

**BUSINESS PLAN**  
**VOORTREKKER ROAD CORRIDOR IMPROVEMENT DISTRICT (VRCID)**  
**TERM RENEWAL - 1 JULY 2017 TO 30 JUNE 2022**



**1 September 2016**

**Compiled in accordance with the City of Cape Town By-Law for  
Special Rating Areas 2012, as amended 2016**

This proposal covers the period 1 July 2017 to 30 June 2022 as set out below, namely:

Part 1: Motivation

Part 2: Budget – Appendix A

Part 3: Corporate Governance – Appendix B

Part 4: Implementation Plan – Appendix C

**TERM RENEWAL FOR THE VOORTREKKER ROAD CORRIDOR IMPROVEMENT DISTRICT SPECIAL RATING AREA Information:**

**Name of SRA:** Voortrekker Road Corridor Improvement District (VRCID)  
**Contact Person:** Derek Bock  
**Contact Telephone No:** 021 823 6713  
**Commencement Date:** 1<sup>st</sup> July 2017  
**Municipality:** City of Cape Town

**Principal Contacts**

NAME	E-MAIL ADDRESS
Derek Bock	<a href="mailto:derek.bock@vrcid.co.za">derek.bock@vrcid.co.za</a>
Hardus Zevenster	<a href="mailto:hardus@104fm.co.za">hardus@104fm.co.za</a>
Johan Bester	<a href="mailto:ipbester@mweb.co.za">ipbester@mweb.co.za</a>

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# 1. Introduction

The Voortrekker Road Corridor Improvement District (VRCID) is situated within the area known as the “Second” Central Business District of the City of Cape Town. This underlines the importance of the VRCID in creating a Safe, Clean and Sustainable Central Business District within the Bellville and Parow CBD’s.

Also importantly, is that the VRCID works in partnership with the Greater Tygerberg Partnership (GTP) which was created by the City of Cape Town in August 2012. The GTP pursues the goal of an inclusive and economically prosperous greater Tygerberg region. The GTP cannot deliver on these goals without the support of the VRCID.

The VRCID is also part of the Urban Development Zone (UDZ). The UDZ is a tax incentive administered by SARS, and aims to encourage private sector-led residential and commercial development and re-development in inner-city areas with developed public transport facilities. The UDZ allows businesses which fall within its area to benefit from significant tax savings for building development. Investors are currently looking towards the VRCID area for future developments.

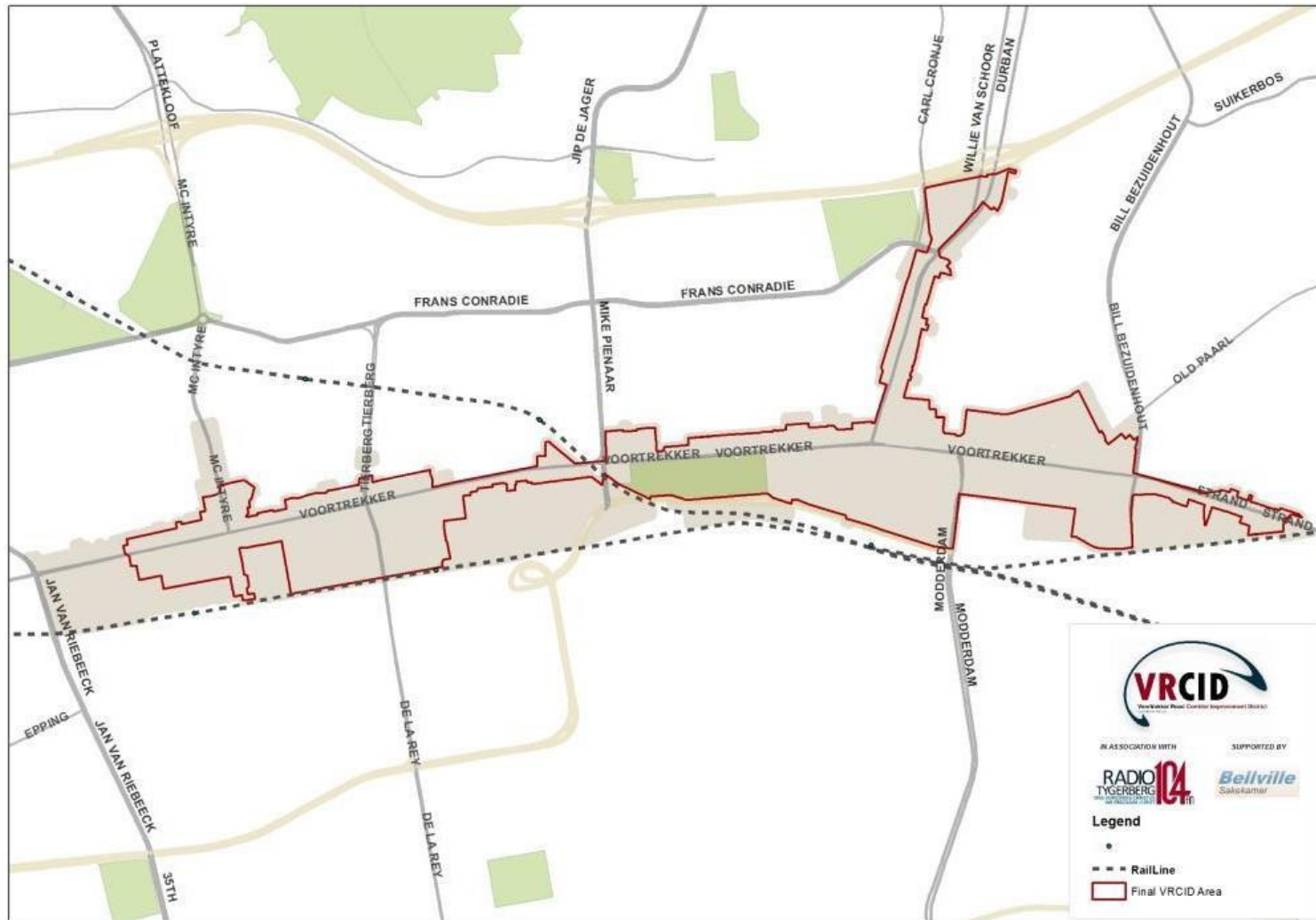
The VRCID supports the City of Cape Town’s Integrated Development Plan (IDP) which focusses on 5 pillars, namely the opportunity city, the safe city, the caring city, the inclusive city and a well-run city. All these pillars are part of the daily work being done by the VRCID.

The VRCID not only delivers for current commercial property owners but for all who use the VRCID as an area to work, live and play in. For example, all commercial and residential property owners and their tenants, visitors to the VRCID, commuters, shoppers, students and office workers etc. are directly affected by the work being done by the VRCID to ensure a safe, clean and sustainable Bellville and Parow CBD.

In April 2016 an urban management survey was done by the VRCID to assess the impact of the VRCID as experienced by the property and business owners of the area. Two Hundred and nine (209) participants completed the perception survey. The findings of the survey are part of this motivation to extend the term of the VRCID for a further 5 years.

## 2. Boundaries of the VRCID Area

The boundaries for the **VRCID** are outlined below: included within the boundary are residential properties, Places of Worship and City owned properties who do not contribute towards the VRCID levy.



### 3. Executive Summary

The VRCID is situated in close proximity of a number of important transport networks connecting the Bellville and Parow CBD's to the rest of the city. These being the railway line that passes through the middle of the suburbs of Bellville and Parow as well as the N1 freeway, Fransie van Zyl Boulevard, Tienie Meyer Boulevard, the R300 arterial, Robert Sobukwe Avenue, Mike Pienaar Boulevard and McIntyre Avenue. It is surrounded by other commercial and industrial nodes such as Stikland, Tri-Angle Farm, Parow Industria and Tygervally.

