



**VRCID**

**VOORTREKKER ROAD**  
CORRIDOR IMPROVEMENT DISTRICT

[WWW.VRCID.CO.ZA](http://www.vrcid.co.za)

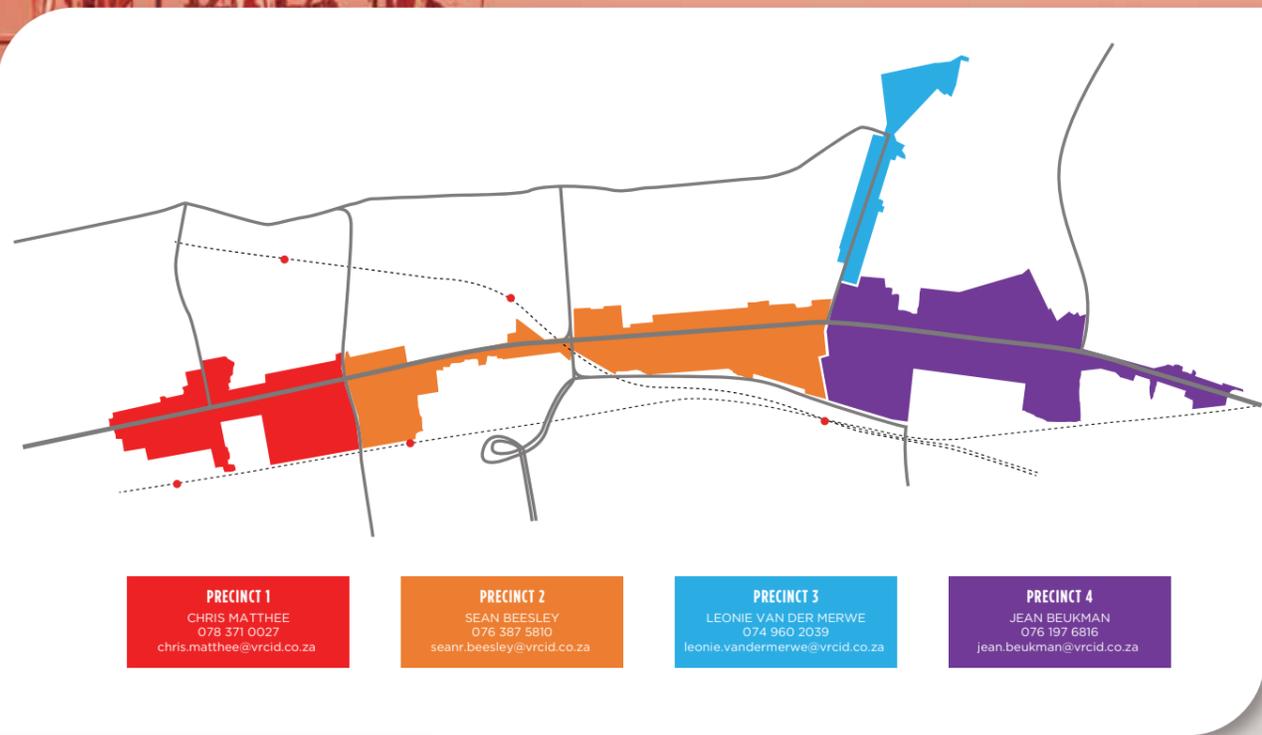
**ANNUAL REPORT**

FOR THE YEAR ENDED 30 JUNE 2017

CELEBRATING

**5**

YEARS



## OUR VISION

To create and maintain an urban environment along the Voortrekker Road Corridor that is clean, safe and sustainable

## MISSION

To improve and upgrade the public environment for the benefit of all

## OUR MANDATE

The VRCID operates within a clearly defined geographical boundary of eight kilometres, providing top-up support to the City of Cape Town's service delivery teams. The VRCID is funded by special levies paid by commercial property owners within the operational area. The boundaries are: N1 on Durban Road; Steenbras Road in Parow; Stikland Railway Bridge and the Tienie Meyer bypass in Bellville.



**VOORTREKKER ROAD**  
CORRIDOR IMPROVEMENT DISTRICT

# DELIVERING THE NEXT CHAPTER WITH THE VRCID

COUNCILLOR ROSEMARY RAU - CHAIRPERSON SUB-COUNCIL 6



Imagine an urban area where residents, commuters and students can live, work and play safely; where they can find the necessary services, wifi and transport infrastructure to access opportunities that enable them to progress in their lives and care for

their families. An area that caters for the thousands of students studying at highly respected educational institutions nearby, who will bring young, innovative energy and a new dynamic into the Bellville community.

The turnaround required to deliver this vision will not happen overnight. Voortrekker Road, which has been identified as a Mayoral Urban Regeneration corridor, includes many issues that need to be resolved. Solutions must include infrastructure upgrades in our CBD, urban management strategies and the promotion of a vibrant local business economy that will help us to deliver meaningful results. Various City projects are already

underway or in planning. These include the upgrades of Kruskal Avenue, Bellville Library and the surrounding Elizabeth Park, the upgrade of the public transport interchange and the focus on our problem buildings.

The work we are doing must have a greater impact than only moving people through the corridor. It must also encourage people to stay.

The VRCID has made a significant contribution to starting the wave of change that could make this vision a reality. It has gained credible recognition for addressing the crime and grime and must be lauded for its role as a top-up service to the City of Cape Town and other national partners such as SAPS. Their work, with that of the Greater Tygerberg Partnership, the educational institutions and others, are the interface that will spark the growth and development that will take us into a new and exciting chapter for Bellville and Parow.

## COUNCILLOR CHRISTOPHER JORDAAN - CHAIRPERSON SUB-COUNCIL 4



The City of Cape Town's vision for Parow is for a transformed city centre where people can find everything they need in one business destination, and where they can feel safe doing so.

Parow has seen many improvements as a result of our partnership with the VRCID. As a top-up service that augments our own service delivery, the VRCID constantly engages with our teams. This engagement enables us to activate the necessary stakeholders within the City who are tasked to deal with the matters at hand. Whether asking us to serve notices for littering or to initiate problem-building processes, they have been able to bring about much-needed change in our community.

In particular, the VRCID has done much to help address the ongoing problem of homelessness and vagrancy in Parow. Many people see Cape Town as a place where they can find work and other opportunities to build better lives. Some succeed, but others don't and sadly end up living on the street. Together we are working towards creating a more enabling environment for people living on the street, including opportunities for a centralised assistance facility, so that they can find shelter and also find a way back home to be reintegrated with their families. The VRCID supports us tremendously in this respect and we value that.

They are our eyes on the ground and also catalysts for change. With the VRCID's renewed mandate, we look forward to seeing even more positive change in Parow over the next five years.

# LEWERING VAN DIE VOLGENDE HOOFSTUK MET DIE VRCID

RAADSLID ROSEMARY RAU - SUBRAAD 6 VOORSITTER



Stel jou voor 'n stedelike gebied waar inwoners, pendelaars en studente veilig kan woon, werk en speel; waar hulle die nodige dienste, wifi en vervoerinfrastruktuur kan vind om toegang te verkry tot geleenthede wat hulle in staat stel om voor uit te gaan en hul families te versorg. 'n Gebied wat voorsiening maak vir die duisende studente wat by hoogsgerespekteerde opvoedkundige instellings studeer, wat jong, innoverende energie en 'n nuwe dinamiek in die Bellville-gemeenskap sal inbring.

Die ommekeer wat nodig is om hierdie visie 'n realiteit te maak, sal nie oornag gebeur nie. Voortrekkerweg, wat deur die burgemeester geïdentifiseer is as 'n belangrike korridor vir hernuwing, het baie kwessies wat opgelos moet word. Oplossings moet infrastruktuurupgraderings insluit in ons sentrale sakekern, stedelike bestuurstrategieë en die bevordering van 'n lewendige plaaslike ekonomie wat ons sal help om betekenisvolle

resultate te lewer. Verskeie stadsprojekte is reeds aan die gang of in beplanning. Dit sluit die opgradering van Kruskallaan, Bellville Biblioteek en die omliggende Elizabeth Park in sowel as die opgradering van die openbare vervoerwisselaar en die volgehoue fokus om probleemgeboue aan te spreek.

Die werk wat ons doen, moet groter impak hê as om net mense met gemak deur die korridor te laat pendel - dit moet ook mense aanmoedig om te bly.

Die VRCID het 'n beduidende bydrae gelewer tot die begin van 'n vloedgolf van verandering wat hierdie visie 'n werklikheid kan maak. Dit het geloofwaardige erkenning gekry vir hul hantering van misdaad en vuilheid en moet geprys word vir die rol as 'n aanvullende diens vir die Stad Kaapstad en ander nasionale vennote soos SAPD. Hul werk, saam met dié van die Groter Tygerberg-vennootskap, die opvoedkundige instellings en ander, is die grondbed van die groei en ontwikkeling wat 'n nuwe en opwindende hoofstuk vir Bellville en Parow sal inlui.

## RAADSLID CHRISTOPHER JORDAAN - SUBRAAD 4 VOORSITTER



Die Stad Kaapstad se visie vir Parow is vir 'n middestad wat omskep is in 'n plek waar mense alles wat hulle benodig in een besigheidsbestemming kan kry, en waar hulle veilig voel om dit te doen.

Parow het reeds vele verbeterings ondergaan as gevolg van ons vennootskap met die VRCID. As 'n aanvullende diens wat ons eie dienslewering ondersteun, werk die VRCID nou saam met ons spanne. Hierdie nou betrokkenheid stel ons in staat om die nodige belanghebbendes in die Stad bewus te maak wanneer hulle sekere situasies moet aanspreek. Of dit nou kennisgewings vir rommelstrooi is of om die proses vir probleemgeboue van staple te stuur, VRCID dra positief by tot verandering in ons gemeenskap.

Die VRCID het spesifiek baie gedoen om te help om die voortgesette probleem van haweloosheid in Parow aan te spreek. Baie mense sien Kaapstad as 'n plek waar hulle werk en ander geleenthede kan vind om hulle lewens te verbeter. Sommige slag daarin, maar ander doen nie en beland op straat. Saam werk ons om 'n meer bemagtigende omgewing te skep vir mense wat op straat woon, insluitende geleenthede vir 'n sentrale dienssentrum, sodat hulle skuiling kan vind en ook manier kry om terug huis toe te keer. Die VRCID ondersteun ons geweldig baie in hierdie opsig en ons waardeer dit.

Hulle is ons oë op die grond en ook katalisators vir verandering. Met die VRCID se hernude mandaat sien ons uit na nog meer positiewe verandering in Parow oor die volgende vyf jaar.

# CELEBRATING FIVE YEARS OF THE VRCID

CHAIRMAN'S MESSAGE – HARDUS ZEVENSTER



**W**hen we started to articulate our dream for a renewed Voortrekker Road seven years ago, some said that the urban decay in the area couldn't be reversed. But we persisted. It took two years for the special ratings area to be approved and the VRCID came into being in 2012. A new door opened on to our future.

Five years later, we have seen that it is possible to succeed when others anticipated failure; to accomplish what others said would be impossible. Starting from a low base, we have achieved the goals we set ourselves – to reduce crime, repair urban decay and attend to the welfare of the most vulnerable in our society.

We knew then, as we know now, that change doesn't always happen quickly. But it is consistent. Everything we do is a small shift in the right direction.

It also takes a dedicated, passionate team to stay motivated. This is critical: without the right people, the vision will always remain a dream. Thank you to my fellow board members who work hard, without remuneration, to steer our ship in the right direction. This year, we want to thank Faizel Barnes, who has stepped down from the board, for all his work over the past five years. We also thank former Councillor Sam Pienaar and Councillor Johan van der Merwe for representing the City of Cape Town during the year, as well as Werner Bezuidenhout, who represented the Western Cape Government.

Thanks also to our operational team: Derek, Wilma, Jeanne and all the others who have made the VRCID a cleaner, safer and more compassionate place. Their dedication has helped to deliver a solid track record for effective urban, social and financial management. In recognition of this, the City of Cape Town has approved our new business plan that will guide our activities to 2022.

With that renewed mandate, I am privileged to articulate a new dream for the Voortrekker Road Corridor.

We want to see cranes on our skyline. Cranes represent confidence. They represent investment. And they vindicate my fellow dreamers who were told that a turnaround in the area was impossible.

In the last five years, property values within the VRCID area have risen by 16%, against an average growth elsewhere of just 6%. Investors are beginning to recognise the opportunities: buildings with 'good bones' that are easier to develop; strong transport links and a growing student population. Their investment and our proactive urban management and leadership form a potent combination.

