic Framework (2016) over the medium to long term.</p>	<p>PROGRAMME: 4.1.A SPATIAL INTEGRATION AND TRANSFORMATION PROGRAMME</p> <p>Spatial transformation As set out and guided by the MSDF and other spatial planning instruments, housing, transport and other infrastructure investments will contribute to fostering spatial transformation for Cape Town. The Catalytic Land Development Programme (CLDP), forming part of the City's TOD programme, will facilitate the creation of high-density, mixed-use development in spatially targeted, transit-accessible precincts and blighted economic nodes throughout the urban inner core, which, together with the requisite bulk infrastructure investment, will give effect to the TOD Strategic Framework (2016) over the medium to long term.</p>	129

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	This development will lead to an urban form in the future that evolves along a polycentric, multi-nodal model. In this urban structure, several key districts can coexist and offer something slightly different for the urban inhabitant, while providing access to key services and opportunities to its residents. When these districts are built around well-planned transit infrastructure, ample public space, and mixed-use developments for work, housing, and leisure, they begin to suggest the best opportunity to create a sustainable future and increased wellbeing for the future residents of the City.	

Motivation for proposed amendment: **TOD mechanisms for development project**

The application of heritage exemption in this context and the use of 'overlay' assumes that this is a function of the MPBL: The application for heritage exemptions is made to Heritage Western Cape (HWC)

and is an exemption of the requirements for heritage permission in terms of the NHRA, specifically S34 and S38. These exemptions can only be approved by Heritage Western Cape and the MEC Arts and Culture respectively.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
TOD mechanisms for development project	TOD mechanisms for development project	132
Furthermore, the City will investigate and develop a suite of spatial incentives to support development in prioritised TOD precincts forming part of the Catalytic Land Development Programme (CLDP), to complement the City's existing	Furthermore, the City will investigate and develop a suite of spatial incentives to support development in prioritised TOD precincts forming part of the Catalytic Land Development Programme (CLDP), to complement the	

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Investment Incentives Policy. This will include investigating the potential of preferential development contributions in TOD locations, supply of serviced land, extending the Urban Development Zone (an accelerated depreciation allowance that seeks to stimulate development in blighted parts of the City), proactively applying exemption overlays where heritage impact is absent or limited, exploring the applicability of such concepts as 'Innovation Districts' in association with tertiary academic institutions to stimulate the 'knowledge economy', and the potential of 'Enterprise Zones' where appropriate.	City's existing Investment Incentives Policy. This will include investigating the potential of preferential development contributions in TOD locations, supply of serviced land, extending the Urban Development Zone (an accelerated depreciation allowance that seeks to stimulate development in blighted parts of the City), proactively apply to HWC for the exemption of the requirements of S34 and S38 of the National Heritage Resources Act in areas where heritage significance is limited, exploring the applicability of such concepts as 'Innovation Districts' in association with tertiary academic institutions to stimulate the 'knowledge economy', and the potential of 'Enterprise Zones' where appropriate.	

Motivation for proposed amendment: **Klipfontein Corridor Project**

<p>The changes are proposed to:</p> <p>1) Align more accurately with the approved IPTN Implementation Plan, in terms of:</p> <p>a. the priority of the Klipfontein Corridor's priority (3rd road-based corridor, 4th corridor when Blue Downs Rail Corridor is included)</p> <p>b. the corridor consisting of both direct routes and feeder routes. A corridor consists of a number of routes i.e. a corridor is not a single route as is implied in the current text.</p> <p>2) More accurately reflect the approach and generalise the services to be considered in the approach. Golden Arrow Bus Company (GABS) is the name of a private company and therefore, generalising the reference to this mode is proposed.</p>
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Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Klipfontein Corridor Project</p> <p>The third corridor of the IPTN, which has been defined as a distributor route, is the Klipfontein corridor. Conceptual planning will commence and its operations assessed and reviewed with a view to integrating Golden Arrow Bus Service (GABS) to eventually achieve a fully integrated, scheduled public transport system.</p>	<p>Klipfontein Corridor Project</p> <p>The third road-based corridor of the IPTN, of which the backbone has been defined as a distributor route, is the Klipfontein corridor. Conceptual planning will commence and its operations assessed and reviewed with a view to integrating the existing bus services to eventually achieve a fully integrated, scheduled public transport system.</p>	138

