

The Public Sector Development Forum

Why do good ideas die?



Erky Wood

GAPP
Architects & Urban Designers

19 November 2020

A Parable:

A farmer sets out to grow a field of corn...

He plans carefully –

- He identifies the field he will use
- He decides exactly which way he will plough
- He works out the quantity of seed needed
- He defines his timing relative to the seasons and the rain...

He demarcates the field and buys the seed...

He set's out at dawn one morning to clear the ground and plough as a prelude to sowing...

He strikes the hard ground with his hoe and realises it's going to be very hard work...

He goes home for coffee,
and later,
a beer...

He fails to till, plant, weed and water...

...and, of course, he never harvests...

...because he never actually grew anything...

In asking the question

Why do good ideas die?

I'll be talking about:

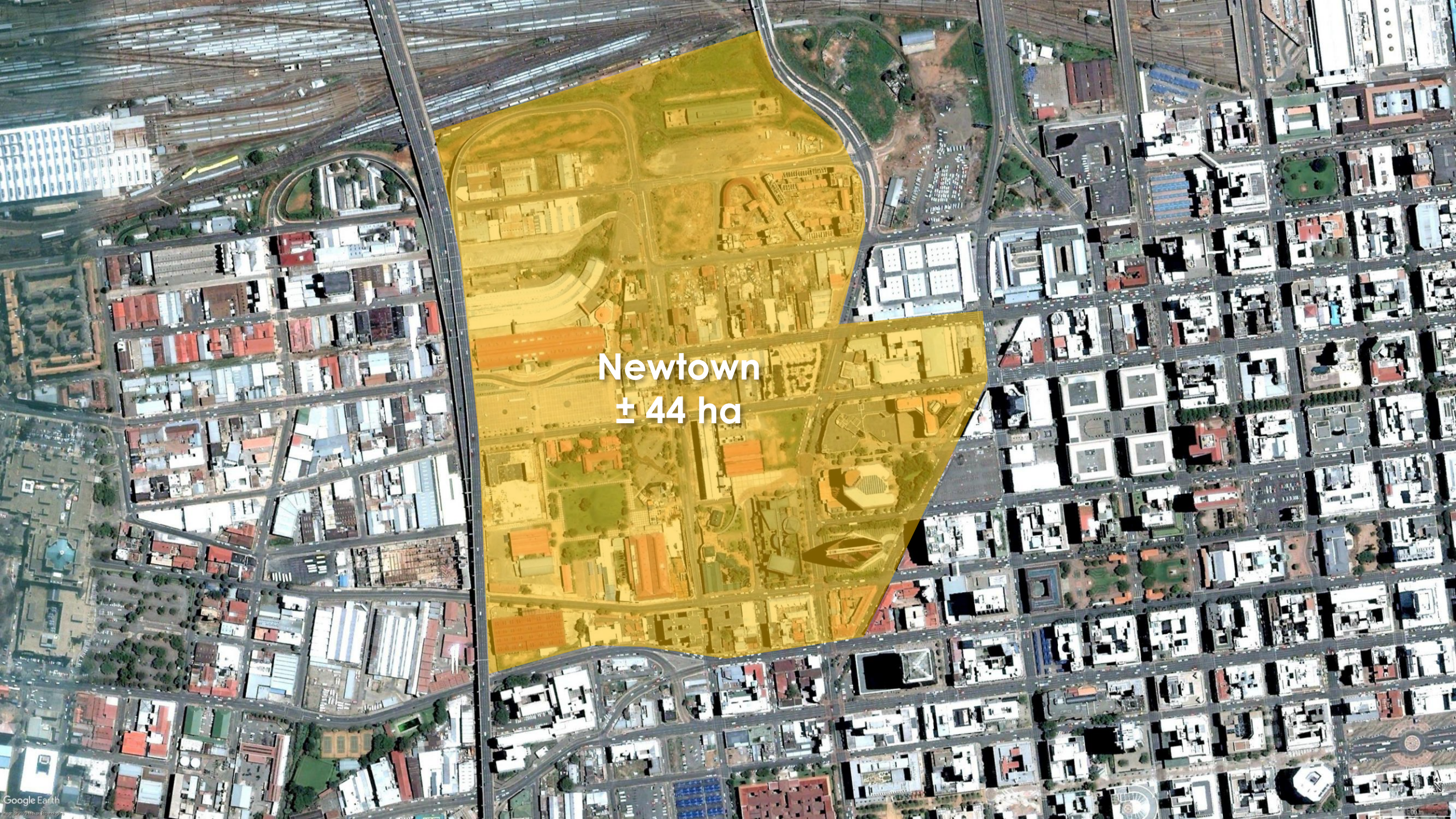
Newtown, Johannesburg CBD

Mandela Square, Sandton

The V & A Waterfront

The SABs Campus, Tshwane

An Asset Register of a major SOE



Newtown
± 44 ha



Sandton Square
± 8 ha

An aerial photograph of a coastal area. A large, irregularly shaped region is highlighted with a semi-transparent yellow overlay. This region contains a mix of industrial buildings, parking lots, and some green spaces. To the left of the yellow area is a residential neighborhood with many small houses and a few larger commercial buildings. To the right is a body of water with several large ships docked at a pier. The text "V & A ± 90 ha land component" is overlaid in white on the yellow area.

V & A
± 90 ha
land component



SABS
± 22 ha

[illegible]

[illegible]

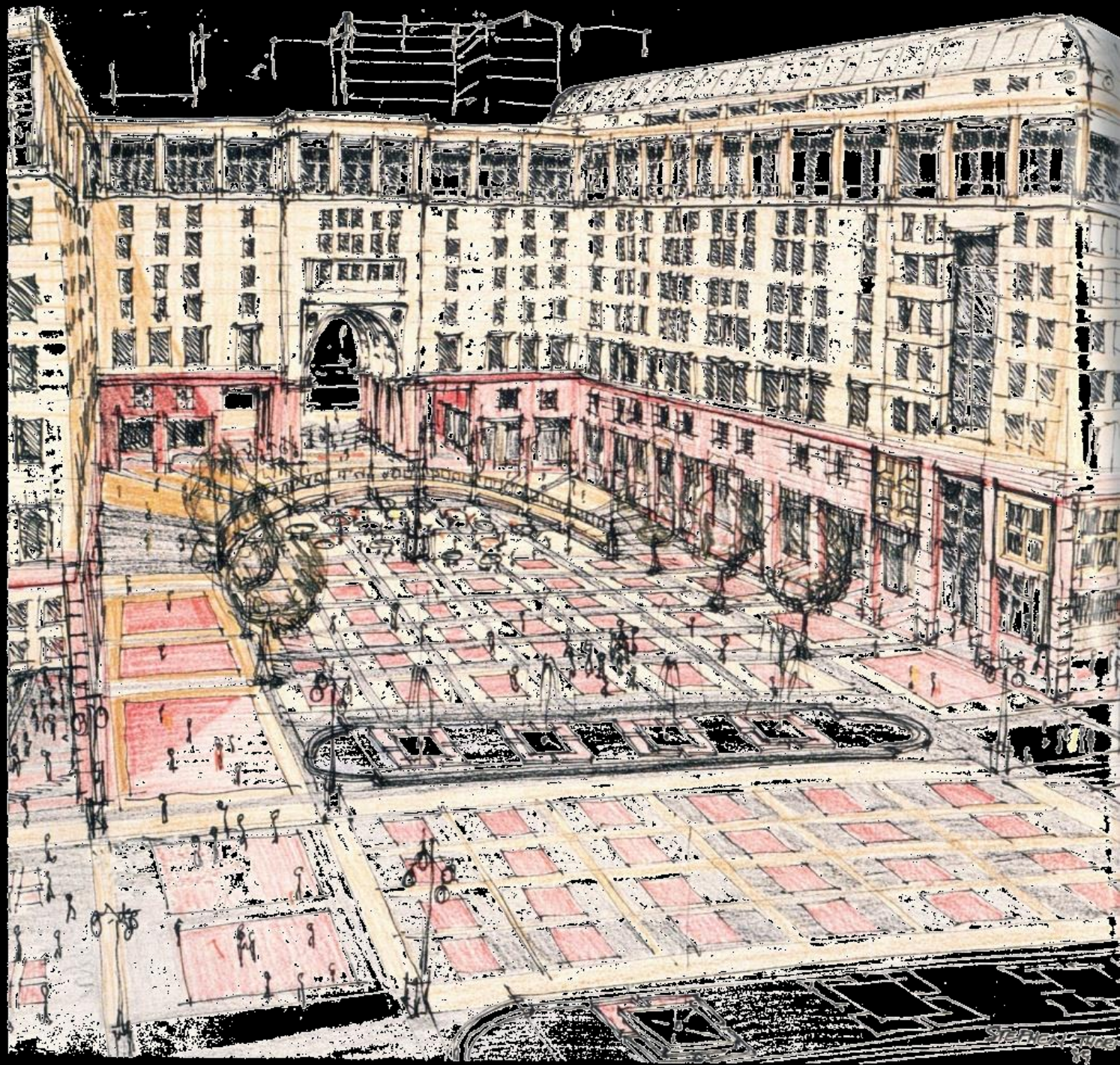
An aerial photograph of a city street grid. A red-outlined polygon highlights a specific area in the center-left. The polygon is irregular, following the street layout. It covers several city blocks. The text 'BankCity FNB ± 4 ha' is overlaid on the polygon.

BankCity
FNB
± 4 ha



BankCity
FNB
± 4 years











53



Exit Street View



© 2017 Google

Google Earth

[Report a problem](#)

3 m

26°12'09.43" S 28°02'23.81" E elev 2645 m eye alt 2.64 km





58



Exit Street View



© 2017 Google

Google Earth

Report a problem

2 m

26°12'08.62" S 28°02'20.94" E elev 2631 m eye alt 2.63 km

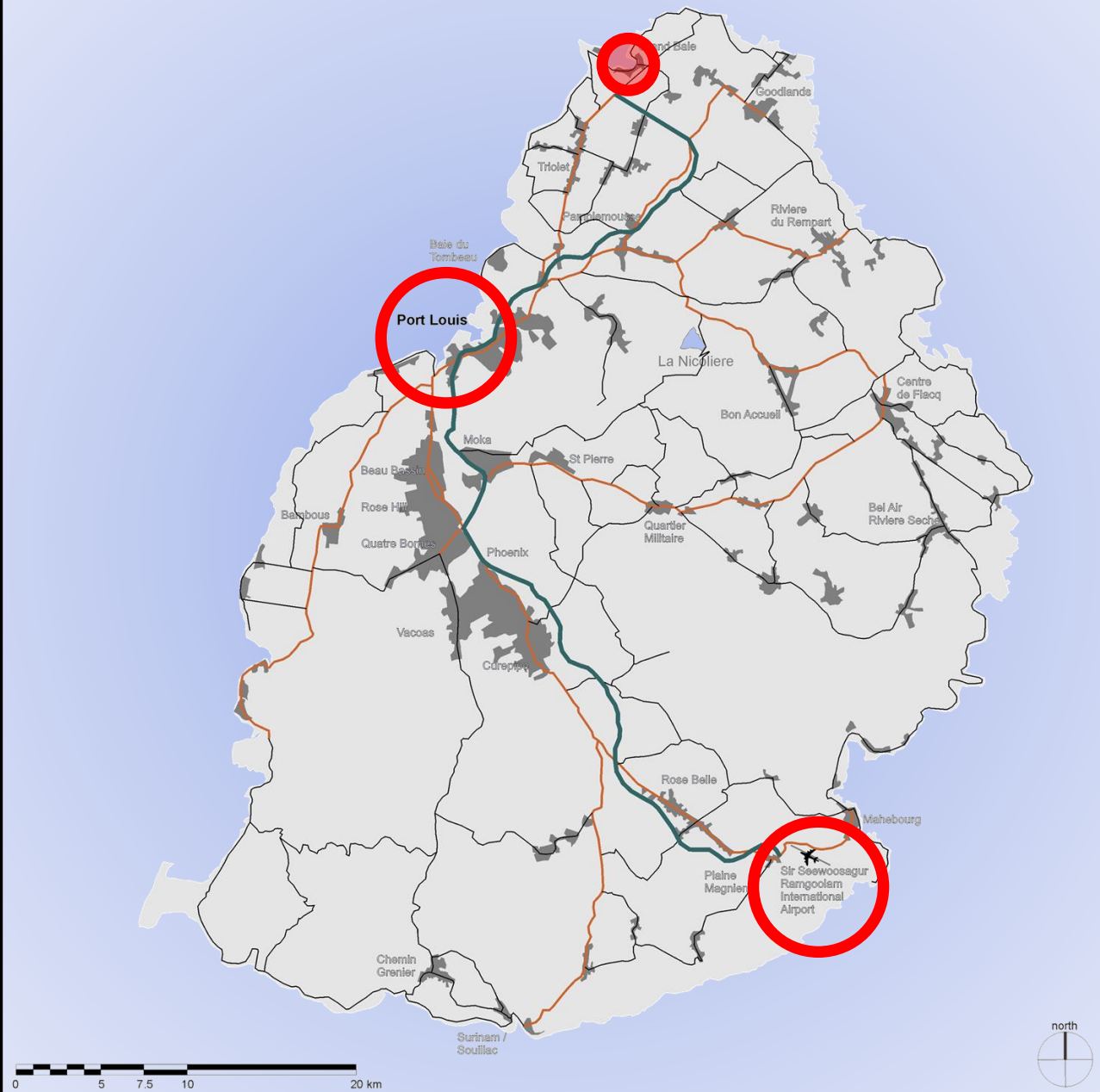


La Croisette
Grand Baie
 ± 12.5 ha



La Croisette
Grand Baie
± 6 years

This is an aerial photograph of a coastal area in Mauritius. A large, irregularly shaped plot of land is highlighted with a semi-transparent yellow overlay. Within this yellow area, a detailed architectural rendering of a proposed development is visible, showing several large, modern buildings with flat roofs, extensive parking lots, and landscaped green spaces. The development is situated between a residential neighborhood with small houses and a swimming pool to the north, and a large, open green field to the south. A major road with a roundabout runs along the eastern and southern edges of the yellow-highlighted area. The overall scene is captured from a high-angle perspective, showing the surrounding landscape and infrastructure.



