Maintaining the standards we have set for ourselves to attract that investment is a relentless job. But we will continue to do it with the same commitment as we started with.

Through a potent combination of visible policing, advanced technology, high quality security staff, compassionate social teams, rigid financial management and a collaborative mindset, we will deliver a Voortrekker Road Corridor that we all want to live, work and play in.

**We are excited to embark on the next phase of our journey. And, because we cannot achieve our vision on our own, we encourage you to join us in these exciting times.**

# ONS VIER VYF JAAR VAN DIE VRCID

BOODSKAP VAN VOORSITTER – HARDUS ZEVENSTER



**T**oe ons sewe jaar gelede ons droom van 'n nuwe Voortrekkerweg begin deel het, het sommige gesê dat daar geen omkeer is vir die stedelike verval in die gebied nie. Maar ons het volgehou. Dit het twee jaar geneem om die spesiale verbeteringsgebied goedgekeur te kry en die VRCID het in 2012 amptelik totstand gekom. 'n Nuwe deur het na ons toekoms oopgegaan.

Vyf jaar later het ons bewys dat dit moontlik is om te slaag wanneer ander mislukking verwag het; om te bereik wat ander gesê het, onmoontlik sou wees. Ons het op grondvlak begin en die doelwitte wat ons vir onself gestel het bereik: om misdaad te verminder, stedelike verval te herstel en om na die welsyn van kwesbare mense in ons gemeenskap om te sien.

Ons het toe reeds geweet dat die verandering tyd vat. Maar ons werk is konsekwent en elke klein stappie is 'n stap in die regte rigting.

Dit neem ook 'n toegewyde, passievolle span om gemotiveerd te bly. Dit is krities: sonder die regte mense, sal die visie altyd 'n droom bly. Dankie aan my mede-direksieledes wat hard werk, sonder vergoeding, om ons skip in die regte rigting te stuur. Hierdie jaar wil ons Faizel Barnes bedank, wat na vyf jaar as direksielid uittreë. Ons wil graag voormalige Raadslid Sam Pienaar en Raadslid Johan van der Merwe, wat die Stad Kaapstad oor die afgelope jaar verteenwoordig het, asook Werner Bezuidenhout wat die Wes-Kaapse regering verteenwoordig het, bedank.

Dankie ook aan ons operasionele span: Derek, Wilma, Jeanne en al die ander wat die VRCID 'n skoner, veiliger en meer medelydende plek gemaak het. Hul toewyding het gehelp om 'n goeie rekord vir effektiewe stedelike, sosiale en finansiële bestuur te lewer. Ter erkenning hiervan het die Stad Kaapstad ons nuwe sakeplan goedgekeur wat ons koers gee tot 2022.

Met daardie nuwe mandaat het ek die voorreg om 'n nuwe droom vir die Voortrekkerweg Korridor te verwoord.

Ons wil hyskrane in ons omgewing sien. Hyskrane verteenwoordig sakevertroue. Dit verteenwoordig belegging. En dit bewys kritici wat destyds gesê het dat 'n ommekeer in die gebied onmoontlik was, verkeerd.

In die afgelope vyf jaar het eiendomswaardes in die VRCID-gebied met 16% gestyg, teenoor 'n gemiddelde groei elders van net 6%. Beleggers begin die geleentheid herken: geboue met 'goeie bene' wat makliker is om te ontwikkel; sterk vervoerskakel en 'n groeiende studentepopulasie. Hul belegging en ons proaktiewe stedelike bestuur en leierskap vorm 'n kratige kombinasie vir groei.

Die handhawing van die standaard wat ons vir onself gestel het om daardie belegging te lok, is 'n meedoënlose werk. Maar ons sal voortgaan om dit doen met dieselfde toewyding as waarmee ons begin het.

Deur middel van 'n kragtige kombinasie van sigbare polisiëring, gevorderde tegnologie, hoë-kwaliteit sekuriteitspersoneel, medelydende maatskaplike ontwikkelingspanne, noukeurige finansiële bestuur en 'n ingesteldheid van spanwerk, sal ons 'n Voortrekkerweg Korridor skep waarin ons almal wil leef, werk en speel. Ons is opgewonde om te begin met die volgende fase van ons reis. **En omdat ons nie ons visie op ons eie kan bereik nie, moedig ons jou aan om saam met ons te reis in hierdie opwindende tye.**

# FIVE YEARS OF HARD WORK HAVE PAID OFF

CHIEF OPERATIONS OFFICER REPORT - DEREK BOCK



Anyone who has started a business from scratch will be familiar with the many challenges a new venture brings. It takes time to build trust, build relationships and build a credible track record. In our case, it has taken five years of hard work both on the streets and behind closed doors.

Since we started operations in 2012, we have now firmly entrenched ourselves into the fabric of the Voortrekker Road Corridor. We have had a visible impact on the area in which we operate, and our work is starting to bear fruit in the form of new investments that are gradually trickling into Bellville and Parow.

The numbers in the anniversary insert in this report show us just how much we have achieved over the past five years.

## IN BRIEF:

- Opportunistic crime has dropped
- Our cleansing teams have removed hundreds of tons of dumped litter and refuse
- Our social development team has enabled us to extend a compassionate hand more effectively to the homeless in our community
- Building owners and tenants are investing time and money in upgrading existing properties or developing new buildings

However, our work is best viewed from the ground, where our teams work daily to maintain the standards we have set for ourselves.

### Prioritising public safety

Public safety has always been one of our biggest challenges. While crime has dropped in some areas, we are aware of ongoing problems in others – particularly in

public spaces that attract high levels of pedestrian traffic. Some of these fall outside our mandated area and are managed by external agencies. But in the interests of delivering a safe VRCID, we always seek to help where we can, with partners who we can rely on.

In that respect, after a rigid selection process, we have re-appointed Securitas as our chosen service provider for the next five years. This decision reinforces the value we place on their ability to deliver the top-up security and cleaning services required to maintain a safer urban environment.

Since we instituted the Safe2Park partnership we have been able to reduce car theft drastically in these areas.

In 2015, we appointed Safe2Park to manage seven parking areas in Bellville and Parow. Since then, we have seen significant reductions in the levels of vehicle-related crime in those areas. In 2012, on average, three vehicles were stolen from these specific car parks every week. Under the management arrangement, we have eradicated vehicle thefts from the areas in question. We hope to widen our reach in this respect over time.

### Our work is working

We are also faced with the ongoing, daily task of ensuring that our streets and public spaces are clean. Every day we remove tons of litter and dumped rubbish. More takes its place the next day, and the next. This is perhaps the most visible aspect of what we do. The better we do our job, the more there is to do. But our efforts are paying off – and the feedback we receive is a validation of that.

### Recognising our social development ecosystem

Homelessness is a continuing issue arising from the greater socio-economic conditions in our country. It will only be addressed through partnership and collaborations



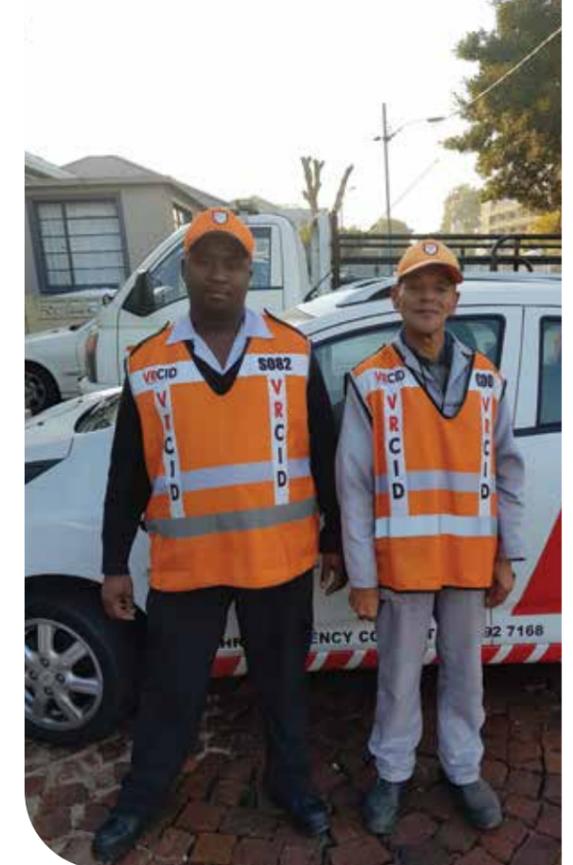
Achieving international recognition for our social development programme.

that enable the most vulnerable to get the help they need. With this in mind, perhaps the most significant development from the past year is the launch of the Safe Space. The project, which took two years to come to fruition, enables homeless people to access warm and dry facilities overnight, as well as the help they need to move off the streets.

We are also delighted to announce that our social development programme has received international recognition.

We received the Pinnacle Award in the Downtown Leadership and Management category from the International Downtown Association. The award recognises our efforts to build a strong social development ecosystem that enables us to share resources and information to address homelessness in our community.

We accept this award on behalf of and in gratitude to our partners, MES, Safe2Park, TASP, The Haven Night Shelter and others.



Our cleansing and security teams work hard to maintain a clean, safe environment.

### Telling our story

During the year we expanded our communications efforts, with the able assistance of communications consultancy Yellow Door. With their expertise, we have started to tell our story more consistently and to a wider audience using both digital and print media. This includes updating our brand to reflect the professional approach we take in every aspect of our work.

### Taking advantage of technology

Looking ahead, we have made a strategic decision to ramp up our security services. This includes aligning ourselves with worldwide best practice in maximising the use of technology to assist us in our daily work. To this end, in partnership with Securitas, we will be installing security cameras throughout the VRCID's area of operation. The cameras will be monitored in a 24-hour live feed, and supported by a well-trained rapid response team and new vehicles fitted with equipment to deal with any situation.

We will also benefit from security officers with higher grading. Their training and skill allow them to actively engage in any scenario, from roadblocks to detaining criminals. Our original decision to engage lower grade guards was strategically sound, given that we were primarily dealing with opportunistic, petty crimes. However, our new approach to more proactive policing requires our guards to have the necessary training and, crucially, non-lethal weapons, to help us achieve our aims.



Our partnerships with the City of Cape Town and others enable us to deliver our top-up services more effectively.

### Relationships are essential

As with the last five years, over the next five years we are also committed to building on the strong relationships we have established with SAPS, the City of Cape Town, business owners, churches, community members and our social development partners, among others.

These relationships are an essential component in our success and we extend our thanks to every individual who helps us to deliver a clean, safe and sustainable Voortrekker Road Corridor.

The Greater Tygerberg Partnership is also an important part of the change we are seeing in Bellville and Parow. We welcome the new CEO, Warren Hewitt, and look forward to the results of their ongoing work to attract new businesses and inject a new energy into our streets and public spaces.

I would also like to thank Hardus Zevenster, who is our Chairman and also the CEO of Tygerberg 104fm, and the VRCID board for their tireless commitment. Under their guidance, and specifically the meticulous eye of Johan Bester, we have been able to deliver outstanding financial reports with clean audits from day one. In a world tainted by corruption and mismanagement of public funds, we are very proud of this achievement and are determined to continue as we have begun – with transparency and accuracy.

And finally, but most important, I extend sincere thanks to my own staff. It takes time to build a strong foundation with the right people, but we have now done that. My team knows that I will never be satisfied. They work long hours in often difficult conditions. But they do so in the shared knowledge that they are working to make our world a much better, cleaner, more sustainable place. I am deeply grateful to them.

### CARL BURGER NEW NATIONAL HOTEL

When we were seeking investment opportunities, two primary factors influence our attraction to Parow: the excellent transport connections to Cape Town International Airport, the main rail hub and the major highways; and the fact that Parow lies within a significant catchment area for corporate organisations and educational institutions.

Our decision to invest in the area was also motivated by a third additional aspect: the presence of the VRCID. Our research and case studies showed the clear progress that had been made in Parow since the VRCID's inception.

Not only has the urban environment improved under their watch, but they have also created a 'soft landing' for investors to the area. Their hands-on approach, open communication and clear passion for what they do validated our decision, and we haven't looked back.

Congratulations to Derek and the team. We look forward to seeing many more investments throughout Parow in the future.