Motivation for proposed amendment: **Transport: Infrastructure investment project**

<p><u>Addition of:</u> Mfuleni and Wesbank PTF are historic projects that were specially requested by sub-Council to be prioritised and are now added to the list.</p> <p>Mannenbourg and Vuyani PTF projects fell within the footprint of the Phase 2A projects as well as the introduction and approval of the ORIO programme and are thus added to the list.</p> <p><u>Removal of:</u> Bellville PTI (Phase 1), Lentegour (Phase 3) and Masiphumulele PTF are all projects that have been constructed and commissioned.</p> <p><u>Edit of:</u> Retreat PTF is a Category A facility and so needs to be located under the PTI list, not under the PTF list.</p>

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE		PROPOSED NARRATIVE		IDP page
PTI	PTF	PTI	PTF	140
Bellville PTI phase 1	Durbanville	Retreat PTI	Durbanville	
Du Noon minibus taxi facility	Macassar	Du Noon minibus taxi facility	Macassar	
Inner-city public transport hub	Parow	Inner-city public transport hub	Parow	
Makhaza minibus taxi facility	Bloekombos	Makhaza minibus taxi facility	Bloekombos	
Nolungile PTI	Samora Machel	Nolungile PTI	Samora Machel	
Somerset West PTI	Vrygrond	Somerset West PTI	Vrygrond	
Wynberg	Khayelitsha CBD	Wynberg	Khayelitsha CBD	
Lentegour, phase 3	Bayside	Nonqubela	Bayside	
Nonqubela	Masiphumulele		Mfuleni	

CURRENT NARRATIVE		PROPOSED NARRATIVE		IDP page
	Nyanga		Nyanga	
	Retreat		Vuyani	
			Wesbank	
			Mannenberg	

Motivation for proposed amendment: **Transport Authority Management System Project**

When the TCT and TDA By-Laws were repealed and TDA was restructured into 3 separate Directorates, namely, Transport, SPE and Human Settlements, the Transport Authority Management System Programme/Project ceased to exist. The purpose of the programme was to enable the business operations of a Transport Authority focussing on people, process and technology. Given that the Transport Directorate is no longer a Transport Authority as a result of the repeal of the by-laws aforementioned, the programme has become redundant and is no longer being actioned.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Transport authority management system project</p> <p>The processing of big data from the transport management system (TMS) will enable improved real time responses to incidents on the arterial network, as well as improved planning and design of traffic signal timing.</p>		140

Motivation for proposed amendment: **District Spatial Development Framework (SDFs)**

The application for exemption in terms of the requirements for permission in terms of S34 and S38 of the NHRA can only be considered where the provincial heritage authority is satisfied that the necessary formal protections for heritage are in place and that heritage resources within the area for which exemption has been applied for are adequately provided for. The formal protection for local heritage resources (Grade III) are S30 and S31.

The HPOZ is the tool within the MPBL/DMS for the protection and management of local heritage resources. It is designed to fulfil the requirements of S30 and S31 of the NHRA, while being able to function independently

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>District Spatial Development Framework (SDFs)</p> <p>The district SDFs provide policy direction for the nature and form of development in each district and guide land use and environmental decisions, and therefore will include the investigation of mechanisms to boost the right kind of implementation in the right areas. This could include Environmental Management Frameworks (EMFs), heritage exclusions, land use overlay zones and the identification of incentives to stimulate the right kind of development in the right location. The prioritisation and planning that has already been completed for priority and other targeted transit-oriented development (TOD) precincts under the CLDP will provide input into the district planning process and the further work required for the targeted local areas covered by them.</p>	<p>District Spatial Development Framework (SDFs)</p> <p>The district SDFs provide policy direction for the nature and form of development in each district and guide land use and environmental decisions, and therefore will include the investigation of mechanisms to boost the right kind of implementation in the right areas. This could include Environmental Management Frameworks (EMFs), balance between heritage protection and exemptions, land use overlay zones and the identification of incentives to stimulate development where it is desirable and appropriate in terms of its impact on the receiving environment. The prioritisation and planning that has already been completed for priority and other targeted transit-oriented development (TOD) precincts under the CLDP will provide input into the district planning process and the further work required for the targeted local areas covered by them.</p>	143