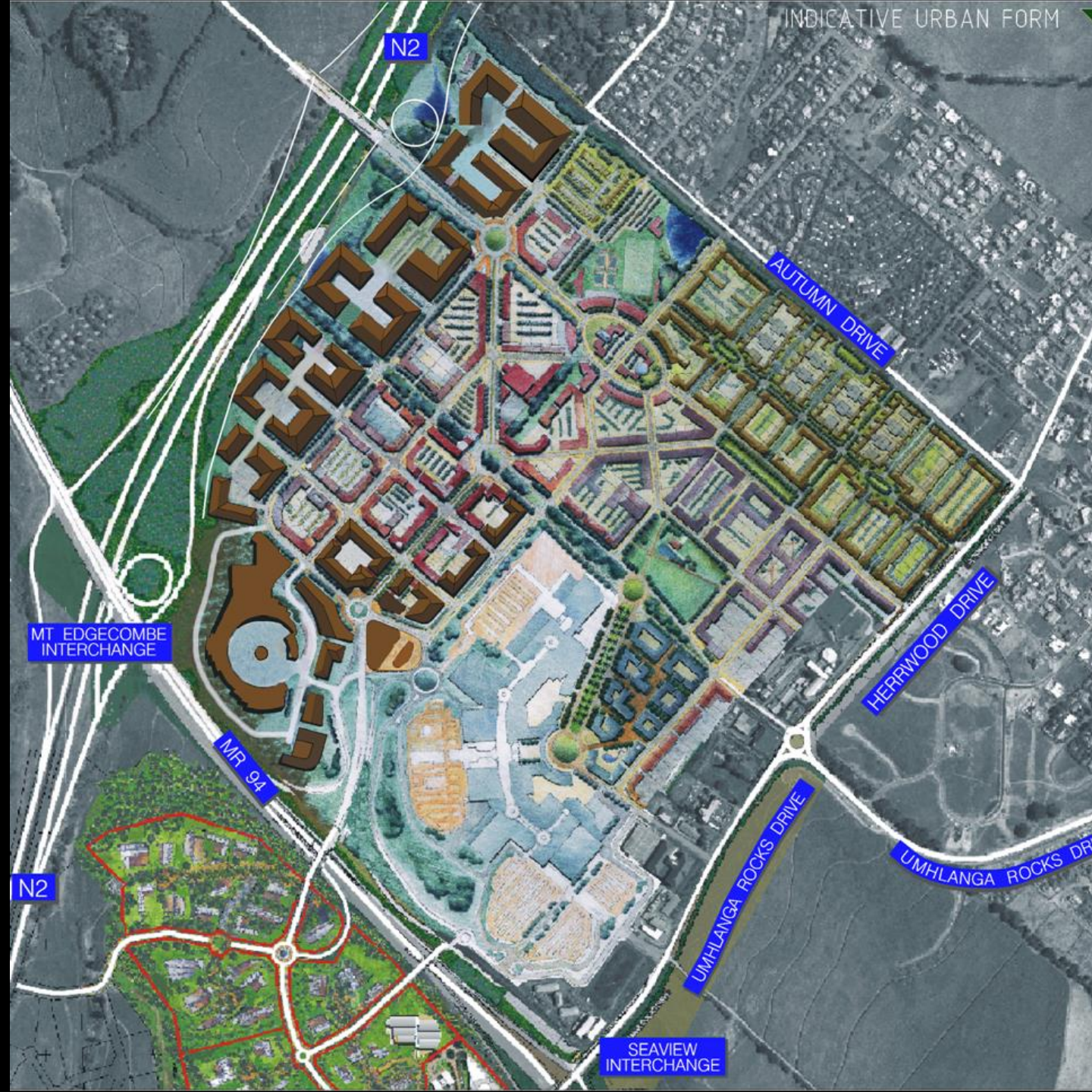
An aerial photograph of the Umhlanga Ridge Town Centre in Johannesburg, South Africa. A red line outlines the town's boundary, which includes a large central building complex, parking lots, and surrounding green spaces. The town is situated between a highway to the west and a residential area to the east. The text "Umhlanga Ridge Town Centre ± 140 ha" is overlaid in the center of the red boundary.

Umhlanga Ridge
Town Centre
± 140 ha

An aerial photograph of a coastal urban area. A large, irregularly shaped area in the center is highlighted with a semi-transparent yellow overlay. This area contains a dense cluster of buildings, including several large, modern-looking structures and many smaller residential or commercial buildings. To the left of the yellow area, there is a large, green, hilly area with some water bodies and a few scattered buildings. To the right, there is a dense residential area with many small houses and a few larger buildings. A major road or highway runs along the bottom left of the yellow area. The overall scene is a mix of urban development and natural landscape.

Umhlanga Ridge
Town Centre
± 18 years













When the public sector gets into the ring of commercial development
there are often many failures

In many cases, it would have been more sporting if the ref had stopped the fight

When looking for the reasons for failure:

Maybe the ideas weren't good enough?

Maybe they weren't sexy enough?

Maybe we didn't produce enough 'eye-candy' to excite the market?

But what if it's not about whether we have good ideas for a site?

What if it's not about eye-candy?

What if it's more fundamental?

Why do good ideas die?

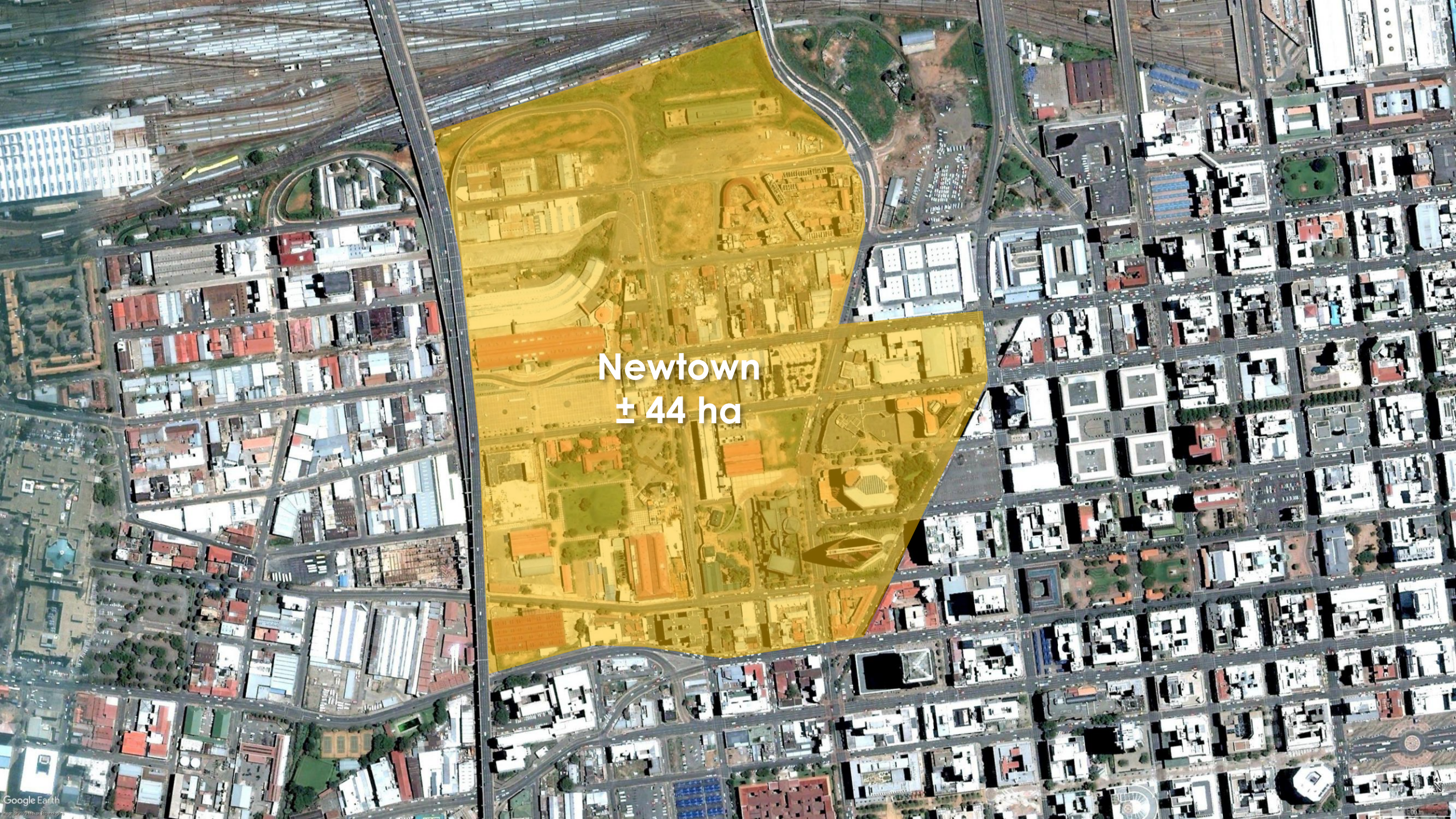
Could it be the team is inadequate?

Could it be there's a failure to understand urban fundamentals?

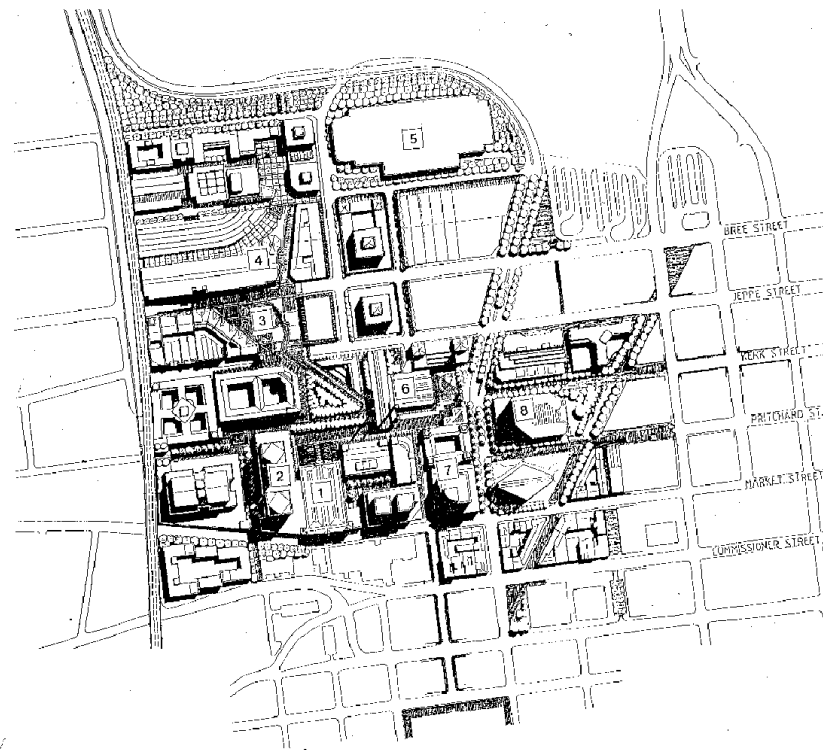
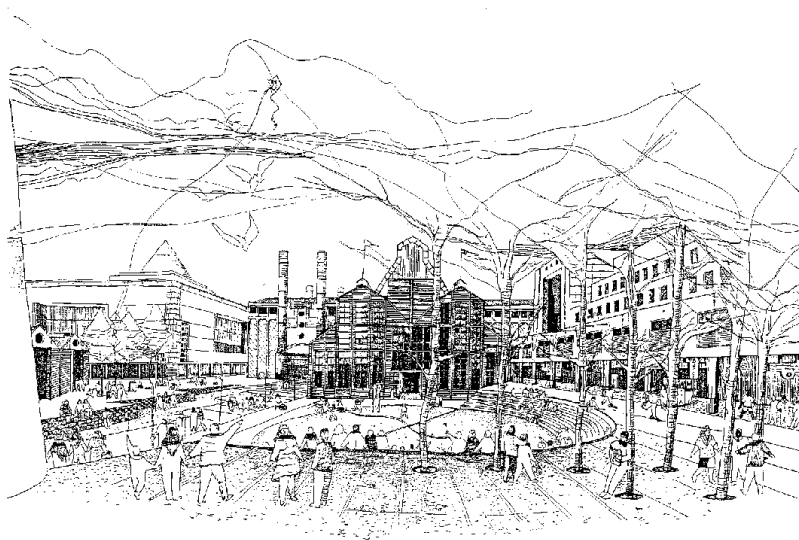
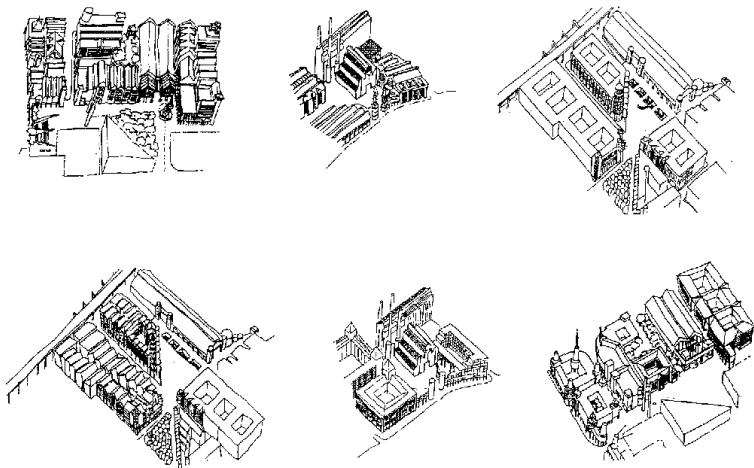
Could it be that the vagaries of the market conspired against us?

Maybe it's because there's a whole lot of stuff one has to get right.

