

Part C

OUR VISION, GOALS & STRATEGIES



Our City vision

Our vision is to build a City for all, a City in which no-one is left out.

To achieve this, we need to unify all citizens and stakeholders around a common approach, and ultimately, to implement a multi-faceted set of actions to realise the vision. Common attitudes and co-ordinated actions will take our vision from being a list of good intentions to becoming an effective strategy to transform our city and to deal with the development challenges outlined above.

Our vision is to establish Cape Town as:

- A sustainable city that offers a future to our children and their children.
- A dignified city that is tolerant, non-racist, and non-sexist.
- An accessible city that extends the benefits of urban society to all and builds the capacity of its people.
- A credible city that is well governed and trusted by its people.
- A competent city with skills, capabilities, and a competitive edge.
- A safe and caring city that cares for its citizens and values the safety and security of all who live, work, and play in it.
- A prosperous city known for its ability to compete globally in the 21st century and its commitment to tackling the challenges facing South Africa, the Southern African Development Region, and the African continent.
- A city known for its leadership in Africa and the developing world.



CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD



Our mission and values

In pursuit of this vision, we have defined the mission and values of the City Council and its administration, and how they will be extended to all of its citizens.

We will offer the people of Cape Town:

- Responsible decision-making.
- Equitable, affordable, and sustainable city services.
- Dignified and meaningful engagement with city structures.
- Opportunities to shape the future of the City.
- Fair access to the benefits of urban society and capacity-building opportunities.
- Trustworthy, accountable, efficient, and transparent City Government.
- The ability to contribute to global, regional, national, provincial, and local economic growth and development.
- The opportunity to benefit from national and provincial partnerships.

In our work, we will value:

- A clear sense of direction and purpose.
- Partnerships at all levels of city life.
- Openness, accountability, and transparency.
- The conviction that City Government needs to be close to the people.
- Decisions and actions that will take the needs and abilities of future generations into account.
- Efficiency, effectiveness, and responsiveness.
- The promotion of multi-lingualism and cultural diversity.

Our 2020 goals

There is a major gap, however, between this vision and the reality and current trajectory of Cape Town. It is this tension that our strategy as a city has to resolve. To give substance to this vision and to link our vision to our strategies, a bold set of stretching goals for the City in 2020 is proposed as follows:

An inclusive city

- 100% improvement in key human development indicators (such as life expectancy, HIV/Aids and infant mortality rate);
- less than 5% of population in informal settlements;
- universal access to basic services; and
- levels of violent crime reduced by 90%.





A productive city

- Cape Town in the Top 10 of the Mercer Index of Liveable Cities;
- average real per capita income doubled while reducing inequality;
- unemployment less than 8%; and
- less than 5% of the population is illiterate.

A sustainable city

- water use and waste production down 50%;
- access to safe green space within walking distance for all; and
- renewable energy share equal to 10% of total energy consumed.

A well-governed city

- Cape Town as the national benchmark municipality (finances, service performance).

Our strategic approach

To bend our development trend and to realise these ambitious goals requires a significant shift in what we need to do as a City. Shifting Cape Town's development path also requires recognising that there are many actors and agencies in the City and that the local authority needs to gear up to perform a leadership role in focussing various initiatives in a common direction in order to turn the City around.

The six interrelated strategies are proposed as the starting point for our City development approach:

- Shifting the development emphasis from the periphery to the urban core.
- Upgrading existing settlements to places of dignity and opportunity.
- Building competitive advantage.
- Facilitating sustainable job creation for all.
- Building cohesive self-reliant communities.
- Improving access and mobility.

