



VOORTREKKER ROAD
CORRIDOR IMPROVEMENT DISTRICT

**A new approach to
social development for
a more caring,
sustainable downtown**



Downtown Achievement Awards 2017

Submission category: Downtown Leadership and Management

OUR VISION OUR MISSION OUR MANDATE

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: NI on Durban Road; Steenbras Road in Parow; Stikland Railway Bridge and the Tienie Meyer bypass in Bellville.



An aerial photograph of a city, likely Cape Town, South Africa, showing a dense urban area with various buildings, roads, and green spaces. In the background, a large, flat-topped mountain (Table Mountain) is visible under a clear blue sky. The city extends to the coast in the distance.

“Social development should not be an add-on. It should be a deeply embedded mindset that infuses everything we do.”

**Hardus Zevenster,
Chairman, Voortrekker Road Corridor Improvement District**



VOORTREKKER ROAD
CORRIDOR IMPROVEMENT DISTRICT



The roots of urban decay are embedded into the socio-economic problems affecting our communities

VRCID

established 2012.
Crime, grime,
disinvestment, neglect

Social challenges

Prostitution
Poverty
Unemployment

4km²
area of
VRCID
operation

500
people living
on the street
(2013)

10
children living
on the street
(2013)

130
available
shelter
beds

67%
on street
for >2 years

48%
escaping
family
problems

BUILDING AN ECOSYSTEM

A new approach



We developed a **new coherent, collaborative approach** that could address the complex challenge through an interconnected ecosystem of all players working to combat homelessness.

Advancing the efficiency and effectiveness of individuals who would otherwise be operating in silos

- A holistic approach that **encompasses the entire social development ecosystem** in our area
- **A multi-purpose centre** addressing the basic needs of food, shelter, clothing and income, chronic homelessness and harm reduction
- Family **re-integration** and family **preservation**
- **Skills development, education** (adult literacy), job rehabilitation and providing **job creation** opportunities

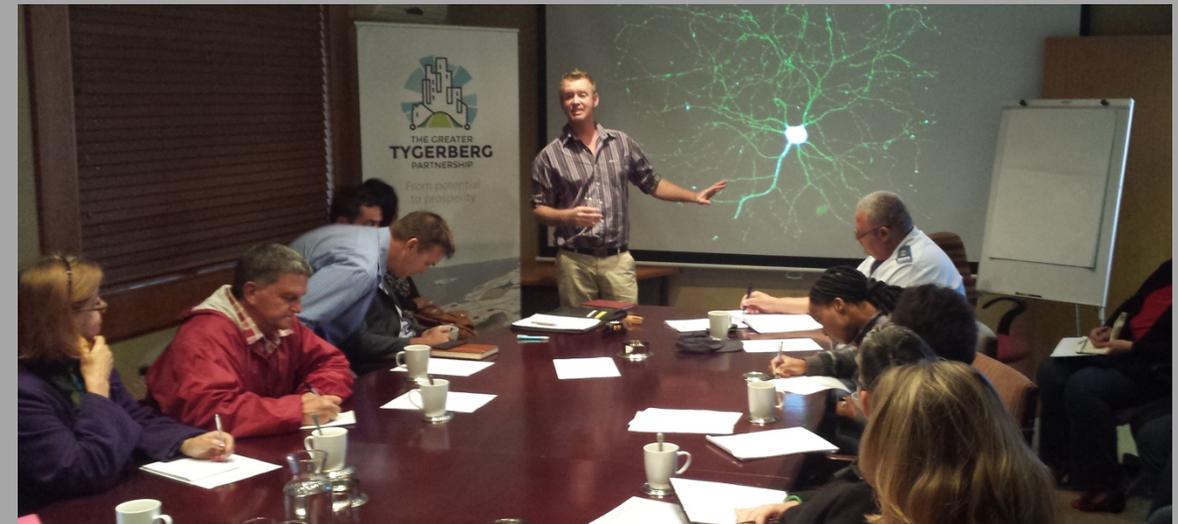
EXECUTION

Creating strong partnerships

Partnerships with **NGOs** support and supplement services and facilitate access to wider networks

A joint operations committee, the **first of its kind**, breaks down silos, maximises resources and reduces duplication.