# VYF JAAR SE HARDE WERK HET RESULTATE GELEWER

HOOFBEDRYFSBEAMPTSE SE VERSLAG - DEREK BOCK



**E**nigeen wat 'n onderneming van nuuts af begin het, sal vertrouwd wees met die vele uitdagings wat so 'n nuwe onderneming bring. Dit neem tyd om vertroue, verhoudings en geloofwaardige op te bou. In ons geval het dit vyf jaar se harde werk op straat en agter geslote deure geneem.

Sedert ons in 2012 begin het, het ons die VRCID gevestig as 'n integrale deel van die Voortrekkerweg Korridor. Ons het 'n sigbare impak gehad op die gebied waarin ons werk, en ons werk begin nou vrugte afwerp in die vorm van nuwe beleggings wat geleidelik in Bellville en Parow plaasvind.

Die syfers in die bylae hierby ingevoeg wys presies hoeveel ons die afgelope vyf jaar bereik het.

### KORTLIKS:

- **Opportunistiese misdaad het afgeneem**
- **Ons skoonmaakspanne het honderde ton afvalstortings en vullis verwyder**
- **Ons maatskaplike ontwikkelingspan het ons in staat gestel om die haweloses in ons gemeenskap meer effektief te dien**
- **Bou-eienaars en huurders belê tyd en geld in die opgradering van bestaande eiendomme of die ontwikkeling van nuwe geboue**

Ons werk word egter die duidelikste op grondvlak gesien, waar ons spanne daaglikse werk om die standaard wat ons vir onself gestel het te handhaaf.

### Openbare veiligheid is 'n prioriteit

Openbare veiligheid was nog altyd een van ons grootste uitdagings. Terwyl misdaad in sommige gebiede afgeneem het, is ons bewus van voortgesette probleme in ander – veral in openbare ruimtes wat hoë vlakke van voetgangersverkeer aantrek. Sommige van hierdie ruimtes

val buite ons mandaat en word deur eksterne agentskappe bestuur, maar in die belang van 'n veilige VRCID, probeer ons altyd om te help waar ons kan, saam met vennote waarop ons kan staatmaak.

In die opsig het ons na 'n sorgvuldige keuringsproses weer Securitas as ons diensverskaffer vir die volgende vyf jaar aangestel. Hierdie besluit is 'n getuienis van die waarde wat ons op hul vermoë plaas om die aanvullende sekuriteit en skoonmaakdienste te lewer wat nodig is om 'n veiliger stedelike omgewing te handhaaf.

Sedertdien die vennootskap met Safe2Park ingestel is, het ons voertuigdiefstal uit die betrokke areas drasties verminder.

In 2015 het ons Safe2Park aangestel om sewe parkeerareas in Bellville en Parow te bestuur. Sedertdien het ons 'n aansienlike afname in die vlakke van voertuigverwante misdaad in daardie gebiede gesien. In 2012 is gemiddeld drie voertuie elke week uit hierdie spesifieke parkeerareas gesteel. Sedert die vennootskap ingestel is het ons voertuigdiefstal uit die betrokke gebiede uitgeroei. Ons hoop om mettertyd hierdie diens verder te versprei.

### Ons werk is doeltreffend

Ons word voortdurende gekonfronteer met die daaglikse taak om te verseker dat ons strate en openbare ruimtes skoon is. Elke dag verwyder ons tonne rommel en afval. Maar môre is daar maar weer nuwe rommel. Dit is dalk die mees sigbare aspek van wat ons doen: Hoe beter ons ons werk doen, hoe meer is daar om te doen. Maar ons werk doeltreffend en die terugvoer wat ons ontvang, spreek daarvan.

### Erkenning van ons sosiale ontwikkelingsekosisteem

Haweloosheid is 'n voortdurende kwessie wat voortspruit uit die groter sosio-ekonomiese toestande in ons land. Dit kan slegs aangespreek word deur vennootskappe en



*Ons is besig om ons sekuriteitstrategie aan te pas om kriminaliteit selfs meer doeltreffend aan te spreek.*

samewerking wat die mees kwesbare mense die nodige hulp bied. Met dit in gedagte, is die belangrikste ontwikkeling van die afgelope jaar die bekendstelling van die Veilige Ruimte. Die projek, wat twee jaar geneem het om te vrugte af te werp, bied 'n warm, droë plek om te oornag waar mense ook toegang het tot die nodige dienste om hulle te help om 'n heenkome te kry.

Ons is ook bly om aan te kondig dat ons maatskaplike ontwikkelingsprogram internasionale erkenning ontvang het.

Ons het die Pinnacle-toekenning in die kategorie 'Downtown Leadership and Management' van die International Downtown Association ontvang. Die toekenning is 'n erkenning van ons pogings om 'n sterk sosiale ontwikkelingsekosisteem te bou wat ons in staat stel om hulpbronne en inligting te deel om hawelose mense in ons gemeenskap te dien.

Ons aanvaar hierdie toekenning namens, en met dankbaarheid, vir ons vennote, MES, Safe2Park, TASP, The Haven Night Shelter en ander.

#### Ons deel ons storie

Gedurende die jaar het ons met die hulp van kommunikasiekonsultante Yellow Door, ons kommunikasie uitgebrei. Met hul kundigheid het ons ons storie meer konsekwent en aan 'n wyer gehoor met behulp van beide digitale en gedrukte media begin vertel. Daarmee saam het ons ook ons handelsmerk opgedateer om die professionele benadering wat ons in elke aspek van ons werk ag, te weerspieël.

As ons vooruit kyk, het ons 'n strategiese besluit geneem om ons sekuriteitsdienste te verbeter.

#### Benutting van tegnologie

Die besluit belyn ons met die beste praktyke wêreldwyd deur tegnologie optimaal te gebruik om ons met ons daaglikse werk te help. Hiervoor sal ons, in vennootskap met Securitas, sekuriteitskameras regoor die VRCID se bedryfsgebied te installeer. Die kameras sal 24-uur per dag gemonitor word en ondersteun word deur 'n goed-opgeleide reaksiespan met nuwe voertuie wat goed toegerus is vir enige situasie.

Ons sal ook voordeel trek uit sekuriteitsbeamptes met 'n hoër gradering. Hul opleiding en vaardigheid stel hulle in staat om daadwerklik betrokke te raak in enige situasie, van padblokkades tot die aanhouding van misdadigers.



Ons oorspronklike besluit om wagte met 'n laer gradering te gebruik, was strategies gesond, aangesien ons hoofsaaklik minder ernstige misdade hanteer het. Ons nuwe benadering tot meer proaktiewe polisiëring vereis egter dat ons wagte die nodige opleiding en nie-dodelike wapens het om ons doelwitte te bereik.

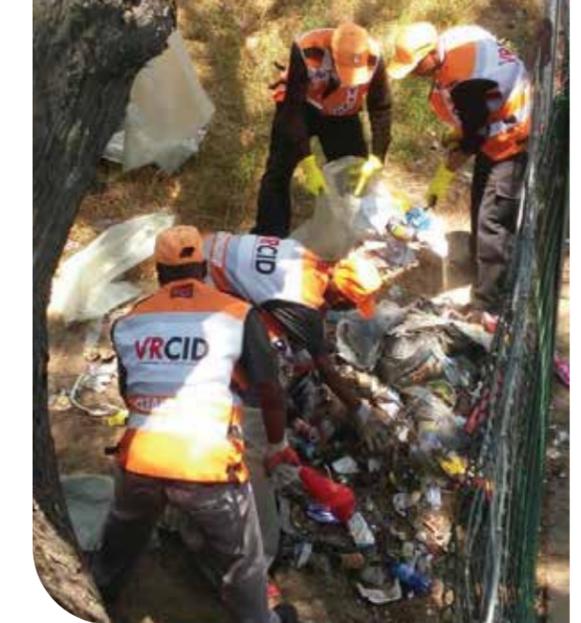
#### Verhoudings is noodsaaklik

Soos oor die afgelope vyf jaar, gaan ons ook in die volgende vyf jaar ons daaraan toewy om verder te bou aan ons sterk reedsgevestigte verhoudings onder meer SAPD, die Stad Kaapstad, sake-eienaars, kerke, gemeenskapslede en ons maatskaplike ontwikkelingsvennote.

Hierdie verhoudings is 'n noodsaaklike komponent in ons sukses en ons verwelkom elke individu wat ons help om 'n skoon, veilige en volhoubare Voortrekkerweg Korridor daar te stel.

Die Groter Tygerberg-vennootskap is ook 'n belangrike

*Ons was verheug om die Veilig Ruimte bekend te stel waar hawelose mense toegang het tot versorgingsdienste en higiëniese fasiliteite.*



deel van die verandering wat ons in Bellville en Parow sien. Ons verwelkom die nuwe uitvoerende hoof, Warren Hewitt, en sien uit na die resultate van hul volgehoue pogings om nuwe besighede te lok en 'n nuwe energie in ons strate en openbare ruimtes te vestig.

Ek wil ook graag Hardus Zevenster, wat ons voorsitter en ook Tygerberg 104fm se uitvoerende hoof is, bedank asook die VRCID-raad vir hul onvermoeide toewyding aan die werk. Onder hulle leiding en spesifiek die noukeurige oog van Johan Bester, kon ons van dag een af, uitstaande finansiële verslae met skoon oudits lewer. In 'n wêreld wat gekenmerk word deur korrupsie en wanbestuur van openbare fondse, is ons baie trots op hierdie prestasie en is vasberade om met deursigtigheid en akkuraatheid voort te gaan.

En laastens, maar mees belangrik, bedank ek die VRCID personeel. Dit neem tyd om 'n sterk onderbou met die regte mense te skep, maar ons het dit nou gedoen. My span weet dat ek nooit tevrede sal wees nie. Hulle werk lang ure in moeilike omstandighede, maar hulle doen dit in die gedeelde kennis dat hulle besig is om ons wêreld 'n baie beter, skoner en meer volhoubare plek te maak. Ek is diep dankbaar vir elkeen van hulle se bydrae.

# BUILDING A STRONG SOCIAL DEVELOPMENT ECOSYSTEM

SOCIAL DEVELOPMENT REPORT - WILMA PIEK



**M**uch of the VRCID's work is tangible. Litter and rubbish is removed daily from streets and public spaces. Guards on patrol provide a visible presence that deters criminal activity. However, from a social development perspective, when people are sleeping under bridges and in doorways, it is the problem rather than the solution that is visible. The intangible causes of homelessness are far greater than the conditions in our own neighbourhood and the solution is often developed behind closed doors, away from the public eye.

Over the past five years, our primary focus has been to establish a social development ecosystem that places care and compassion at the centre of everything we do.

Our main challenge, from the start, has been to create connections between partners and to empower them to access greater resources. The network we have established has allowed us to find more creative ways of solving common problems.

Bringing together the various partners has been the most rewarding aspect of our work, because it is these partnerships that have helped us to generate the best results. Others have recognised this too. We were thrilled to receive the award from the International Downtown Association. It shows that a partnership approach is the right approach.

## The Safe Space: a long-awaited breakthrough

It hasn't always been easy. We have learned that the actions that have the most impact are the ones that take the longest time to deliver. The wheels of progress sometimes move very slowly, particularly when resources are scarce, relationships are complex and red tape can seem impenetrable. However, when the system works, it can make a profound difference.

This year, after three years of negotiation and planning, we were delighted to launch the first Safe Space.

## LILY FRANKS MES (MOULD.EMPOWER.SERVE)

The partnership between the VRCID and MES is a crucial component in protecting and caring for our community. To this end, our partnership has grown exponentially since the VRCID opened its doors. Their involvement has enabled us to expand our resources and reach.

The Safe Space is a tangible example of what is possible through good partnerships. With its inception, and the additional 55 bed spaces it offers, we have been able to increase the bed capacity in Bellville by 42%. This offers an indication of the scale of the problem we are grappling with in providing bed spaces for the homeless in our area.

The Safe Space offers important pre-shelter phase accommodation for people who need social, medical and psychological assistance to move away from living on the street. It is a first for us, and a first for Bellville and Parow.

It also offers the VRCID field workers and MES outreach workers and social workers a centralised point of outreach to vulnerable people. Their needs are complex and vary between individuals. The Safe Space enables us to take a more holistic approach to meeting those needs.

We are also focused on finding other, creative solutions to homelessness. In particular, with the VRCID we have been able to expand our GROW job rehabilitation programme. The GROW programme has strong developmental opportunities for homeless and unemployed people to earn a stipend by doing work for others, including gardening and cleaning. We actively invite businesses and individuals to use the service. It is an ideal way to give a hand up rather than a hand out. Giving money to individuals is not a long-term solution. Supporting MES and other NGOs working to address homelessness is a much more sustainable way of helping vulnerable individuals.