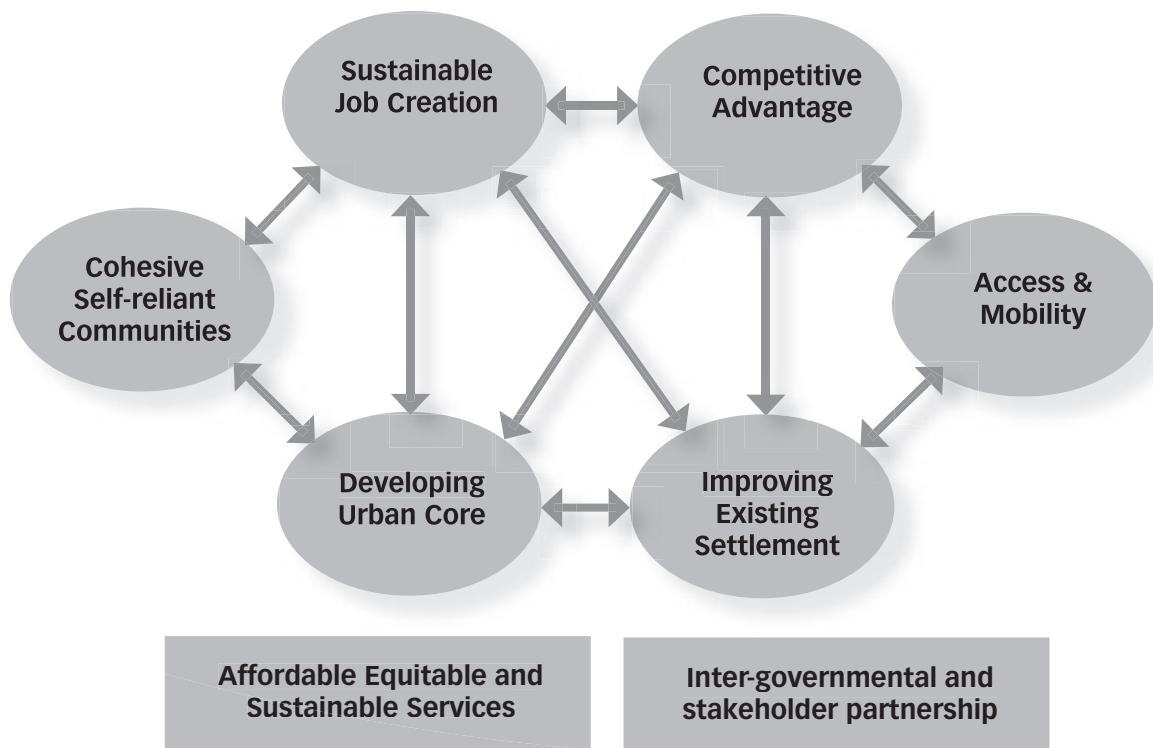
These strategies need to work together in a mutually reinforcing manner and should not be approached as six silos. A highly co-ordinated and spatially focused approach that builds the linkages and synergies between them is critical to the overall impact.

In addition, the successful implementation of these strategies requires two fundamental foundations to be in place:

- The provision of affordable, equitable and sustainable city services including the maintenance of our existing city infrastructure and assets.
- The existence of strong mechanisms to ensure inter-governmental and stakeholder co-ordination and commitment to a common city development agenda.



The six development strategies and the two fundamental foundations are illustrated in the diagram and are explained below.



It is important to note that most of the core ideas contained within this strategic approach are not especially new. Cape Town has been characterised by much visionary thinking and much internationally recognised good innovative practice. However, much of our innovation and good thinking happens in a dispersed manner or is disconnected from real implementation.

This set of six interrelated strategies seeks to pull together our best thinking and our best practices into a simple and tangible framework that enables implementation and learning through doing. It seeks to achieve the necessary scale and impact required to shift the City on a more efficient and equitable development path.



Strategy 1: Shifting growth to the urban core

Strategy

The first strategy is to shift the weight of urban growth from the periphery of the City towards the established urban core through facilitating mixed use, mixed income, high-density development in well-located and accessible areas that are already serviced by current infrastructure. Note that the term "urban core" means all parts of the City with good infrastructure and good access to economic opportunity and amenities, not only the central city around the Cape Town CBD.

Housing and service delivery interventions for the poor over the past decade have resulted in large dormitory settlements of low-cost mass housing on the urban periphery, far from opportunity. This has had many benefits but has also had some negative and unintended consequences. These include the lack of employment and recreational opportunities, long travelling times and the reinforcement of the segregation of the City along racial and income lines. This combination of factors tends to trap people in poverty and imposes massive long-term social costs.

There is real potential to turn this situation around. Cape Town is unique in having a number of well-located strategic land parcels that are owned by the State, in relatively close proximity to areas of economic activity. These strategically located land parcels offer a number of development opportunities. These include the creation of new suburbs which integrate relatively high density housing in mixed use, mixed income developments. These opportunities can only be unlocked in partnership with other spheres of government, the private sector and local communities. This strategy is necessary to create opportunities for lower income families to live in better-located areas, close to economic activity and social amenities.

In addition, we have considerable potential to significantly increase the residential component close to our key urban nodes. There is also considerable potential for 'gap' or infill housing – catering especially for households earning just in excess of the national subsidy band, particularly those earning between R3 501 and R6 000 per month. This has largely been neglected in the City up until now. Considerable opportunity exists to facilitate the provision of infill housing for this group, utilising public land. Infill housing is critical for a number of reasons, including securing the viability of business districts and public transport.