Notwithstanding this prime location, the Bellville and Parow commercial property owners found themselves at a crossroads by 2010. On the one hand, the area experienced a degree of investment, while on the other, it suffered many service-related problems which not only seriously threatened the success of the area, but had the potential to impact negatively on businesses and investments as the area showed the results of urban degeneration. Concerned commercial property owners formed a steering committee who sought the implementation of interventions by the private sector through the establishment of a Special Rating Area (SRA) in Bellville and Parow CBD's as from 1 July 2012 to be called the VRCID as from 1 July 2012.

The initially approved 5-year term of the VRCID SRA will end on 30 June 2017. Given the successes of the VRCID SRA over the last few years and the positive growth and development potential in the area, the VRCID has drafted this Business Plan for its operations to continue beyond 30 June 2017 for another 5-year term from 1 July 2017 to 30 June 2022.

### 4. Vision, Mission and Goals of the Voortrekker Road Corridor Improvement District

The vision of the VRCID is to create and maintain an urban environment along the Voortrekker Road Corridor that is clean, safe, caring and sustainable.

It is the mission of the VRCID to improve and upgrade the public environment for the benefit of all.

**The Voortrekker Road Corridor Improvement District has the following goals which are in support of the City of Cape Town and South African Police Services:**

- Provide public safety by proactive visible patrolling and cooperating with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area; this goal is over and above the services provided by the City of Cape Town and SAPS.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces in partnership with the City of Cape Town.
- Manage existing and new public infrastructure for the future benefit of all the users of the area in cooperation with the City of Cape Town.
- Protect property values.
- Attract new investment to the area.
- Support the promotion of the VRCID Business area as a safe and clean environment by promoting greening, energy efficiency, recycling and risk/disaster management.
- Support and promote social upliftment and development in the area.
- Promote and facilitate responsible giving towards eradicating poverty.
- The sustained and effective management of the VRCID area.

## 5. Background

The VRCID is situated in close proximity of a number of important transport networks connecting the Bellville and Parow CBD's to the rest of the city. These being the railway line that passes through the middle of the suburbs of Bellville and Parow as well as the N1 freeway, Fransie van Zyl Boulevard, Tienie Meyer Boulevard, the R300 arterial, Robert Sobukwe Avenue, Mike Pienaar Boulevard and McIntyre Avenue. It is surrounded by other commercial and industrial nodes such as Stikland, Tri-Angle Farm, Parow Industria and Tygervalley.

Notwithstanding this prime location the Bellville and Parow business and commercial property owners found themselves at a crossroads by 2010. On the one hand, the area experienced a degree of investment, while on the other, it suffered many service-related problems which not only seriously threatened the success of the area, but had the potential to impact negatively on businesses and investments as the area showed the results of urban degeneration. Concerned commercial property owners formed a steering committee who sought the implementation of interventions by the private sector through the establishment of a City Improvement District (CID) now known as a Special Rating Areas (SRA) in Bellville and Parow CBDs.



The steering committee identified the Special Rating Area model as a basis to address problems and counter any potential for further urban decay and the further increase of crime in the area. The formation of an SRA in the area enabled the establishment of a statutory body to manage and implement additional public safety and urban management operations in addition to those services provided by the City of Cape Town. The commercial property owners from the area supported the idea and the VRCID was established as an SRA on 1 July 2012.

The additional municipal services typically included the provision of additional public safety, cleansing services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area.

*The implementation of a properly managed SRA most often results in:*

- *A safer public environment to the benefit of all residents, visitors, businesses and property owners.*
- *Proactive and coordinated communication and direct consultation with the City's service directorates regarding service delivery to the Bellville and Parow areas.*
- *An equitable distribution of the cost to all commercial property owners for providing supplementary and additional services in the area in proportion to the municipal valuation of the property.*
- *The protection and tangible growth in property values and capital investments which encourages economic development in the area.*

**Figure 1: Locality map showing the position of the VRCID relative to the Voortrekker Road Corridor and Bellville CBD.**



In June 2012 the VRCID Board appointed a Chief Operations Officer to manage the implementation of the approved VRCID Business Plan that gave the initiative additional momentum. The actions and activities of the VRCID has made a significant impact on the area in the last four years. The creation of a safer, cleaner, sustainable and more attractive urban environment resulted in a more positive outlook on the VRCID.

The VRCID's proximity to hospitals, universities and colleges, markets, both Bellville and Parow train stations and the Bellville Taxi rank and the existence of major economic infrastructure makes this an area with the potential for strong economic growth. It is important to note that the following Businesses amongst others are situated within the VRCID or within close proximity thereof:

- 9 Tertiary institutions with more than 100 000 students
- 40 high and primary schools
- 7 Major Hospitals, including Tygerberg and Carl Bremmer Hospitals
- 144 medical sector businesses
- 67 Specialized Medical Practitioners
- 33 Banks
- 23 Attorney practices
- 5 Rail stations
- Cape Town International Airport
- Managed public parking areas
- Corporate Head and Regional Offices such as Sanlam, Vodacom, The Foschini Group to name a few
- Radio Tygerberg 104FM, a community radio station which serves the entire Northern suburbs

The initially approved five-year term of the VRCID will terminate on 30 June 2017. Given the successes of the VRCID over the last few years and the positive growth and development potential in the area, the VRCID has drafted this Business Plan for its operations to continue beyond 30 June 2017 for another 5-year term from 1 July 2017 to 30 June 2022.

## 6. Part 1: Urban Analysis

### Assessing the need for the VRCID SRA: Public Perception Survey April 2016

In support of the Business Plan the VRCID conducted an urban management survey in April 2016 to assess the impact of the VRCID as experienced by the property and business owners of the area. Two Hundred and nine (209) participants completed the perception survey. Sixty-three percent (63%) of the participants that completed the full survey are business owners renting the properties they operate and 27% are business owners owning the property they operate (See Figure 2). A significant number of survey respondents have been in the area as business and/or property owners for more than 10 years and therefore their opinion of the area and its current status is quite valuable. As shown in Figure 3, 20% of the participants have been in the VRCID area for more than 20 years while another 27% have been there for more than 10 years and a further 26% have been there for more than 4 years.

### Overall perception: 2011

The initial Public Perception Survey in 2011 tested the perception of the overall image of the area which was to become the VRCID. Figure 4 illustrates how most respondents viewed the area in 2011 when the initial business plan for the VRCID was drafted. During this time many negative responses were received regarding various aspects in the areas as listed below (taken from the initial Business Plan):

- 80% of respondents in 2011 felt that general cleanliness was a problem
- 79% of respondents in 2011 felt that safety and security was a problem
- 94% of respondents in 2011 felt that homelessness, vagrancy and the presence of street children had a negative impact

