TERM OF OFFICE REPORT
ALDERMAN FELICITY PURCHASE
MAYORAL COMMITTEE MEMBER FOR TRANSPORT

NOVEMBER 2019
INTRODUCTION

This report reflects on the work of the Transport Directorate over the last year since I was appointed as the Mayoral Committee Member for Transport by Alderman Dan Plato.

The report begins with institutional changes and some of the challenges that face us in Team Transport before going on to document the many successes that we have notched up in what has been a demanding year.

I believe that it is only by clearly understanding and confronting our challenges that we can ensure that the work we do, through our various projects and programmes, takes us closer to meeting our goals. These include achieving a more equal society based on an efficient mobility network for public and private transport, including pedestrians and cyclists, and facilitating public transport services that provide access to opportunities and contribute to a growing and thriving local economy.

1. INSTITUTIONAL DEVELOPMENT

1.1 Structure of the Transport Directorate
Following a period of organisational change, it was agreed that the former Transport and Development Authority (TDA) was too large to be effective. In December 2018 the organisation was restructured, following the adoption of a report to Council, and the repeal of the TDA By-law.

This has narrowed the scope of the Directorate, allowing it to focus on the many complex programmes and projects that fall within its mandate as set out in the City of Cape Town’s Integrated Development Plan and other statutory documents.

Given the broader challenges that confront the transport sector, the refinement of our mandate has provided new impetus to deliver infrastructure and services that enhance the lives of all Cape Town’s people and contribute to economic growth.

1.2 Land Transport Planning Authority
The restructured Transport Directorate continues to play an important role as the City of the Cape Town’s metropolitan land transport planning authority, as provided for in the National Land Transport Act of 2009.

Working with other stakeholders in transport, and cooperatively with the national and provincial governments, the City continues to lead land transport planning for Cape Town, a function that is essential for social development and economic growth.

1.3 Moving forward after organisational change
While the members of the City of Cape Town’s ‘Team Transport’ have worked diligently throughout the process of restructuring, it must be acknowledged that it has been a difficult period for many team members. The hard work, dedication and perseverance of team members despite this is appreciated and acknowledged.
1.4 A centre of excellence
The challenges of the past year have underscored the depth of talent and excellence in the City of Cape Town’s Transport Directorate.

We are able to attract and retain exceptional personnel, making ours one of the best transport directorates in Africa.

As we move forward we have an opportunity to further build the directorate as a choice employer in the transport sector, where skilled professionals are able to conceptualise and develop bold new approaches to our transport challenges as we invest in the transport network infrastructure that helps to power our local economy and improve people’s lives. Optimising our team to achieve this is an ongoing process.

2. TACKLING CHALLENGES

2.1 The MyCiTi N2 Express
Delivering sustainable transport solutions to the people of Cape Town’s Metro South East is a major challenge for the City of Cape Town. The collapse of the regular commuter service, known as the N2 Express, between Khayelitsha and Mitchells Plain and central Cape Town has been a major disappointment.

The robust contracting arrangements that are required to render a service like this were regrettably not in place, which left the service vulnerable. Unfortunately, the parties to the service agreement were unable to find each other, leaving the commuters who made use of this service the major victims of its continued suspension.

The City has called for the services of an interim service provider, with the aim of an appointment in November 2019 and reinstating services before the end of the year. At the same time, the City will also commence with procuring the services of a vehicle operating company to operate the N2 Express service for a longer five-year contract period.

2.2 Eliminating red tape
It is at times painfully difficult to make progress to advance the City’s objectives, when legislative and administrative procedures are applied in an exceedingly bureaucratic fashion.

Strengthening administrative project management and streamlining processes is a necessary and ongoing endeavour to progress projects timeously and ensure that our capital spending does not fall behind.

2.3 Addressing apartheid planning through integrated public transport
Our ‘inside-out’ city means that poor families, most in need of jobs, opportunities and access to good public services, are usually located the furthest from them.