Motivation for proposed amendment: **Homeless people project**

<p>The proposed amendments are made in order to provide a clear indication of the purpose and type of assistance that the City will provide for the homeless.</p>

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Homeless people project</p> <p>The phenomenon of homelessness remains a challenge for the City. Homeless people are a vulnerable group requiring assistance to achieve reintegration into communities and access to employment opportunities. To address this, the City will champion interventions to prevent, rehabilitate and reintegrate homeless people, manage the current Safe Space while also investigating opportunities to create additional such spaces, and assist relevant NGOs in order to enable them to increase bed space.</p>	<p>Homeless people project</p> <p>The phenomenon of homelessness remains a challenge for the City. Homeless people are a vulnerable group requiring assistance. To address this, the City will champion interventions to prevent, rehabilitate and reintegrate homeless people, manage the current Safe Space while also investigating opportunities to create additional such spaces, and assist relevant NGOs in order to enable them to increase bed space.</p>	146

Motivation for proposed amendment: **Literacy project**

<p>Under the Social Inclusion Programme of the IDP there is no mention of the right to access information.</p> <p>It is argued that everyone has the right to access free information that affects their lives and should therefore be included in the IDP. The literacy project currently in the IDP builds on this in order to ensure that the free information can be utilised effectively in supporting improving lives.</p> <p>It is therefore proposed that "Access to Information" be included in the IDP as part of the Social Inclusion Programme.</p>

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>New project to be included above the</p> <p>Literacy project</p>	147

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>Access to information</p> <p>Ensuring free access to information via functioning libraries, the provision of collections of conventional and electronic/digital materials in diverse formats and guidance/assistance from professional library staff in order for communities and individuals to access and use information in support of improving the quality of life and enabling them to fully participate in society, both socially and economically.</p>	

Motivation for proposed amendments: **Corporate Scorecard: Number of passenger journeys per kilometre operated**

Section 12(2) of the Municipal Planning and Performance Management regulations that forms part of the Municipal Systems Act 32 states that "A performance target must –

(a) Be practical and realistic

Currently the passenger journeys recorded is about 60% of the normal demand. It is projected that demand will return to between 70% and 85% by June 2021.

The impact of Covid-19 and the risk of contracting the virus on public transport resulted in commuters changing their travel patterns, making use of alternative transport, or working from home. It is also possible that some commuters became unemployed. It will take some time for the demand to increase to pre-Covid-19 levels.

The service is currently operating normal pre-Covid-19 scheduled kilometres (indicator 4.B) to maintain a minimum service on some routes and to prevent buses being loaded to capacity in the peaks and therefore attempting to assist commuters in maintaining "social distance" where possible.

Furthermore, budget cuts in Direct Operating cost will result in fewer services being delivered and will have a negative impact on passenger journeys (indicator 4.C) recorded.

Based on the above motivation, the following amendments to the IDP are proposed

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
4.B Number of passenger journeys per kilometre operated (MyCiti) Current target: 1.07	4.B Number of passenger journeys per kilometre operated (MyCiti) Proposed target: 0.8	157
4.C Total number of passenger journeys on MyCiti. Current target: 19.1 Million	4.C Total number of passenger journeys on MyCiti. Proposed target: 11.7 Million	157

Motivation for proposed amendments: **Corporate Scorecard: Rates clearance indicator**

Section 12(2) of the Municipal Planning and Performance Management Regulations that forms part of the Municipal Systems Act 32 states "that a performance target must-

- a) Be practical and realistic;
- b) Measure the efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set;
- c) Be commensurate with available resources;
- d) Be commensurate with the municipality's capacity".

Currently the City is struggling to meet the target of 93% in spite of staff working overtime with the increased workloads and manual workarounds. The further automation and enhancements to the rates clearance system and processes are currently underway. The Low Bulk Housing registrations has also been added to be automated and all to be completed by June 2020. In view of this,

it is proposed that the target of 90% in 2020/21 be retained and that the target for 2020/22 for 93% be reduced to 90%. Once all the Rates Clearance enhancements and the Low Bulk Cost Housing registrations have been automated and implemented, this target can be re-looked at.