Task teams focus on three areas: **service delivery and accommodation; safety and security; prevention and awareness.**



EXECUTION

Maximising opportunities

Committing resources to skills development and job creation programmes linked to coaching and developmental activities initiated by partner NGOs



Implementing awareness events and campaigns to encourage citizens to give more responsibly, a food voucher system, and play their part in helping others.



We developed a self-sustaining system that provides an additional revenue stream and creates jobs, with Safe2Park, a parking management contractor.



EXECUTION

Unlocking additional resources

Imagine...

A space where the **disempowered** are **empowered**

A space where **positive values and norms** are nurtured

A space where **human potential is developed**

A space where **dignity is restored**

A space where **hope is possible**

The Safe Space, developed and managed by MES, provides an additional 50 bed spaces, increasing the number of beds available by 42%.

The Safe Space offers people living on the street a **chance to restore their dignity, remain safe and access critical social support** when they need it.



After



Before



After



Cross-disciplinary partnerships

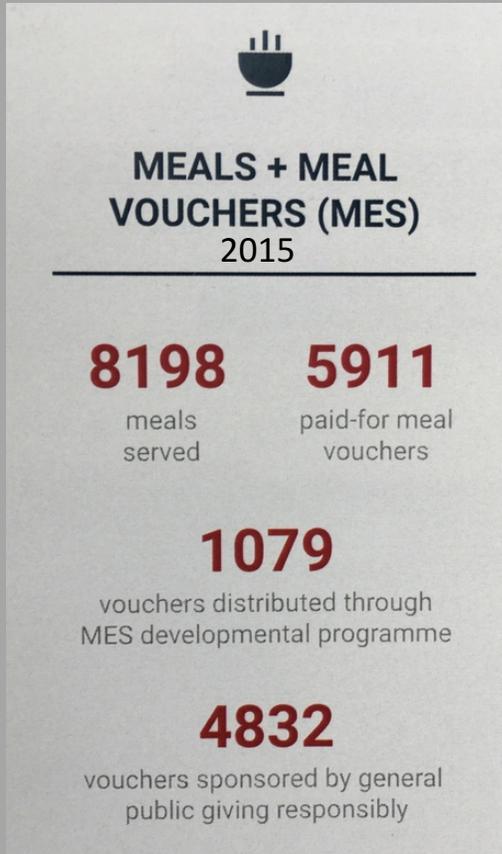


The **ecosystem approach** places the improvement district organisation **at the co-ordinating centre** of all social development activities within its area of operation. It **enables partners, NGOs and security and civil entities to form cross-disciplinary relationships** beyond their immediate networks.

OUTCOMES

Delivering real change

Working together with our partner NGO, MES, has delivered a direct, positive impact on the lives of the most vulnerable people in our community.



Year	2013	2014	2015	2016
Social work assessments completed	88	167*	710	680
Grow Job Rehabilitation opportunities made available	1056	5766	9168	8933
Family reunification and reintegration	-	3	62	57

*(5 months data)

Our developmental approach enables people living on the street to receive a hand up in society, and not a hand out from society. Switching mindsets from individual to collective action enables all parties within the ecosystem to go further, together.

“TheSafe2Park business employs 32 individuals as crime observers, parking marshals and supervisors, creating 32 new job positions as a direct result of the partnership with the VRCID. Crime within the perimeters of the parking areas has tumbled to almost zero, with only occasional petty matters being reported. Two years ago, an average of three cars were stolen from parking areas every two weeks. In almost two years of our operation, no cars have been stolen with the new management arrangement in place.”

– Ian Harrison,
Director, Safe2Park



“Every year we see more individuals move through the GROW programme delivered by MES. The partnership between MES and the VRCID has bolstered our ability to deliver real change for individuals in the programme.”

– Lilly Franks,
Branch Manager, MES Cape Town