## 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























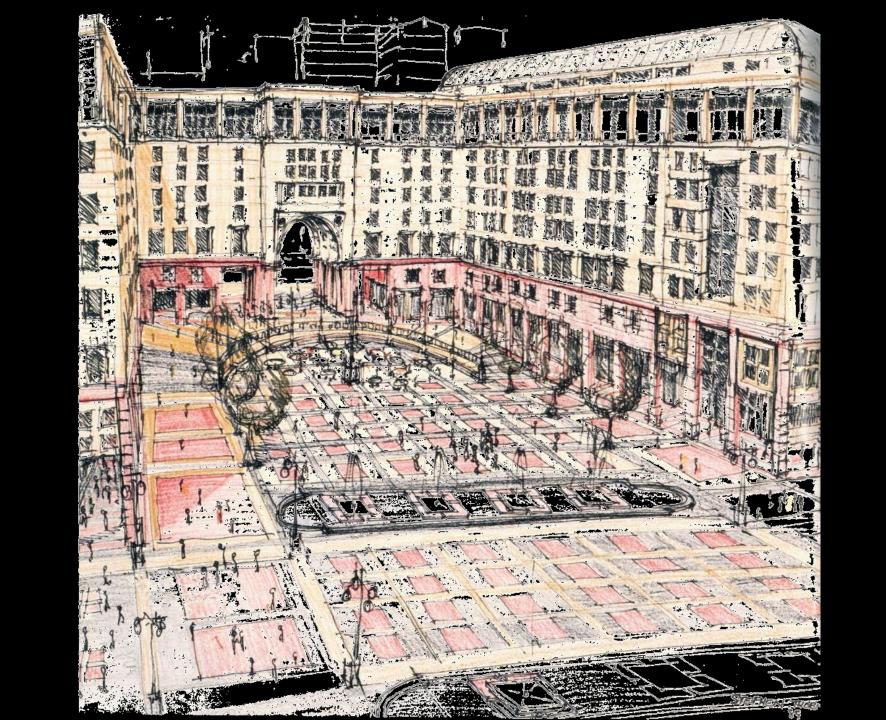




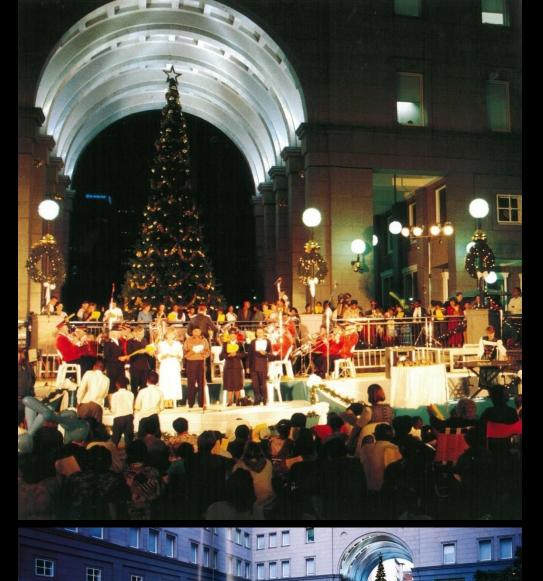




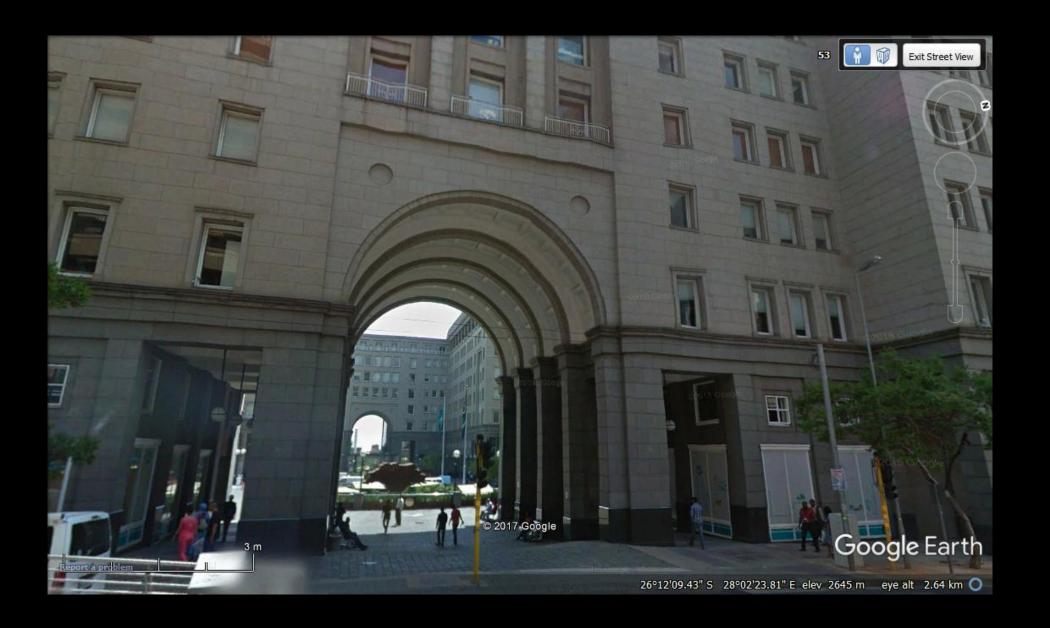