NEWTOWN



Newtown
± 44 ha

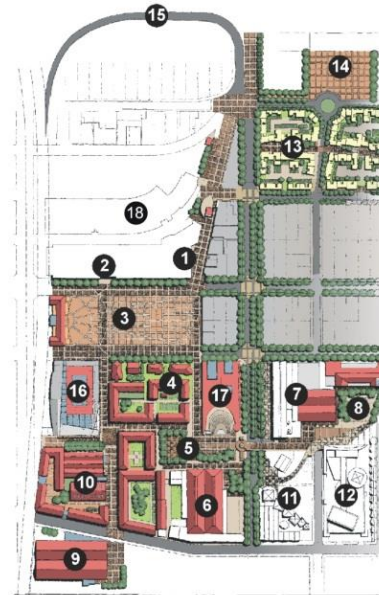


Urban design proposals
and a development
framework for an
historic precinct in
Johannesburg. Winner
of first prize in open
competition.

Newtown : Johannesburg







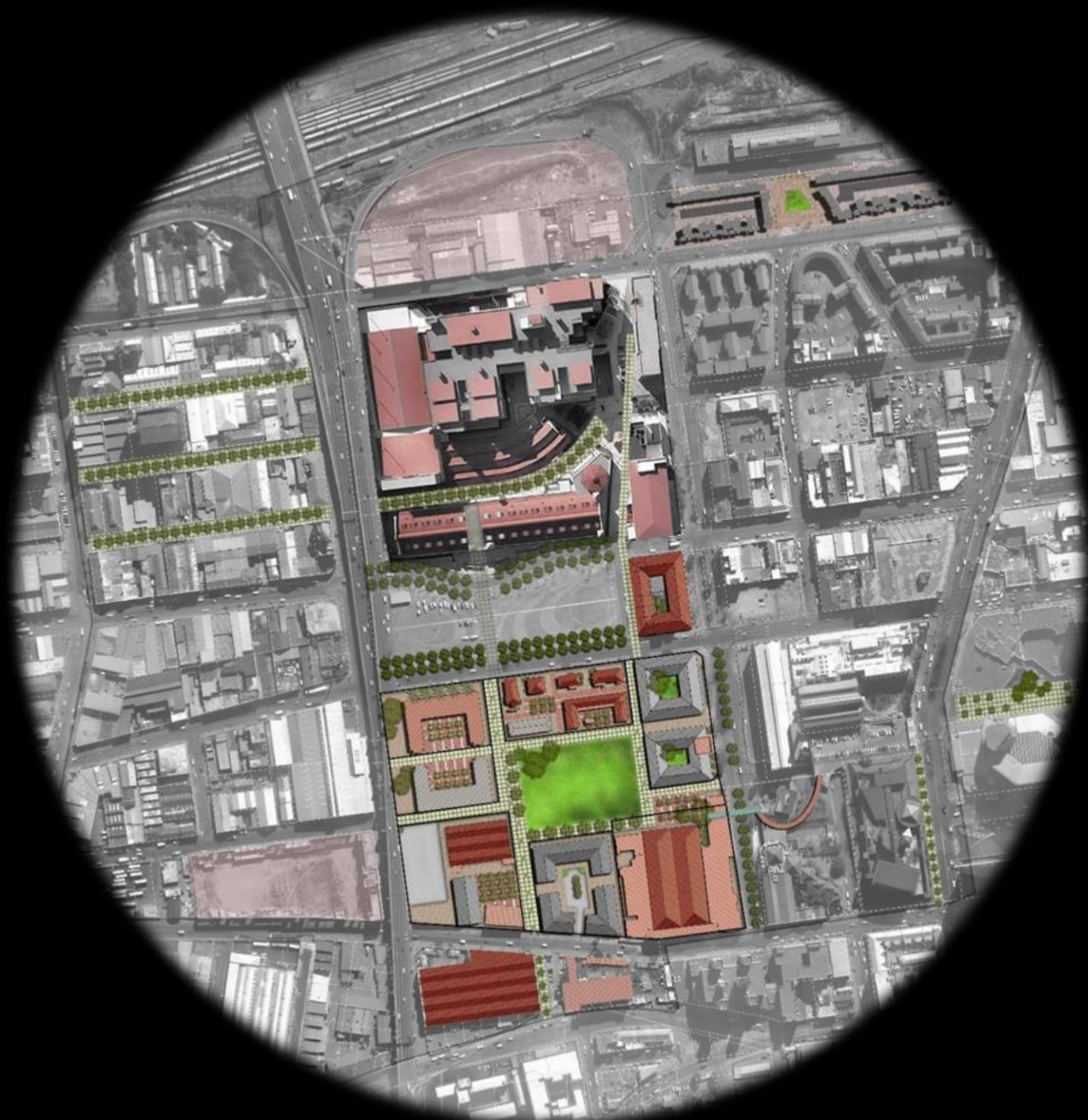
1. Market Theatre Precinct
2. Museum Africa
3. Mary Fitzgerald Square
4. Workers Library Museum
5. Newtown Piazza
6. Electric Workshop
7. Turbine Hall and Boiler House
8. Turbine Square
9. Craft and Design Centre
10. Dance Factory
11. SAB Museum
12. Reserve Bank
13. New Residential Development
14. "Railway Museum" Square
15. New M1 South On-Ramp
16. Dance Centre
17. Film Centre
18. Afrika Cultural Centre