Key focus areas

There will be three key focus areas:

- Unlocking strategic public land for mixed use and mixed income development. These land holdings include Culemborg, Wingfield, Ysterplaat, Youngsfield and various other smaller parcels. Work already done on developing plans for these areas in the past needs to be taken further. There is a risk that the long-recognised opportunities for integrating the City through developing these strategic sites could slip away if more proactive steps are not taken soon.
- Regenerating key urban nodes and their surrounds. Considerable success has already been achieved in turning around the Cape Town CBD and significant investment is starting to flow into this area. There is considerable potential to expand the lessons of urban regeneration to other urban nodes that have undergone decline. In addition, there is also considerable potential for 'infill' housing in proximity to these urban nodes and other places of high opportunity.
- Realising the potential of key restitution initiatives including District 6, Ndabeni and Tramway Road. In partnership with the national and provincial governments the culmination of these restitution processes will play an important part in reintegrating the City and developing areas that can benefit from existing infrastructure.

The development in these areas with its emphasis on mixed use and mixed income should incorporate strong urban design that emphasises the environment and quality public space and supports a richer public life and associated opportunities.

Progress in unlocking development in these important areas will have a major impact on the City. Potential outcomes include:

- a greater level of structural integration;
- new opportunities for poor residents;
- potential for major new residential housing development taking the pressure off the urban edge;
- strong black economic empowerment (BEE) potential with regard to land ownership;
- relieving the pressure on transport infrastructure; and
- leveraging savings through efficiencies of using existing infrastructure.



Implementation mechanisms

A number of mechanisms or levers are available, or can be developed to support this strategy.

These include:

- Leveraging government-owned land to enable private investment.
- Linked development mechanisms including incentives and penalties that leverage funds for social investment purposes from high value property developments. This can occur in a number of forms.
- Urban design guidelines and regulations that promote development within the urban core as well as strong urban design.
- Realigning of housing and transport subsidy systems. Land costs in Cape Town are high and currently discourage the location of low-cost housing close to economic opportunity. The public transport subsidies for bus and rail currently support this pattern. Cross subsidising/ combining the housing and transport subsidies will allow more expensive, better located land to be utilised. This will have to involve National and Provincial Government at all levels of integration.
- Urban regeneration tax incentive. The City can proclaim two areas of up to a maximum of 630 ha as urban regeneration zones with tax incentives to stimulate development in the inner city and other urban cores areas. This must be done in the IDP to secure the incentive.

Immediate initiatives

A number of short-term initiatives to drive this agenda include:

- Collating a data base of all public land assets and developing a management strategy and system for using these public assets to promote the further development of the urban core.
- Fast-tracking potential pilot projects such as the Muizenberg redevelopment and a East City regeneration.
- Fast-tracking key restitution projects.
- The identification and promulgation of parts of Cape Town's CBD and surrounds and Bellville's CBD as Urban Development Zones.
- Extension of the Cape Town Partnership concept and City Improvement District to other areas.
- The establishment of a Partnership Fund to support regeneration partnerships and the packaging of projects for funding and investment.

Good practice example: Westlake

The Westlake development is a successful example of a mixed use/mixed income development. The development is situated on 95 ha with 13 ha for education, 20 ha for low-cost housing (670 dwellings), 12 ha for high income housing (180 dwellings), 24 ha for business, 12 ha for office space and the rest for open space and roads.





Strategy 2: Upgrading existing settlements

Strategy

The second strategy is to upgrade the living conditions and opportunities in all settlements so that they are places of dignity and opportunity. This will be achieved through an integrated programme of settlement upgrading and renewal, creating dignified and safe public spaces and encouraging industrial and commercial development in proximate locations. While new housing development will be encouraged within the urban core, it is recognised that a substantial number of people will continue to live in existing townships in the Southeast and other peripheral areas such as Delft and Atlantis.

This strategy recognises that even where people live in tiny box houses or shacks, it is possible to create a dignified, pleasant living environment, through ensuring that there is public space people can be proud of and where the basic amenities and services are provided. It also recognises that it is important to find ways of decentralising jobs and opportunities close to where people live if the poverty trap is to be broken. This is achieved through public investment to attract private investment at points of high accessibility and opportunity.

At present there is a concentration of social problems in these areas and their upliftment is critical to improving the social indicators for the City as a whole. The successful implementation of this strategy will have a major positive impact on job creation, quality of life and community cohesion. It helps build the resource base of the poor and reduces vulnerability. It can also help to mitigate public transport requirements for both residents and the City.