Based on the above motivation, the following amendments to the IDP are proposed:

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Percentage of rates clearance certificates issued within ten working days</p> <p>Current target: 2020/21: 93% 2021/2022: 93%</p>	<p>Percentage of rates clearance certificates issued within ten working days</p> <p>Proposed target: 2020/21: 90% 2021/22: 90%</p>	156

Motivation for proposed amendments: Corporate Scorecard: **Human Settlements**

Section 12(2) of the Municipal Planning and Performance Management Regulations that forms part of the Municipal Systems Act 32 states "that a performance target must-

- a) Be practical and realistic;
- b) Measure the efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set;
- c) Be commensurate with available resources;
- d) Be commensurate with the municipality's capacity".

There were significant budget cuts on USDG and HSDG. The significant budget cuts will impact targets as the planned delivery of top structures and sites serviced is directly linked to a budget per top structure and site. The Corporate Scorecard will be impacted as the review necessitate an amendment to indicator 3G, 3H, and 3N of the Corporate Scorecard.

In terms of indicator 3.N, the revised target is based on the following:

The inability to implement the Backstage 2, Khayelitsha project, as the available land planned for development has been invaded 100% and therefore the 460 service sites planned for this project will not yield. The project was planned, designed and timeously ready for construction

Based on the above motivation, the following amendments to the IDP are proposed

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
3.G Number of human settlement Opportunities (Top structures) Current target: 4159	3.G Number of human settlement Opportunities (Top structures) Proposed target: 2600	157
3.H Number of human settlement Opportunities (Formal sites serviced) Current Target: 4123	3.H Number of human settlement Opportunities (Formal sites serviced) Proposed Target: 2 500	157
3.N Number of sites serviced in the informal settlements Current target: 1400	3.N Number of sites serviced in the informal settlements Proposed Target: 1000	157

Motivation for proposed amendments: Corporate Scorecard: **Urban Management**

Section 12 (2) of the Municipal Planning and Performance Management regulations that forms part of the Municipal Systems Act 32 states that "A performance target must –

(a) Be practical and realistic;"

Section 3.2(b) of the National Treasury Framework for Managing Programme Performance Information (FMPPI) states that a good performance indicator should be well-defined; which means that the indicator needs to have a clear, unambiguous definition so that data will be collected consistently, and be easy to understand and use.

Furthermore, section 3.3 of the Framework for Managing Programme Performance Information (FMPPI) states that a useful set of criteria for selecting performance targets is the "SMART" criteria:

Specific: the nature and the required level of performance

Measurable: the required performance can be measured

Achievable: the target is realistic given existing capacity

Relevant: the required performance is linked to the achievement of a goal

Time-bound: the time period or deadline

Due to the negative impact of COVID-19 on the City's ability to create EPWP opportunities and the need to ensure financial prudence, it is proposed that the Target for Indicator 1.E be amended on the 2021/2022 Corporate Scorecard as motivated below.

Based on the above motivation, the following amendments to the IDP are proposed

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
1.E Number of Mayoral Job Creation Programme (MJCP) opportunities created – NKPI Current target 35 500	Proposed target: 25 000	156

Motivation for proposed amendments: Corporate Scorecard:

Municipal entity: Cape Town International Convention Centre (RF) SOC Ltd – CTICC

(Annexure B to the EMT/Mayco Report)

In terms of Municipal Planning and Performance Management regulation 9 (2)(b)(ii) "In setting key performance indicators, a municipality must ensure that the key performance indicators inform the indicators set for every municipal entity".

In terms of section 93B(a) of the Municipal Systems Act "a parent municipality which has sole control of a municipal entity must ensure that annual performance objectives and indicators for the municipal entity are established by agreement with the municipal entity and included in the municipal entity's multi-year business plan in accordance with section 87(5)(d) of the Municipal Finance Management Act".

In terms of section 87(5)(d) of the Municipal Finance Management Act "The budget municipality entity must include a multi-year business plan for the entity that-

- (i) Sets key financial and non-financial performance objectives and measurement criteria as agreed with the parent municipality
- (ii) Is consistent with the budget and integrated development plan of the entity's parent municipality"

Section 9(1)(b) of the Municipal Planning and Performance Management regulations that forms part of the Municipal Systems Act 32 states that "A key performance indicator must be measurable relevant, objective and precise."