0 50 100 150 200 250 300 400 metres 500
0 5 minutes walking time

THE VISION

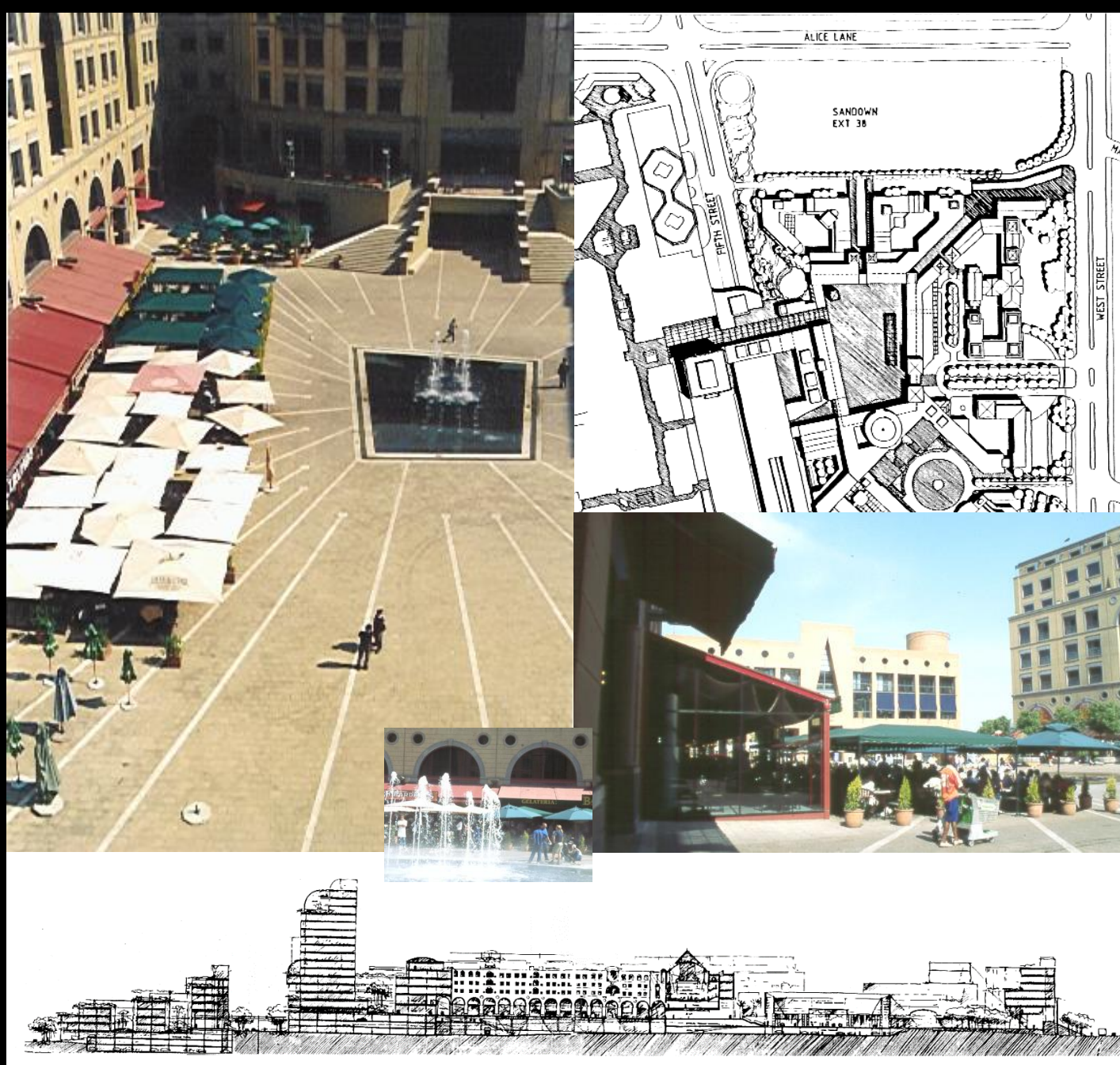




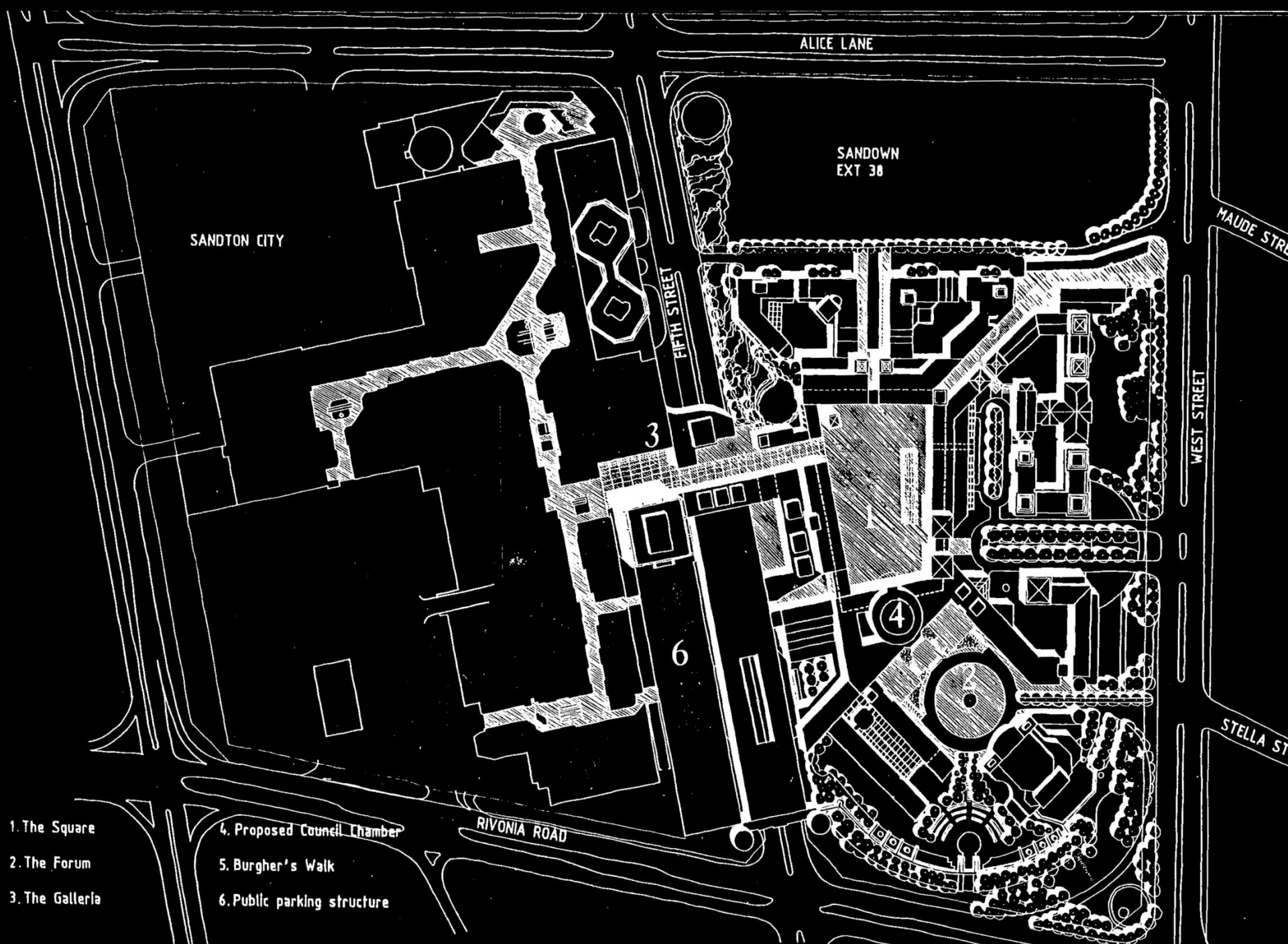




SANDTON (now) MANDELA SQUARE

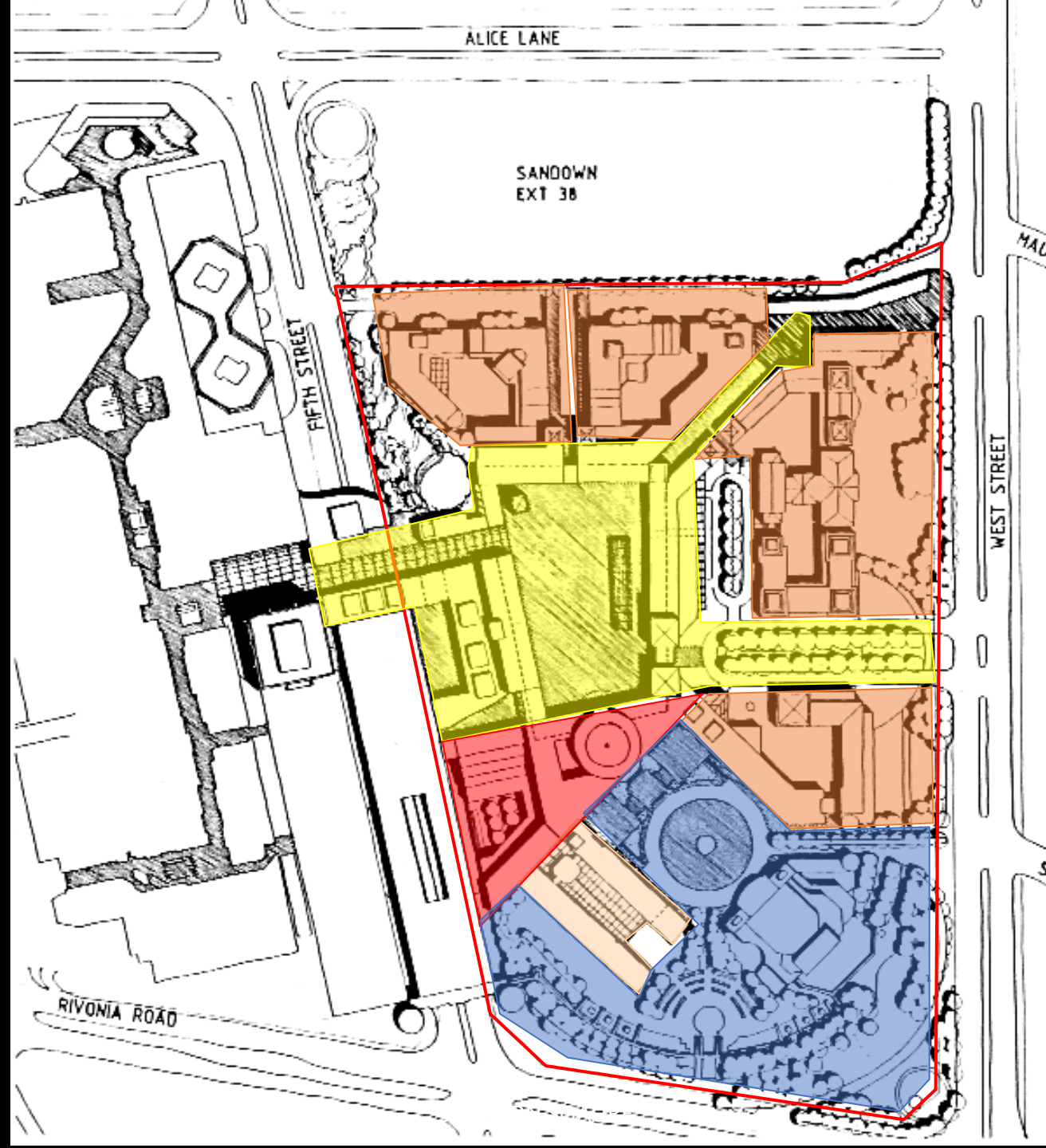


SANDTON SQAURE



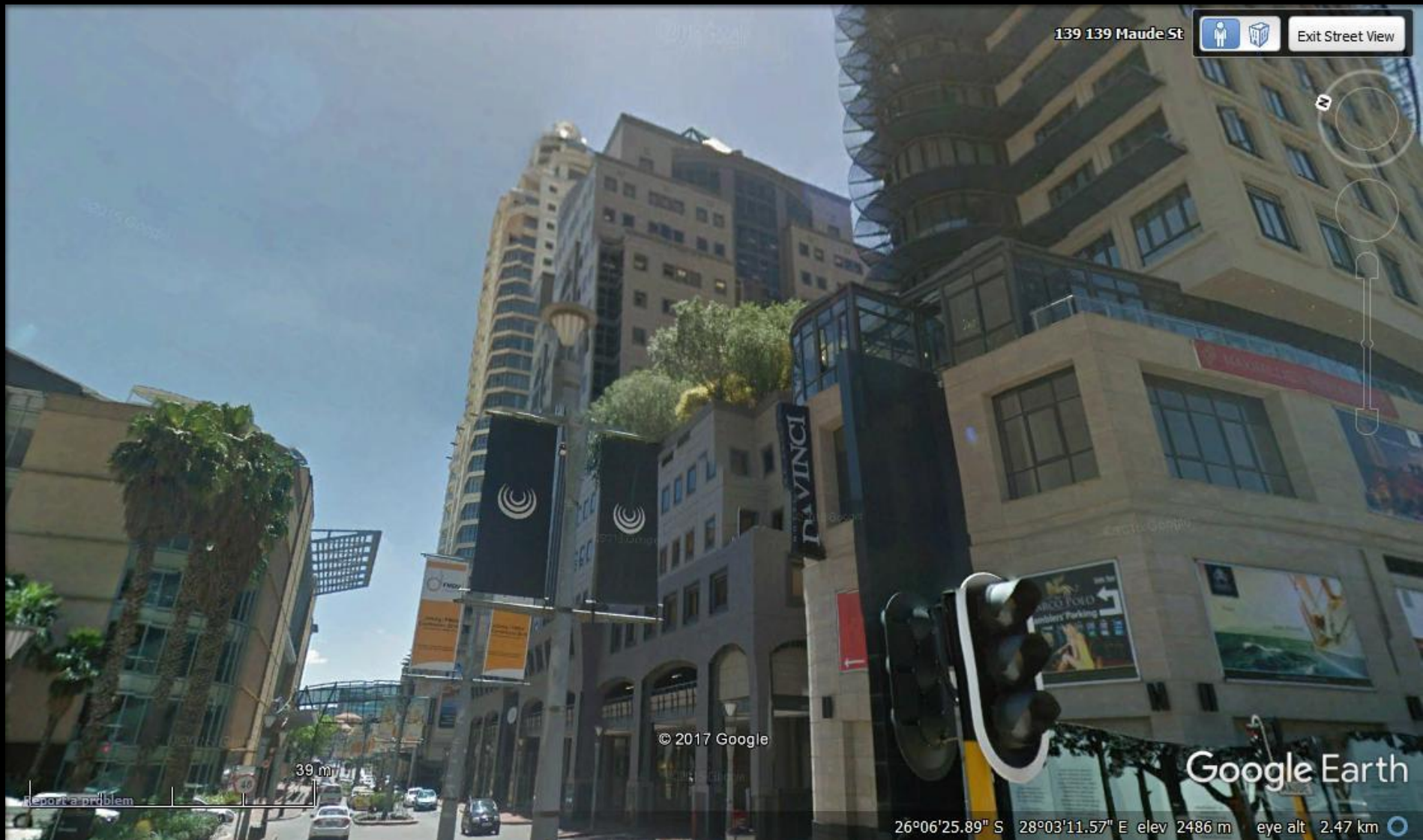
- 1. The Square
- 2. The Forum
- 3. The Galleria