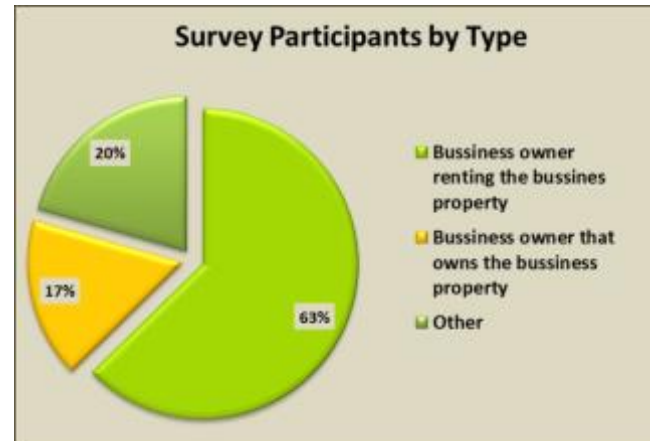


Figure 2: Survey participants by type



Figure 3: Tenure of respondents in the VRCID area

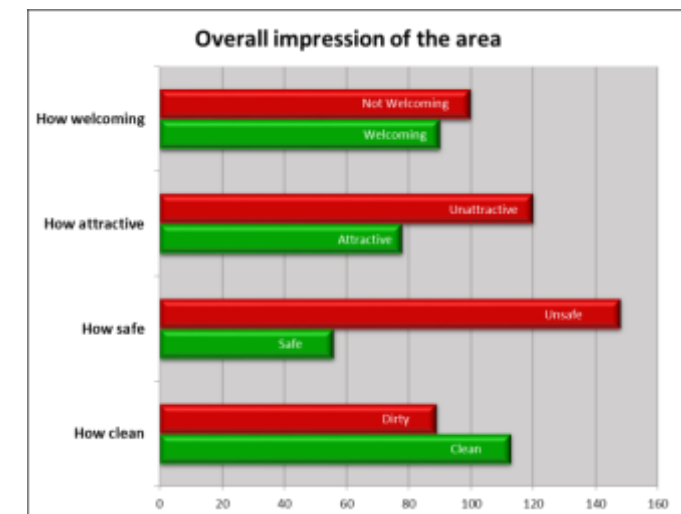
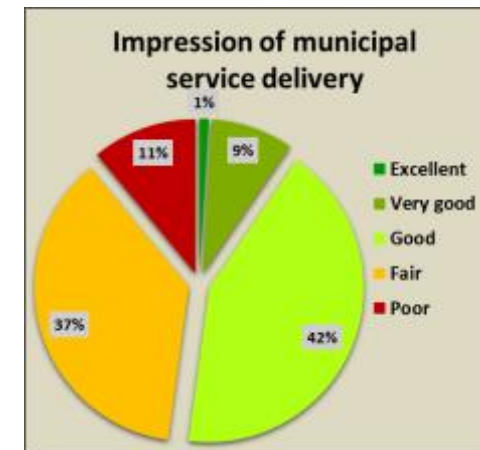


Figure 4: Overall impression by respondents of VRCID: 2011



*The Business Plan for 2011 included various images of urban decay and neglect.*

In 2011 the question on the overall impression of the VRCID area was followed by a measurement of the overall impression of Municipal service delivery. Respondents were given a choice to select a range of answers from Excellent to Very Good, Good, Fair and Poor. When these answers are analyzed further, responses of Excellent and Very Good illustrate satisfaction, Good represents “middle of the road” acceptable while Fair and Poor represents dissatisfaction. On this basis it is evident that up to 48% of the respondents were less satisfied with municipal service delivery. 10% were clearly satisfied and 42% were satisfied (refer to Figure 5).



*Figure 5: Impression of municipal service delivery*



*VRCID teams embarked on a major clean-up operation of the entire VRCID area*

## Safety and security: April 2016

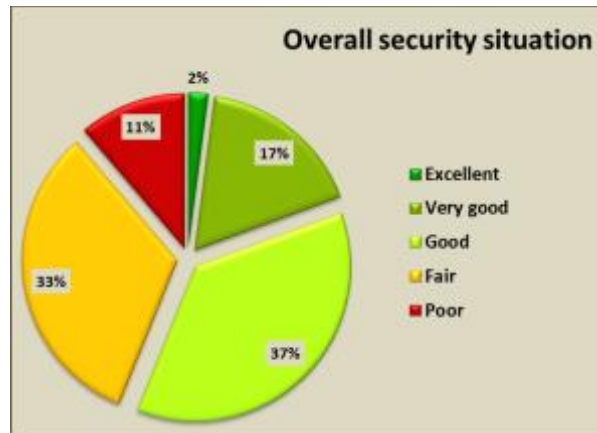


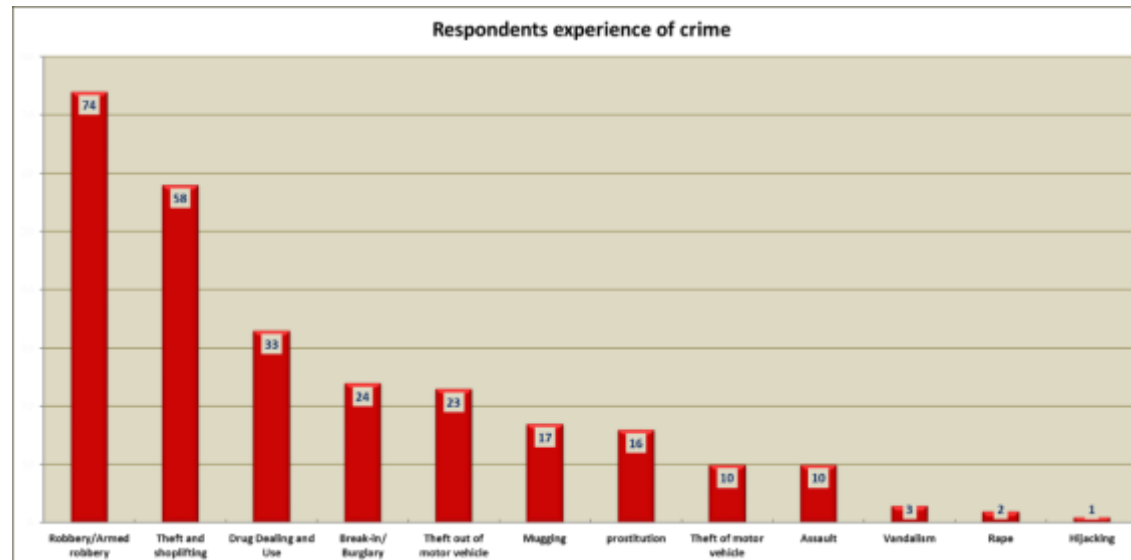
Figure 6: Overall security situation

Participants were asked to rate the overall security situation within the VRCID. Overall, 56% rated the overall security situation as excellent to good to very good; 33% rated it as fair and only 11% rated it as poor (see Figure 6). The analysis illustrates a fairly high level of satisfaction with the level of safety and security in the area.

The next question focused on respondents' perception of public safety in the VRCID. Participants were asked to identify the types of activities that occur most frequently in their area. Figure 7 illustrates the various activities highlighted in the questionnaire and the frequency that each activity was listed by the participants. Although these figures cannot be regarded as accurate crime statistics or empirical evidence of crime, it illustrates that Robbery, Theft and shoplifting, Drug dealing and Use, Break-in and Burglary and theft out of motor vehicles occurs most often in the area.

Participants were also asked to identify the location where most crimes occur. Table 1 lists the various locations and the frequency these were listed as locations of criminal activity. Participants were asked to express their opinion regarding the effectiveness of current SAPS policing efforts. 14% indicated that current efforts are poor. Only 47% has the opinion that the local SAPS service is good to very good.

Some of the comments listed regarding the opinion on SAPS effectiveness (ineffectiveness) include:



- Can improve on response time
- Not much visibility
- Not enough staff
- Not much support - investigate, no follow up
- Not visible enough
- Police can do better
- Lots of individuals with little action
- Lack of support and not visible
- They could respond a bit quicker to calls
- Police are corrupt
- Not visible on weekends

Figure 7: Number of times that participants listed typical criminal activities

Location	Frequency	Location	Frequency
Voortrekker Road	33	Dirkie Uys Street	1
Durban Road	3	McDonalds	1
Station Road	3	Oldies Pub	1
Kind Edward Road	2	Picton Street	1
Amden Street	1	Scharmberg Road	1
Bellville Train Station	1	Bellville Taxi Rank	1
Bellville CBD	1	Vrede Street	1

*Table 1: Listed criminal activity locations*

Since July 2012 the VRCID has built positive relationships with all safety and security role-players especially the Bellville and Parow SAPS, City of Cape Town Law Enforcement and Metro Police and the Provincial Department of Community Safety. This resulted in a more cohesive approach to crime prevention and visible policing in the area resulting in a downward trend on some criminal activity in the public environment.



*Joint operations between SAPS, Law Enforcement and the VRCID resulted in several arrests for various crimes*



The survey also measured the visibility of the VRCID public safety officers. Survey participants were asked if they notice the VRCID Public Safety Officers and the work they do. 76% of the participants indicated that they have noticed the VRCID public safety officers and the work they do (See Figure 8). In July 2014 the VRCID partnered with various organizations to improve the activities of the VRCID public safety officers. This initiative combined theoretical and practical training of the patrol officers and also included rebranding the officers uniform to be more visible and present a positive image.