Section 12(2) of the Municipal Planning and Performance Management Regulations that forms part of the Municipal Systems Act 32 states that "A performance target must –

- (a) Be practical and realistic;

(b) Measure efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set;

(c) Be commensurate with available resources;

(d) Be commensurate with the municipality's capacity; and

(e) Be consistent with the municipality's development priorities and objectives set out in its Integrated Development plan.

The following proposed amendments and reasons for the proposed amendments to the performance targets are as follow:

□ International events: The target for the 2021/22 financial year be decreased from 30 to 15 international events. The adjustment is based on the CTICC's current events contracted at present taking into account the COVID-19 regulations.

□ Total events hosted: The target for the 2021/22 financial year be decreased from 525 events to 105 events. This target is based on events contracted at present taking into account the COVID-19 regulations.

□ Customer Centricity and Service Excellence: The target for the 2021/22 financial year be reduced from 80% to 75%. The target is reduced as a result of the additional procedures that each event hosted will need to contend with relating to the COVID-19 regulations, which will have an impact on the guest experience.

□ Number of student opportunities provided: The target for the 2021/22 financial year be reduced from 10 to 4, due to the freezing of non-critical posts.

□ Number of graduate opportunity provided: The target for the 2021/22 financial year be reduced from 10 to 4, due to the freezing of non-critical posts.

□ Percentage of exco, manco and leadership positions held by persons from designated groups: It is proposed that the current target of 80% be reduced to 75% due to the freezing of non-critical posts.

□ Cash/cost coverage ratio (excluding unspent conditional grants) (NKPI): It is proposed that the target be amended from 0 to 1.5 times. The improvement expected for the 2021/22-year end is the entity forecasting to being able to build up their cash reserves again based on having commenced business during the latter part of the year.

□ Net Debtors to annual income (NKPI): The target be amended from 4.0% to 5.0%. Due to the lower anticipated revenue, it is forecasted that the debtor's percentage at year end will likely be higher.

** It is to be noted that these amendments are subject to the board approval of each entity as well as budgeted related adjustments, in terms of the process as outlined in section 87 of the Municipal Finance Management Act, 56 of 2003 (MFMA) and section 93B of the Municipal Systems Act, 32 of 2000 (MSA)."

The following amendment is proposed to the following indicator name:

□ Operating profit: It is proposed that the indicator name be amended to include the word "loss". The indicator name is thus to be amended to "Percentage achievement of annual budgeted Operating profit/(loss)".

The following amendments to the indicator definitions are proposed under the respective categories:

□ Operating profit: It is proposed that the indicator definition makes provision for a budgeted operating loss as well, and not only a budgeted operating profit. The word "(loss)" is thus to be added to the indicator definition. The indicator definition will read as

"This indicator measures the operating profit/(loss) achieved. Operating profit/(loss) is defined as earnings before interest, taxation, depreciation and amortisation."

□ Net Debtors to Annual Income (ND): It is proposed that the wording of "impairments" be added to the indicator definition. The amended indicator definition will thus read as "Net current debtors are a measurement of the net amounts due to the municipal entity that are realistically expected to be recovered. Net Debtors is defined as gross debtors less impairments and refunds".

Corporate Scorecard: **Municipal entity: Cape Town International Convention Centre (RF) SOC Ltd – CTICC**

Based on the above motivation, the following amendments to the IDP are proposed

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Number of international events hosted: Current target :35	Number of international events hosted: Proposed target: 15	166
Number of events hosted: Current target: 565	Number of events hosted: Proposed target: 105	166
Number of student opportunities provided: Current target: 10	Number of student opportunities provided: Proposed target: 4	166
Number of graduate opportunities provided: Current target: 8	Number of graduate opportunities provided: Proposed target: 4	166
Percentage of Exco, Manco and leadership positions held by persons from designated groups: Current target: 80%	Percentage of Exco, Manco and leadership positions held by persons from designated groups: Proposed target: 75%	166
Percentage of minimum aggregate score for all CTICC internal departments and external suppliers: Current target: 82%	Percentage of minimum aggregate score for all CTICC internal departments and external suppliers: Proposed target: 75%	167
Cash/cost coverage ratio (excluding unspent conditional grants) (NKPI): Current target: 5 times	Cash/cost coverage ratio (excluding unspent conditional grants) (NKPI): Proposed target: 1.5 times	167