- 4. Proposed Council Chamber
- 5. Burgher's Walk
- 6. Public parking structure





SANDTON SQUARE





2



Exit Street View



Report a problem

2 m

© 2017 Google

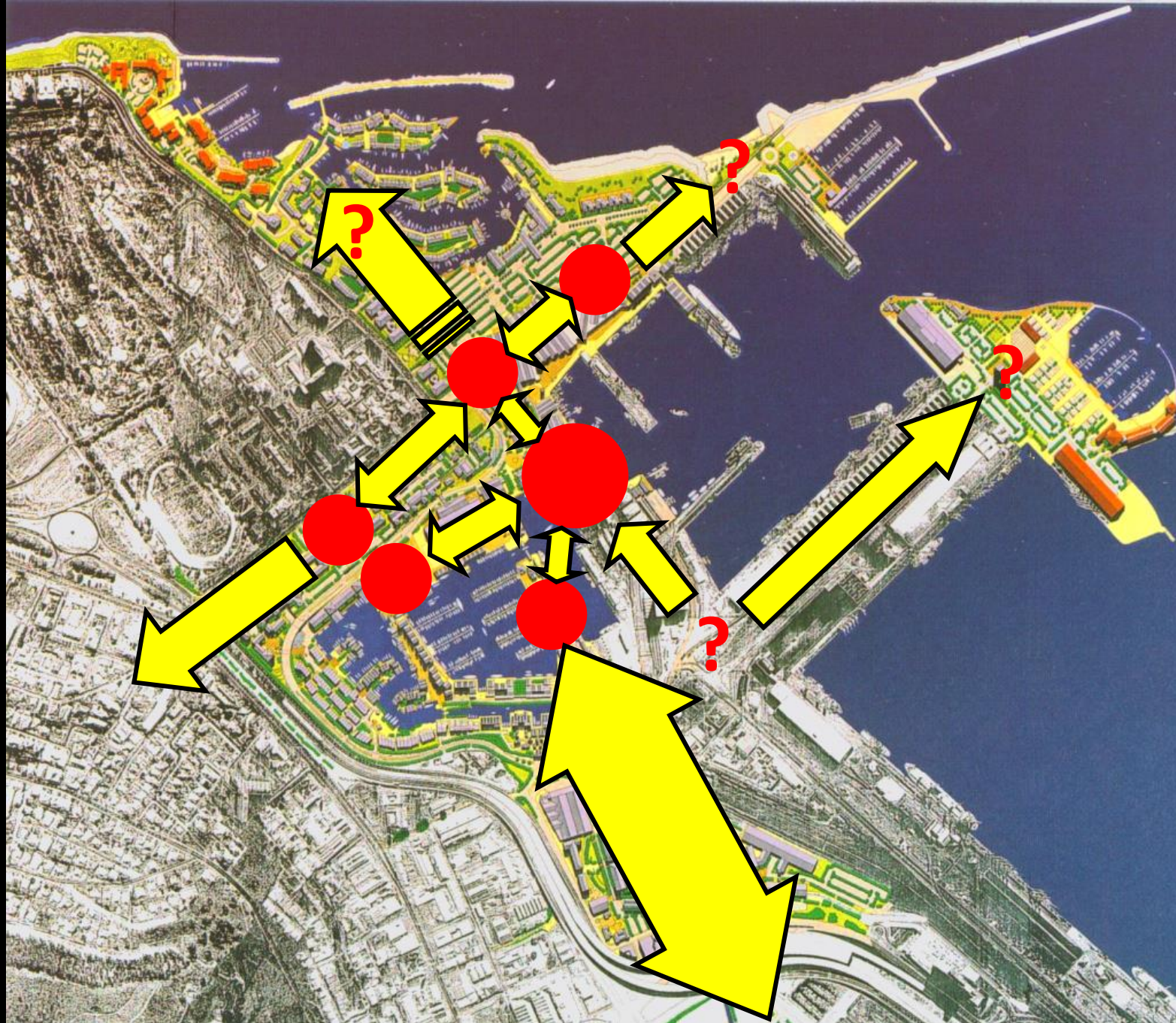
Google Earth

26°06'25.50" S 28°03'13.47" E elev 2462 m eye alt 2.46 km

THE V & A



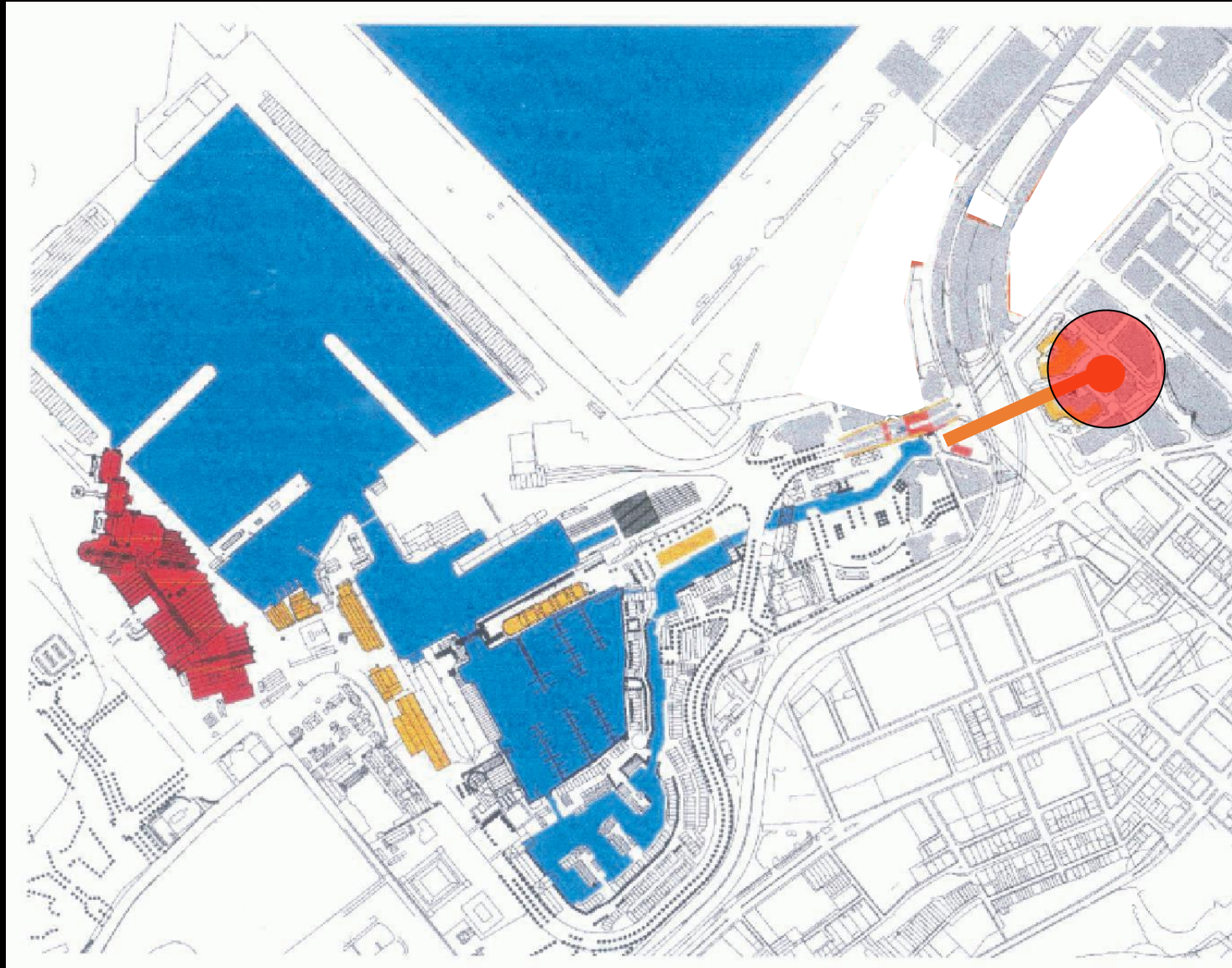




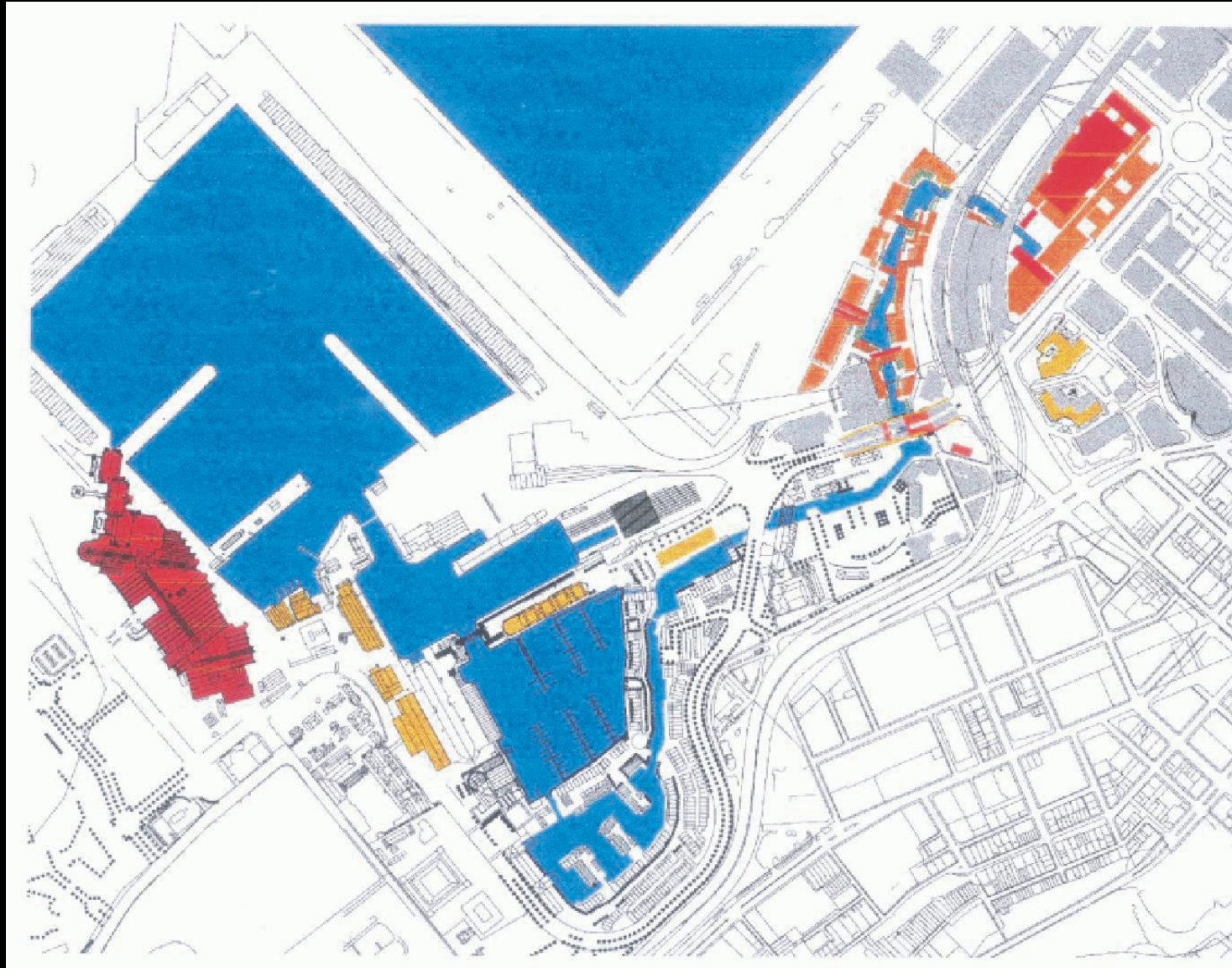
THE VICTORIA AND ALFRED WATERFRONT



THE VICTORIA AND ALFRED WATERFRONT



ROGGEBAAI CANAL



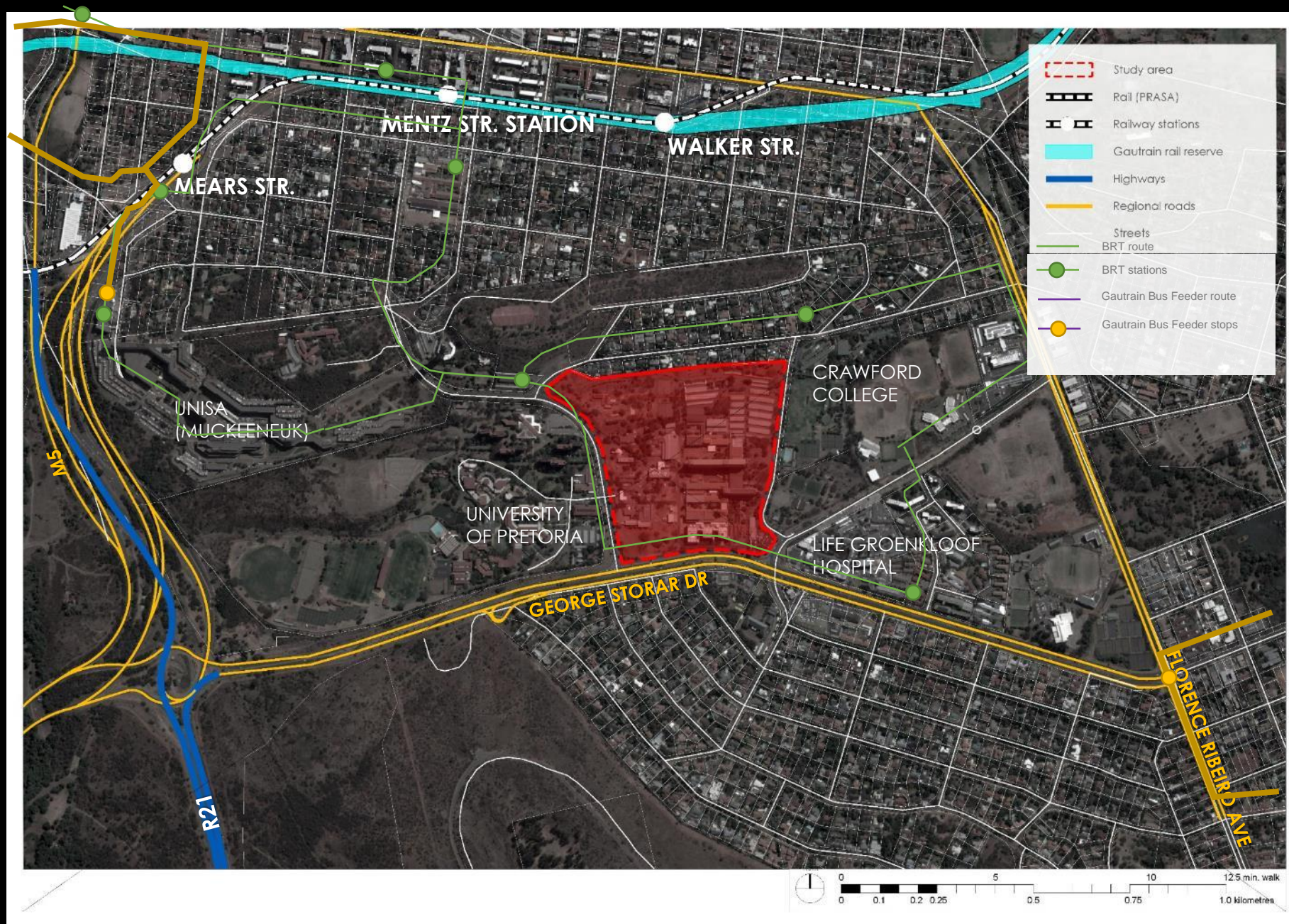
ROGGEBAAI CANAL



SABS

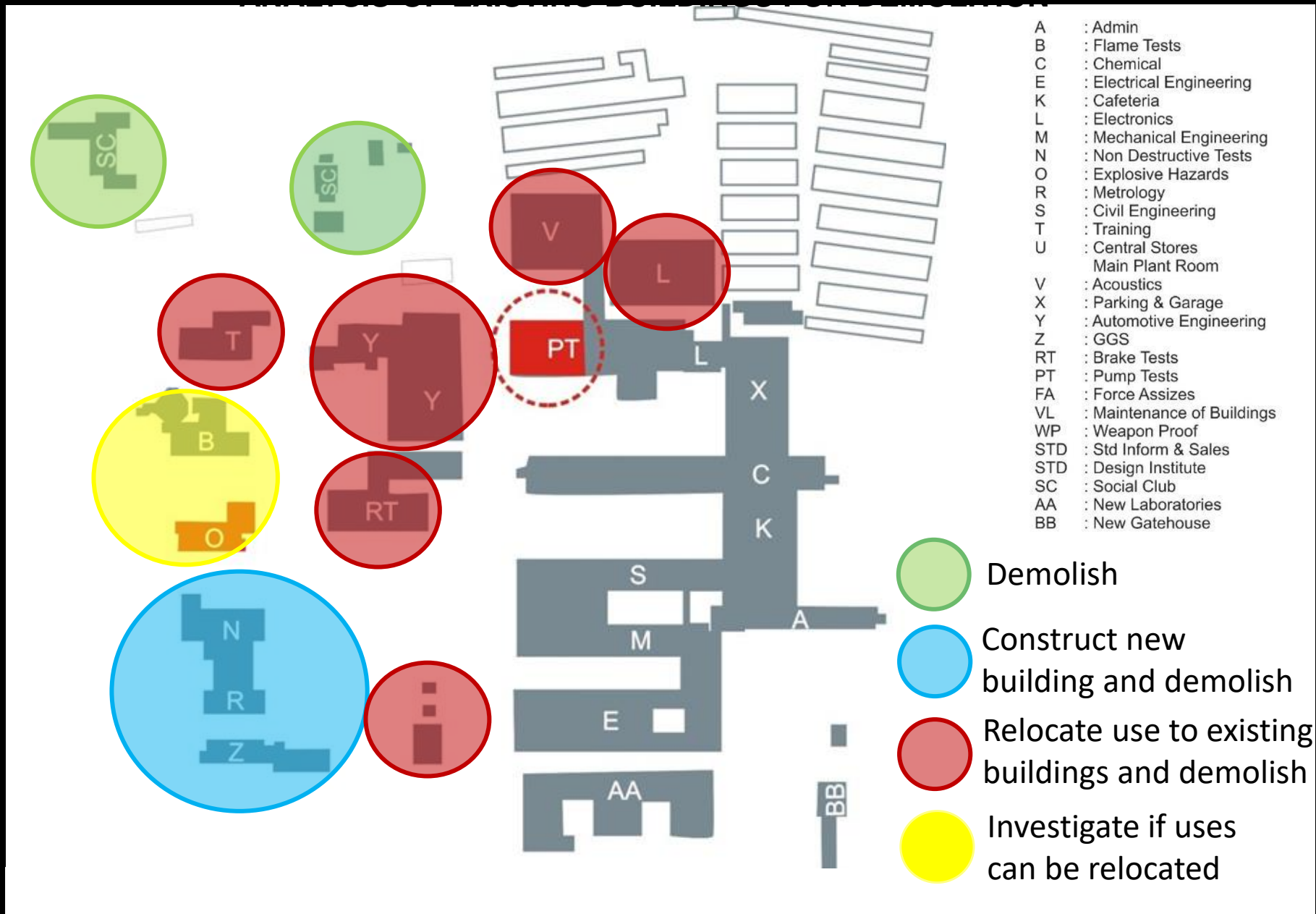












**Land regarded as STR
(surplus to requirements)**









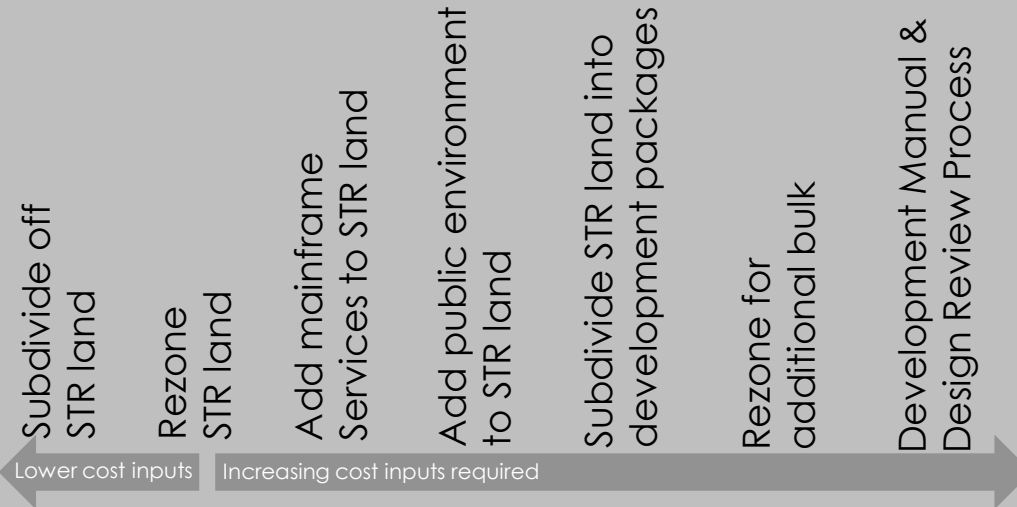




EXTENT OF PROPERTY BENEFICIATION

APPROACH TO LEASE OF LAND

OPTIONS IN APPROACH



1	e.g. (15ha x R15 mill./ha) ±R225 mill.*			
2	e.g. (15ha x R20 mill./ha) ±R300 mill.*			
3	e.g. (15ha x R30 mill./ha) ±R450 mill.*			and/or
4	e.g. (330 000m ² bulk @ R2000/m ²) ±R660 mill.*			and/or
5	e.g. (330 000m ² bulk @ R2500/m ²) ±R825 mill.*			and/or
6	e.g. (400 000m ² bulk @ R2500/m ²) ±R1 bill.*			and/or
7	e.g. (400 000m ² bulk @ R3000/m ²) ±R1.2 bill.*			and/or

Lease all land as undifferentiated value

Lease best land to generate better value on lesser-value land

Lease lesser-value land to generate higher value on best-value land

APPROACH OPTIONS

Tend to 'go-it-alone'



Tend to take on
Development
partners

1

2

3

4

5

6

7

Bulk lease of full site

Invest bulk land as
equity in Leasing Devco.