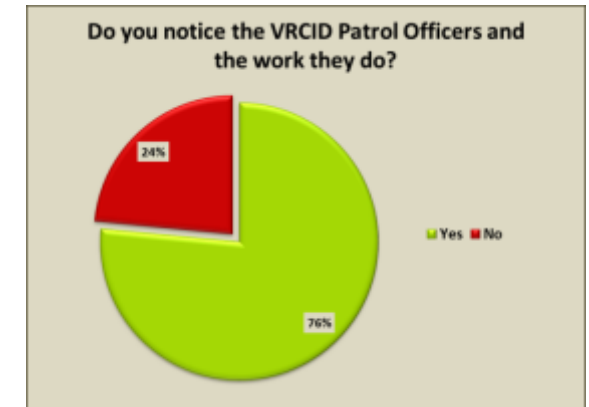


Figure 8: Opinion on VRCID Patrol Officers



## Litter and cleanliness: April 2016

Overall, 56% of those surveyed in April 2016 regard litter in the public areas as a problem. The opinion of people regarding litter and cleanliness can be very subjective and difficult to measure. The responses should be regarded as observations by the participants although it can be argued that the responses are based on people's desire for their area compared to the current situation. 15% is of the opinion that litter is not a problem and 29% regarded it as much less of a problem (See Figure 9). Their opinion is further supported in that 18% regarded the VRCID area as much cleaner than 3 years before and 37% regarding the VRCID area as somewhat cleaner than 3 years ago (See Figure 10). The next question measured the visibility of the VRCID cleaning and maintenance team. Survey participants were asked if they notice the VRCID cleaning and maintenance team and the work they do. 79% of the participants indicated that they have noticed the cleaning team and the work they do (See Figure 11).

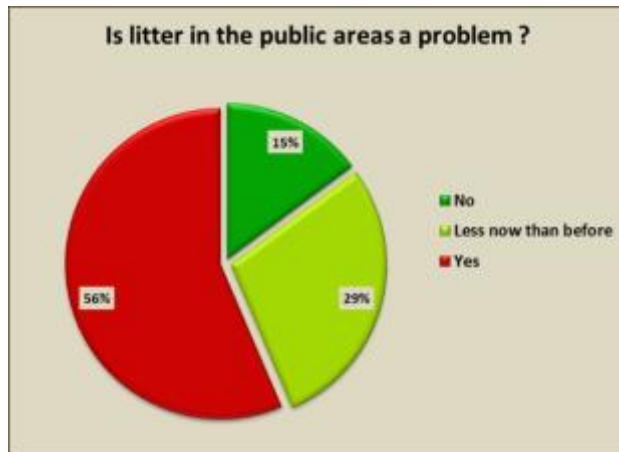


Figure 9: Overall opinion of cleanliness of the area Compared to 3 years ago

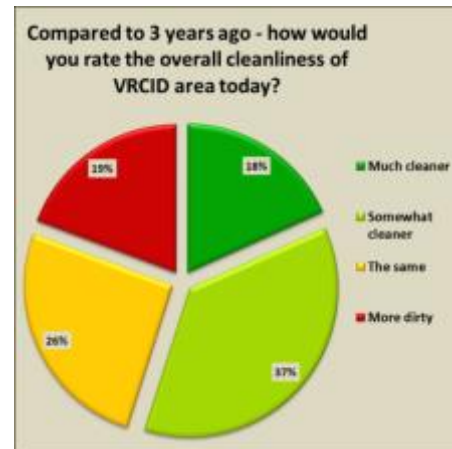


Figure 10: Overall opinion of cleanliness of the area compared to 3 years ago

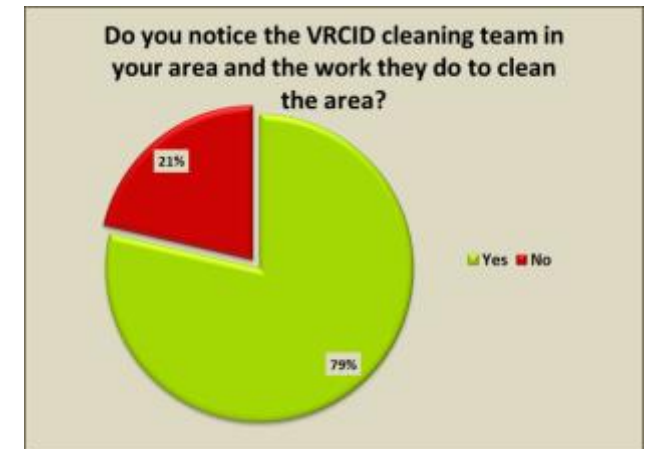


Figure 11: Opinion of the cleaning and maintenance team



Maintaining public spaces in support of the City of Cape Town



Only 40% of respondents highlighted illegal dumping as an issue (Figure 12). Most of the participants that indicated that this is a problem also indicated where the most illegal dumping takes place. Vacant City owned land, Voortrekker Road and side streets and the Bellville station and taxi rank area are frequently mentioned as locations for illegal dumping. It is encouraging to note that 45% of respondents don't regard illegal dumping as a problem and 15% regarded it as much less of a problem than before. The VRCID works with the various Law Enforcement Agencies and since 2012 eradicated illegal dumping to a large degree. Areas frequently used for illegal dumping was cleared and is maintained dumping-free. The VRCID also instituted a social work programme whereby previously homeless people can work in the VRCID in return for support to live at a shelter. This process also assisted the VRCID in creating a clean environment.

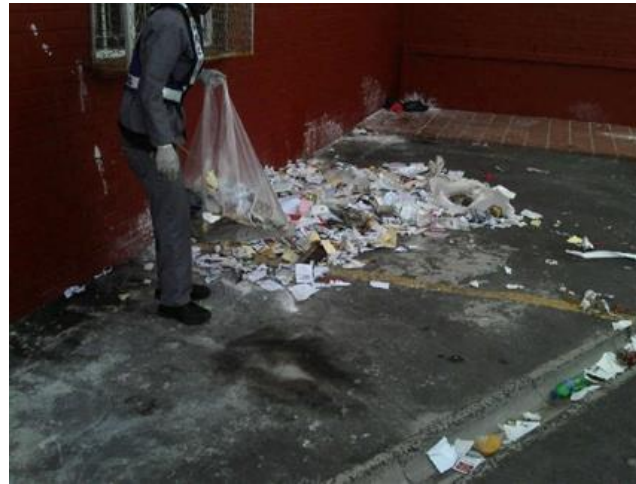
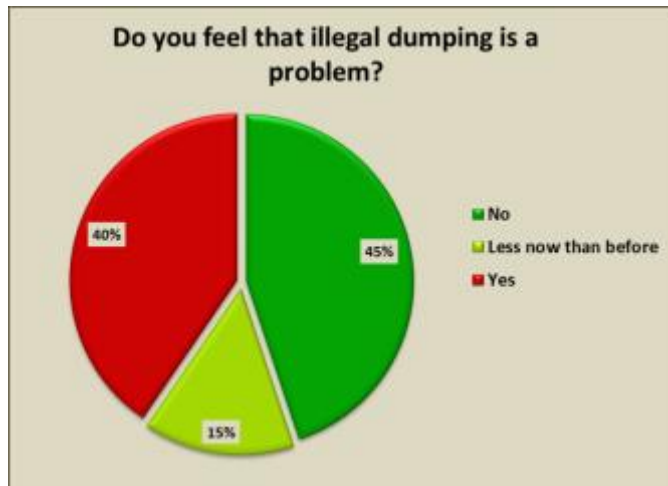


Figure 12: Illegal dumping



Before and after images of VRCID urban management teams addressing illegal dumping



## The public environment: April 2016

The third section of the survey collected opinions regarding the public environment, especially the participants' opinion regarding the maintenance and safety of pavements and the general state of public spaces and other public amenities. Participants were asked to provide an overall rating of the public environment. As illustrated in Figure 13, 41% of the participants rated the overall quality of the public environment as good to excellent. In general, the public areas within the VRCID are fairly clean but the infrastructure is old or sub-standard in some areas. General disrepair of landscaping and sidewalks is visible in many areas but this is being addressed with the VRCID Social Development programme and we are also bringing this under the attention of the various departments at the City of Cape Town. There is a few public areas that offer attractive locations for the workers and visitors. It can be noted that the sidewalks and other areas are considered good in terms of surface and safety with 67% of participants sharing this opinion (See Figure 14).