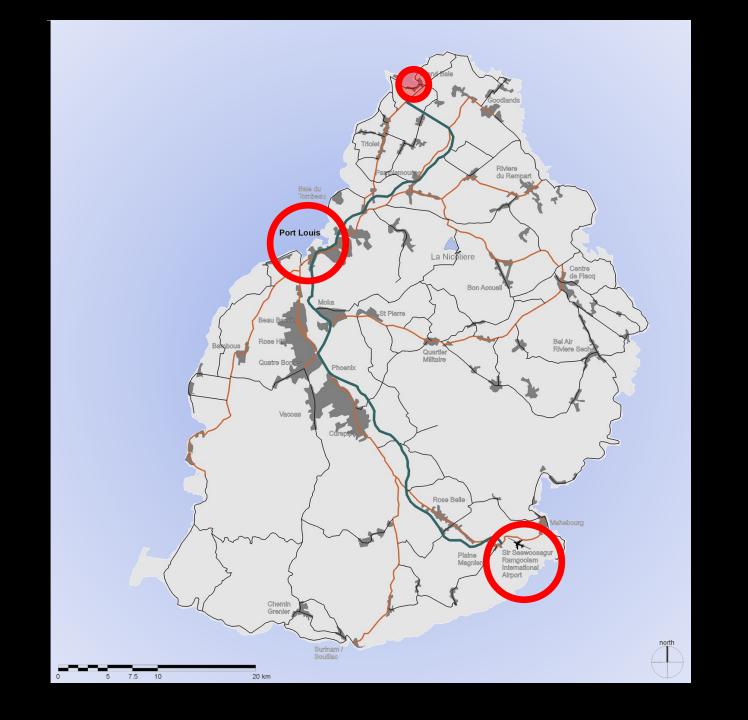






















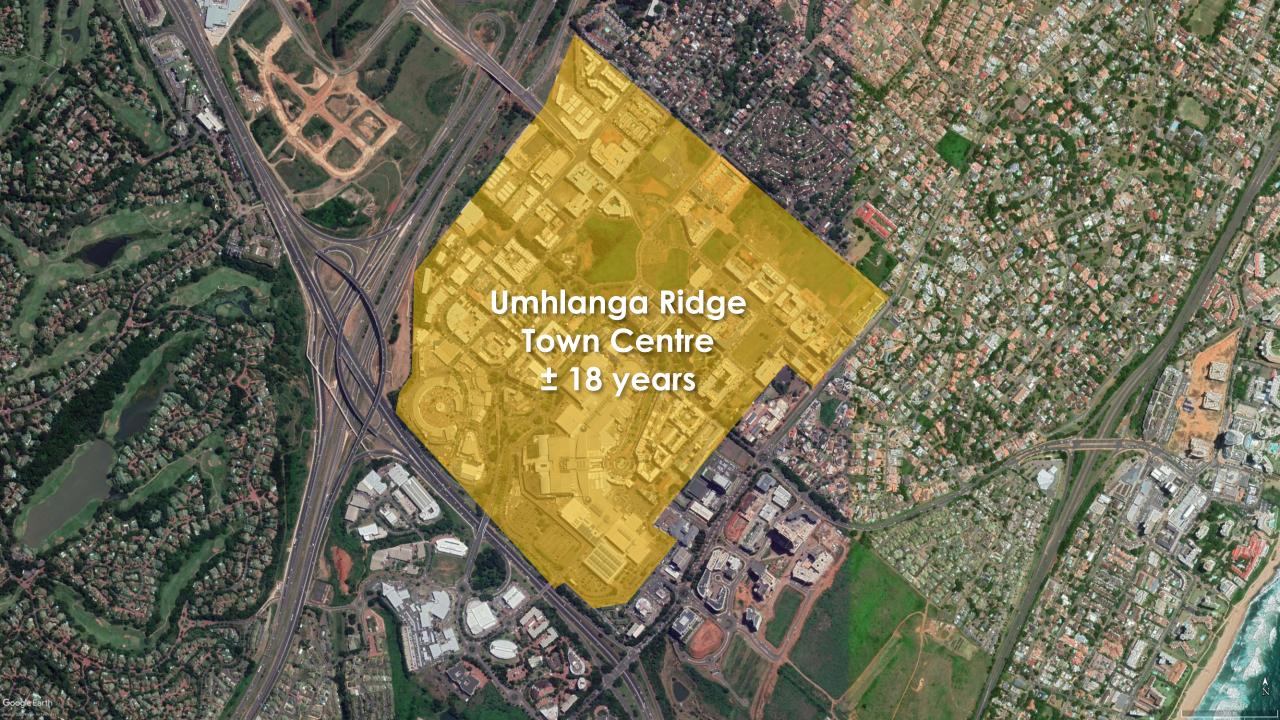






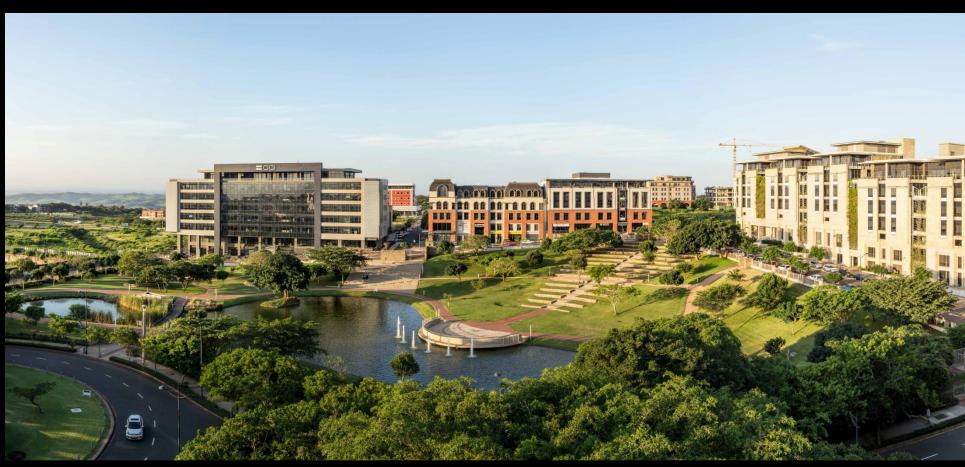














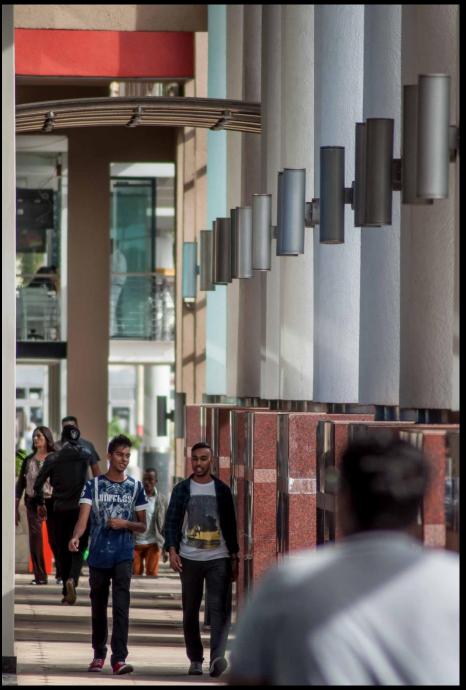














## When the public sector gets into the ring of commercial development there are often many failures

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?