We are grateful to the VRCID for their support through the years. We look forward to working with them as we - and they - move into the next exciting phase of our partnership. We can make the most impact when we work together.



VRCID fieldworkers Jacque Pietersen (far left) and Veronica Geduld (far right) work tirelessly to build the trust of people living on the street, and offer help when needed

Converted from an unused City-owned Scout hall, the Safe Space offers us a chance to work more effectively. The project was conceptualised in collaboration with MES, our partner NGO, who carried the process forward once the land lease was secured and building renovations were completed. They are now managing this project, and we are supporting where we can.

The Safe Space is not a shelter. Rather, it is a first-phase place of assistance. People living on the street can find a mattress and ablution facilities for use on a short-term night-by-night basis.

They are able to also access the help they need to build a life off the street. This includes access to skills development programmes, work opportunities, family reunification, medical and psycho-social assistance and also help with obtaining paperwork and documents.

Our VRCID fieldworkers work from the premises, which enables them to bring street people to a place where they can access hygienic ablutions, as well as social and other services.

While it is not a long-term solution, the Safe Space does go a long way towards helping us to offer a hand up to the most vulnerable in our society. Within the first month of operation, we were able to help 112 people, and we hope to help many more in the next year and beyond.

## Making an impact in other ways

We were able to make an impact in other ways, too. The following is a selection of highlights from the past year:

- Our fieldworkers were approached by a young girl who had been living on the streets with her

parents. She asked if they could help her to get into a school. After several meetings with social services and some heart-breaking interventions with her parents, we were able to facilitate her request.

- We are aware of a worrying trend. Children are being employed by others to engage in criminal acts on their behalf. This is an alarming development, not only for the victims of these crimes, but for the future of the children who are asked to commit them. With the Department of Social Development (DSD) and the Western Cape Street Children Forum, we are supporting members of the community who are seeking to address this issue.
- We are assisting Kids Rise Above Circumstances (KRAC) with an after-care centre for children in Leonsdale, to help improve their care in their own community.
- In November 2016 we facilitated the establishment of a monthly Western Cape Street Children Sub-Forum in Parow and Bellville, in response to reports of an increase in children living on the street. From an average of four or five in past years, at the time of reporting estimates range from 12 to 20. This enabled us to connect with churches, DSD and NGOs who were working separately to address this issue. The Forum seeks to prevent children from coming to the street in the first place, but also works to preserve families who are at risk. Many of the children come from communities outside the VRCID's boundaries.
- We are excited to report that we are receiving more requests and offers of assistance from local churches and community members who are willing and ready to pool their resources and to help with social issues. **Together, we can make a difference.**

## SOCIAL DEVELOPMENT STATISTICS

980

Clients living or begging on the street assisted by VRCID fieldworkers



112

Clients using the Safe Space within May and June

199

Clients reunited with families or reintegrated into their communities

1544

Clients participating in the Winter Readiness Programme, with access to sheltered mattress space during the winter

Our fieldworkers continue to make a difference every day to the destitute and vulnerable people and children living on the streets of Bellville and Parow.

This is just a small snapshot of the activities we undertake each year. But it must be emphasised that we cannot do all this work ourselves. By building an effective social ecosystem, we can go further. We can do more with our partners than we could ever do ourselves.

When we talk about partners, we refer not only to our colleagues at the City of Cape Town, but also to the many

dedicated individuals working with our partner NGOs. Thank you, in particular, to Lily Franks at MES, George Narkedien at The Haven Night Shelter in Bellville, Jannie Majied at the Tygerberg Association for Street People (TASP) and Ian Harrison at Safe2Park, Jantjie Booysen and Abida Lawson at Ubuntu and Shafik and Liza Ortel at Elim Night Shelter. You have all made a profound difference in our collective ability to take small but sure steps in an often-difficult journey.

Our focus over the next year, and indeed the next five years, is to continue to build a solid social development network that is able to not only respond to challenges, but to prevent homelessness where we can.

We will also be prioritising our efforts to educate the community on the most appropriate response when they encounter adults and children living on the street.

This is something that the Bellville and Parow business community is well-placed to assist with. Please engage with us, ask us to facilitate work opportunities in your buildings, car parks and gardens. Consider investing your corporate social investment budgets in our community to help create job opportunities that will enable people living on the street to receive a hand up, rather than a hand out.

## GEORGE NARKEDIEN THE HAVEN NIGHT SHELTER, BELLVILLE

Through the joint operations committee, the VRCID has created a platform that enables us to voice our challenges, strengths and weaknesses. Having a channel to connect with others in the social development ecosystem strengthens our ability to be heard, and more importantly, to be more effective in what we do.

It is a complex arena. The reality is that there is always less bed space than people need. It is a long process to reunite people with their families and secure the necessary resources to reintegrate them into their home communities. However, supported by our own clear vision and the extended networks that the VRCID is able to facilitate, we are better able to serve our community.

Our partnership with the VRCID enables us to enhance our network and also to deliver better results. Over the years, with their assistance, we have been able to successfully reunite people with their families, ensure that others

receive critical medical assistance and accommodate individuals in our shelters.

As always, we encourage community members to give responsibly. A Haven passport enables five people to access shelter services. Our Buy-A-Bed scheme buys a five-night stay. Together these schemes offer one individual ten nights' accommodation at any of The Haven Night Shelters. This can make a much greater difference than giving money on the street. Doing this buys more than a bed - it buys an opportunity for the individual to start a new life.

We congratulate the VRCID on their five years of operation and look forward to working with them in the next five years and beyond, to share the load and achieve the successes we all envision.

# BOU 'N STERK SOSIALE ONTWIKKELINGSEKOSISTEEM

MAATSKAPLIKE ONTWIKKELINGSVERSLAG - WILMA PIEK



## JANNIE MAJIED TYGERBERG ASSOCIATION FOR STREET PEOPLE (TASP)

Die VRCID en TASP deel dieselfde doelwit - om die aantal mense wat op straat woon te verminder. Dit vereis tyd, geld en 'n netwerk van ondersteunende organisasies en individue. As een van hierdie organisasies stel die VRCID ons in staat om ons daaglikse taak te verrig.

Ons vertrou in besonder op Wilma Piek wat as toesighouer van ons maatskaplike werkers optree en toegang tot die VRCID se netwerk fasiliteer. Deur Wilma, en inderdaad die hele VRCID-span, was ons in staat om werksgeleenthede met Safe2Park en die Uitgebreide Openbare Werkeprogram (UOWP) te skep. Ons het ook bykomende hulpbronne ontvang om ons voedingsskema te ondersteun, sowel as ondersteuning vir sommige van ons operasionele behoeftes.

Die VRCID se sekuriteitsfunksie is ook belangrik vir die werk wat ons doen. Alhoewel nie elke hawelose persoon 'n misdadiger is nie, is dit ongelukkige 'n feit dat sommige misdadigers agter haweloosheid skuil om hul onwettige aktiwiteite te verbloem. Dit is 'n delikate balans. Sedert die VRCID gestig is, het hulle egter daarin geslaag om die gebied beide veilig te maak en terselfdetyd die mees kwesbare mense te versorg.

Met die samewerking van die Stadsraad en besighede, hoop ons om 'n dienssentrum totstand te bring wat blyplek en ander ondersteuningsdienste vir ons kliënte bied.

In hierdie, en ander projekte, sal die VRCID 'n belangrike rol speel om werksgeleenthede deur middel van hul Safe2Park en ander werkskeppingsprogramme te bied. Hierdie geleenthede kan mense help om geld te verdien, en sodoende meer volhoubare maniere vind om hulself en hul gesinne te ondersteun.

As ons dit saam kan bereik, kan ons 'n diepgaande impak maak op ons samelewing. Ons sien daarna uit om saam met ons vennote - veral saam met die VRCID - in die doel te slaag.

**B**aie van die VRCID se werk is tasbaar. Rommel en vullis word daagliks van strate en openbare ruimtes verwyder. Sekuriteitswagte wat die gebied patroleer se sigbare teenwoordigheid verminder kriminele aktiwiteit. Maar vanuit 'n sosiale ontwikkelingsperspektief, is dit die probleem eerder as die oplossing wat sigbaar is bv. mense onder brûe en voor deure slaap. Die ontasbare oorsake van haweloosheid is veel groter as die toestande in ons eie omgewing en die oplossing word dikwels ontwikkel agter geslote deure, weg van die publieke oog.

Oor die afgelope vyf jaar was ons primêre fokus om 'n sosiale ontwikkelingsekosisteem met sorg en deernis as middelpunt tot wat ons doen, te vestig.

Ons grootste uitdaging, van die begin af, was om verhoudings tussen vennote totstand te bring en om hulle te bemagtig om toegang tot groter hulpbronne te verkry. Die netwerk wat ons gestig het, het ons in staat gestel om meer kreatiewe maniere te vind om algemene probleme op te los.

Om die verskillende vennote bymekaar te bring, was die mees lonende aspek van ons werk, want dit is hierdie vennootskappe wat ons gehelp het om die beste resultate te bereik. Ander het dit ook erken. Ons was opgewonde om die toekenning van die International Downtown Association te ontvang. Dit toon dat 'n vennootskapsbenadering die regte benadering is.

### Die Veilige Ruimte: 'n lang verwagte deurbraak

Dit was nie altyd maklik nie. Ons het geleer dat die projekte wat die meeste impak het dikwels die langste tyd neem om daar te stel. Die wiele van vooruitgang beweeg soms baie stadig, veral as hulpbronne skaars is, verhoudings kompleks is en rompslomp ondeurdringbaar kan lyk. Wanneer die stelsel egter werk, kan dit 'n reuse verskil maak.



Die Veilige Ruimte in Bellville, wat 42% meer slaapplekke toevoeg het tot bestaande aantal slaapplekke, beklemtoon die omvang van die behoefte in die area.

Hierdie jaar, na drie jaar van onderhandeling en beplanning, was ons verheug om die eerste Veilige Ruimte bekend te stel. 'n Ongebruikte saal in die stad is omskep in die Veilige Ruimte wat ons die geleentheid bied om meer doeltreffend te werk. Ons het die idee in samewerking met MES, ons vennoot-NRO ontwikkel en hulle het die proses verder gevat. Hulle het die huurkontrak beding en die opknapping van geboue voltooi. Hulle bestuur tans hierdie projek, en ons ondersteun hulle werk waar ons kan.

Die Veilige Ruimte is nie 'n skuiling nie. Inteendeel, dit is net die eerste fase van hulp. Mense wat op straat woon kan op 'n korttermyn nag-to-nag basis toegan kry tot 'n matras en ablusiegeriewe.

Hulle kan ook toegang kry tot die hulp en ondersteuning wat hulle kan help om hulle lewens weer op koers te kry. Dit sluit toegang tot vaardigheidsontwikkelingsprogramme, werkseleenthede, gesinshereniging, mediese en psigo-sosiale bystand en help ook van papierwerk en dokumente in die hande te kry.

Ons VRCID veldwerkers werk van die perseel, wat hulle in staat stel om straatmense na 'n plek te bring waar hulle toegang tot higiëniese ablusies, sowel as gemeenskaps- en ander dienste kan verkry.

Alhoewel dit nie 'n langtermyn-oplossing is nie, gaan die Veilige Ruimte 'n lang pad om ons te help om na die mees kwesbare in ons samelewing uit te reik. Binne die eerste maand kon ons 81 mense help, en ons hoop om in die volgende jaar baie meer mense te help.

Mense wat op straat woon kan toegang tot higiëniese fasiliteite en ander ondersteuningsdienste ontvang by die Veilige Ruimte.

### Maak 'n impak op ander maniere

Ons het ook 'n impak op ander maniere gemaak. Daar was 'n verskeidenheid hoogtepunte van die afgelope jaar:

- Ons veldwerkers is deur 'n jong meisie wat saam met haar ouers op straat gewoon het genader. Sy het gevra of hulle haar kon help om by 'n skool in te kom. Na verskeie vergaderings met maatskaplike dienste en 'n paar hartverskeurende ingrypings met haar ouers kon ons aan haar versoek voldoen.
- Ons is bewus van 'n kommerwekkende tendens. Kinders word deur ander in diens geneem om namens hulle misdade te pleeg. Dit is 'n ontstellende ontwikkeling, nie net vir die slagoffers van hierdie misdade nie, maar vir die toekoms van die kinders wat gevra word om hulle te pleeg. Met die Departement van Maatskaplike Ontwikkeling (DSD) en die Wes-Kaapse Forum vir Straatkinders ondersteun ons lede van die gemeenskap wat hierdie probleem wil aanspreek.
- Ons help Kids Rise Above Conditions (KRAC) met 'n nasorgsentrum vir kinders in Leonsdale om sorg in hul eie gemeenskap te verbeter.