Lease of consolidated
portions **without equity**

Lease of consolidated
portions **with equity**

Lease and development
of individual sites **without equity**

Lease and development
of individual sites **with equity**

BENEFICIATION SUMMARY OF THE OPTIONS

Bulk Options	BENEFICIATION DESCRIPTION	Additional Floor Area M2 (Exc SABS Precinct)	Single Developer	JV Partner/ Funding	Multi Developers	Bulk Services Contribution R	Internal Services R	Other Costs R	Total Development Cost R	Land Value R/m2 Estimate	Land Value After Com & Marketing R	Net Development Surplus R	Type of Investment and Return	
OPTION 1	Lease Land as is					-	-	-	-	1,000	141,137,240	141,137,240	Short	Lump Sum/Once Off
OPTION 2	Lease with Overall Rights													
Low Bulk		150,146				-	-	3,100,000	3,100,000	1,250	176,421,550	173,321,550	Short	Lump Sum/Once Off
Meduim Bulk		177,250				-	-	3,100,000	3,100,000	1,250	208,268,750	205,168,750	Short	Lump Sum/Once Off
High Bulk		335,352				-	-	3,100,000	3,100,000	1,250	394,038,600	390,938,600	Short	Lump Sum/Once Off
Preferred Bulk		259,593				-	-	3,100,000	3,100,000	1,250	305,021,775	301,921,775	Short	Lump Sum/Once Off
OPTION 3	Rights and Subdivision													
Low Bulk		150,146				35,571,000	-	3,250,000	38,821,000	1,750	246,990,170	208,169,170	Short	Lump Sum/Once Off
Meduim Bulk		177,250				46,192,000	-	3,250,000	49,442,000	1,750	291,576,250	242,134,250	Short	Lump Sum/Once Off
High Bulk		335,352				96,004,000	-	3,250,000	99,254,000	1,750	551,654,040	452,400,040	Short	Lump Sum/Once Off
Preferred Bulk		259,593				74,253,000	-	3,250,000	77,503,000	1,750	427,030,485	349,527,485	Short	Lump Sum/Once Off
OPTION 4	Basic Services													
Low Bulk		150,146				35,571,000	27,747,867	5,000,000	68,318,867	2,750	388,127,410	319,808,543	Medium	Extended Lease
Meduim Bulk		177,250				46,192,000	32,318,867	5,000,000	83,510,867	2,750	458,191,250	374,680,383	Medium	Extended Lease
High Bulk		335,352				96,004,000	43,422,867	5,000,000	144,426,867	2,750	866,884,920	722,458,053	Medium	Extended Lease
Preferred Bulk		259,593				74,253,000	38,020,867	5,000,000	117,273,867	2,750	671,047,905	553,774,038	Medium	Extended Lease
OPTION 5	Public Environment													
Low Bulk		150,146				35,571,000	27,747,867	25,012,214	88,331,081	3,250	458,696,030	370,364,949	Medium	Extended Lease
Meduim Bulk		177,250				46,192,000	32,318,867	25,012,214	103,523,081	3,250	541,498,750	437,975,669	Medium	Extended Lease
High Bulk		335,352				96,004,000	43,422,867	25,012,214	164,439,081	3,250	1,024,500,360	860,061,279	Medium	Extended Lease
Preferred Bulk		259,593				74,253,000	38,020,867	25,012,214	137,286,081	3,250	793,056,615	655,770,534	Medium	Extended Lease
OPTION 6	Design Manual/Review													
Low Bulk		150,146				35,571,000	27,747,867	25,512,214	88,831,081	3,500	493,980,340	405,149,259	Long	Long Term Annuity
Meduim Bulk		177,250				46,192,000	32,318,867	25,512,214	104,023,081	3,500	583,152,500	479,129,419	Long	Long Term Annuity
High Bulk		335,352				96,004,000	43,422,867	25,512,214	164,939,081	3,500	1,103,308,080	938,368,999	Long	Long Term Annuity
Preferred Bulk		259,593				74,253,000	38,020,867	25,512,214	137,786,081	3,500	854,060,970	716,274,889	Long	Long Term Annuity
OPTION 7	Top Structures													
Low Bulk		150,146				35,571,000	27,747,867	25,512,214	88,831,081	3,750	529,264,650	440,433,569	Long	Long Term Annuity
Meduim Bulk		177,250				46,192,000	32,318,867	25,512,214	104,023,081	3,750	624,806,250	520,783,169	Long	Long Term Annuity
High Bulk		335,352				96,004,000	43,422,867	25,512,214	164,939,081	3,750	1,182,115,800	1,017,176,719	Long	Long Term Annuity
Preferred Bulk		259,593				74,253,000	38,020,867	25,512,214	137,786,081	3,750	915,065,325	777,279,244	Long	Long Term Annuity

SOUTH-WEST PRECINCT: CONTROLS AND DIRECTIVES



PROGRAMME

SABS CAMPUS MASTER PLAN

PROPOSED HIGH LEVEL PROJECT PLAN

Thursday, 20 April 2017

GAPP: Johannesburg Consortium

[illegible]



THE PROPERTY ASSESSMENT MODEL

EMBEDDING ARTIFICIAL INTELLIGENCE INTO A PROPERTY ASSET REGISTER

Facility Code							AFS Asset Class		Asset Name/Asset Description	Local Municipality			
B1.1						B1.1		B1.3	B1.7	B1.9	B1.10	B1.11	B1.12
FACILITY CODE	Facility Code	Asset Code	Status	LINKING CATEGORY	LINKING CATEGORY	UNIQUE ASSET NUMBER	AFS FACILITIES CLASSIFICATION	LINK TO LAND PARCEL IDENTIFIER	FACILITY NAME	NAME OF MUNICIPALITY	OF IMPROVEMENT IN \$	ACQUISITION DATE	ACQUISITION DATE
GP F01001		1	Active	Linked Facility	Linked Facility	IMP000003	NON-RESIDENTIAL BUILDING	TOIR04220000111600000	STANDARD BANK BUILDING	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	10250	38116	4
GP F21815		2	Active	Linked Facility	Linked Facility	IMP000004	NON-RESIDENTIAL BUILDING	TOIR03100000446000000	FIRST NATIONAL BANK BUILDING	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	5456	INFORMATION NOT AVAILABLE	
GP F16006		3	Active	Linked Facility	Linked Facility	IMP000006	NON-RESIDENTIAL BUILDING	TOIR03100000518000000	SAGE LIFE BUILDING	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	22220.8	INFORMATION NOT AVAILABLE	
GP F09000		4	Active	Linked Facility	Linked Facility	IMP000013	NON-RESIDENTIAL BUILDING	TOJR03560000364300000	CHOKOE PRIMARY SCHOOL	CITY OF TSHWANE METROPOLITAN MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE		
GP F09001		5	Active	Linked Facility	Linked Facility	IMP000015	NON-RESIDENTIAL BUILDING	TOIQ06230000345900000	REAMOHETSOE PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE		
GP F09002		6	Active	Linked Facility	Linked Facility	IMP000016	NON-RESIDENTIAL BUILDING	TOIQ05590000046100000	UVUYO PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE		
GP F21808		7	Active	Linked Facility	Linked Facility	IMP000017	NON-RESIDENTIAL BUILDING	TOIR04220000002700000	CLEGG HOUSE	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	3470	37552	
GP F08003		8	Active	Linked Facility	Linked Facility	IMP000023	NON-RESIDENTIAL BUILDING	TOIR03100000477700000	THUSANONG BUILDING	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	5594	INFORMATION NOT AVAILABLE	
GP F09003		9	Active	Linked Facility	Linked Facility	IMP000024	NON-RESIDENTIAL BUILDING	TOIR02500000046600000	DAERAAD PRE-PRIMARY SCHOOL	EKURHULENI METROPOLITAN MUNICIPALITY	6043.2	INFORMATION NOT AVAILABLE	
GP F21820		10	Active	Linked Facility	Linked Facility	IMP000028	NON-RESIDENTIAL BUILDING	TOIR031000000022100000	NEW LIBRARY HOTEL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	1000	INFORMATION NOT AVAILABLE	
GP F09004		11	Active	Linked Facility	Linked Facility	IMP000032	NON-RESIDENTIAL BUILDING	TOIR000000000005700007	NORTHVIEW HIGH SCHOOL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	48843.6	INFORMATION NOT AVAILABLE	
GP F09005		12	Active	Linked Facility	Linked Facility	IMP000044	NON-RESIDENTIAL BUILDING	TOIR04930000024700000	ORCHARDS PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	9517.2	INFORMATION NOT AVAILABLE	
GP F23277		13	Active	Linked Facility	Linked Facility	IMP000045	OTHER FIXED STRUCTURE	TOIQ00450000143300000	PARK	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE		
GP F09006		14	Active	Linked Facility	Linked Facility	IMP000052	NON-RESIDENTIAL BUILDING	TOIR05270000258000000	PRIMROSE PRIMARY SCHOOL	EKURHULENI METROPOLITAN MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE		
GP F09007		15	Active	Linked Facility	Linked Facility	IMP000058	NON-RESIDENTIAL BUILDING	TOIR02100000024100000	RIVONIA PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	34340.25	INFORMATION NOT AVAILABLE	
GP F09008		16	Active	Linked Facility	Linked Facility	IMP000062	NON-RESIDENTIAL BUILDING	TOIR05740000018600000	ROSEBANK PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE		
GP F09009		17	Active	Linked Facility	Linked Facility	IMP000063	NON-RESIDENTIAL BUILDING	TOIQ00000000054600192	ROSHNEE PRIMARY SCHOOL	EMFULENI LOCAL MUNICIPALITY	12049.2	INFORMATION NOT AVAILABLE	
GP F16028		18	Active	Linked Facility	Linked Facility	IMP000066	NON-RESIDENTIAL BUILDING	TOIR03100000469900000	SAGE WEST BUILDING	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE	39553	2
GP F09010		19	Active	Linked Facility	Linked Facility	IMP000067	NON-RESIDENTIAL BUILDING	TOIR000000000004200455	SANDOWN HIGH SCHOOL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	53175.6	INFORMATION NOT AVAILABLE	
GP F09011		20	Active	Linked Facility	Linked Facility	IMP000072	NON-RESIDENTIAL BUILDING	TOIQ05330000167200000	SEBOKENG TECHNICAL HIGH SCHOOL	EMFULENI LOCAL MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE		
GP F09012		21	Active	Linked Facility	Linked Facility	IMP000073	NON-RESIDENTIAL BUILDING	TOIQ00000000059600124	SELBORNE PRIMARY SCHOOL	EMFULENI LOCAL MUNICIPALITY	13075.5	INFORMATION NOT AVAILABLE	
GP F09013		22	Active	Linked Facility	Linked Facility	IMP000075	NON-RESIDENTIAL BUILDING	TOIQ02160000893800000	SHARICREST PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE		
GP F23278		23	Active	Linked Facility	Linked Facility	IMP000076	NON-RESIDENTIAL BUILDING	TOIQ00000000037100119	FARM 371/119 IQ	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	19168.8	INFORMATION NOT AVAILABLE	
GP F09014		24	Active	Linked Facility	Linked Facility	IMP000077	NON-RESIDENTIAL BUILDING	TOIR09190000038500000	SIZWE SECONDARY SCHOOL	EKURHULENI METROPOLITAN MUNICIPALITY	32514.3	INFORMATION NOT AVAILABLE	
GP F21826		25	Active	Linked Facility	Linked Facility	IMP000080	NON-RESIDENTIAL BUILDING	TOIR06150000120400000	SOLID TRUTH WORSHIP AND COMM	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	1784.4	INFORMATION NOT AVAILABLE	
GP F09015		26	Active	Linked Facility	Linked Facility	IMP000093	NON-RESIDENTIAL BUILDING	TOIR00000000010600208	THE HILL HIGH SCHOOL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	25485.6	INFORMATION NOT AVAILABLE	
GP F21829		27	Active	Linked Facility	Linked Facility	IMP000094	NON-RESIDENTIAL BUILDING	TOIR04190000084500000	THEATRE AND STUDIO ENGINEERING	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	792.8	38288	
GP F23281		28	Active	Linked Facility	Linked Facility	IMP000105	DWELLING	TOIR01140000101100009	HOUSES	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	2160	38054	1
GP F09016		29	Active	Linked Facility	Linked Facility	IMP000111	NON-RESIDENTIAL BUILDING	TOIR00000000010000133	FOREST HILL PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	20785.8	INFORMATION NOT AVAILABLE	
GP F09016				Additional Land	Additional Land	IMP000111		TOIR00000000010000199	FOREST HILL PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	INFORMATION NOT AVAILABLE		
GP F09017		30	Active	Linked Facility	Linked Facility	IMP000112	NON-RESIDENTIAL BUILDING	TOJR03520000918600000	MOGALE PRIMARY SCHOOL	CITY OF TSHWANE METROPOLITAN MUNICIPALITY	11734.4	INFORMATION NOT AVAILABLE	
GP F09018		31	Active	Linked Facility	Linked Facility	IMP000125	NON-RESIDENTIAL BUILDING	TOIR07760001559900000	FUNUKUKHANYA PRIMARY SCHOOL	EKURHULENI METROPOLITAN MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE	33133	INF
GP F09019		32	Active	Linked Facility	Linked Facility	IMP000130	NON-RESIDENTIAL BUILDING	TOIQ05770001134500000	TSAKANI PRIMARY SCHOOL	MOGALE CITY LOCAL MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE		
GP F09020		33	Active	Linked Facility	Linked Facility	IMP000146	NON-RESIDENTIAL BUILDING	TOJR03520002342300000	GATANG SECONDARY SCHOOL	CITY OF TSHWANE METROPOLITAN MUNICIPALITY	19072.9	INFORMATION NOT AVAILABLE	
GP F04207		34	Active	Linked Facility	Linked Facility	IMP000148	NON-RESIDENTIAL BUILDING	TOIR06140000088500000	BERTHA GXOWA HOSPITAL (GERMIS)	EKURHULENI METROPOLITAN MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE		
GP F09021		35	Active	Linked Facility	Linked Facility	IMP000149	NON-RESIDENTIAL BUILDING	TOIR00000000010800507	ALBERVIEW PRIMARY SCHOOL	EKURHULENI METROPOLITAN MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE		
GP F09022		36	Active	Linked Facility	Linked Facility	IMP000152	NON-RESIDENTIAL BUILDING	TOIR000000000006100040	GLENHAZEL PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY	19598.4	INFORMATION NOT AVAILABLE	
GP F09023		37	Active	Linked Facility	Linked Facility	IMP000153	NON-RESIDENTIAL BUILDING	TOIR00390000088000000	GLENSTANTIA PRIMARY SCHOOL	CITY OF TSHWANE METROPOLITAN MUNICIPALITY	TO BE CONFIRMED THROUGH INFORMATION NOT AVAILABLE		

[illegible]

WHAT IS “UNSEEN” IS OFTEN MORE IMPORTANT THAN WHAT IS “SEEN”...