Figure 13: Rating of the overall public environment



Figure 14: Safety of sidewalks

The VRCID undertook numerous public area upgrades over the last 24 months and will continue to create more attractive public areas for the people working, living and visiting the VRCID. Some of these improvements include the surfacing of sidewalks, the development of landscaped areas and pathways and the upgrading of public infrastructure.



Before and after images showing repairs to sidewalks and landscaped areas

## Social environment: April 2016

The fourth section of the survey focused on the social environment. Most areas experience a level of homelessness with people using the opportunities to beg for food and money, in many instances aggressively whilst under the influence of alcohol. Homeless people often use public areas such as parks and alleyways for shelter and toilets and congregate on areas of potential income such as parking areas and shopping malls. Homelessness was considered a major issue everywhere in the area a few years ago. Survey participants were asked if they perceive homelessness as a problem. 83% of respondents still regard homelessness as a problem yet 7% indicated that it is not a problem and 10% regarded it as much less of a problem than before (See Figure 15).

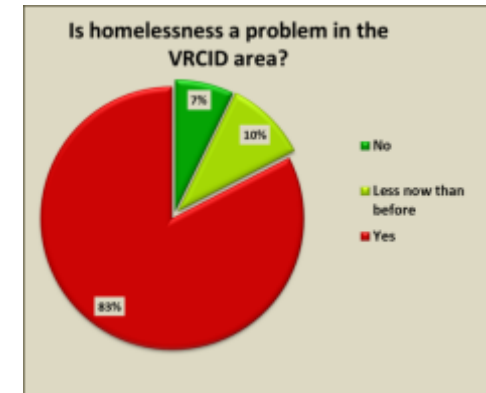
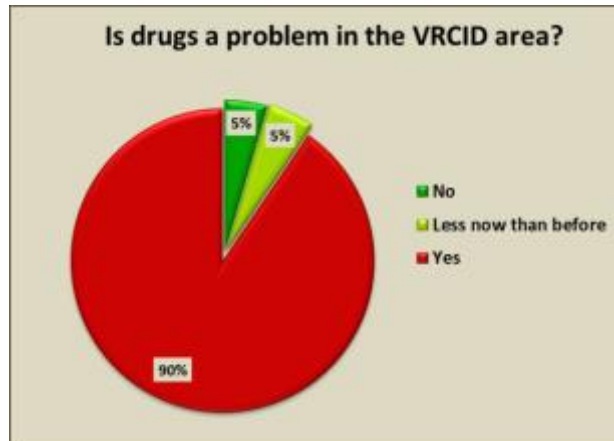


Figure 15: Perception of homelessness in the VRCID



Although drugs can be regarded as a criminal activity it is also directly connected to the social health of a community. 90% of respondent's regard drugs as a problem in the VRCID area and this is a matter of serious concern. Drug dependencies often lead to criminal activity in order to satisfy the need for money to buy drugs. Figure 16 shows the opinion of respondents in the VRCID regarding drugs.

The VRCID undertook a number of projects to address the homeless issues in the area. Most significantly was the appointment of a full-time Social Development Manager and 2 Field Workers to interact and liaise with the homeless on a daily basis as well as NGO's in the area. In this process, the VRCID has for the first time brought all role-players together on a monthly basis to discuss programmes, successes and challenges. This process produced positive results. A number of the previously homeless people have found permanent employment with MES, the VRCID's partner in addressing homelessness and job creation within the Bellville and Parow areas.

Figure 16: Perception of drugs in the VRCID



MES and VRCID social development teams working together to return dignity to the homeless and reunite families

## The Voortrekker Road Corridor as a business node: April 2016

Survey participants were asked to indicate their opinion on the change in the status of the area over the last five years. 51% of the respondents of the opinion survey indicated that the area has improved. 27% indicated that it has remained the same and 22% indicated that it has deteriorated (See Figures 17). It is however very important to note why people say the area has improved or deteriorated. Reasons why people say the area has improved include:

- Improved slightly
- Big improvement initially
- VRCID doing a good job under very difficult circumstances
- Cleaner streets
- More improvement needed on safety side at Voortrekker Road
- Feel safer to walk in Durban Road than before
- Its cleaner but still unsafe
- Upgraded area, better security
- Upgraded buildings & cleaning services
- The streets are cleaner in my area
- Seems a bit cleaner, buildings better maintained
- VRCID Patrol officers in the area
- Only see VRCID cleaners cleaning the streets

The last two questions measured the level of satisfaction of property and business owners in their decision to have a business in the VRCID. Figures 18 and 19 illustrate the results. The overwhelming positive response underlines the overall sentiment that most business is positive in the decision to have a business located in the VRCID. 15% were very satisfied and 46% are somewhat satisfied. 13% were somewhat disappointed and only 7% indicated that they were very disappointed.

It is quite clear that the interventions implemented by the VRCID since 2012 have had a significant positive impact on the area. It therefore supports the need to extend the term of the VRCID to continue with the positive work done to date.

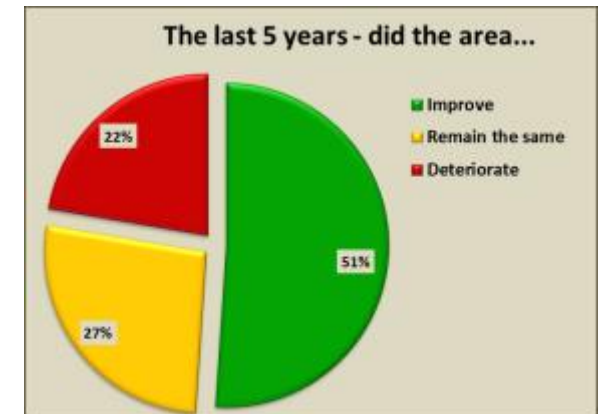


Figure 17: Status of the area over last 5 years

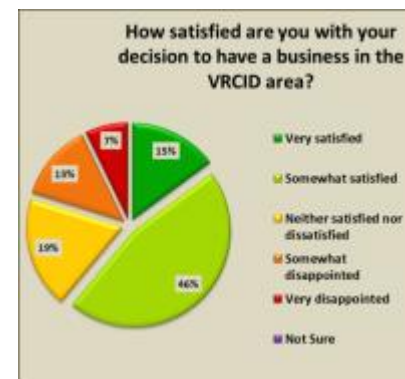


Figure 18: Level of satisfaction of doing business in the VRCID area



Figure 19: Business confidence in the VRCID area

## 7. Part 2: Special Rating Areas

### What is a Special Rating Area (SRA)?

In principle the SRA will enable the establishment of a statutory body (a Non Profit Company) managed by a board elected by its members, and operated by a management team appointed by the board as per the SRA By-law of the City of Cape Town. An SRA refers to a clearly defined geographical area where property owners, either commercial, residential or both, from the area pay an additional rate to fund additional municipal services to improve and upgrade that specific area as set out in the business plan for the SRA. In the instance of the VRCID, only commercial property owners contribute towards the SRA levy.