This strategy needs to be supported by very clear and decisive management of the upgrade process that minimises land invasion and queue-jumping.

Key focus areas

- An integrated programme of informal settlement upgrading. This aims at upgrading tenure and implementing in situ upgrading, including the extension of basic services to informal settlements.
- The Khayelitsha and Mitchells Plain Urban Renewal programme.
- A programme of creating quality public spaces and urban parks and green areas that are easily accessible to all.
- Ensuring safe and attractive transport interchanges as nodes of opportunity.
- Supporting the development of industrial/ commercial nodes that are easily accessible to poor communities in the metro southeast and other peripheral areas.



Three such nodes on the Cape Flats are currently in the planning and/or development phases:

The Khayelitsha Business District (KBD)

This will be the first major private investment in Khayelitsha, which is home to some 800 000 people and by far the largest pocket of poverty in the City. A first phase of some R500 million of investment in the KBD will take off in 2004, and this will be complemented by three local "Safe Nodes" in the R240m Violence Prevention through Urban Upgrading project in collaboration with German development agencies.

Philippi

The Philippi Node was viewed in the MSDF as being a highly strategic node in the Metro Southeast. Public investments to date have included the Philippi Station and a Fresh Produce Market, under construction. Negotiations are underway regarding the packaging of private investment, and measures to retain industries in the area.

Atlantis

This community of about 80 000 people is very strategically located as a midpoint between the Cape Town and Saldanha harbours/industrial nodes. Its assets include proximity to the West Coast Biosphere, the historical settlements of Mamre and Pella and the expanding high-income housing developments on the West Coast. Vast areas of land are serviced for industrial investment, and available at a very low cost. The rejuvenation of Atlantis, its improved integration in the sub-region and aggressive marketing of its industrial land is a great opportunity for Cape Town.

Implementation mechanisms

- Upgrade of tenure.
- Public space creation.
- In situ upgrade integrated into housing strategy.
- Safety and security interventions in hotspot areas.
- Community participation and conflict resolution processes.
- Clustered public investment and economic development initiatives.
- Public Works programme in partnership with the Provincial Government.

Immediate initiatives

- Successful completion of currently planned informal settlement servicing and upgrading projects under the Informal Settlement Upgrade Programme.
- Completion of planned projects as part of the Hostels to Homes programme.
- Successful completion of Presidential Urban Renewal Programme and Cape Renewal Strategy projects.
- Consolidating major commercial and industrial investments in Khayelitsha, Mitchells Plain and Atlantis.
- Roll-out of Uluntu Plaza/Dignified Places Programme projects and establishing appropriate management arrangements for completed projects.



Strategy 2: Upgrading existing settlements

Good practice example: Informal settlement upgrade

Cape Town has some 71 informal settlements, together accounting for approximately 84 000 structures housing an estimated 325 000 people. The City recognises informal settlements as an intrinsic, legitimate part of Cape Town, and home to a large number of our citizens. As a first phase of this programme, rudimentary services are to be provided to all informal settlements, and further upgrade settlements completed to provide dignified living environments. We will only remove those settlements located on encumbered land (structures within service servitudes, road reserves, flood prone areas, and so on).

Rudimentary services comprise electricity, area lighting, access to potable water, sanitation, access tracks (also to act as firebreaks and facilitate storm water drainage), and solid waste collection and disposal. The cost of upgrading the settlements is estimated at R1, 25 billion over a five-year period, which will be sourced from internal and external funds. In the longer term, we plan to upgrade informal settlements to full-service levels and tenure.

Good practice example: Urban Renewal Programme

The Presidential Urban Renewal Programme is the City's flagship targeted community intervention. The national programme identified Khayelitsha and Mitchells Plain for concerted intervention. A primary aim is to realign and integrate budgets and resources across sectors to achieve socially cohesive, stable, and resilient communities. A joint task team has been established for the project and a number of 'anchor' projects identified, including:

- *The Mitchells Plain CBD transport interchange and market.*
- *Public facilities, public space, and subsidised housing in Tafelsig, Mitchells Plain.*
- *The Khayelitsha CBD, including infrastructure, housing, transport, and public facilities.*





Good practice example: *Uluntu Plaza/Dignified Places Programme*

The projects in the Uluntu Plaza/Dignified Places Programme involve the creation of new landscaped squares (with paved surfaces, trees, seating, lighting, and, where appropriate, facilities for traders and local small businesses) in poor communities. The projects are located at structurally significant places, including public transport interchanges, community facilities, places where there are large groups of traders, and busy pedestrian routes. In this way, these investments can have a positive impact on the lives of many people. A further objective is to recognise and celebrate places of cultural, historical, and social significance in communities. To date, 17 projects have been implemented. The strategy is being expanded to include the provision of a dignified community space as part of each informal settlement upgrade project.