- In November 2016 het ons 'n maandelikse Wes-Kaapse Sub-Forum vir Straatkinders in Parow en Bellville totstand gebring in reaksie op verslae van 'n toename in kinders wat op straat woon. Dit het van gemiddeld vier of vyf kinders in die afgelope paar jaar tot ongeveer 12 tot 20 toegeneem ten tye van die verslag. Die forum beteken ons werk nou saam met kerke, die Departement van Maatskaplike Ontwikkeling en NRO's, wat voorheen afsonderlik gewerk het om hierdie probleem aan te spreek. Die forum poog om te verhoed dat kinders in die eerste plek op straat beland en daarom werk ons om gesinne wat in gevaar is, te ondersteun. Baie van die kinders kom van gemeenskappe buite die VRCID se grense.
- Ons is opgewonde dat ons al hoe meer versoeke en aanbiedings ontvang van plaaslike kerke en gemeenskapslede wat bereid en gereed is hul hulpbronne te deel om maatskaplike kwessies die hoof te bied. Saam kan ons 'n verskil maak.

Ons veldwerkers maak elke dag 'n verskil aan die behoeftige en kwesbare mense en kinders wat op die strate van Bellville en Parow woon.

Hierdie is net 'n klein kykie op die aktiwiteite wat ons elke jaar onderneem. Maar dit moet beklemtoon word dat ons nie alleen hierdie werk kan doen nie. Deur 'n effektiewe maatskaplike ekosisteem te bou, kan ons meer bereik. Saam met ons vennote kan ons soveel meer doen as wat ons ooit alleen sou kon doen.

Wanneer ons oor vennote praat, verwys ons nie net na ons kollegas in die Stad Kaapstad nie, maar ook na die baie toegewyde mense wat saam met ons vennoot-NRO's werk. Baie dankie aan Lily Franks by MES, George Narkedien by The Haven Night Shelter in Bellville, Jannie Majied by die Tygerberg Vereniging vir Straatmense (TASP) en Ian Harrison by Safe2Park, Jantjie Booyesen en Abida Lawson by Ubuntu, as ook Shafik en Liza Ortel by Elim Night Shelter. Elkeen van julle 'n groot verskil gemaak in ons kollektiewe vermoë om klein maar daadwerklike stappe in 'n dikwels moeilike reis te neem.

Ons maak dit ook 'n prioriteit om lede van die gemeenskap te bemag om te weet wat die beste, mees gepaste manier is ons mense en kinders wat op straat woon te hanteer.

Ons fokus vir die volgende jaar, en ook vir die volgende vyf jaar, is om voort te bou en die maatskaplike ontwikkelingsnetwerk te versterk om nie net op die daaglikse uitdagings die hoof te bief nie maar ons haweloseheid te voorkom waar ons kan.

In hierdie taak kan die Bellville en Parow besigheids-gemeenskap beslis help: Kontak ons asseblief met vrae of om werkseleenthede in jou geboue, parkeerplekke en tuine te reël. Oorweeg om jou korporatiewe maatskaplike investering in ons gemeenskap te belê om werkgeleenthede te skep wat mense die kans gee om die lewe op straat vir goed vaarwel te roep.

### ANTONY BERRILL NORTHVILLE STUDENT ACCOMMODATION

As die eerste verskaffer van gehalte student akkommodasie in Bellville en Parow, sien ons onself as pioniers wat 'n berekende risiko geneem het op die gebied se toekomstige potensiaal.

Ons het in Parow begin ontwikkel voordat die VRCID gestig is. Deur hul betrokkenheid het ons 'n merkbare verbetering in die fisiese omgewing gesien. Ons het ook 'n groeiende hoeveelheid beleggings in die gebied gesien. Die risiko was die moeite werd.

Maar sukses word nie net in die hoeveelheid beleggings gemeet nie. Die sleutel tot sukses in Parow sal die gehalte van daardie beleggings wees. Daar is 'n behoefte aan stabiele, langtermyn-ondernemings wat deur eienaars bestuur word wat hulself hier wil vestig. Besighede wat hulself in die gemeenskap wil inburger en kwaliteit goedere en dienste aan studente en ander wat in Parow woon en werk, lewer. Dit is wanneer ons die ware voordeel van die VRCID se betrokkenheid sal begin sien. 'n Gebou is net 'n probleem as die eienaar 'n probleem is.

Die VRCID se bydrae tot Parow is onmiskenbaar. Die VRCID se werk as 'n middelman tussen die gemeenskap en die Stad is 'n ondankebare werk, maar ons het hul werk nodig om ons besigheid beter te kan doen. En tog stel die span elke jaar die kroon hoër, toets nuwe strategieë en nuwe benaderings tot die hantering van misdaad en stedelike verval. Ons ondersteun steeds dit wat die VRCID doen, en die strategieë wat hulle implimenter om 'n selfs skoner, selfs veiliger stedelike omgewing te handhaaf.

# MAKING AN IMPACT – EVERY DAY



## URBAN MANAGEMENT REPORT - JEANNE PRESTON

**A**s a top-up service that augments the work of the City of Cape Town, our job is never done.

The task of delivering a clean and safe Voortrekker Road Corridor is a daily process that entails the physical service of collecting rubbish, removing illegal dumping, patrolling the streets and dealing with those who threaten people's safety.

This has been our to-do list for the past five years, and we will continue to do what is required every day. We are gratified by the reports we receive from members of our community who acknowledge the change they have seen on the streets since we opened our doors. The streets are visibly cleaner. Opportunistic crime has reduced. This has led to a greater confidence in the Bellville and Parow CBDs, reflected in buildings being upgraded, renovated and redeveloped.

### Maximising resources, proactively

Laid end-to-end, the streets that make up the VRCID area would extend 42 kilometres. With just 20 officers and four drivers patrolling the area, we try to make a greater impact by maximising the resources we have to hand.

Much of our work takes place behind the scenes as we jointly work towards reducing crime and improving general cleanliness in the VRCID area.

This includes establishing proactive partnerships with our colleagues at Securitas, South African Police Service (SAPS), the City of Cape Town, the Community Policing Forum and neighbourhood watches. We are always deeply grateful to the many individuals within those organisations who help us to do our job better every day.

With their help in the last five years, and in particular in the last year, we have:

- Triggered the problem buildings process to remove anti-social elements from buildings that have been illegally occupied
- Identified and facilitated the arrest of individuals who have been wanted by law enforcement for seven years for distributing illegal posters
- Prevented break-ins by responding quickly and alerting the necessary authorities when our patrollers see suspicious activity
- Recovered goods stolen in individual muggings
- Interrupted possible vehicle break-ins
- Provided assistance to homeless people living on the street, enabling them to access the care and help they need

Seen individually, these actions are small successes. But together they add up to a more positive big picture.

That said, we are aware of the 'hotspots' throughout Bellville and Parow that attract criminal behaviour. While we police the entire VRCID area in general, we will be focusing on these areas in particular.



Having a visible presence in the Voortrekker Road Corridor is key to our ability to maintain a safe and secure environment.



Our new security strategy includes 24-hour monitoring, a higher grade of guards and fully equipped response vehicles.

### The future lies in technology, people and information

Looking to the future, our strategy for the next five years is to take a more proactive, hard-hitting approach to criminality in our area.

- We will be using advanced surveillance and monitoring technology to greater effect, in line with international benchmarks. With 66 CCTV cameras installed, we will have more eyes on the ground.
- New vehicles will be fitted with equipment that enables our officers to deal with any scenario, from medical emergencies to combat situations.
- We will appoint skilled controllers who will monitor our systems 24/7 to enable our officers to respond quickly to what they see.
- Through our service provider Securitas, we will also be employing a higher calibre of security officers who have the authority and training to engage more actively in all situations on the ground. Their role will be elevated to more than visible patrolling.

These mechanisms will enable us to be more efficient in the way we work. Information and technology are a powerful combination when used to maximum effect.

From a cleansing perspective, as we always have, we will continue to approach the challenge from two sides. First, we will work with our partners to improve co-operation, maximise resources and respond more efficiently. Second, we urge the building and business owners within the VRCID area to care for their properties and their immediate surrounds. A clean environment builds confidence, which attracts greater investment into the area.

### SHAUN STEVENSON PARK CENTRAL STUDENT ACCOMMODATION

We have been invested in the VRCID area since 2012. We now have four student accommodation developments in Bellville and Parow and are considering the development of others in the near future.

Today, the costs per square metre are gradually rising, buildings are being upgraded and the streets are cleaner. The external physical improvements can be directly attributed to the VRCID's ongoing work to ensure that Bellville and Parow are clean and safe. The difference in property values reflect that positive presence.

The VRCID's work is never done: once the area's improvements gain momentum, the community demands and expects more of them. Five-years down the line, the VRCID now has the credibility to call on the full weight of its partners to solve some of the more challenging problems in the area. In particular, this includes working with the City of Cape Town to ensure it has sufficient teeth to deal with problem buildings and the associated negative influences they attract.

*We have full confidence in the VRCID's ability to address these issues with its partners, and to attract the kind of investment that will ensure a sustainable future for Bellville and Parow CBDs. We wish the team all the best for the next five years.*

Every day we see that our work can and does make a difference. A clean, safe and sustainable Voortrekker Road Corridor is our legacy for the future workers, residents and commuters in this area. We all have a responsibility to keep it that way. **And, working together, we will.**

# ELKE DAG MAAK ONS 'N IMPAK

STEDELIKEBESTUUR VERSLAG - JEANNE PRESTON



**A**s 'n aanvullende diens wat die werk van die Stad Kaapstad ondersteun, is ons taak nooit gedoen. Die lewering van 'n skoon en veilige Voortrekkerweg Korridor is 'n daaglikse proses wat onder andere die verwydering van vullis en onwettige stortings, die patrolling van die strate en die hantering van mense wat ander se veiligheid ingedrang bring, insluit.

Dit was vir die afgelope vyf jaar ons prioriteit, en ons sal aanhou om elke dag te doen wat nodig is om 'n skoon en veilige Voortrekkerweg Korridor te handhaaf. Ons is tevrede met die terugvoer van die gemeenskap, wat sedert ons ons deure geopen het die daadwerklike verbetering van ons omgewing op straatvlak kan waarneem. Die strate is sigbaar skoner. Opportunistiese misdaad het verminder. Dit het gelei tot groter vertroue in die Bellville- en Parow-middestad, wat weerspieël word in geboue wat opgegradeer, opgeknap en herontwikkel word.

## Maak die meeste van ons hulpbronne

Die somtotaal van al die strate wat die VRCID-gebied opmaak strek ongeveer 42 kilometer. Met net 20 beamptes en vier bestuurders wat die gebied patroleer, probeer ons om 'n groter impak te maak deur die hulpbronne wat ons het te volle te benut.

Baie van ons werk vind plaas agter die skerms, aangesien ons saam met ander werk om misdaad te verminder en die algemene skoonheid in die VRCID-gebied te verbeter.



## STEDELIKEBESTUUR STATISTIEK – 2016 / 2017

TAAK	BELLVILLE		PAROW	
	VRCID	MES	VRCID	MES
Graffiti verwyder	147		80	
Vullis verwyder – sake	21 336	5 334	14 224	3 556
Vullis verwyder – gewig (kgs)	130 016		70 009	
Onwettige plakkate verwyder	746		178	
Oortredings van bywette aangespreek	2 368			
Onwettige dobbel voorvalle bygewoon	624			
Verkeersboetes uitgereik	1 104			
56 kennisgewings – bywetboetes uitgereik	173			
Brand en reddings insidente bygewoon	142			
Hulpverlening by motorongelukke	206			
Kontakmisdade aangespreek	151			
VRCID arrestasies	63			
Lampale: toue en kabelbande verwyder	718		308	
Onkruid verwyder – sake gevul	5 175		1 725	
C3 kennisgewings	874		582	



Ons skoonmaakspanne verwyder elke dag tonne vullis en rommel uit die strate.



VRCID sekuriteit- en skoonmaakspanne werk saam om te verseker dat elke deel van die Voortrekkerwegkorridor goed versorg is.