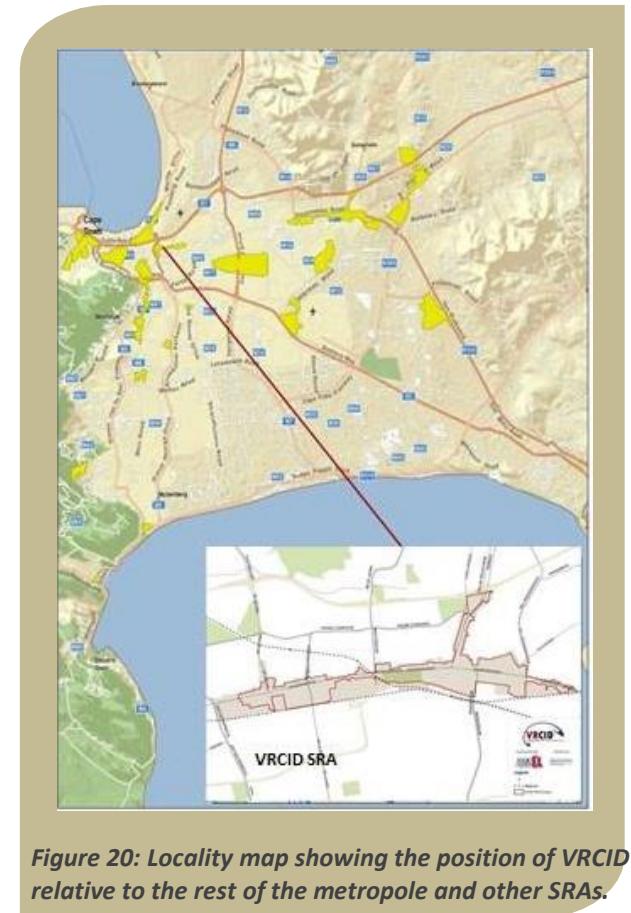
The additional municipal services typically include the provision of additional public safety, public area cleaning services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area. The SRA additional rates (which attract VAT) will be collected by the City of Cape Town from property owners in the area and paid over to the SRA Non Profit Company (NPC). The budget will be dedicated to the specific area only. The SRA additional rates paid by the property owners in the area means an equitable split based on municipal property valuation. The cost of the additional municipal services allows individual property owners to benefit from a well-managed neighbourhood including a shared sense of communal pride, safety and social responsibility.

An SRA may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

### Formation and operation of a Special Rating Area

The procedure for establishing and managing a SRA is described below.

- The geographic boundaries of the improvement district (SRA) have to be established.
- All property owners within the defined area should be consulted and exposed to the proposed intervention.
- A perception survey measures the perception of people in the area and highlights specific needs and shortcomings.
- A comprehensive business plan must be developed to address the needs of the area.
- A consent and objection period has to occur and a pre-determined majority (50% plus 1) of the property owners must vote in favour of the SRA in order to apply for the establishment of an SRA.
- Additionally, the Council has the final approval of the SRA.
- Every property owner needs to be informed about the establishment of the SRA.
- Once a SRA is approved, all of the property owners within the SRA have to pay the additional rate except those that are exempt in terms of the Rates Policy.
- Once legally constituted, the local authority will collect the additional rate from all property owners within the demarcated area.



*Figure 20: Locality map showing the position of VRCID relative to the rest of the metropole and other SRAs.*



- The local authority collects the additional rates from the property owners within the boundary of the SRA and pays the SRA (NPC) monthly one twelfth of its approved budget less 3% which is retained as a provision for bad debt.
- Each SRA has its own board of directors, elected by the members of the SRA. The Board of directors consists of property owners or their representatives within the SRA. The City of Cape Town and Department of Community Safety is also represented at Board meetings.
- A Non-Profit Company (NPC), which is responsible for the management of the SRA, within the framework of the approved SRA business plan will oversee the implementation thereof.
- The board can appoint service providers and staff to manage the day-to-day operations within the SRA.
- The supplementary services provided by the SRA should represent the actual needs of the area according to the vision of the property owners for the area. The services provided are decided by the property owners as SRAs are property-owner driven.
- The local authority must maintain its current level of service and must continue providing similar services when the SRA is in operation. This is to ensure that the SRA services remain supplementary and are not a replacement for local authority baseline services.
- The SRA is established for an initial period of five years. Annual and term renewals are required.
- An SRA may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

## Typical services offered within a Special Rating Area

Services offered within a SRA do not replace the services of the City of Cape Town but rather complement and supplement those services. Typically, SRAs provide the following services:

### Improved public safety

SRAs provide supplementary public safety services to enhance services from the policing services. With the assistance of Public Safety Officers from the appointed private security companies, SRAs effectively provide visible policing of the public space in conjunction with SAPS, Metro Police, Neighbourhood Watches and existing Community Policing Forums.

### Cleaning and maintenance

SRAs provide cleaning and maintenance services over and above those provided by the City. This could include frequent pavement and street sweeping, daily trash and litter removal, weeding of pavements, reporting of illegal posters/pamphlets in the area and graffiti removal from public amenities.

#### What are the benefits of SRAs?

##### The SRA approach is holistic

*All issues that may be negatively impacting on the area are investigated and dealt with on an integrated basis by the property owners and stakeholders within the area.*

##### Enhancement of the environment and strengthening of investor confidence

*Enhancing the safety, cleanliness and economic vitality of different urban nodes which include: residential, retail and/or industrial – strengthening competitiveness.*

##### The SRA supports investment

*The perception of public safety, grime and general disorder in most urban areas has a negative impact on residents, family life and the willingness of people to visit the area and thus sustain economic growth and development.*

##### An SRA creates a positive identity for the area

*The establishment of a SRA provides a new and positive identity from which to launch a concerted effort to maintain and enhance the asset base in the area thus attracting continued investment and development.*

##### The SRA offers private sector management and accountability

*Once the SRA is set-up, a management body is established in the form of a Non-Profit Company. This company appoints a manager through which the SRA is managed. Annual reports and budgets are developed by the SRA management team which provides a full set of monthly management accounts overseen by the board. This ensures that the SRA is directly accountable to those in the community who pay the additional rate. In addition, the Inter Service Liaison Department of the City of Cape Town provides an oversight role to ensure appropriate execution of the business plan and management of the public funds.*

## Urban monitoring

Urban monitoring aims to regularize the quality and management of the environment producing management information that contributes to increasing the urban management know-how and capacity in a given area. This is achieved through a system of breakdown and incident identification, recording, reporting, tracking and resolution carried out by the VRCID.

## Place Marketing and Branding

The identity or the “DNA” of a place is what distinguishes it from another, providing people with a richly layered sense of that place and what connects them to it, giving them a stake and a sense of ownership within. The identity of a place equals its distinctiveness, and distinctiveness only occurs when the features and character of that place have been used creatively to develop and promote it. Whatever they are, these individual qualities can quite literally transform the economy of an area and the way it is promoted. Identity, and the way it is used to market a place brings opportunities for community development, with property owners and stakeholders participating in projects that not only develop that locality but the network of relationships within it.

## Parking and transportation

SRAs work closely with the City of Cape Town, Taxi Associations and Metrorail to agree and implement effective parking and transportation solutions. The VRCID has for example, partnered with the City of Cape Town to ensure that public parking areas within the VRCID are clean and safe by managing these areas on behalf of the City. Since the VRCID’s intervention, crime has reduced by nearly 90% on these public parking areas.

## Social services and Informal Trading Management

SRAs form alliances and partnerships with local NGOs and institutions and help to address common social issues within the immediate and surrounding area. It is common for SRAs to work with the City of Cape Town to implement local By-Laws and policies including informal trade management.

### What are the benefits of SRAs?

#### The effectiveness of the SRA is constantly measurable

*Through the utilization of tools such as the urban monitoring system, urban environments are managed and monitored at street level on a regular and on-going basis. Statistical information, reports and graphs are generated and enable the SRA board and stakeholders to measure the success trends and developments over a period of time.*

#### SRAs monitor any new developments or interventions that impact on the area

*As the custodian of the area, the SRA is aware of developments in the area and is in a position to make collective comment to the authorities on land use change in order to guide the decision process.*

#### SRAs form effective working relationships with appropriate bodies or associations

*These relationships could include the local authority, tourism associations, and community policing forums, to name a few.*

#### The SRA is able to put forward ideas for change to the local authority

*Due to its close relationship with the local authority, the SRA is able to petition for new initiatives which will further improve the area, for example, traffic surveys.*

## 8. Part 3: VRCID Business Plan

### Vision, Mission and Goals of the VRCID

The vision of the VRCID is to create and maintain an urban environment along the Voortrekker Road Corridor that is clean, safe and sustainable.