- Is a property Surplus To Requirements (STR)?
- What portion of it could be released for something else?
- Could it be alienated?
- What might its ‘highest and best purpose’ be as a property development?
- How might we leverage value from it?

MAKING THE MOST OF A PROPERTY ASSET REGISTER

- If we only have a handful of properties, it's easy to do mechanically.
 - If we have a vast number of properties, it's impossible...
 - ...and so we don't bother...
 - ...and the portfolio vastly under-performs.
-
- So we need a model....
 - ...endowed with Artificial Intelligence (AI)...

- We need the register to be far more than a bulk 'storage and retrieval' system
- We need to code each property in a way that it 'thinks for itself' along the following lines:
 - I recognise my particular position in the urban system, for example...
 - I'm very extensive and well-shaped...
 - I'm visible from a freeway and near an interchange...
 - A main road connects me back to the interchange...
 - I'm right next to a railway station and a goods siding...
 - I'm relatively flat and easily developed with good soils for founding...
 - I'm not environmentally encumbered...
 - ...etc.

- On that basis, I bid myself on the urban market according to my perceived value...
- ...and I look around and find like-minded properties and choose to be associated with them.

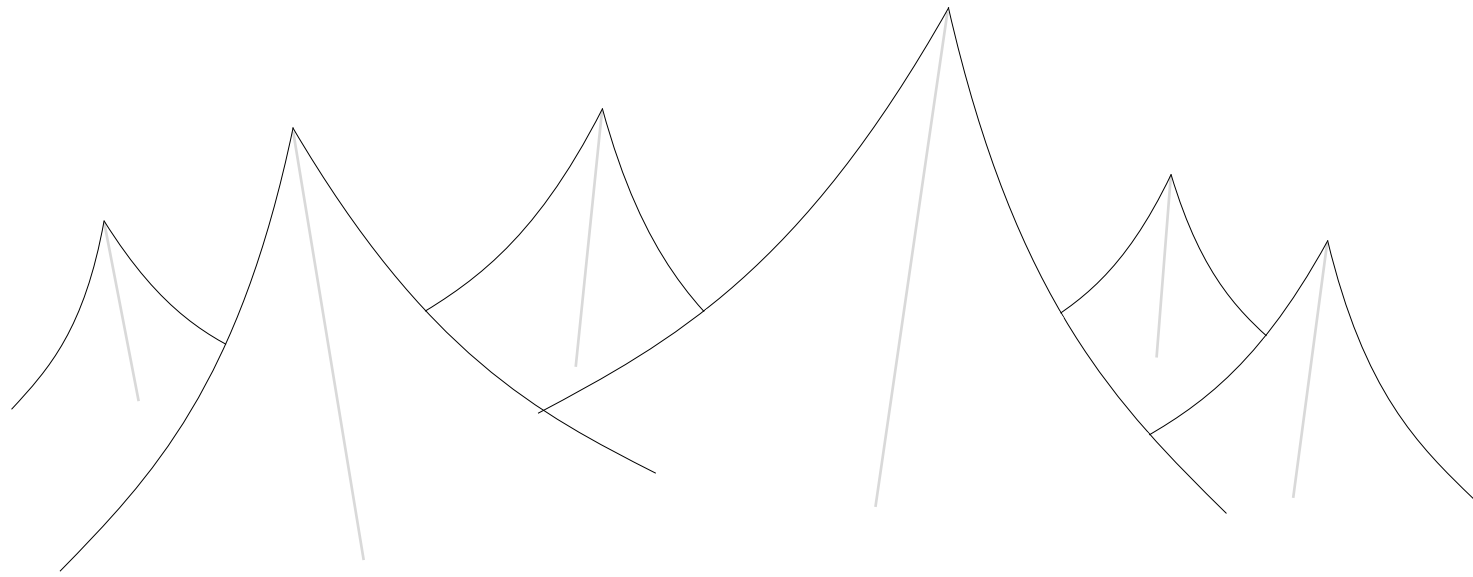
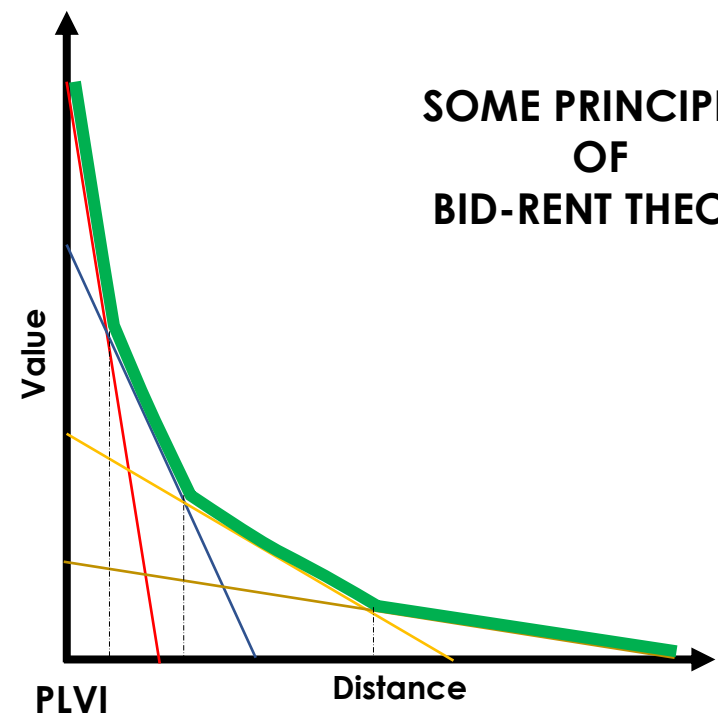
In effect, I'm operating in terms of the

Principles of

Bid-Rent Theory...

- PLVI** Peak Land Value Intersection
- Retail
 - Office
 - Residential
 - Industry
 - Composite BID-RENT curve

SOME PRINCIPLES OF BID-RENT THEORY



LANDHOLDING ASSESSMENT MATRIX

Correlation

High



Moderate



Weak



Nil



CRITERIA

Nature of Site

Location relative to
development
potential

Impediments to
development

Compatibility with
planning context

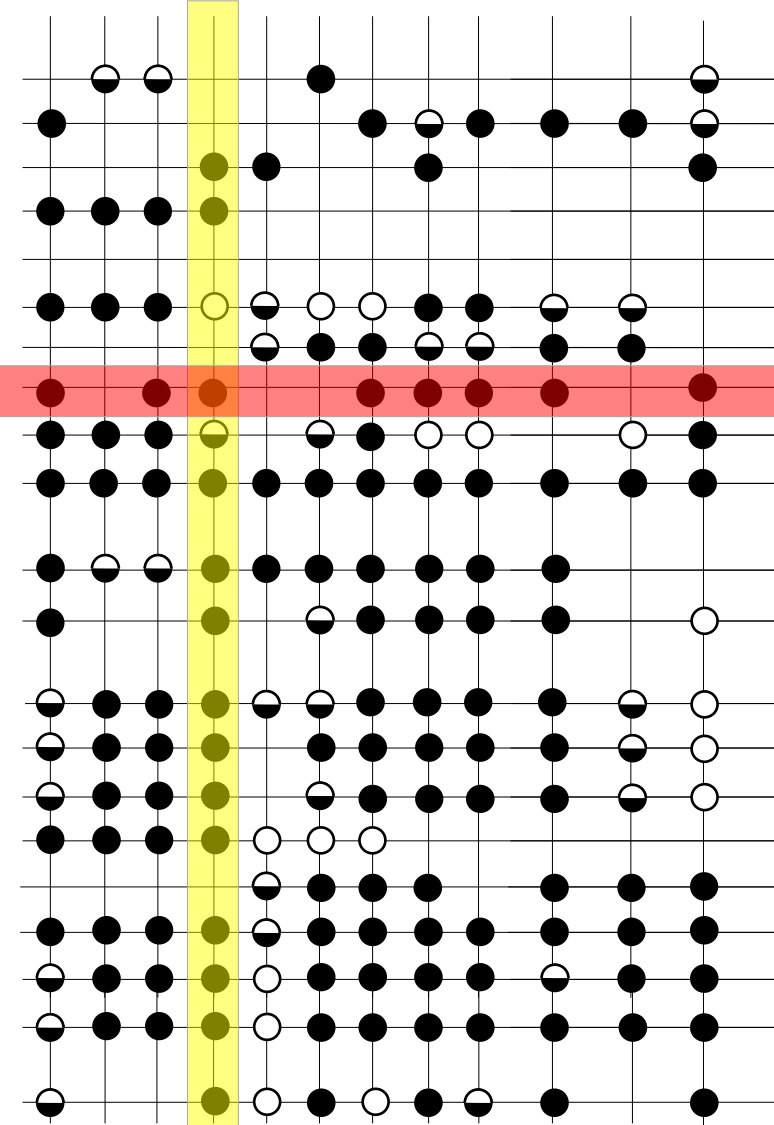
...

Project readiness

Extensive
Regularly shaped
Integrated
Fragmented
etc.
Primarily urban
Primarily rural
Within urban core
Peripheral to urban core
Distant from urban
core
etc.
Required for core
business
Ecological constraints
Topological constraints
Legal/lease constraints
etc.
In line with Council SDF
Congruence with Province
Township status
etc.