This programme has received international acclaim and was awarded the Ruth and Ralph Erskine award for socially responsible design and architecture for 2003. The aim is to implement 100 of these projects over the next five years. Budgetary constraints, and challenges to achieving integrated and sustained management of the new facilities, however, may slow down delivery.





Strategy 3: Building competitive advantage

Strategy

This strategy aims to ensure Cape Town retains current business and investment and is able to attract desired new investment, skilled labour and wealth generators, both to increase revenue and GDP and for employment generation. The intended outcomes of this strategy would include sustained growth and empowerment in new strategic knowledge economy sectors, increased tourism and foreign investment and a major increase in available formal jobs. To be competitive in the global economy, Cape Town needs to retain and build on its existing strengths in order to grow its profile as a preferred investment and tourism destination. These strengths include its beauty and natural environment, good infrastructure and high-quality living environments.

One element of this strategy is to ensure that the basics that are required to attract investment are in place. This includes eliminating unnecessary red tape and ensuring that the necessary infrastructure for business is in place. Core concerns that have been identified by business include safety and security, the provision of efficient and effective public transport and the successful functioning of Cape Town harbour as a port.

Some growth sectors in which Cape Town has a competitive advantage are already doing well, and the finance, information and communications technology (ICT) and tourism sectors stand out. The lifestyle opportunities offered by Cape Town's infrastructure, quality living areas and in particular its natural environment are key factors attracting visitors and investment to the City. Cape Town needs to build on this through marketing itself as a destination and a brand with a desirable cultural, environmental and historical profile.

Other sectors in which Cape Town has competitive advantages and which need to grow include the oil and gas supply industry, the provision of staff, services and facilities for world-class call centres and the medical services and products sector.

Key focus areas

- Ensuring that the basics are in place (efficient service delivery and transport, enabling regulations).
- Strategic investments and skills development to support growth and potential growth sectors (gas/oil, ICT including call centres/batch processing, film, tourism, clothing etc).
- Enhancing Brand Cape Town in key markets.
- Building Cape Town's cultural, environmental and historical profile.
- Positioning the City as global leader in key areas of learning including peace and reconciliation.
- Securing major events.





Implementation mechanisms

- Department of Trade and Industry incentives and programmes.
- Expansion and development of city improvement districts and area partnerships.
- Provision of quality essential services.
- Efficient regulatory regime.
- Cross sector marketing and international partnerships.
- Strategic investments to maximise and attract more private sector investment.
- Environmental management to maintain and enhance core City assets.
- Maintaining and building international relations.
- Skills development.

Immediate initiatives

- Red Tape Reduction Campaign.
- Roll-out of the Film Studio development.
- Intergovernmental co-operation to ensure effective functioning of the port.
- Developing city-to-city relationships with partner cities with strategic economic focus.
- Working toward Blue Flag Beach status for key beaches in the metropolitan area.
- Working with other city stakeholders to secure more international flights into Cape Town.
- Growing the calendar for major sports and cultural events.
- Roll-out of the Joint Marketing Strategy, including the establishment of a Destination Marketing Organisation.
- Ongoing support for existing and new developmental tourism initiatives, including the adoption of a Tourism Development Framework and Strategy for the City.
- Implementation of key sector support initiatives for biotechnology, information and communication technology, film, oil and gas, and clothing and fashion.





Good practice example: Enhancing the environment

Cape Town's environment – its mountains, sea, unique biodiversity, and natural heritage – remains its key economic asset. Tourism and a broad range of tertiary sector economic activities and investments are built upon and utilise the characteristics that set Cape Town apart from other cities. At a policy level, the City has made significant progress in implementing an Integrated Metropolitan Environmental Policy. The City has also completed its fifth annual State of Environment Report (www.capetown.gov.za/soe).

A large number of local and sector-specific environmental initiatives are being implemented, including:

- *Cape Flats Nature, through which four pilot sites (Edith Stephens, Macassar Dunes, Wolfgat, and Harmony Nature Reserves) are developed and used as outdoor classrooms.*
- *The Youth Environmental Schools Programme, exposing a large number of learners annually to environmental and social programmes.*
- *The Trail of Two Cities initiative, which promotes responsible tourism and illustrates how technology and grassroots approaches have combined to facilitate a cleaner and healthier environment.*
- *The False Bay Ecology Park, focused on the preservation of a critically important ecosystem through community-based partnership.*

Joint marketing for investment and tourism promotion

The Provincial Government of the Western Cape and the City of Cape Town have initiated the development of a Joint Marketing Strategy in order to focus and align the marketing efforts of various tourism organisations, investment agencies, and other marketing entities in the City and province. The initiative includes the establishment of a Destination Marketing Organisation serving the major events and tourism sectors. This groundbreaking initiative is the product of a thorough service and business model review, which indicated that the potential operational savings, increase in business, and contribution to GDP to be gained from cross-selling and coordinated marketing are substantial. Further, the initiative has the capacity to have a major impact on unemployment.