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
Net debtors to annual income (NKPI): Current target: 2.5%	Net debtors to annual income (NKPI): Proposed target: 5%	167
Percentage achievement of annual budgeted operating profit	Percentage achievement of annual budgeted operating profit/ loss	167
Indicator definition: <u>Operating profit:</u> This indicator measures the operating profit achieved. Operating profit is defined as earnings before interest, taxation, depreciation and amortisation	Indicator definition: <u>Operating profit:</u> This indicator measures the operating profit/ (loss) achieved. Operating profit/ (loss) is defined as earnings before interest, taxation, depreciation and amortisation.	169
Indicator definition: Net Debtors to Annual Income (ND): Net current debtors are a measurement of the net amounts due to the municipal entity that are realistically expected to be recovered. Net debtors are defined as gross debtors less refunds.	Indicator definition: <u>Net Debtors to Annual Income (ND):</u> Net current debtors are a measurement of the net amounts due to the municipal entity that are realistically expected to be recovered. Net Debtors is defined as gross debtors less impairments and refunds .	169

Motivation for proposed amendments: Corporate Scorecard: **Municipal Entity: Cape Town Stadium (Annexure C to the EMT/MAYCO Report)**

In terms of Municipal Planning and Performance Management regulation 9 (2)(b)(ii) "In setting key performance indicators, a municipality must ensure that the key performance indicators inform the indicators set for every municipal entity".

In terms of section 93B(a) of the Municipal Systems Act "a parent municipality which has sole control of a municipal entity must ensure that annual performance objectives and indicators

for the municipal entity are established by agreement with the municipal entity and included in the municipal entity's multi-year business plan in accordance with section 87(5)(d) of the Municipal Finance Management Act".

In terms of section 87(5)(d) of the Municipal Finance Management Act "The budget municipality entity must include a multi-year business plan for the entity that-

(i) Sets key financial and non-financial performance objectives and measurement criteria as agreed with the parent municipality

(ii) Is consistent with the budget and integrated development plan of the entity's parent municipality"

Section 9(1)(b) of the Municipal Planning and Performance Management regulations that forms part of the Municipal Systems Act 32 states that "A key performance indicator must be measurable relevant, objective and precise."

Section 12(2) of the Municipal Planning and Performance Management Regulations that forms part of the Municipal Systems Act 32 states that "A performance target must –

(a) Be practical and realistic;

(b) Measure efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set;

(c) Be commensurate with available resources;

(d) Be commensurate with the municipality's capacity; and

(e) Be consistent with the municipality's development priorities and objectives set out in its Integrated Development Plan."

Indicator name, indicator definition and target changes motivation:

Percentage budget spent on implementation of WSP"

The motivation provided by management for this amendments, is that measuring this indicator by means of the number of training interventions as opposed to the budget spent, would be deemed to be a more financially diligent manner and in line with the entity's business plan which strives to optimize income and contain expenditure.

Based on the above motivation, the following amendments to the IDP are proposed

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>Current indicator name:</p> <p>Percentage budget spent on implementation of WSP (NKPI):</p> <p>Current definition:</p>	<p>New indicator name:</p> <p>Number of training interventions as per the WSP completed.</p> <p>Proposed definition:</p>	170

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
<p>The WSP outlines the planned education, training and development interventions for the organisation.</p> <p>Its purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of local government's skills sector plan, the IDP, the individual departmental staffing strategies, individual employees' personal development plans and the employment equity plan.</p> <p>Current target: 95%</p>	<p>"The WSP outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate training interventions that will address the needs arising out of local government's skills sector plan, the IDP, the individual departmental staffing strategies, individual employees' personal development plans and the employment equity plan. The indicator will measure the number of training interventions as per the WSP completed by staff per annum for the Cape Town Stadium. Proxy measure for NKPI."</p> <p>Proposed target: 60%</p>	
<p>Remove indicators and definitions and replace with new combined indicator and definition.</p> <ul style="list-style-type: none"> Number of bowl events hosted; Number of non-bowl events hosted Number of film/still shoot events hosted <p>Number of marketing interventions implemented as per the approved Marketing Plan;</p>	<p>Remove indicators and definitions and replace with new combined indicator and definition.</p> <p><u>Motivation:</u> This amendment is proposed to align to the board approved Integrated Events Strategy which entails that the detailed events breakdown will be reported to the Events and Marketing Subcommittee as well as the board.</p> <p><u>Indicator name:</u> "Number of events hosted"</p> <p><u>Indicator definition:</u> "Events at the Cape Town Stadium can be classified as Bowl Events, Non-Bowl Events and Film and Still shoots. The indicator measures the total</p>	170