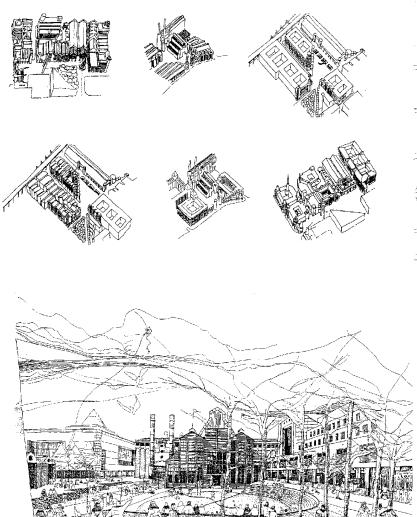
Why do good ideas die?

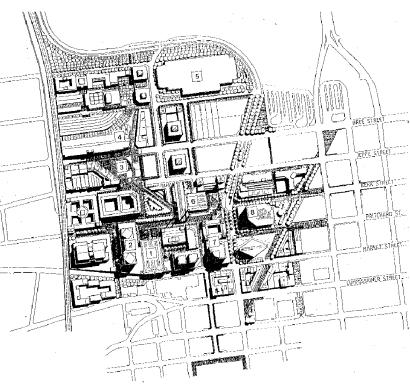
Could it be the team is inadequate?
Could it be there's a failure to understand urban fundamentals?
Could it be that the vagaries of the market conspired against us?

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





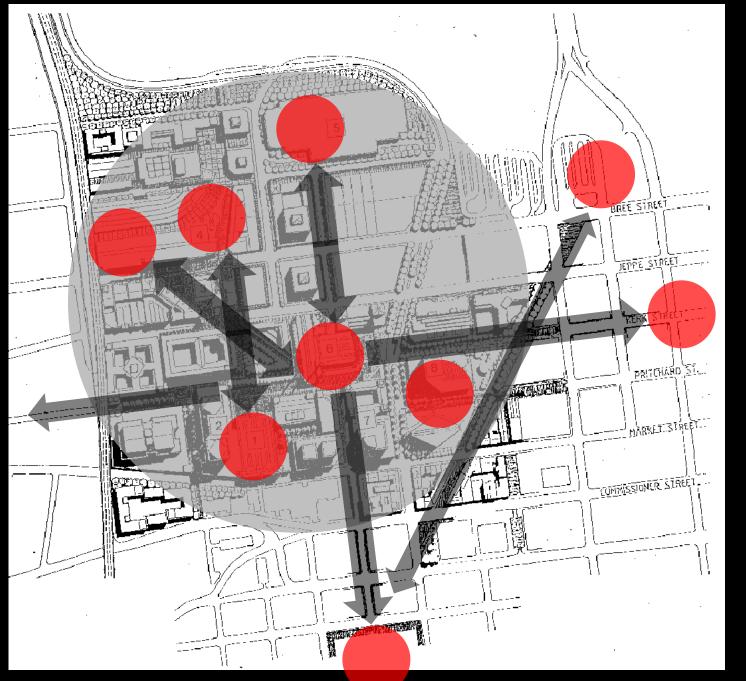




Urban design proposals and a development framework for an historic precinct in Johannesburg, Winner of first prize in open competition.