Strategy 4: Facilitating sustainable job creation for all

Strategy

This strategy seeks to facilitate job creation in Cape Town on a sustainable basis through an integrated programme linking potential growth sectors, skills development and public works initiatives. High unemployment rates underpin the high levels of poverty in the City and are growing. A strategy is needed to bring unskilled and unemployed workers into the formal economy through skills training and to provide a safety net for those who are unable to find employment in the formal sectors of the economy. It is a national, provincial and city imperative.

A key constraint to economic growth is the mismatch between skills demand (skilled) and skills supply (unskilled). Learnerships and internships have the potential to reduce this mismatch through employers providing opportunities for workers to gain job experience. Cape Town can potentially provide large numbers of learnerships. A Council learnership programme is currently being developed for consideration, together with a learnership pilot programme. Skills development can also be encouraged by the Council in the awarding of tenders that also address skills transfer and through supporting the creation of skills-training centres.

National funding requirements provide the potential for the Council to conduct a review of all potential services and projects suitable to public works delivery methods so as to maximise the use of public works methods throughout Council.

The successful implementation of this strategy would result in falling unemployment, rising income across the population and improved skills levels in key economic sectors.

Key focus areas

- Promoting entrepreneurship.
- Skills partnership to align secondary, tertiary and vocational training to job needs.
- Maximising opportunity of national PWP.
- Developing craft sector and craft markets.
- Linking the formal and informal sectors.
- Informal, small and micro-enterprise sector support.

Implementation mechanisms

- Public Works initiative.
- Urban agriculture.
- Enhanced credit access.
- Enabling regulatory environment.
- Training including SETAs, learnerships and retention strategy.
- Incentives for skills-linked investment.





Immediate initiatives

- The development of a city-wide skills and jobs strategy in conjunction with the private sector and the City's educational institutions.
- Extension of Council's Vuk'Uhambe community jobs initiative and learnership programme.
- Implementation of Extended Public Works Programme Initiative into all operations of Council business.
- Tightening public sector procurement policies to support job creation and skills development.
- Initiation of a centre to promote recycling and related craft and collection job opportunities.

Good practice example: Business support and community economic development

The City provides support for small business development through facilitating back-up services training and provision of business infrastructure for small business and for targeted communities. We are currently preparing a Local Area Economic Development Policy, Strategy and 3-5 year Action Plan. Initial projects are focused on urban renewal areas of Khayelitsha, Mitchells Plain, and Philippi. Support for skills training and job placement is given through a number of community-based projects, including the Noordhoek Valley Training Centre, which has become a model project for roll-out to other parts of the City, as well as other cities of South Africa. Provision of business support infrastructure includes development of markets and small business hives in the Presidential Urban Renewal Programme areas and targeted Zones of Action across the City. Cape Town's Small Business Week is moving into its third year as a major event, assisting with the accreditation, training, and certification of numerous new and existing entrepreneurs.





Strategy 5: Building cohesive self-reliant communities

Strategy

The strategy focuses on improving community cohesion and self-reliance through creating a supportive environment and encouraging community organisation, inter-connectedness and leadership. This strategy recognises that people are our most important resources and that the provision of basic services and infrastructure will not automatically give rise to socio-economic development. Social cohesion is critical for building safer communities, for societies to prosper economically and for development to be sustainable.

There is considerable research that shows that societies with strong levels of community cohesion do better than those with poor levels of community connectedness. The benefits of building social capital and social cohesion include improved quality of life, individual and community empowerment and accelerated implementation of projects.

The local authority's traditional role has been the provision of social facilities rather than broad-based social development. In order to extend its role in this area, the range of agencies (including citizen and non-governmental organisations) presently involved in assisting the poor need to be integrated into this city-wide strategy.

Key focus areas

- Ensuring crime and safety.
- HIV/Aids and TB and related health issues.
- Addressing homelessness and street children.
- Building partnerships with communities, NGOs, the private sector and other spheres of government regarding the provision and management of community facilities and services.
- Supporting community organisation.