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>number of events hosted at the Cape Town Stadium." This indicator is set to measure the performance against a number of events per annum by combining all three categories of events, being bowl events, non-bowl events and film/still shoot events into one target.</p> <p>Proposed Target: 105</p>	
	<p>New indicator</p> <p><u>Motivation:</u> It is motivated by management that this is a strategic performance indicator as attendance at events is the driver of commercial success. This indicator will fall in line with the Integrated Events Strategy as approved by the board.</p> <p><u>Indicator name:</u> Number of spectator attendance at the CT Stadium</p> <p><u>Indicator definition:</u> "Spectators at Cape Town Stadium can be classified as persons attending Bowl events, Non-bowl events, and Film and Still shoots. The indicator measures the total number of spectators attending events hosted at Cape Town Stadium."</p> <p>Proposed Target: 600 000</p>	171 - 173
	<p>New indicator</p> <p><u>Motivation:</u> It is motivated by management that it has become</p>	171-173

CURRENT NARRATIVE	PROPOSED NARRATIVE	IDP page
	<p>necessary to add in this indicator as the entity has established a Commercial Department. This indicator will be measuring the stages of implementation and processes with regards to the Commercial overlay, which consists of the following commercial activities:</p> <ul style="list-style-type: none"> - Concessionaires - Liquor distribution - Hospitality partner - Preferred suppliers <p><u>Indicator name:</u> Percentage</p> <p>Implementation and evaluation of Event Commercial Service Providers</p> <p><u>Indicator definition:</u> "The indicator measure the implementation of the commercial event overlay which culminates into revenue generation. The commercial event overlay therefore consists of measuring of the following achievable: 1. The appointment of five (5) service providers; 2. Procedures and requirements met; 3. Reporting completed; 4. Evaluation of each service provider."</p> <p>Proposed target: 100%</p>	

Motivation for proposed amendments to the **Alignment of the IDP to the updated Provincial Plan**

The Western Cape Provincial Government updated their provincial strategy and the IDP, still reflect the Strategic Goals of the previous Provincial Strategic Plan (PSP).

To re-align the Provincial Strategic Plan to the IDP to reflect the updates.

Based on the above motivation, the following amendments to the IDP are proposed:

IDP alignment with national and provincial strategies

2017-2022 IDP		Provincial Strategic Plan 2019-2024	
Priorities	Western Cape Government Strategic Plan (WCGS)	Vision-inspired priority	Focus area and intervention
Positioning Cape Town as a forward-looking, globally competitive business city	<p>Strategic goal 1 – Create opportunities for growth and jobs</p> <ul style="list-style-type: none"> Grow the economy and create jobs through tourism Grow the economy and create jobs through agri-processing Grow the economy and create jobs through oil and gas services 	Growth and jobs (VIP2)	<p>Increasing investment (FA1)</p> <p>Building and maintaining infrastructure (FA2)</p> <p>Growing the economy through export growth (FA3)</p>
Leveraging technology for progress	<p>Strategic goal 2 – Improve education outcomes and opportunities for youth development</p> <ul style="list-style-type: none"> E-learning (in connection with education) <p>Strategic goal 5 – Embed good governance and integrated service delivery through partnerships and spatial alignment</p> <ul style="list-style-type: none"> Efficient, effective and responsive local government governance 	<p>Growth and jobs (VIP2)</p> <p>Empowering people (VIP3)</p>	<p>Increasing investment(FA1)</p> <p>Education and learning (FA2)</p>
Economic inclusion	Strategic goal 1 – Create opportunities for growth and jobs	Growth and jobs (VIP2)	Creating opportunities for job creation through skills development (FA4)
Natural Resources and Environmental Sustainability	<p>Strategic goal 1 – Create opportunities for growth and jobs</p> <ul style="list-style-type: none"> Energy security for Western Cape business and investment growth Provide support to key strategic sectors (green economy) 	Growth and jobs (VIP2)	Creating an enabling environment for economic growth through resource resilience (FA5)