Newtown: Johannesburg



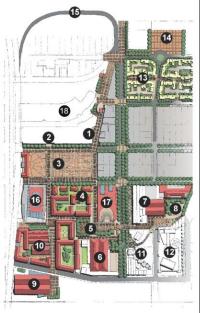


NEWTOWN CULTURAL PRECINCT



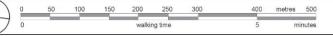




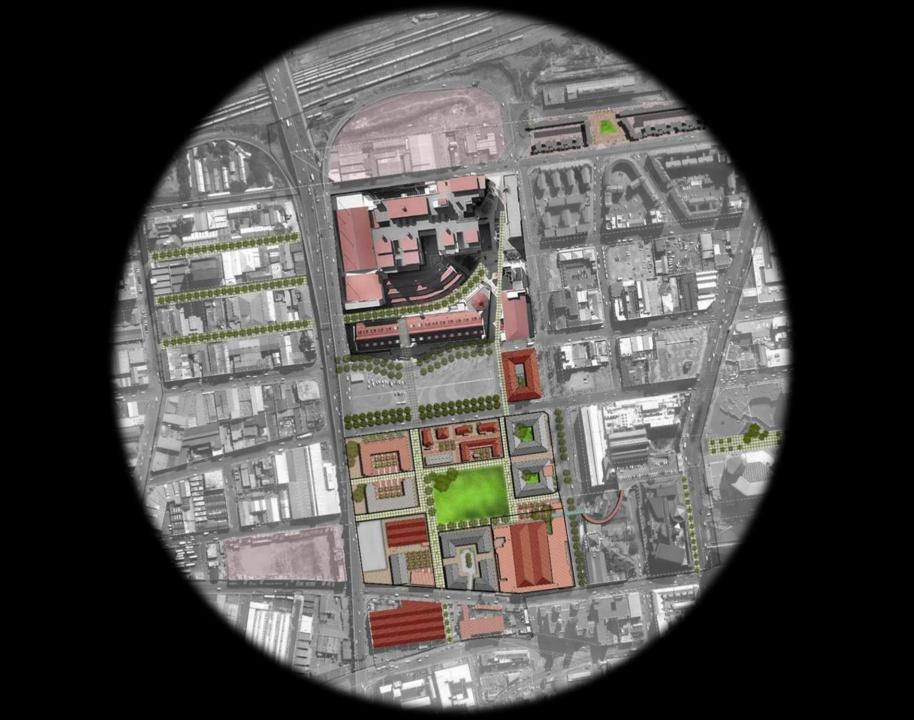


- Market Theatre Precinct
  Museum Africa
  Mary Fitzgerald Square
  Workers Library Museum
  Newtown Piazza
  Electric Workshop
  Turbine Hall and Boiler House
  Turbine Square
  Craft and Design Centre
  Dance Factory
  SAB Museum
  Reserve Bank

- Reserve Bank
- 12. 13. **New Residential Development**
- "Railway Museum" Square New M1 South On-Ramp
- 16. **Dance Centre**
- Film Centre
- Afrika Cultural Centre