Implementation mechanisms

- A range of inter-agency multi-pronged approaches co-ordinated at local level focused on major problem areas.
- Investment in community leadership skills.
- Support for organisational networks and knowledge-sharing.



Immediate initiatives

- Social program focused on homeless and street children.
- Improved delivery in partnership with the provincial Health Department on full coverage for all pregnant women in the prevention of mother-to-child transmission of HIV.
- Effective voluntary counselling and testing programme in all 98 clinics.
- Partnerships with NGOs, CBOs, and faith-based organisations at local community level through the multi-sectoral action teams.
- An extended workplace HIV/Aids and TB programme including appropriate treatment.
- Finalising policy frameworks focusing on women's development and gender equality, youth and early childhood development, and targeted stakeholder support.
- Proactive policing and deployment of Municipal Police in areas of high crime, public transport interchanges, and places of high public usage.
- Increased alignment of different spheres of government involved in crime prevention and policing.
- Youth Development programme including partnership with schools.
- Setting up of ward committees to deepen interface between Council, communities and councillors.
- Making information accessible through libraries, community centres and digital business centres.





Good practice example: HIV/Aids and TB

In partnership with the provincial Health Department and communities, Council plans to deliver the following interventions:

- *An effective voluntary counselling and testing programme at all 98 city health clinics;*
- *Ongoing support for the prevention of mother-to-child transmission of HIV, through counselling of all pregnant women in the public sector and the supply of Nevirapine during birth and free milk formula for six months at clinics;*
- *Improved services targeting sexually transmitted infection at all clinics;*
- *Extending the national adolescent-friendly clinic initiative to 13 additional clinics, making reproductive health services and health promotion more youth-friendly;*
- *Training of Councillors to run HIV/Aids and TB workshops in wards;*
- *Building partnerships with NGOs, CBOs, and faith-based organisations to address HIV/Aids and TB at the local community level through multi-sectoral action teams;*
- *Continuing to improve our TB control programme.*

The programme will be driven jointly by Councillors and officials through the City HIV/Aids and TB Co-ordinating Committee, ensuring a multi-sectoral intervention across functional silos in the fight against HIV/Aids and TB.

Good practice example: Safer Cities Programme

The Safer Cities Programme includes a broad range of initiatives. The City evaluates applications for funding of projects initiated by community organisations and monitors the implementation of funded projects. Funded projects vary from once-off crime prevention and diversion events to engaging groups at risk over an extended period. The City provides active support to Neighbourhood Watch and Community Police Forum establishment through the funding of training initiatives, including training in fire fighting, conflict resolution, and capacity building.

Community safety audits, identifying the types of crimes most prolific in particular communities, are an integral part to the Safer Cities Programme. Audits serve to inform the nature of social crime prevention projects and programmes needed in particular communities and the actions required by different City services and functions to establish and maintain community safety. Currently, Presidential Urban Renewal Programme areas have been prioritised for safety audits.





Strategy 6: Improving access and mobility

Strategy

This strategy involves improving the access of all citizens to key work and recreational opportunities through integrated transport management, investment in passenger transport and improving Southeast – Northwest linkages in particular. There has been a major underinvestment in transport infrastructure over an extended period and this is a major constraint to making our City more inclusive and more productive or competitive. On average, 66% of the City's population are reliant on public transport to access economic and social opportunities. Most poor residents are almost entirely dependent on public transport. However, public transport is currently in a state of decline, with severe economic and social implications for all of Cape Town's citizens.

In addition, economic development for the most part is taking place outside established transport corridors, leading to increasing travel times and decreasing urban efficiency and productivity. Poor integration between various transport operators as well as poor service levels and security concerns hamper this sector and impact negatively on the development of the City as a whole. In addition public transport as it stands is not servicing the needs of Cape Town's economy, with its requirements for skilled workers available on a 24-7 basis. The transport linkages to the rapid economic growth areas north of the N1 in the past ten years, remain undeveloped and represent a growing problem.

A major contributing factor to decline is the institutional fragmentation of public transport, with National Government responsible for rail services, Provincial Government for bus and taxi services, and Local Government for bus and taxi facilities. Integration and transformation of public transport services and institutional structures have become an absolute necessity. This implies the need for an integrated transport system with a Metropolitan Transport Authority and operational implementing agency as a necessary first step. An integrated and effective transport institution (a Metropolitan Transport Authority) is urgently needed to encourage a shift from private to public modes of transport, and to integrate transport with land use patterns. Integration between different modes of transport as well as intermodal shifts are necessary to reduce travel times and improve productivity and efficiency.