2017-2022 IDP		Provincial Strategic Plan 2019-2024	
Priorities	Western Cape Government Strategic Plan (WCGS)	Vision-inspired priority	Focus area and intervention
Safe communities	<p>Strategic goal 3 – Increase wellness, safety and tackle social ills:</p> <ul style="list-style-type: none"> Inclusive, safe and healthy communities Reducing alcohol-related harms and accrediting neighbourhood watch (NHW) structures to increase safety 	<p>Safe and cohesive communities (VIP1)</p>	<p>Enhanced capacity and effectiveness of policing and law enforcement (FA1)</p> <p>Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence (FA2)</p> <p>Increased social cohesion and safety of public spaces (FA3)</p>
Excellence in basic service delivery	<p>Strategic goal 5 – Embed good governance and integrated service delivery through partnerships and spatial alignment</p>	<p>Growth and jobs (VIP2)</p> <p>Mobility and spatial transformation (VIP4)</p>	<p>Building and maintaining infrastructure (FA2)</p> <p>Creating an enabling environment for economic growth through resource resilience (FA5)</p> <p>Inclusive places of transformation (FA2)</p> <p>More opportunities for people to live in better locations (FA3)</p>
Mainstreaming basic service delivery to informal settlements and backyard dwellers	<p>Strategic goal 4 – Enable a resilient, sustainable, quality and inclusive living environment:</p> <ul style="list-style-type: none"> Improved living conditions in urban and rural settlements Game changers: Sustainable sanitation for all 	<p>Mobility and spatial transformation (VIP4)</p>	<p>More opportunities for people to live in better locations (FA3)</p>

2017-2022 IDP		Provincial Strategic Plan 2019-2024	
Priorities	Western Cape Government Strategic Plan (WCGS)	Vision-inspired priority	Focus area and intervention
Dense and transit-oriented urban growth and development	Strategic goal 4 – Create a quality and inclusive living environment Improve living conditions through integration and densification	Safe and cohesive communities (VIP1) Growth and jobs (VIP2) Mobility and spatial transformation (VIP4)	Increased social cohesion and safety of public spaces (FA3) Increase investment (FA1) Create better linkages between places through safe. Efficient and affordable public transport (FA1) Inclusive places of opportunity (FA2) More opportunities for people to live in better locations (FA3)
An efficient, integrated transport system	Strategic goal 1 – Create opportunities for growth and jobs <ul style="list-style-type: none"> Improve the efficiency of the region's transport system 	Safe and cohesive communities (VIP1) Mobility and spatial transformation (VIP4)	Enhanced capacity and efficient policing and law enforcement (FA1) Create better linkages between places through safe. Efficient and affordable public transport (FA1) Inclusive places of opportunity (FA2)

2017-2022 IDP		Provincial Strategic Plan 2019-2024	
Priorities	Western Cape Government Strategic Plan (WCGS)	Vision-inspired priority	Focus area and intervention
Building integrated communities	<p>Strategic goal 4 – Create a quality and inclusive living environment</p> <ul style="list-style-type: none"> Improve living conditions through integration and densification 	<p>Safe and cohesive communities (VIP1)</p> <p>Empowering people (VIP3)</p> <p>Mobility and spatial transformation (VIP4)</p>	<p>Enhanced capacity and efficient policing and law enforcement (FA1)</p> <p>Strengthening youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence (FA2)</p> <p>Education and learning (FA2)</p> <p>Youth and skills (FA3)</p> <p>Health and wellness (FA4)</p> <p>Inclusive places of opportunity (FA2)</p>
Operational sustainability	<p>Strategic goal 5 – Embed good governance and integrated service delivery through partnerships and spatial alignment</p>	<p>Innovation and culture (VIP5)</p>	<p>Innovation for impact (FA2)</p> <p>Integrated service delivery (FA3)</p> <p>Governance transformation (FA4)</p> <p>Talent and staff development (FA5)</p>