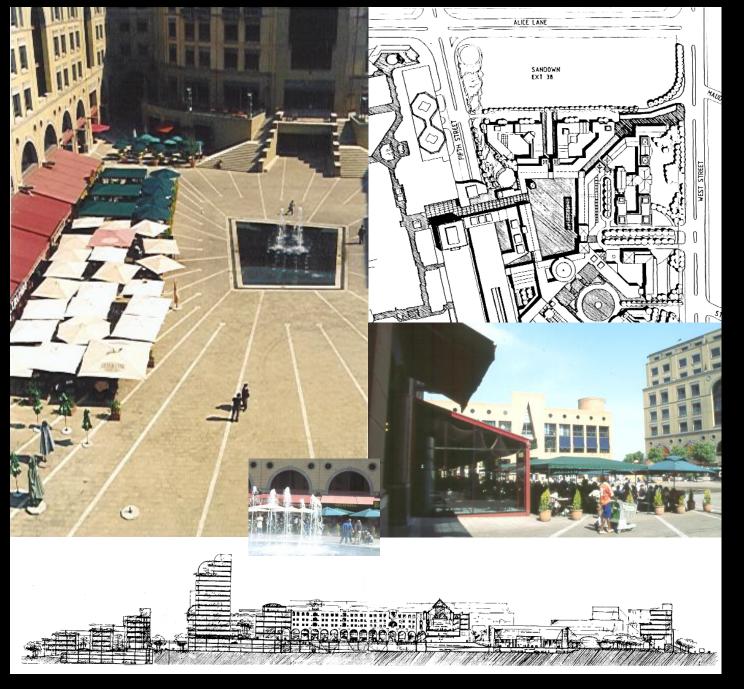
THE VISION



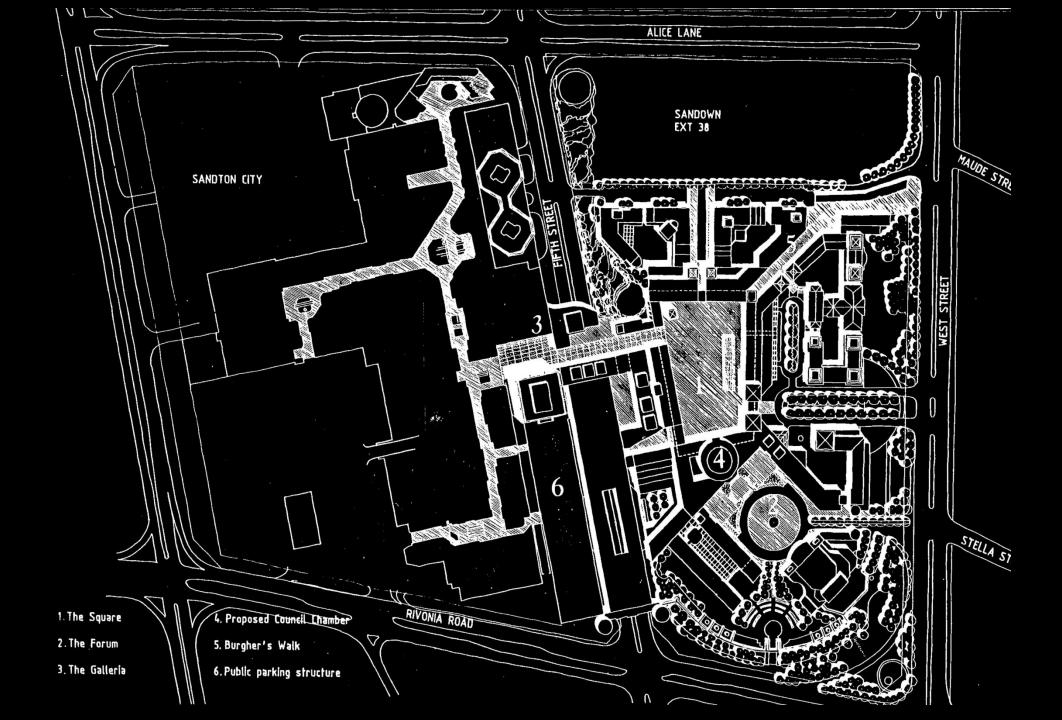


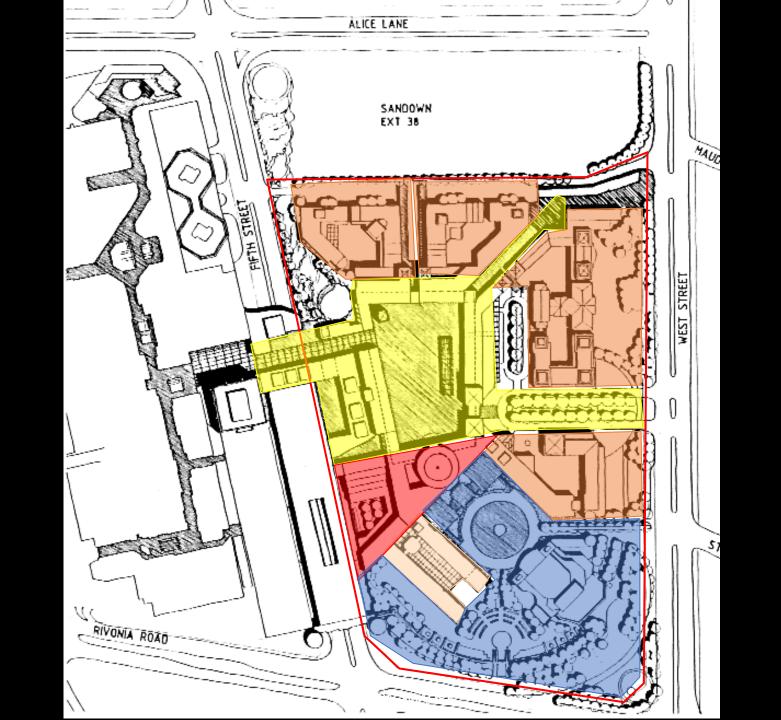


SANDTON (now) MANDELA SQUARE