Key focus areas

- Integrated transport management.
- Changing the private to public mode split.
- Improving passenger transport.
- Improving flow to areas of economic activity.
- Funding mechanisms, implementation mechanisms.
- Intermodal integration.
- Funding mechanisms including new forms of transport subsidy.
- Interagency partnerships.
- Transport interchange management.
- Transport infrastructure integrated with economic development and development initiatives.

Immediate initiatives

- A fast-track process with National and Provincial Government and other role-players to establish a Transport Authority for Cape Town.
- Entering into a compact with Metrorail to improve service standards and safety on trains, and at stations and transport interchanges.
- Roll-out of the Klipfontein rapid bus corridor to demonstrate that an alternative transport system is possible and of benefit not only to commuters but communities in general.
- Preparation of detailed plans for improving SE-NW linkages.
- Review of potential funding sources for improved transport infrastructure.





Integrating threads

A number of important integrating threads run through the six strategies and help give focus and substance to the approach as a whole. These include:

- A strong emphasis on mixed income, mixed use and higher density development as an approach to create more housing and economic opportunity and choice.
- The provision of safe quality public space and complementary urban design across the City as a means of promoting dignity, enhancing quality of life and the environment, fostering a vibrant public life and as a catalyst for economic activity.
- The clustering of public investment and activity around specific strategic points in order to create the critical mass of opportunity required to attract significant private investment on a multiplier basis that maximises the return on public investment.
- The need to incorporate skills development, training and empowerment as an intrinsic part to promote job creation, opportunity and sustainability.
- A recognition that the successful implementation of all the indicated strategies requires appropriate partnerships with other spheres of government, with communities and with the private sector at city-wide and local level.

This list of integrating elements represents an initial checklist of desired elements that all development initiatives should try to include.

Ensuring the foundations

The six city development strategies outlined above focus on what needs to change in order to transform our City. However, two critical foundations need to be in place if these are to be successful as outlined below.

Efficient, affordable and equitable services

The success of the City and its ability to meet future challenges is intrinsically tied to the degree to which the services delivered by local government meet city and citizen needs. The provision of services is the core business of Council and the delivery of these services in a developmental manner is Council's constitutional obligation to all its residents and communities. The Council will accordingly need to do the following:

- review its service menu to ensure that it is providing a range of services that best meet the diverse needs of our citizens within its resource constraints;
- ensure that residents across the City receive an equitable package of municipal services that is affordable to them and that addresses the uneven provision of services across former local councils and between privileged and disadvantaged communities; and
- undertake a continuous review to improve the efficiency and effectiveness of all services. This includes important initiatives to reduce Cape Town's long-term dependence on non-renewable energy sources, and to manage its water resources in a sustainable manner.



A central challenge within this is the maintenance of existing assets, infrastructure and services, while extending services and infrastructure throughout Cape Town as a whole. Good governance, including planning for the needs of future generations, requires the diligent maintenance of existing infrastructure and assets. The Council will apply a maintenance formula based on the useful life of the asset, agreed preventative maintenance standards and service standards. This entails a proactive approach to asset and infrastructure management with provision to maintain new capital assets and infrastructure.

Intergovernmental and stakeholder partnership

The most liveable and viable cities today exhibit four key characteristics. Firstly, their leadership from different sectors works together; secondly, they work in a structured manner towards achieving specific aims in terms of a long-term plan; thirdly, they coordinate public infrastructure provision in terms of the long-term plan; and, finally, they measure the collective performance of the city over time. To ensure this, city-wide mechanisms to manage and strengthen the relationship with government, parastatals, private and community stakeholders is important.

Key issues in this regard include:

- The establishment of formal and informal partnerships including a city development partnership of key city stakeholders.
- Regular engagement between the political and administrative leadership of province and City supported by a shared strategic planning process to better align action.
- A sustained practice of joint projects and shared facilities.
- Integrated communication structures and processes.

Appropriate and sustainable investment in infrastructure lies at the heart of economic and social development. Unfortunately, public investment in infrastructure is often not coordinated and serves contradictory objectives. In this regard, a Public Infrastructure Investment Framework would proactively indicate priority public investment in different kinds of public infrastructure and facilities in the City over the long, medium, and short term and for different ‘scales’ of intervention (i.e. it should cover both the City as a whole and local areas). It should integrate investment in infrastructure and facilities by different sectors or service areas and all levels of government and semi-government institutions. A primary aim of the framework is to order the ‘menu’ of public infrastructure and investment in the City in a manner where the value of each is enhanced through its relationship with others.