The City’s vision of transit-oriented development is one in which we locate housing and economic opportunities in close proximity to public transport. It also aims to achieve a diversity of land uses along transport corridors to promote shorter trips and seat renewal, which are essential for viable public transport services.

An Integrated Public Transport Network, geared to the needs of commuters, will result in quicker trips and seamless transfers between modes, improving the public transport experience while enhancing access to the city on the part of all commuters. As we prepare for 2020 doing more to achieve this vision must be at the centre of our work.
2.4 Tackling the rail challenge
Rail is seen as the backbone of the public transport system and should ideally carry 70% to 80% of commuters. Over the last several years we have seen the rail system’s capacity steadily eroded along with the destruction of value in this national asset.

A brief advertised in December 2018 to develop a business plan with respect to the Metrorail network will only finally see consultants appointed in January 2020. This is frustratingly slow and I hope that the bureaucratic red tape that trips up efficiency in procurement will be urgently reviewed.

The rail study needs to go beyond the existing heavy rail network. We need to look as well at latent demand including new routes to popular destinations and new modes including trams and monorail.

2.5 Managing congestion
Cape Town is a congested city. This reflects our dynamic economy and the growing reliance on private transport to get around reliably and efficiently. Making our roads less congested is dependent on better and more public transport options. But it is also dependent on our ability to use our road network more efficiently.

Solving congestion is not about building new road infrastructure. It’s about optimising what we have currently; building on our use of traffic management systems technology; and changing our behaviour. The latter means being smarter about how we travel, walking and cycling more, car pooling and ridesharing, moving to public transport where possible and planning our trips to stay out of the peak.

3. ACHIEVEMENTS

3.1 The Congestion Management Programme
The Congestion Management Programme, a R750-million investment in road improvements to alleviate identified congestion hotspots is progressing well. Two of the largest projects, Kommetjie Road area and Broadway Boulevard, are on track for completion in 2020.

3.1.1 Broadway Boulevard
On Broadway Boulevard, an important thoroughfare between Gordon’s Bay and Strand, new pedestrian bridges are in construction, additional carriageways have been built and non-motorised transport facilities will make cycling and walking better and safer while universal access is also being improved.
3.1.2 Kommetjie
Work in Kommetjie and surrounds that has been completed includes improvements to intersections, road widenings, priority signalling for public transport vehicles, improved walking and cycling infrastructure and the construction of dual carriageways.

3.1.3 Bosmansdam Road area
Bosmansdam Road was converted into a dual carriageway between Montague Drive and Koeberg Road, with the work completed in April 2019. This has significantly improved traffic flow and increased safety for all road users.

3.1.4 Sandown and Malibongwe
In partnership with Milnerton Estates and Garden Cities developers, Sandown Road and Malibongwe Drive, up to the Potsdam interchange, are being converted into a dual carriageway.

The R140 million project will address the missing road link between Malibongwe and Giel Basson Drive and contribute to congestion relief to and from the Blouberg area. The project is scheduled for completion by May 2020.

3.1.5 Other congestion hotspots
As the current road improvement projects draw to a close, new congestion hotspots are being identified for intervention, including the R300.

3.2 Road upgrades in Strandfontein
Two road improvement projects in the Strandfontein area broke ground towards the end of 2018 and were completed in 2019. These formed part of the City’s ongoing maintenance planning, which aims to extend the lifespan of road infrastructure by upgrading pavements and resealing road surfaces. Upgrades were made to Lusitania Road, Birkenhead Drive, Watussi Drive and Clyde Road. In addition, improvements were made to Dennegeur Avenue between Trafalgar Drive and Welgelegen Avenue.

3.3 Stock Road upgrade benefits Philippi
The City invested approximately R230 million in the Stock Road infrastructure upgrade. The road was upgraded to a dual carriageway with commuters and businesses in the area now having better access to commercial nodes around Cape Town, especially via the R300 which connects to the N2 and Jakes Gerwel Drive.
3.4 Improving cooperative governance in transport

Public transport is split between the three spheres of government in South Africa, making for very specific challenges. In Cape Town, rail is the responsibility of national government, operating licences and bus subsidies are administered by Province, while the City is responsible for much of the road network and is the transport planning authority for the metropolitan area.