SANDTON SQAURE



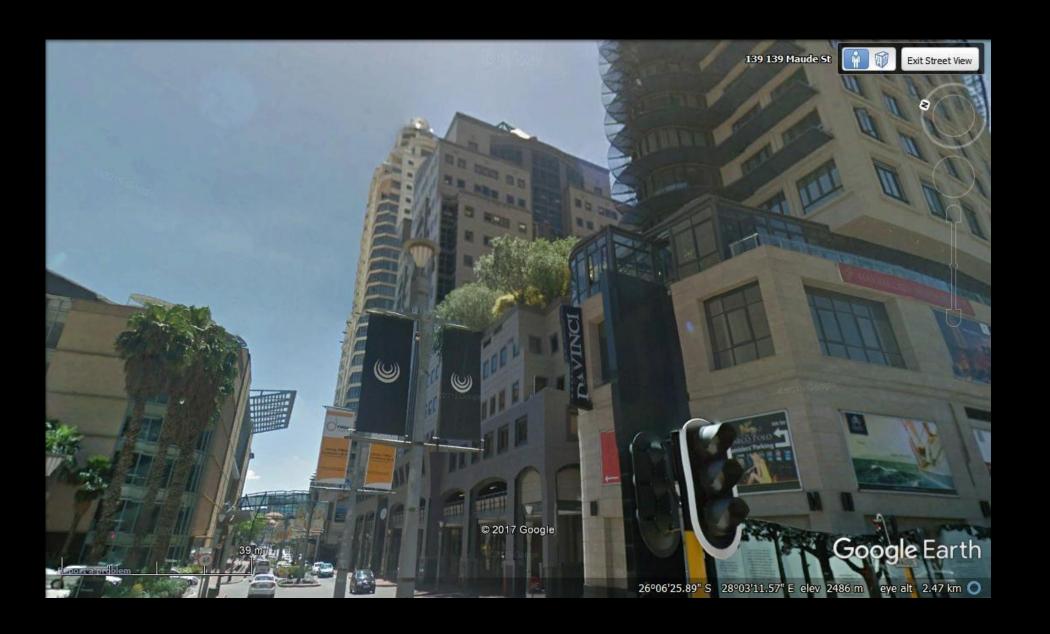








SANDTON SQUARE

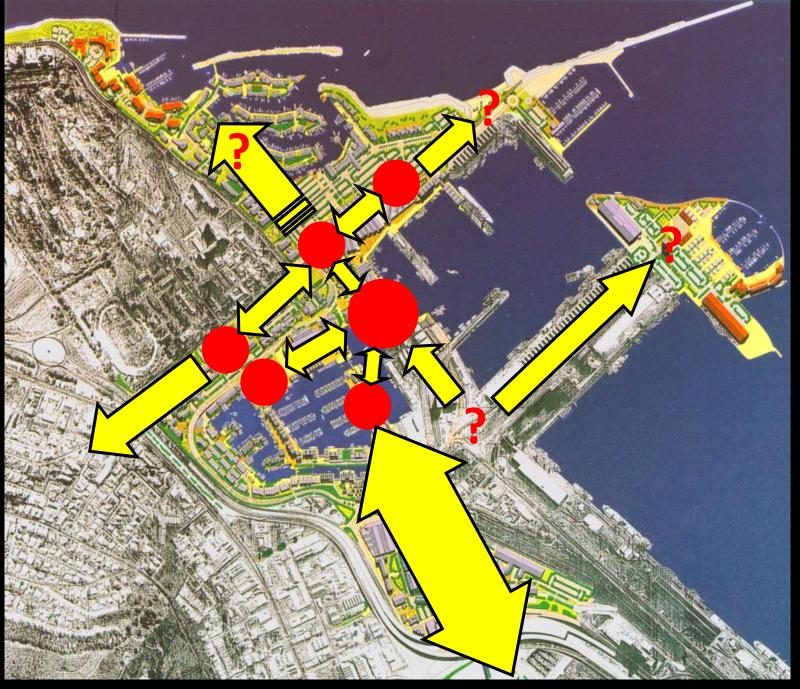




THE V & A



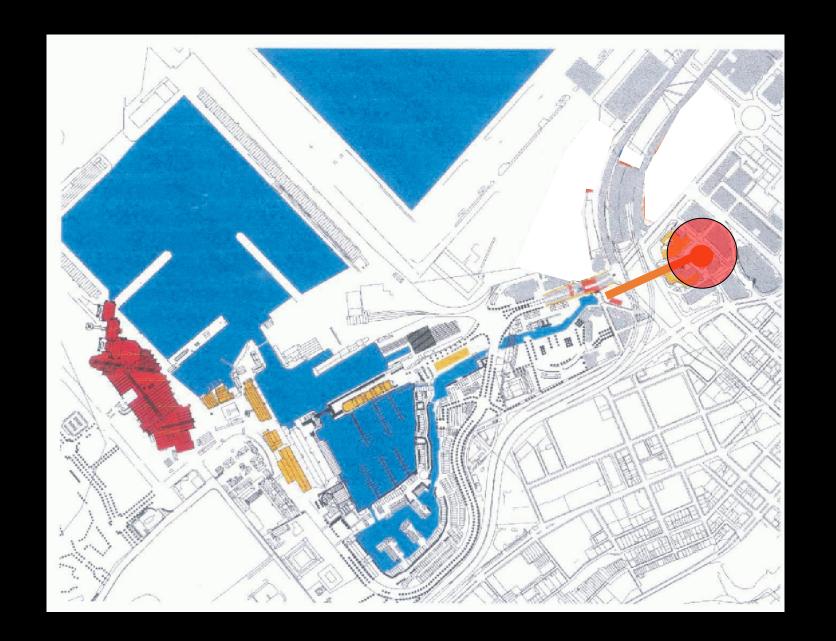