Om proaktiewe vennootskappe te bou met ons kollegas by die Securitas, Suid-Afrikaanse Polisie diens (SAPD), die Stad Kaapstad, die Gemeenskapspolisieringsforum en buurtwagte is 'n groot deel van die werk. Ons is altyd baie dankbaar vir die vele mense in die organisasies wat ons help om elke dag ons werk beter te doen.

Met hulle hulp oor afgelope vyf jaar, en veral in die afgelope jaar, het ons:

- Die proses om probleemgeboue aan te spreek geaktiveer om sodoende antisosiale elemente wat geboue onwettig beset te verwyder
- Gehelp met die identifikasie en inhegtenisname van persone wat reeds sewe jaar die gereg onduik vir die verspreiding van onwettige plakkate
- Inbrake voorkom deur vinnig te reageer en die nodige owerhede te waarsku wanneer ons sekuriteitsbeamptes verdagte aktiwiteite gewaar
- Gesteelde goedere teruggekry in gevalle van individuele beroof is
- Moontlike voertuiginbrake afgeweer
- Hulp voorsien aan hawelose mense wat op straat woon, sodat hulle toegang tot die sorg en hulp wat hulle nodig het, kan kry

Afsonderlike gesien is hierdie aksies klein suksesse, maar saam tel hulle op tot 'n meer positiewe groter prentjie.

Ten spyte van die suksesse is ons bewus van knelpunte regoor Bellville en Parow wat kriminele gedrag aantrek. Terwyl ons die hele VRCID-area in die algemeen polisieer, sal ons veral op hierdie gebiede fokus.

'n Skooner omgewing kweek vertroue en lok beleggings.

## Die toekoms lê in tegnologie, mense en inligting

As ons na die toekoms kyk, is ons strategie vir die volgende vyf jaar om 'n meer proaktiewe, benadering tot misdaad in ons omgewing te neem.

- **Ons sal na gelang van internasionale maatstawwe meer gevorderde toesig- en monitoringstegnologie gebruik. Met 66 CCTV-kameras wat geïnstalleer is, sal ons nog meer oë op die grond hê.**
- **Nuwe voertuie sal toegerus om ons beamptes in staat stel om enige gebeurtenis te hanteer, van mediese noodgevallen tot misdaadbestryding.**
- **Ons sal vaardige mense aanstel wat ons stelsels 24/7 monitor om ons beamptes in staat te stel om vinnig te reageer op wat hulle waarneem.**
- **In vennootskap met ons diensverskaffer, Securitas, sal ons ook 'n hoër kaliber sekuriteitsbeamptes in diens neem wat die gesag en opleiding het om meer aktief in alle situasies op straat betrokke te raak. Hul rol sal meer as net sigbare patrolling wees**

Hierdie ingegrypings sal ons in staat stel om meer doeltreffend te werk. Inligting en tegnologie is 'n kragtige kombinasie wanneer dit ten volle benut word.

As dit by skoonmaak kom sal ons soos ons altyd die uitdaging van twee kante aanpak. Eerstens sal ons saam met ons vennote werk om spanwerk te verbeter, hulpbronne effektief in te span en om selfs meer doeltreffend te reageer. Tweedens versoek ons die gebou- en sake-eienaars in die VRCID-omgewing om hul eiendom en hul onmiddellike omgewing te versorg. 'n Skoon omgewing skep vertroue, wat groter belegging in die gebied lok.



## IAN HARRISON SAFE2PARK

In die twee jaar sedert ons ons mandaat met die VRCID ooreengekom het om die parkeerareas in Bellville te bestuur, het ons verhouding van krag tot krag gegaan. En my bewondering vir die VRCID-span het gegroei. Hulle het 'n moeilike werk: hulle lewer dienste oor 'n groot area en het verskeie komplekse probleme om die hoof te bied, en het beperkte hulpbronne om dit te doen.

Ons strategie om hierdie mandaat te lewer, was nog altyd om ons in die gebied in te burger. Ons het 'n werkselsel geskep om parkeerareas veilig en skoon te hou sodat die VRCID-span kan konsentreer op die uitdagings wat elders opduik. Die strategie het gewerk.

Ons het nou ongeveer 30 mense oor sewe parkeerareas in Bellville. Hul teenwoordigheid bied die VRCID 'n ekstra 30-paar oë, wat bydra tot toesig en veiligheid in die omgewing. *Misdaad in die gebiede wat ons bestuur het tot byna weglaatbare vlakke verminder. Die parkeerareas is skoon en mense voel veiliger om dit te gebruik. Dit bewys dat ons model suksesvol is en ons hoop om dit oor te dra na ander parkeerplekke.*

Baie van ons operateurs het op straat gelewe voor hulle opleiding en werksgeleentheid deur ons program ontvang het. Sommige het aanbeweeg, maar ten minste een persoon is reg van die begin af deel van die span. Sy is nou 'n toesig-houer en haar lewe het hand omkeer verander. So kan ons vennootskap met die VRCID 'n direkte impak hê op die lewens van almal wat binne die VRCID-grense woon en werk – ongeag hul sosio-ekonomiese omstandighede.

Dit is 'n ooglopende aanduiding van die belangrikheid van die VRCID se maatskaplike programme en die vennootskappe wat dit met Safe2Park en ander organisasies bou. Moeilike ekonomiese toestande is ten gronde van baie sosiale kwessies in ons samelewing. Met die regte hulpbronne en toewyding kan ons saam menslike, ondersteunende en kreatiewe oplossings vind.

Ons wil graag ons dank aan die VRCID betuig vir hul ondersteuning en harde werk, en wens hulle voorspoed toe vir die volgende vyf jaar.

# WITH THANKS / MET DANKBAARHEID

Law Enforcement	- Peter Lourens & team
Land Invasion	- Jeff Papier & team
Metro police	- Shaun Phillips & team
Environmental Health	- André Volschenk & team
SAPS – Bellville	- Brig. van Wyk & team
SAPS – Parow	- Col. Djantji & team
Solid Waste	- Neil Couert
	- Ivan Harmse
Outdoor Advertising	- Debbie Evans
Traffic	- Stanley Opperman & team
Fire Brigade	- Desmond Johnson
Roads	- Deon Botha
	- Janine Du Preez
	- Darren Willenberg
Problem Buildings Unit	- Clinton Overmeyer
Planning	- Leon Campher
	- Wayne Peplow
Parks	- Zianda Rigala
Electricity	- Andy Crouse
	- Coetzee van Heerden
Property Management	- Rachel Schnackenberg
	- Rosane Potgieter
	- Aldre de Goede
Business Areas Management	- Lesley-Anne Kenny
Social Development	- Lorraine Frost
	- Vijen Rugbeer
Bellville CPF	- Hennie Koekemoer
Parow CPF	- Roger Cannon
Safe2Park	- André Joubert
Securitas	- Anton van Zyl
Neighbourhood Watch	- Trevor Kirby, Pacriff
	- Eddie Fredericks, Ward 26
	- Riaan Naude, Fairfield
	- Stefen Fourie, Bellville
	- Tommy Milakovic, Oakdale
Greater Tygerberg Partnership	- Warren Hewitt & staff
Sub Council Managers	- Pat Jansen
	- Ardela van Niekerk
Ward Councillors	- Cllr. Leonore van der Walt
	- Cllr. Chris Jordaan
	- Cllr. Rosemary Rau
	- Cllr. Jackie Visser
	- Cllr. Francheska Walker

## Sponsors who donated in kind to the VRCID

Protea Toyota  
The Foschini Group  
Beulah Annandale  
Diskem Willow Bridge  
M-Kem  
Bellville Presbyterian Church  
Shofar Church  
Revival Worship Centre Parow North  
Parow North DRC  
@ Last Branding & Promotions  
Helping Hand  
Radio Tygerburger 104FM  
Greater Tygerberg Partnership  
Bolt Risk Security  
TJ's Lekkabraai  
Middestad Mall  
Parow Mall  
Parow High School

## The VRCID works in partnership with the following organisations:

MES Cape Town  
Tygerberg Association for Street People  
Bellville Haven Night Shelter  
Elim Night Shelter  
Ubuntu  
Ark City of Refuge  
Dusk to Dawn Shelter  
Western Cape Street Children Forum  
Theos Academy  
Kyrios Ministries  
Green Cape  
Hewlinn Compassion  
Shiloh  
Teahmo  
Bold Moves  
Oasis  
Cornerstone Drug Rehabilitation Centre  
Christians Against Drug Abuse  
Western Cape Street People Forum  
Light House Church  
Badisa Trio  
Badisa Tygerberg

Elke dag sien ons dat ons werk 'n verskil maak. 'n Skoon, veilige en volhoubare Voortrekkerweg Korridor is ons nalatenskap vir toekomstige werkers, inwoners en pendelaars in hierdie area. Ons het almal 'n verantwoordelikheid om dit so te hou. **En deur saam te werk sal ons dit vermag.**

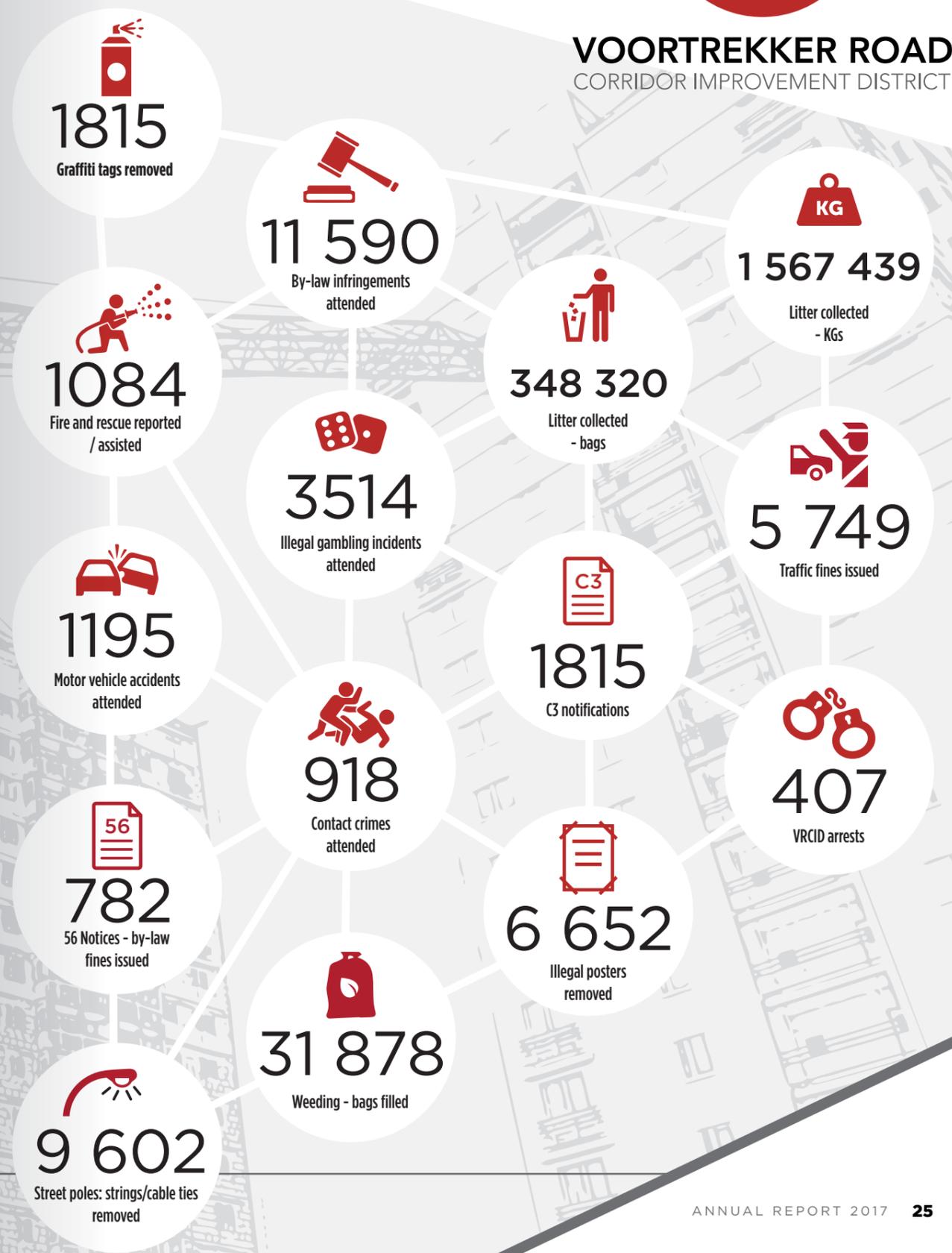
# 2012 - 2017

CELEBRATING **5** YEARS



**VOORTREKKER ROAD**  
CORRIDOR IMPROVEMENT DISTRICT

**ALL ORGANISATIONS**  
COLLECTIVE STATS (2016-17)



Social development statistics have been measured with partner organisations since 2015. In previous years, the figures from our social department have been combined with that of our urban teams.