It is the mission of the VRCID to improve and upgrade the public environment for the benefit of all.

### The VRCID has the following goals which are in support of the City of Cape Town and South African Police Services:

- Provide public safety by proactive visible patrolling and cooperating with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area; this goal is over and above the services provided by the City of Cape Town and SAPS.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces in partnership with the City of Cape Town.
- Manage existing and new public infrastructure for the future benefit of all the users of the area in cooperation with the City of Cape Town.
- Protect property values.
- Attract new investment to the area.
- Support the promotion of the VRCID Business area as a safe and clean environment by promoting greening, energy efficiency, recycling and risk/disaster management.
- Support and promote social upliftment and development in the area.
- The sustained and effective management of the VRCID area.

The Business Plan is based on the results of the perception surveys compiled in 2011 and 2016 with due recognition of the specific management issues, safety, cleaning, urban management and social needs of the area.



In order to address these needs the VRCID will be directed to address six main focus areas namely:

- The management of the VRCID operations.
- The provision of extensive safety and security measures in the public areas only.
- The cleaning, greening and maintenance of the public spaces in the area.
- In co-operation with the relevant City of Cape Town departments, actions will be taken to address and monitor urban management issues related to the public infrastructure in the VRCID.
- Public Relations and Communication efforts will be undertaken to promote the VRCID as a well-managed and functioning Central Business District for both Bellville and Parow.
- The provision of services to address the Homeless situation within the VRCID and to create jobs in partnership with local NGO's.

The specific actions to achieve the above operations are set out below. In addition, a detailed Implementation Plan is provided as an Appendix C.

## Current City of Cape Town service levels

The VRCID management will continue to facilitate communication and consultation with the various City of Cape Town line departments responsible for service delivery in the VRCID area.

## Management of the VRCID

The VRCID will continue to be managed by its own board of directors, elected by the members of the SRA. The Board of Directors consists of commercial property owners or their representatives within the SRA. The City of Cape Town and Provincial Department of Community Safety is also represented at Board meetings. The Board manages a Non-Profit Company (NPC), which is responsible for the management of the SRA, within the framework of the approved SRA business plan and oversees the implementation thereof.

Elected Board members take responsibility for the various portfolios in the company and regular board meetings allow the Directors to review current operations and apply corrective measures as and when required.

The Board can appoint service providers and staff to manage the day-to-day operations within the SRA. The supplementary services provided by the SRA should represent the actual needs of the area according to the vision of the commercial property owners for the area. The services provided are decided by the commercial property owners as SRAs are property- owner driven. The SRA will be managed by a SRA manager appointed by the Board and will oversee the day-to-day delivery of the additional services according to the Business and Implementation Plans.





A formal Annual General Meeting is held every year to review the performance of the SRA and to confirm the mandate from the members. The budget and implementation plan for the next year is also presented and discussed for approval at the AGM. The AGM also provides the opportunity to elect new Directors to serve on the board of the NPC.

## Public Safety

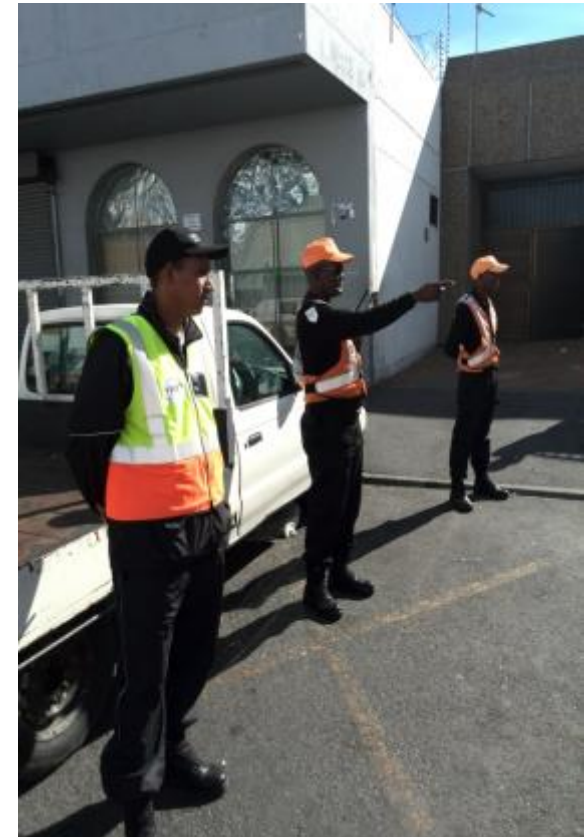
In order to improve safety and security the VRCID will continue to develop and refine a comprehensive and integrated public safety plan for the area in conjunction with the appointed service provider. These actions will include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Provincial Department of Community Safety
- Community organizations
- Other stakeholders

The SRA initiative and the inherent security situation of the area requires the deployment of patrol officers and patrol vehicles to adequately secure the public areas. Such a deployment can be expensive to implement and therefore the focus of the public safety plan is for 24hour operations, 7 days a week. Public Safety Officers are supported by a vehicle patrol element and a manned operational centre with a dedicated 24-hour contact number for VRCID levy payers.

## Public Safety Patrol Officers

The public safety patrol officers are brightly uniformed ambassadors that help to maintain an inviting and comfortable experience by serving as additional “eyes and ears” for local law enforcement agencies. They are the face of the area. Typically, they get to know their neighbourhood and community very well and often serve as a first point of contact for emergency needs, help law enforcement to maintain order and providing an additional deterrent to crime through their consistent coverage and visibility. Public Safety Patrol Officers are equipped with two-way radios and patrol the area at key times of the day. They become an integral part of general law enforcement, often being the ones to identify criminal activity and form an extension of the SAPS and the local authority law enforcement. A smaller group of well-trained public safety patrol officer have proven to be very successful in securing an area through active engagement with all people in the precinct. Additional training of patrol officers is required to become knowledgeable on how to identify and report issues, first aid and first-responder training, communication skills and homeless outreach services. Beyond basic training the Public Safety Patrol Officers develop a keen awareness and information of specific neighbourhood safety issues including drug trade, gang presence, poverty, social issues, criminal activity and behavior. If required patrol officers also provide walking escorts to people entering businesses early or staff leaving work late or elderly and vulnerable people feeling insecure.



It is proposed that 25 public safety patrol officers be deployed in the VRCID at all times on a 24hour, 7 days a week basis. They will be supported by 5 patrol vehicles. In addition, a 24- hour operational control centre is manned to direct all radio communications between the Public Safety patrol officers and the patrol vehicles. There is also a dedicated contact number for VRCID levy payers.

This will provide additional safety measures and an increase in visible security presence.

#### The public safety plan includes:

- 25 x public safety patrol officers patrolling the area on foot, 7 days a week during the day-time (07:00 – 18:00).
- 25 x public safety patrol officers patrolling the area on foot, 7 days a week during the night-time (18:00 – 07:00)
- 3 x mobile command posts to be used as roving command posts.
- 5 x patrol vehicles patrolling the area on a 24/7 basis.
- Radio communications network.
- 24 Hour operational control centre with a dedicated contact number.

#### Assistance from the City of Cape Town

The VRCID will further enhance its safety and security initiative through close cooperation with the Safety and Security Directorate of the City of Cape Town to link in with their initiative to support a safer public environment. This effort will be focused on using the services of Law Enforcement officers from the City of Cape Town as well as the Neighbourhood Safety Officers when they are deployed by the Metro Police in the area. These services are made often made available to SRAs by the City of Cape Town. These officers:

- can enforce compliance with By-Laws and Policies,
- have powers of arrest,
- can Issue appropriate fines for the transgression of City By-laws,
- enhance safety and security in the VRCID.