The National Land Transport Act (NLTA) envisages the three spheres of government working together closely to meet the transport needs of citizens, residents and visitors. We need to achieve this if we are to solve our current challenges.

The Land Transport Advisory Board and the Intermodal Planning Committee are both important stakeholder structures that the City is empowered to convene in terms of the NLTA. We envisage using these to leverage stronger collaboration with colleagues in other spheres of government, state-owned enterprises and civil society.

3.4.1 Managing transport cooperatively

There is, in some quarters, a perception that the City wants to manage and operate the entire public transport system. The City does not have the desire nor the capacity to do this.

Instead, we are committed to working together jointly, taking the lead from the National Land Transport Act that sets out quite clearly the role of each sphere of government in public transport delivery. Investing in our ability to work together more will be an important focus of the year ahead.

3.5 C40 initiative

The Cities Climate Leadership (C40) Reinventing Cities Initiative is a forum developed for cities to share strategies for reducing carbon emissions and spurring global action against climate change.

The City has committed to the C40 Deadline 2020: Climate Action Planning in Africa and to the C40 South Africa Buildings programmes. These efforts are an extension of the City’s Energy2040 Goal and the City’s Climate Change Policy.

We are very aware that in Cape Town the overwhelming majority of our carbon emissions are generated by transport. Investing in public transport and changing our individual transport behaviours are essential to addressing this.
3.6 Investing in public transport interchanges
Public transport interchanges (PTIs) play an integral role in a well-functioning public transport network. The Transport Directorate has prioritised the upgrade and construction of minibus-taxi facilities in strategic areas across Cape Town.

This includes the Station Deck in the Cape Town central business district, opposite the City Hall and above Cape Town rail station. This is the City’s busiest PTI and services over 200 000 commuters daily, and was in dire need of renovation. At the beginning of 2019 approximately R2 million was spent upgrading and refurbishing the facilities on the deck. This included repairs to potholes, improvement to the stormwater system and restoration of destination boards.

A new minibus taxi facility valued at R13.4 million was also constructed in Masiphumelele and is open for use. It can accommodate 3 300 commuters and over 60 minibus taxis.

A R41.2 million minibus taxi facility is currently under construction for Dunoon.

3.7 Making public transport safer
The establishment of the Transport Enforcement Unit (TEU) in partnership with Prasa and the Western Cape Government has been an important intergovernmental achievement.

The unit was initially created to address commuter safety from crime and violence on the rail network and safeguard rail infrastructure. The unit’s deployment has now been extended to include Golden Arrow Bus Services and public transport interchanges.

3.7.1 CCTV equipment for public transport interchanges
159 high-tech CCTV cameras were installed at nine PTI facilities and MyCiTi stations across Cape Town. The first PTIs to benefit from the roll-out were Claremont, Wynberg, Cape Town Station Deck, Mitchells Plain, Khayelitsha and Bellville. The R11,4m investment has enhanced the safety of commuters and transport operators through active surveillance.

3.8 Expanding universal access through Dial-a-Ride
Dial-a-ride is a public transportation system geared solely for people with special needs which prevents them from using conventional public transportation vehicles without universal access facilities. The service currently transports 350 regular users and 2 270 passengers use it on an ad hoc basis.

The City of Cape Town remains the only municipality in South Africa that offers this service and aims to improve it still further through better communication with its users. This includes the reestablishment of a Dial-a-Ride commuter forum.
3.9 Growing our cycling network

3.9.1 Bosmansdam Road
In May 2019, the Transport Directorate pledged a further R20m towards the rehabilitation of Bosmansdam Road and the extension of cycle lanes towards the N7 freeway.