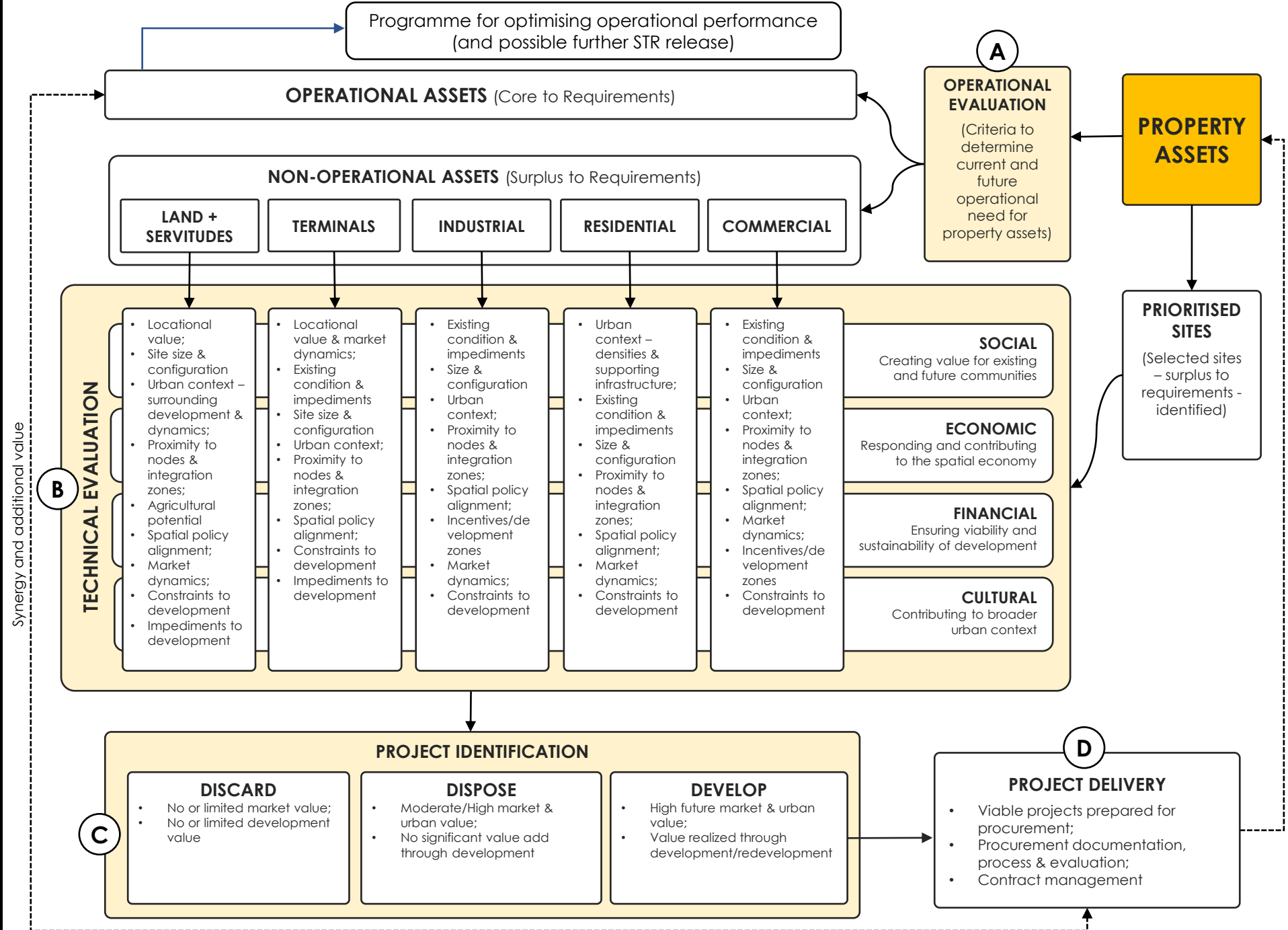
SITES

1 2 3 4 5 6 7 8 9 10 ... n



At a glance:
Potential of a site across all criteria

At a glance:
Applicability of a criterion across all sites



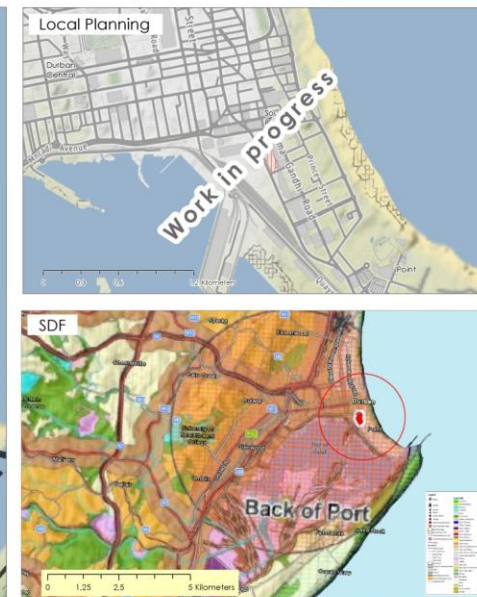
Selected property



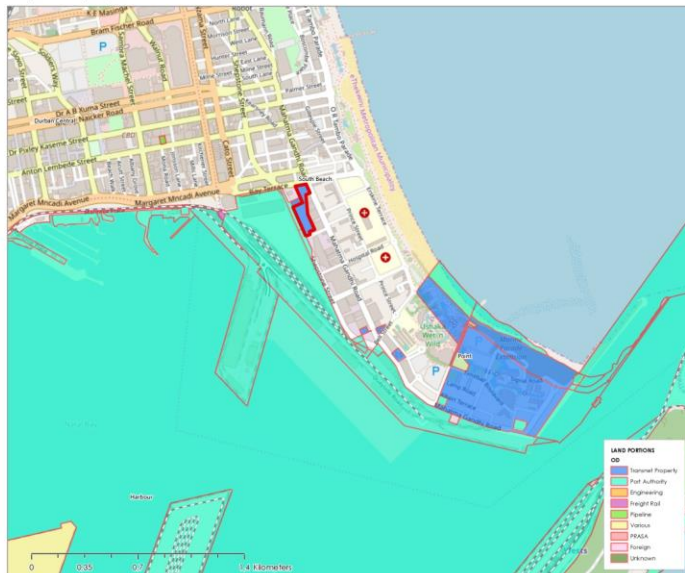
Urban structuring elements



Spatial Development Framework/Planning



Adjacent properties



Land cover



Road network connectivity index



Location in SA



Location in Province



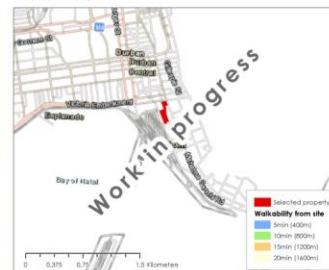
Site Information

Site description	Single property in the Durban CBD
Site identifier	DCX1326
Site Area	1.6 ha
OD Ownership	Transnet Property
Existing use	Parking of new motor vehicles
Book value	-
Improvement value	-
Planning status	-
Assessment/Potential	Demacon: Well positioned in the CBD, Durban Point slow takeover. Drive to revitalize the CBD. Potential for 'contemporary precinct' i.e. Maboneng
Additional Comments	-

Schematic framework



Walkability



Site name

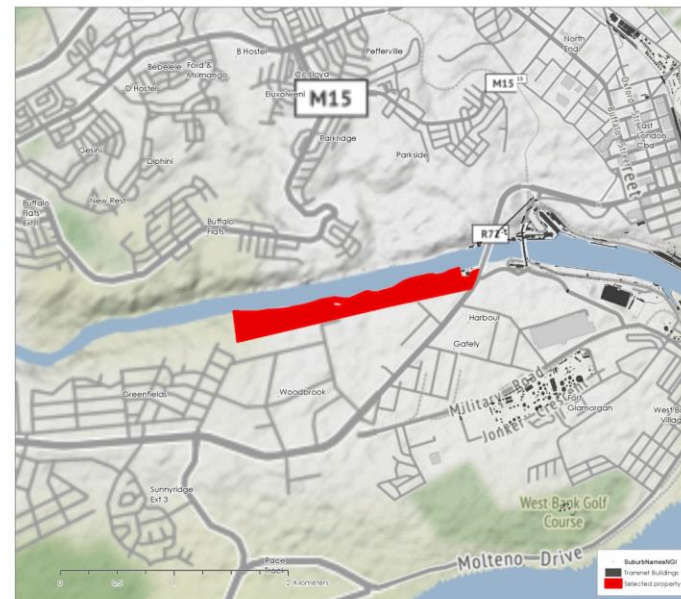
Locality

EC_BC_002

Selected property



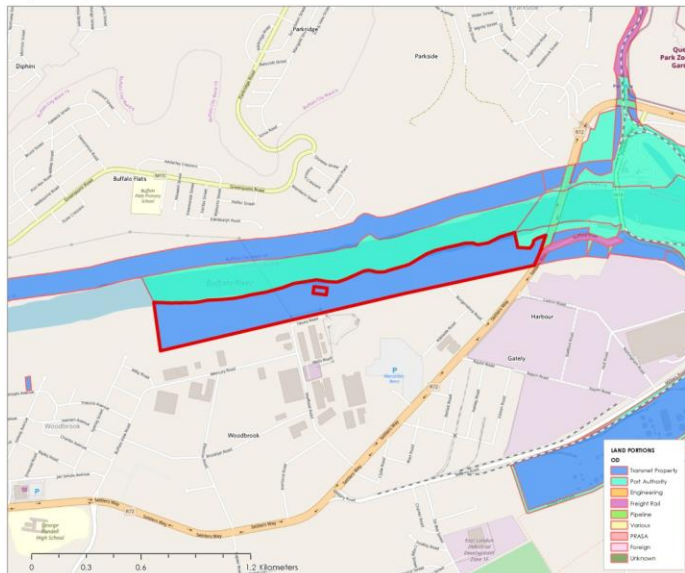
Urban structuring elements



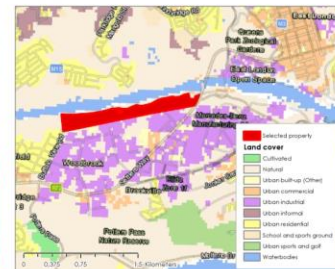
Spatial Development Framework/Planning



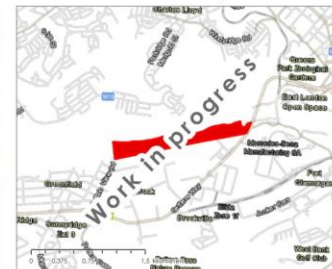
Adjacent properties



Land cover



Road network connectivity index



Location in SA



Location in Province



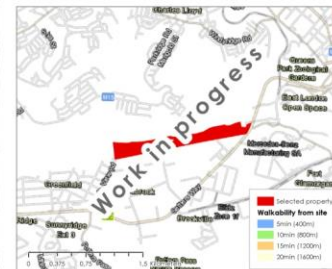
Site Information

Site description	Property on the southern bank of the Buffalo River, west of CBD
Site identifier	EBX2494, EBX3377
Site Area	28,5 ha
OD Ownership	Transnet Property, Port Authority
Existing use	Vacant Land
Book value	-
Improvement value	-
Planning status	-
Assessment/Potential	Further Research - Demacon (highest and best purpose)
Additional Comments	Potential

Schematic framework



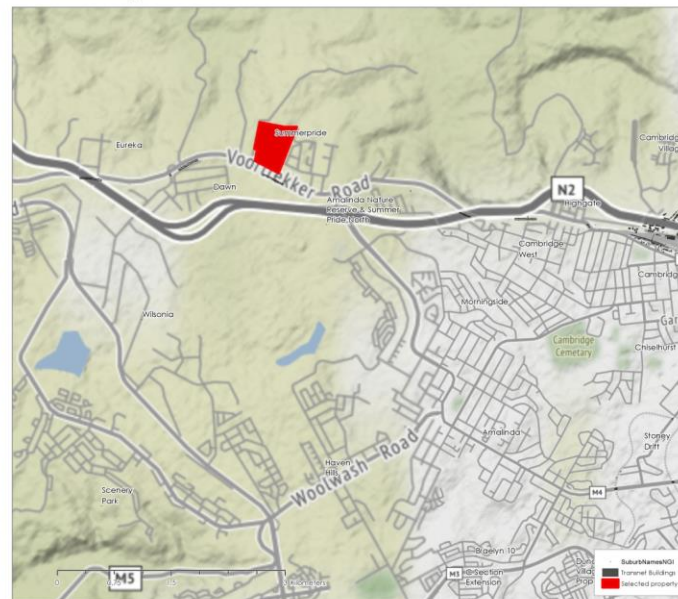
Walkability



Selected property



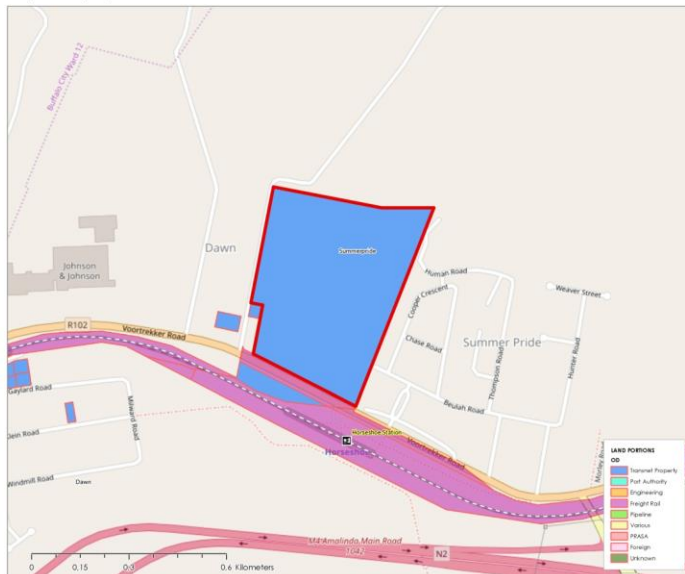
Urban structuring elements



Spatial Development Framework/Planning



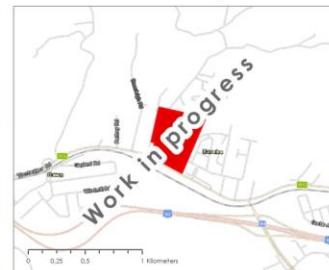
Adjacent properties



Land cover



Road network connectivity index



Location in SA



Location in Province



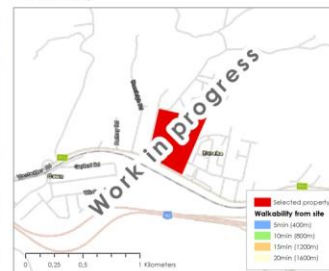
Site Information

Site description	Single property on-route to Mthatha
Site identifier	EBX3326
Site Area	17.02 ha
OD Ownership	Transnet Property
Existing use	Vacant Land
Book value	-
Improvement value	-
Planning status	-
Assessment/Potential	Social housing, affordable retirement, schools - Potential
Additional Comments	On railway station, on route CBD

Schematic framework



Walkability



The mind-set that's needed in public sector projects:

Don't think as though you're a public agency with a core business:
(e.g. we're in the 'power generating' business)

We're a **landowner** who happens to be using our land for generating power *at the moment*

Get over the caricatures of how you perceive property developers in the private sector:
(they're all a bunch of low-cunning looters and pillagers)

Be prepared to develop partnerships:
Cities are built on partnerships

Develop trust:

In your partners, public or private
In your enablement
In your product of the moment

Have in-house, committed management
but you don't have to 'own' expertise – you can buy it in

Remember that you're doing much more than property development:
You're following a developmental agenda

You're fulfilling an **urban agenda**

Project Champions

are more important than

“Legacy-leavers”

Development Managers

are more important than

“Project managers”

There must be hands-on commitment

not only to the project

but the project team

[illegible]

Rosebank, Johannesburg, 2020



Rosebank, Johannesburg
circa 1975



Rosebank, Johannesburg
circa 2000



/// Rosebank, Johannesburg
circa 2020

Factors for success in public sector developments

Was there outcome?

Was it successful financially?

Did the development agency benefit?

Was it socially and economically responsible?

Were there broader direct and indirect benefits?

Was the project replicable?

In measuring success, the bar for public sector initiatives is set higher:

Was there planning gain?

Was there a direct public good that was met?

Was there indirect public benefit?

In effect:

Were the immediate project objectives met?

But, more importantly,
were a wider range of objectives met?

Good ideas don't just die –
they're murdered...

...by indifference?

...by ineptitude?

...by incompetence?

...by meddling?

Mostly,

it's misunderstanding how hard one has to work at urban success...

It's not something that gets done between orange juice and cereal in the morning...

It's about full-time attention, management and will...

If you're not up for that commitment, don't get into the ring.