## Operational safety and security forum

In order to facilitate an integrated approach, the VRCID will continue its participation in the existing safety and security forum in association with the appointed security service provider. These actions will include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums and Neighbourhood Watches
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Community organizations
- Other stakeholders

This forum will continue to encourage the involvement of members of the VRCID, property owners, tenants, businesses and representatives of the above mentioned organizations. Operational and response protocols will be refined. This forum will continue to share pertinent information as well as trends or emerging threats. The forum is attended by the following stakeholder groups on a monthly basis:

- The preferred private security service provider – employed by the VRCID
- The cleansing supervisor of the VRCID
- The local SAPS Commander/s
- Metropolitan Police Services
- Law Enforcement Services
- Traffic Services
- A representative of the Community Policing Forum/Neighbourhood Watch
- Representatives of other private security companies operating within the area.



## Perimeter security and security applications

Commercial property owners and businesses will be encouraged to improve existing security applications. This includes initiatives to encourage property owners and businesses to secure their perimeters, light up their premises and install surveillance cameras.

## Area Cleaning and Urban management

Most established Special Rating Areas that have appropriate budgets available have deployed the services of a dedicated public cleaning service to provide the “top-up” or additional cleaning services required in their areas. To ensure the most effective cleaning plan the strategy will support existing waste management services, identify specific management problems and areas and assist in developing additional waste management and cleaning plans for the area.

The plan will be executed by establishing a VRCID cleansing team to:

- Decrease waste and littering in the VRCID through a sustainable cleaning programme.
- Provide additional street sweeping, waste picking and additional refuse collection in all the public areas.
- Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.

Urban infrastructure will be improved by:

- Continuing to develop and implement the plan to identify and monitor the status of public infrastructure such as roads, pavements, streetlights, road markings and traffic signs.
- Coordinating actions with the relevant City of Cape Town's departments to address infrastructure defects. This will be done through specific liaison with departments and officials in addition to the reporting and monitoring of repairs identified by the VRCID via the C3 system of the City of Cape Town.
- The VRCID will implement local actions to correct minor issues.

In addition, the urban management team will in consultation with the relevant City Departments continue with:

- Graffiti removal from non-municipal infrastructure where possible.
- Removal of illegal posters and pamphlets from public spaces and non-municipal infrastructure as noted in the VRCID Implementation Plan.
- Correction of road signs.
- Greening, tree pruning and landscaping.
- Kerb, bollard and paving reinstatements.
- Storm water drain cleaning where required, especially before winter rains to prevent flooding.

The cleaning contingent will deploy the team in various areas and rotate throughout the VRCID. Team members can be recruited from homeless people seeking gainful employment and training can be facilitated to improve their skills and potential contribution. The cleaning and urban maintenance team includes:

- 1 x Cleansing Supervisor per day.
- 15 x Cleaners per day. The shifts will be run 7 days a week during the day time only.

The following equipment will be required:

- General cleaning equipment such as spades, rakes, picks, wheelbarrows etc.
- General maintenance tools such as scrapers, paint brushes, spanners, weed blowers, saws etc.
- Materials such as paint, graffiti remover, cement and cleaning materials such as plastic bags which will be acquired as and when needed.
- High pressure hose.





## Recycling Initiative

The City of Cape Town's Solid Waste Department have embarked on various recycling projects incorporating waste drop-off facilities completely dedicated to recycling and/or the appointment of waste recycling companies that support the collection and recycling of waste from businesses. The VRCID continues to develop and facilitate similar facilities and initiatives for the VRCID area in support of the need for recycling programs.

## Informal Trading Management

The City of Cape Town is working with the VRCID to implement an informal trading plan for the area. The VRCID works with the relevant City of Cape Town departments to ensure the efficient functioning and regulation of the informal trade environment to the benefit of all formal and informal businesses.

## Social responsibility

The social issues of the VRCID remain varied and complex and no single plan or approach will address these issues. The VRCID will continue to coordinate social intervention actions with the various NGO's and social improvement organizations in the area and assist in the development of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organizations and institutions.

The VRCID has established a Joint Operations Committee where a platform was created for various sectors that deal with street people to come together and develop an integrated, functional protocol with specific reference to the street people in the Northern Suburbs. Different Task Teams continue to address the street people problem in a pro-active way, but also to assist the street person and the community in such a way that the street person can be re-integrated in the community.

The Social Intervention Plan can only succeed by offering unemployed and or homeless people an alternative. Therefore, the VRCID's Social Development programme will continue into the next 5 years. Partnerships between SRAs and NGOs create a more cost effective approach when large area clean-ups or specific maintenance tasks are required. In addition to the permanent maintenance team the social work programme is used to deploy previously homeless people from NGOs for specific clean-up projects in the VRCID area. Creating employment opportunities via an NGO as e.g. a cleaner will create a pathway out of unemployment and homelessness for people in the VRCID and surrounding areas.

The VRCID will also be expanding the Social Development Department with the employment of 3 Fieldworkers who will:

- Interact with the street people, other marginalized people and street children in the VRCID area on a daily basis.
- Provide or refer the clients to the necessary services and motivate them on an ongoing basis to access the services offered to them.
- Re-integration services (re-integration of the street people in a functional community and income generating opportunities).



## Public Relations and Communications

Public Relations and Communications will focus on communicating with the members, businesses and commercial property owners of the VRCID by:

- Maintaining an informative website.
- Distributing VRCID flyers and/or newsletters reflecting the initiatives and successes of the VRCID.
- Promoting the VRCID amongst the local businesses and industries.
- Promote community pride through the initiatives of the VRCID in making the area cleaner, safer and sustainable.
- Promote the VRCID through high visibility branding on the patrol vehicles and mobile security trailers.
- Promote the VRCID through high visibility uniforms with VRCID branding for the patrol officers and cleansing staff.
- Press releases and liaison with the media.
- Provide information to the City of Cape Town on VRCID successes.
- Provide support to other areas and business nodes wanting to establish SRA's.
- Liaise with international Business Improvement Districts in terms of knowledge sharing.

## Commercial Property Owner Supported Projects

Commercial Property owners with the financial means to contribute beyond their SRA levy will be encouraged to support various additional initiatives such as:

- Donation of infrastructure for the deployment of CCTV cameras of properties in strategic locations.
- Job creation and skills development opportunities via MES or any other NGO identified by the VRCID.
- Funding of voluntary additional services including landscaping of public spaces through an “adopt a spot” initiative.
- Donation of supplies and equipment for the urban management operations of the VRCID such as uniforms, branding, signage, cleaning equipment.

All additional funding will be applied in line with the Business Plan and be approved by the Board and included into the next year's Implementation Plan and Budget and must be sustainable interventions.



## **5-Year Budget of the VRCID**

The 5-year budget for the operations of the VRCID is set out in Appendix A. It reflects the identified needs of the VRCID operations in as cost effective a manner as possible. Income in the form of additional rates will be derived from all commercial properties in the area and this attracts VAT. Should property owners receive partial or full relief in respect of rates they would enjoy full exemption from payment of any VRCID additional rates. Only commercial properties will be paying additional rates towards the SRA.

Appendix A to the VRCID Business Plan Term Renewal  
1 July 2017 to 30 June 2022

5 Year Budget



Appendix B to the VRCID Business Plan Term Renewal  
1 July 2017 to 30 June 2022

## Corporate Governance

The following Directors currently serve on the Board of the VRCID 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)  
Sam Pienaar (Private Property owner)

The above Board meets four times per year to review strategy, budgetary allocations and to consider the Board reports as submitted by the Chief Operations Officer of the VRCID. There are also representatives of the City of Cape Town and Provincial Department of Community Safety who attend the Board meetings. In addition, the Board has various sub-committees which in turn lend support and guidance to the VRCID staff. These committees, with specific nominated Directors, are as follows.

### **CHARTER: FINANCIAL MANAGEMENT COMMITTEE**

#### **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. 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 four 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**

##### **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 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 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**

##### **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 Committee 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**

##### **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 of 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**

##### **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 NGO's 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.

Appendix C to the VRCID Business Plan Term Renewal

1 July 2017 to 30 June 2022

## Implementation Plan