This will greatly increase the non-motorised transport (NMT) facilities along Bosmansdam Road and help promote cycling as a viable way to commute to and from Century City and the Edgemead area. The rehabilitation and extension of the cycle path should be completed by the end of June 2020.

3.9.2 Woodbridge Island precinct
The rehabilitation of the 120-year wooden bridge at Woodbridge Island is now in its final stage. When completed this will be reopened as a non-motorised transport (NMT) link for pedestrians and cyclists with access to the scenic R27 cycle path to Table View where cyclists and pedestrians enjoy a safe and dedicated path and do not have to compete with vehicular traffic.

3.10 Signalisation of intersections in Khayelitsha
The installation of traffic signals at three intersections in Khayelitsha is nearing completion. The upgrades, with a budget of R1.5 million, are on Japhta K Masemola Road where it intersects with Nyati Avenue; Lindela/Nyanda Roads and Spine Road.

The traffic signals will improve mobility on this transport corridor.

3.11 Awards for our work
The Transport Directorate was awarded the South African Institution of Civil Engineering (SAICE) prize for technical excellence in the Marine and Harbour category, for the rehabilitation of the Strand Sea Wall. This project aims to ensure that the sea wall can endure the potential impacts of climate change for the next 30 years. This is the first phase of the R103 million Strand Pavilion precinct upgrade project.

The City is making successful use of an innovative solution using mobile devices issued to the road maintenance and traffic signal teams. This received a Gold Medal at the SAP Africa Quality Award ceremony in August 2019 where it was recognised for its strategic and innovative use of digital and mobile technology. As a gold winner the City will now participate in the regional competition with public and private organisations from Europe and the Middle East.

3.12 Orio grant
The City of Cape Town has secured a R300 million grant funding investment from the Dutch Government. The Orio project dates to 2012 when the City successfully applied for the project to be considered. The grant will be used to develop and upgrade public transport infrastructure in the metro south east, with a focus on Khayelitsha and Nyanga. It is the City’s hope that the funding will also crowd in private sector investment in areas surrounding public transport corridors.

3.13 Papers presented internationally
The City of Cape Town participates in international conferences showcasing the work of the Transport Directorate and learning from global peers. In 2019 these included an address to the UITP’s global public transport summit in Stockholm, Sweden titled ‘Building healthy cities with transport policies’ and an address to the 2019 Hangzhou International Sister City Mayors’ Conference in China with a focus on technology.
3.14 Hosting study tours
In the 2018/2019 financial year Transport hosted more than 27 study tours from municipalities nationwide, as well as international delegations. These study tours provide a platform for knowledge sharing and a benchmarking opportunity for visiting delegations.

3.15 Harvard War Room initiative
Transport officials have been active participants in the ‘war room’, an initiative funded by Harvard University and supported by Wesgro, piloted in 2019. It consists of five groups of officials from the Province and the City of Cape Town.

The priority areas for the war room are construction and property; informal light manufacturing; the Atlantis special economic zone; information technology and business process outsourcing; and commuter transport.

3.16 Transport Management Centre: best practice in customer-centricity
The Transport Management Centre and Transport Information Centre have emerged as models of best practice in customer-centricity, a pillar of the City of Cape Town’s IDP.

The TIC fields calls and queries 24-7, with over 200 000 calls a month and an average of 98% successfully resolved.

4. MYCITI

4.1 Preparing to celebrate a decade of MyCiTi
In 2020, MyCiTi will be ten years old. The growth of the MyCiTi network and services by the City of Cape Town represents a considerable achievement and MyCiTi stands out among its BRT peers in South Africa and on the continent.

We tend to underestimate what we have achieved with MyCiTi – developing a quality, reliable public transport service from scratch, including a range of institutional models and approaches. There have been many lessons learnt along the way and some of the challenges that MyCiTi faces are ongoing. As we move forward with Phase 2A of MyCiTi in 2020 it is imperative that we take the time to reflect on and celebrate this important achievement while we continue to grapple with the challenges of delivering quality bus services within an affordable subsidy envelope.