# CORPORATE GOVERNANCE

## BOARD

The following Directors served on the Board of the Voortrekker Road Corridor Improvement District in a voluntary and non-executive role:

**Hardus Zevenster (Radio Tygerberg): Chairperson, Johan Bester (Sanlam): Vice Chairperson, Faizel Barnes (Shoprite-Checkers Group), Lamesa Modak (Growthpoint Properties), Allen Bosman (The Foschini Group), Romanie Smithdorf (Vodacom), Piet Badenhorst (Laubscher & Hattingh Attorneys), Reg Barry (private property owner) and Sam Pienaar (private property owner).**

The City of Cape Town was represented by two Councillors. They are Councillor Sam Pienaar and Councillor Johan van der Merwe. The Western Cape Government is represented by Werner Bezuidenhout.

During the year in review, the VRCID Board met four times to consider the Board reports as submitted by the Chief Operations Officer of the VRCID. There were also numerous special board meetings to prepare for the next five-year business plan. In addition, the Board decided to form various sub-committees which would in turn lend support and guidance to the VRCID staff. These committees, with the nominated Directors, are as follows.

## CHARTER: FINANCIAL MANAGEMENT COMMITTEE

(Hardus Zevenster; Allen Bosman; Johan Bester; Reg Barry and Derek Bock)

### Membership

The Board will annually appoint a Financial Management Committee consisting of at least four members, the majority of whom shall be non-executive directors. The COO will ex-officio be a member of the Committee. At least one representative nominated by the City of Cape Town will also be a member of the Committee.

The Board will appoint a chairman for the Committee who will decide on the frequency of meetings and who will set the agenda for such meetings. The Committee will meet at least three times per year.

The chairman of the Committee will provide regular feedback to the Board on the Committee's deliberations.

### Responsibilities

The Committee will in general be responsible to manage the financial affairs of the Company with reference to its approved Business Plan and Operational Budget.

**The Committee is specifically authorised to perform the following tasks:**

A nominated committee member to have access to the VRCID's bank account to ensure that no improper transactions take place;

The above nominated committee member will at the end of each month or whenever a payment is made by the

COO, be informed in writing of each transaction made and the reason thereof.

Such committee member will be the Committee representative in the event of any communication between this Committee and the appointed accounting officers if necessary.

The Chairman of the Board, who as a rule will always serve on this Committee, will together with the COO sign off on the Annual Financial Statements. The more comprehensive Annual Report on the VRCID's activities to be approved by the Board.

To ensure that the VRCID stays within its allocated budget.

To pre-approve all material capital expenses and the terms of all major service provider agreements.

To approve all unbudgeted or "out of the norm" types of expenses.

To approve recommendations by the COO regarding possible fixed deposits (short, medium or long-term) with specific reference to surpluses.

To approve any local and international travel by the COO and staff.

## CHARTER: HUMAN RESOURCES AND REMUNERATION COMMITTEE

(Hardus Zevenster; Johan Bester; Allen Bosman; Reg Barry and Derek Bock)

### Membership

The Board will annually appoint a HR and Remuneration Committee consisting of at least four members, the majority of whom shall be non-executive directors. The Chairman of the Board and the COO will ex-officio be members of the Committee.

The Board will appoint a chairman for the Committee who will decide on the frequency of meetings and who will set the agenda for such meetings. The Committee will meet at least two times per year.

The chairman of the Committee will provide regular feedback to the Board on the Committee's deliberations.

### Responsibilities

The Committee will in general be responsible for the Company's intellectual capital including a supportive remuneration strategy. It is also involved in establishing and maintaining an effective operational and management team.

**The Committee is specifically authorised to perform the following tasks:**

To assist the COO, if deemed necessary, by conducting interviews for vacant staff positions.

To approve the appointment of staff on the recommendation of the COO.

To approve and or make recommendations on any staffing changes and or requirements which the COO may wish to implement.

To approve all staff bonuses and salary adjustments as and when motivated by the COO.

## CHARTER: OPERATIONAL COMMITTEE

(Piet Badenhorst; Johan Bester; Lamesa Modak; Faizel Barnes; Romanie Smithdorf, Reg Barry and Derek Bock)

### Membership

The Board will annually appoint an Operational Committee consisting of at least three members, the majority of whom shall be non-executive directors. The COO will ex-officio be a member of the Committee.

The Board will appoint a chairman for the Committee who will decide on the frequency of meetings and who will set the agenda for such meetings. The Committee will meet at least two times per year.

The chairman of the Committee will provide regular feedback to the Board on the Committee's deliberations.

### Responsibilities

The Committee will in general be responsible for developing and implementing an operational strategy for the Company in cooperation with the COO.

**The Committee is specifically authorised to perform the following tasks:**

The Committee to approve the request for additional manpower by the COO after which such request is then forwarded by the COO to the Financial and HR Committees for financial approval.

The Committee may at its discretion meet with the COO, Operational staff and the main Service providers as and when needed to discuss security concerns or general operational matters.

The Committee may at its discretion request to be briefed on deployment of operational personnel.

The Committee to consider all legal aspects regarding the operational activities of the Company.

## CHARTER: EXECUTIVE COMMITTEE

(Hardus Zevenster; Johan Bester; Romanie Smithdorf and Piet Badenhorst)

### Membership

The Board will annually appoint an Executive Committee consisting of at least four members, the majority of whom shall be non-executive directors. The Chairman of the Board will ex-officio be a member of the Committee and the COO will attend all meetings. At least one representative nominated by the City of Cape Town will also be a member of the Committee.

The Board will appoint a chairman for the Committee who will decide on the frequency of meetings and who will set the agenda for such meetings.

The chairman of the Committee will provide regular feedback to the Board on the Committee's deliberations.

## Responsibilities

The Committee will in general be responsible to assist the COO in urgent matters arising between Board meetings. In exceptional urgent matters the Committee may take interim decisions on behalf of the Board.

**The Committee is specifically authorised to perform the following tasks:**

The Committee will have the authority to make an immediate and well informed decision in the event of an emergency or crisis. The Board to be informed thereof as soon as practically possible.

A nominated Committee member can stand-in for the COO in terms of decision making when and if the COO is not in a position to do so.

## CHARTER: SOCIAL DEVELOPMENT COMMITTEE

(Lamesa Modak, Faizel Barnes, Wilma Piek and Derek Bock)

### Membership

The Board will annually appoint a Social Development Committee consisting of at least three members, the majority of whom shall be non-executive directors. The COO will ex-officio be a member of the Committee.

The Board will appoint a chairman for the Committee who will decide on the frequency of meetings and who will set the agenda for such meetings. The Committee will meet at least two times per year.

The chairman of the Committee will provide regular feedback to the Board on the Committee's deliberations.

### Responsibilities

The Committee will in general be responsible for developing a Social Development strategy for the Company in cooperation with the Social Development Manager and COO for consideration by the Board. After the approval of the strategy by the Board, the Committee will be responsible for overseeing the implementation thereof.

**The Committee is specifically authorised to perform the following tasks:**

The Committee to consider requests for additional funding by the Social Development Manager after which such requests are then forwarded by the COO to the Financial Committee for financial approval.

The Committee may at its discretion meet with the Social Development Manager and COO as and when needed to discuss general vagrancy, homelessness, anti-social behavioural etc. matters.

The Committee may at its discretion request to be briefed on the cooperation with the City of Cape Town and NGOs of choice within the VRCID.

The Committee may request a Director to accompany either the Social Development Manager and or COO when he or she meets with the City of Cape Town on issues of mutual concern.

## VOORTREKKER ROAD CORRIDOR IMPROVEMENT DISTRICT NPC

(Registration number 1996/004458/08)

Annual Financial Statements for the year ended 30 June 2017

These annual financial statements were prepared by:

**ROSLYN KRUUSE**

ACCOUNTANT

These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act 71 of 2008.

Issued 29/08/2017

### GENERAL INFORMATION

<b>Country of incorporation and domicile</b>	South Africa
<b>Nature of business and principal activities</b>	To provide over and above the services rendered by SAPS and COCT, security, cleansing and social development support within the Voortrekker Road Corridor Improvement District.
<b>Directors</b>	PJ Badenhorst GS Zevenster AM Bosman RG Smithdorf F Barnes (resigned 25 April 2017) L Modak JP Bester RM Barry S Pienaar (appointed 29 November 2016)
<b>Registered office</b>	1 Waterford Mews Century Boulevard Century City, 7441
<b>Business address</b>	3A Bell Park Cnr Durban and De Lange Road Bellville 7530
<b>Postal address</b>	PO Box 902 Bellville Western Cape 7535
<b>Bankers</b>	ABSA
<b>Auditors</b>	Cecil Kilpin & Co. Chartered Accountants (S.A.) Registered Auditors
<b>Secretary</b>	PJ Badenhorst
<b>Company registration number</b>	1996/004458/08
<b>VAT reference number</b>	4790261210
<b>Level of assurance</b>	These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act 71 of 2008.

## INDEPENDENT AUDITORS' REPORT

To the members of Voortrekker Road Corridor Improvement District NPC

### Opinion

We have audited the annual financial statements of Voortrekker Road Corridor Improvement District NPC set out on pages 33 to 39, which comprise the Statement of Financial Position as at 30 June 2017, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Voortrekker Road Corridor Improvement District NPC as at 30 June 2017, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the annual financial statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and 8). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other information

The directors are responsible for the other information. The other information comprises the Directors' Report as required by the Companies Act 71 of 2008, which we obtained prior to the date of this report. Other information does not include the annual financial statements and our auditor's report thereon.

Our opinion on the annual financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the directors for the Annual Financial Statements

The directors are responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to the going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

## Independent Auditor's Report continued

- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Cecil Kilpin & Co.  
Chartered Accountants (S.A.)  
Registered Auditors  
Per Partner: S Schonegevel

Century City

Date: 29/08/2017

## DIRECTORS' RESPONSIBILITIES AND APPROVAL

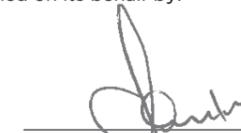
The directors are responsible for the preparation and fair presentation of the annual financial statements of Voortrekker Road Corridor Improvement District NPC, comprising the statement of financial position at 30 June 2017, and the statement of comprehensive income, changes in reserves and cash flows for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa. In addition, the directors are responsible for preparing the director's report.

The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and for maintaining adequate accounting records and an effective system of risk management, as well as the preparation of the supplementary schedules included in these annual financial statements. The directors have made assessment of the Company's ability to continue as a going concern and have no reason to believe the business will not be a going concern in the year ahead.

The auditor is responsible for reporting on whether the financial statements are fairly presented in accordance with the applicable financial reporting framework.

### APPROVAL OF THE ANNUAL FINANCIAL STATEMENTS

The annual financial statements of Voortrekker Road Corridor Improvement District NPC, as identified in the first paragraph, were approved by the board of directors and are signed on its behalf by:

  
\_\_\_\_\_  
Director  
Date: 29/08/2017  
\_\_\_\_\_  
Director

### DECLARATION BY COMPANY SECRETARY

In my capacity as a company secretary, I hereby confirm that to the best of my knowledge and in terms of the Companies Act, 2008, that for the year ended 30 June 2017, the company lodged with the Registrar of Companies all such returns as are required of a Company in terms of this Act and that all such returns are true, correct and up to date.

  
\_\_\_\_\_  
Date: PJ Badenhorst  
(Company Secretary)  
Date: 29/08/2017

## DIRECTORS' REPORT

The directors have pleasure in submitting their report on the annual financial statements of Voortrekker Road Corridor Improvement District NPC ("VRCID") for the year ended 30 June 2017.

### Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008. The accounting policies have been applied consistently compared to the prior year.

The Voortrekker Road Corridor Improvement District NPC is engaged in providing over and above the services rendered by SAPS and City of Cape Town ("COCT"), security, cleansing and social development support within the Voortrekker Road Corridor Improvement District and operates principally in South Africa.

During the 2016 financial year the VRCID and the COCT concluded a property lease agreement whereby the VRCID manages certain public parking areas on behalf of the COCT. Subsequently the VRCID concluded a parking management agreement with Safe2Park Managed Services (Pty) Ltd ("S2P"). The nett income derived from these two agreements is to be utilized in support of the VRCID's principal activities.

This is the fifth year that the company operated as a Corridor Improvement District company.

The operating results and the state of affairs of the company are fully set out in the attached financial statements. It should be noted that both the agreements with the COCT and S2P regarding the management of certain public parking areas are currently being renegotiated with retro-active effect and that the outcome of these negotiations may have an effect on the company's operational results as reported in this financial report.

The special rating area is financed by additional property rates levied on all commercial properties by the city on the Improvement District's behalf, within the boundary of the Voortrekker Road Corridor Improvement District.

Net surplus of the company for the current period was R914,357. This surplus was allocated to the company income streams as follows, City of Cape Town R573,702, parking management R144,103 and investment income R196,552.

### Memorandum of Incorporation

The Board of the company (as authorised by the existing MOI of the company at that stage) considered and approved a new MOI for the company at a Board meeting held on 28 February 2017. The new MOI was registered with the CIPC on 6 June 2017 and is available for inspection by members.

### Directors

The directors in office at the date of this report are as follows:

Directors	Changes
PJ Badenhorst	
GS Zevenster	
AM Bosman	
RG Smithdorf	
F Barnes	Resigned 25 April 2017
L Modak	
JP Bester	
RM Barry	
S Pienaar	Appointed 29 November 2016

### Events after the reporting period

The directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

### Auditors

Cecil Kilpin & Co. continued in office as auditors for the company for 2017.

### Secretary

The company secretary is PJ Badenhorst.

### Reserves

These reserves are in accordance with COCT guidelines and it is not the directors intention to grow the reserves in excess of 3 months operational expenses

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2017

	Note(s)	2017 R	2016 R
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	2	119,650	207,915
<b>Current Assets</b>			
Trade and other receivables		264	-
Cash and cash equivalents	3	3,263,271	2,799,772
		<b>3,263,535</b>	<b>2,799,772</b>
<b>Total Assets</b>		<b>3,383,185</b>	<b>3,007,687</b>
<b>Equity and Liabilities</b>			
<b>Equity</b>			
Retained income		3,331,686	2,417,329
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and other payables	4	51,499	590,358
<b>Total Equity and Liabilities</b>		<b>3,383,185</b>	<b>3,007,687</b>

## STATEMENT OF COMPREHENSIVE INCOME

	Note(s)	2017 R	2016 R
Revenue	5	15,627,133	14,279,350
Other income	6	1,192,000	783,310
Operating expenses		(16,101,328)	(14,048,105)
<b>Surplus for the year</b>		<b>717,805</b>	<b>1,014,555</b>
Investment revenue	7	196,552	96,514
<b>Surplus for the year</b>		<b>914,357</b>	<b>1,111,069</b>

## STATEMENT OF CHANGES IN EQUITY

	Retained Income R	Total Equity R
Balance at 01 July 2015	1,306,260	1,306,260
Surplus for the year	1,111,069	1,111,069
Balance at 01 July 2016	2,417,329	2,417,329
Surplus for the year	914,357	914,357
Balance at 01 July 2017	3,331,686	3,331,686

Note(s)

## STATEMENT OF CASH FLOWS

	Note(s)	2017 R	2016 R
<b>Cash flows from operating activities</b>			
Cash receipts from participants / special levy payers		15,127,133	14,446,040
Cash paid to suppliers and employees		(14,850,500)	(13,153,175)
Cash generated from operations	11	276,633	1,292,865
Interest income		196,552	96,514
<b>Net cash from operating activities</b>		<b>473,185</b>	<b>1,389,379</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	2	(9,686)	(35,636)
<b>Total cash movement for the year</b>		<b>463,499</b>	<b>1,353,743</b>
Cash at the beginning of the year		2,799,772	1,446,029
<b>Total cash at end of the year</b>	3	<b>3,263,271</b>	<b>2,799,772</b>

## ACCOUNTING POLICIES

### 1. PRESENTATION OF ANNUAL FINANCIAL STATEMENTS

The annual financial statements have been prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the Companies Act 71 of 2008. The annual financial statements have been prepared on the historical cost basis, except for the measurement of investment properties and certain financial instruments at fair value, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

#### 1.1 Property, plant and equipment

Property, plant and equipment are tangible items that are held for use in the production or supply of goods or services, or for rental to others or for administrative purposes; and are expected to be used during more than one period.

Property, plant and equipment is carried at cost less accumulated depreciation and accumulated impairment losses.

Cost include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Depreciation is provided using the straight-line method to write down the cost, less estimated residual value over the useful life of the property, plant and equipment as follows:

Item	Depreciation method	Average useful life
Furniture and fixtures	Straight line	6 years
Motor vehicles	Straight line	5 years
Office equipment	Straight line	6 years
IT equipment	Straight line	3 years
Security systems	Straight line	3 years

The residual value, depreciation method and useful life of each asset are reviewed only where there is an indication that there has been a significant change from the previous estimate.

Gains and losses on disposals are recognised in surplus or deficit.

#### 1.2 Financial instruments

##### Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through surplus or deficit) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

##### Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those debt instruments which meet the criteria in section 11.8(b) of the standard, are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in surplus or deficit.

### 1.3 Tax

#### Tax expenses

No provision has been made for current tax, nor deferred taxation as the Company is exempt from income tax in terms of Section 10 (excluding S10 (1)(e)) of the Income Tax Act.

### 1.4 Impairment of assets

The company assesses at each reporting date whether there is any indication that property, plant and equipment or intangible assets or goodwill may be impaired.

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in surplus or deficit.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years. A reversal of impairment is recognised immediately in surplus or deficit.

### 1.5 Government grants

Grants that do not impose specified future performance conditions are recognised in income when the grant proceeds are receivable .

Grants that impose specified future performance conditions are recognised in income only when the performance conditions are met.

Grants received before the revenue recognition criteria are satisfied are recognised as a liability. Grants are measured at the fair value of the asset received or receivable.

### 1.6 Revenue

Revenue is measured at fair value of the consideration received or receivable and represents the amounts receivable from sponsorships, donations and special levies, net of VAT.

Support of the company objectives through non-monetary support and contributions are recognised in the annual report.

Interest is recognised, in surplus or deficit, using the effective interest rate method.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

### 2. PROPERTY, PLANT AND EQUIPMENT

	2017			2016		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Furniture and fixtures	24,249	(19,842)	4,407	24,249	(15,910)	8,339
Motor vehicles	372,588	(293,990)	78,598	372,588	(219,473)	153,115
Office equipment	38,598	(32,171)	6,427	38,598	(25,736)	12,862
IT equipment	102,729	(72,512)	30,217	93,042	(59,444)	33,598
Security System	8,668	(8,667)	1	8,668	(8,667)	1
<b>Total</b>	<b>546,832</b>	<b>(427,182)</b>	<b>119,650</b>	<b>537,145</b>	<b>(329,230)</b>	<b>207,915</b>

#### Reconciliation of property, plant and equipment - 2017

	Opening balance	Additions	Depreciation	Total
Furniture and fixtures	8,339	-	(3,932)	4,407
Motor vehicles	153,115	-	(74,517)	78,598
Office equipment	12,862	-	(6,435)	6,427
IT equipment	33,598	9,686	(13,067)	30,217
Security system	1	-	-	1
	<b>207,915</b>	<b>9,686</b>	<b>(97,951)</b>	<b>119,650</b>

#### Reconciliation of property, plant and equipment - 2016

	Opening balance	Additions	Depreciation	Total
Furniture and fixtures	12,272	-	(3,933)	8,339
Motor vehicles	227,633	-	(74,518)	153,115
Office equipment	19,296	-	(6,434)	12,862
IT equipment	7,114	35,636	(9,152)	33,598
Security System	1	-	-	1
	<b>266,316</b>	<b>35,636</b>	<b>(94,037)</b>	<b>207,915</b>

<b>2017</b>	<b>2016</b>
<b>R</b>	<b>R</b>

### 3. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of:

Bank balances	3,263,271	2,799,772
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	2017 R	2016 R
<b>4. TRADE AND OTHER PAYABLES</b>		
Amounts received in advance	-	500,000
VAT	33,723	43,970
Other payables	-	46,388
Accrued expense	17,776	
	<b>51,499</b>	<b>590,358</b>

<b>5. REVENUE</b>		
Revenue - SRA Rates	14,946,222	13,910,290
COCT - Retention Funds	680,911	369,060
	<b>15,627,133</b>	<b>14,279,350</b>

<b>6. OTHER INCOME</b>		
Monthly Parking Management Fee	682,700	420,000
Other income	509,300	363,310
	<b>1,192,000</b>	<b>783,310</b>

<b>7. INVESTMENT REVENUE</b>		
<b>Interest revenue</b>		
Bank	196,552	96,514

<b>8. AUDITOR'S REMUNERATION</b>		
Fees	20,900	16,350

#### 9. PARKING INCOME: MANAGEMENT AGREEMENT WITH S2P

The company concluded a parking management agreement with S2P during the previous financial year. This agreement is currently being renegotiated with retro-active effect. Although in terms of the original agreement a total amount of R2,416,680 was due to the company on 30 June 2017, only the actual funds received from S2P (R682,700) is recognised as income in this set of financial statements.

#### 10. PARKING MANAGEMENT: LEASE AGREEMENT WITH COCT

The company concluded a property lease agreement with the COCT during the previous financial year. This agreement is currently being renegotiated with retro-active effect. The original property lease agreement provides for the payment of rental, property rates and other property related fees and charges by the VRCID. Although a total amount of R1,736,640 was due to the COCT on 30 June 2017 in terms of the original agreement, only the actual amounts paid during the year (R538,596) are recognised as operating expenses in this set of financial statements.

	2017 R	2016 R
<b>11. CASH GENERATED FROM OPERATIONS</b>		
Profit before taxation	914,357	1,111,069
<b>Adjustments for:</b>		
Depreciation and amortisation	97,951	94,037
Interest received	(196,552)	(96,514)
<b>Changes in working capital:</b>		
Trade and other receivables	(264)	-
Trade and other payables	(538,859)	184,273
	<b>276,633</b>	<b>1,292,865</b>

#### 12. RELATED PARTIES

##### Relationships

Common Directors	Bubesi Investments 34 Proprietary Limited Radio Tygerberg NPO Greater Tygerberg Partnership NPC
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##### Related party balances and transactions with other related parties

##### Related party balances

##### Payment made by company to related parties with regards to the rent and services agreement

Greater Tygerberg Partnership NPC	<b>332,989</b>	<b>281,239</b>
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#### 13. DIRECTORS' REMUNERATION

No emoluments were paid to the directors during the year. (2016: Nil)

## DETAILED INCOME STATEMENT

	Note(s)	2017 R	2016 R
<b>Revenue</b>			
Revenue - SRA Rates		14,946,222	13,910,290
COCT - Retention Funds		680,911	369,060
	5	<b>15,627,133</b>	<b>14,279,350</b>
<b>Other income</b>			
Interest received	7	196,552	96,514
Other income		509,300	363,310
Parking Income	8	682,700	420,000
		<b>1,388,552</b>	<b>879,824</b>
<b>Operating expenses</b>			
Accounting fees		52,928	46,615
Advertising		238,023	95,464
Auditors remuneration		20,900	16,350
Bank charges		8,229	6,616
Cleaning		2,187,137	2,051,549
Computer expenses		12,311	16,322
Depreciation, amortisation and impairments		97,951	94,037
Employee costs		2,916,053	2,586,156
Environmental upgrading		53,768	39,135
Insurance		49,812	35,400
Law enforcement		295,224	316,719
Office cleaning		33,663	-
Other expenses		114,133	107,078
Parking Management - Lease COCT		538,596	-
Petrol & oil		382,528	423,191
Printing and stationery		74,164	56,235
Professional fees		-	14,000
Projects - Operations		71,092	90,000
Rent and utilities		183,030	184,550
Repairs and maintenance		1,495	-
Security		8,448,453	7,686,631
Social upliftment		159,819	85,370
Telephone and fax		162,019	96,687
		<b>16,101,328</b>	<b>14,048,105</b>
<b>Surplus for the year</b>		<b>914,357</b>	<b>1,111,069</b>

The supplementary information presented does not form part of the annual financial statements and is unaudited.



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