MyCiTi boasts 44 routes and is setting a new standard in South African public transport with the high quality of service it offers to its passengers.
4.2 Steady progress for MyCiTi Phase 2A
The Transport Directorate embarked on various road infrastructure projects in 2018 in support of MyCiTi’s expansion into the metro south east. This included the R193m investment converting Jan Smuts Drive (M17) into a dual carriageway between the Turfhall and Govan Mbeki Roads.

This will alleviate congestion and make the road safer. This project also included the addition of two red bus lanes as part of the MyCiTi Phase 2A network; the upgrade of two busy intersections at Jan Smuts Drive with Turfhall Road and Jan Smuts Drive with Blomvlei Road; as well as a three-metre-wide walking lane on both sides of the road for pedestrians and cyclists; new signage; and the installation of street lights. Work is ongoing with planned completion set for December 2020.

In March 2019 Council approved the concept design for the T11 trunk route alignment in the Wynberg area. The City will invest in new infrastructure to improve public transport and alleviate traffic congestion as part of the Phase 2A roll-out.

4.3 Mobile app for MyCiTi
A new mobile app was launched for MyCiTi, providing real time information to commuters about their bus and when it will arrive at their stop or station. This provides added customer convenience making it possible for passengers to eliminate waiting times. In the month of its launch the achieved 5769 downloads – an indicator of the role technology can play in promoting public transport use.

4.4 MyCiTi website development
Improvements to the MyCiTi website also ensure that this is a dependable and user-friendly source of information for commuters. While the site has always been extremely well used, monthly visits reached a new high in October 2019 with more than 50 000 visitors.

4.5 Walkways covered at MyCiTi stations in Atlantis and Table View
In 2019, new roofing and glass panels have been installed to cover exposed walkways at the MyCiTi stations in Atlantis and Table View protecting commuters and staff from the elements. These two stations are among the most utilised in the MyCiTi system, serving parts of the community where there are no other public transport services.

4.6 Supporting the establishment of transport operating companies
The minibus-taxi industry plays an essential role in moving Capetonians around the city, and its share of the public transport market is currently growing.

At the same time, customer satisfaction with the quality of service provided by the industry is not always positive. The National Household Travel Survey of 2013 highlights four major areas of concern for passengers – safety, driver behaviour, overcrowding and roadworthiness.

The City of Cape Town’s Integrated Public Transport Network Plan is committed to investing in the minibus-taxi industry to improve their services, including on-demand and demand-responsive services, while also integrating industry stakeholders into other vehicle operations as service operators.

The Transport Directorate has developed the transport operating company model, which envisages partnering with the industry to improve services and develop mature businesses within the industry. This is currently being piloted with the 7th Ave Taxi Association and the lessons learnt will inform our partnership with the industry in MyCiTi Phase 2A.
5. CONCLUSION

Despite the challenges, Team Transport is ready for and looking forward to 2020. Initial research has shown that our Congestion Management Programme is beginning to bear fruit with congestion in 2019 below that of 2018. This is due to the improvements we have made to the road network as well as the openness of Capetonians to make changes to how they travel.

We are also looking forward to new investments in our non-motorised transport network, as a culture of active mobility continues to grow.

Partnerships will also be key to making progress and we look forward to working with our colleagues in provincial and national government as well as business and civil society. This is essential if we are to bring our rail service back from the brink, and reinstate it as the backbone of public transport in the city.

As the year draws to a close I invite residents and visitors to make the most of the long summer days ahead by walking, cycling, making use of public transport and ride sharing, particularly when visiting our busy tourist destinations.

Team Transport is looking forward to the year ahead. It is set to be a fulfilling year of hard work and tangible progress, and we look forward to working on the diverse projects and programmes within the transport portfolio. All of these aim to improve daily life for Cape Town’s citizens and contribute to the provision of reliable public transport services which enable economic growth.

Alderman Felicity Purchase
Mayoral Committee Member for Transport
November 2019