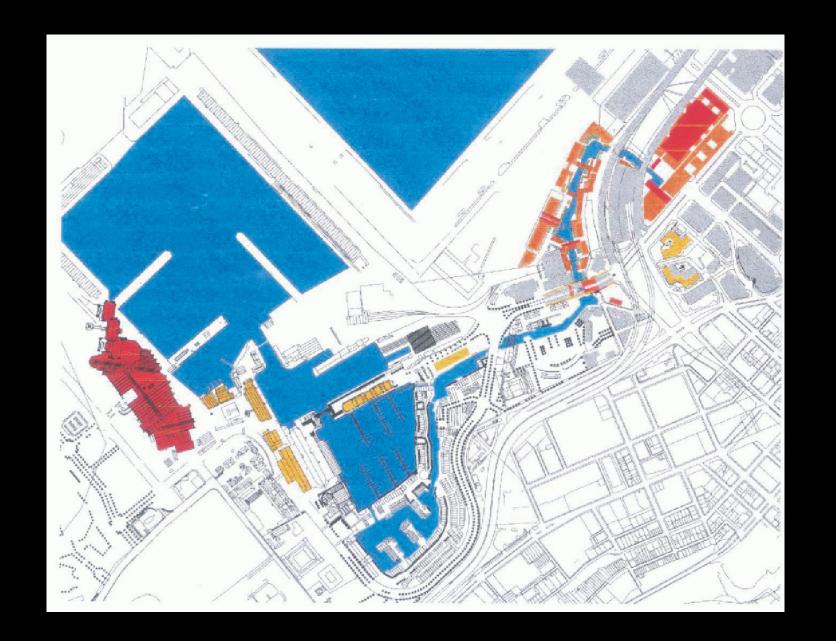


THE VICTORIA AND ALFRED WATERFRONT



THE VICTORIA AND ALFRED WATERFRONT

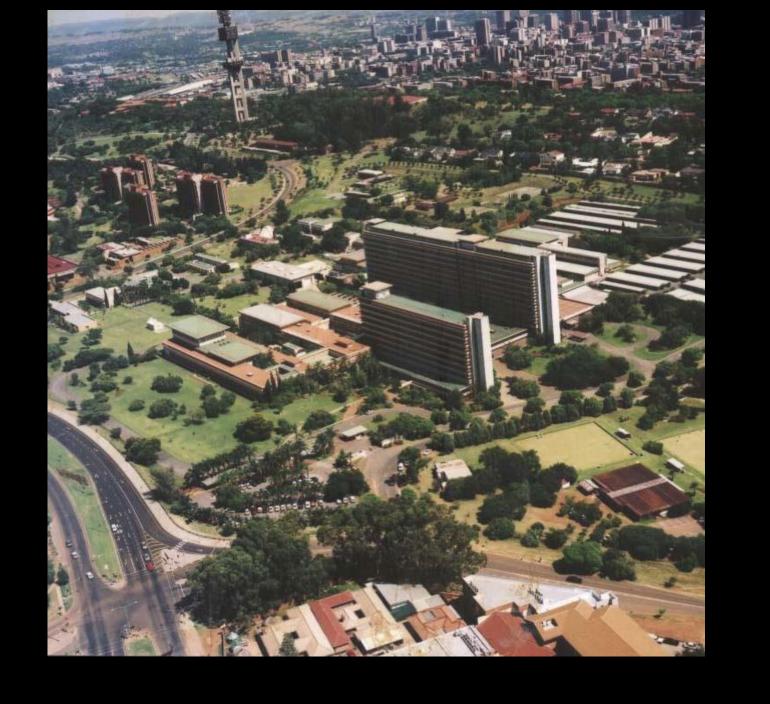


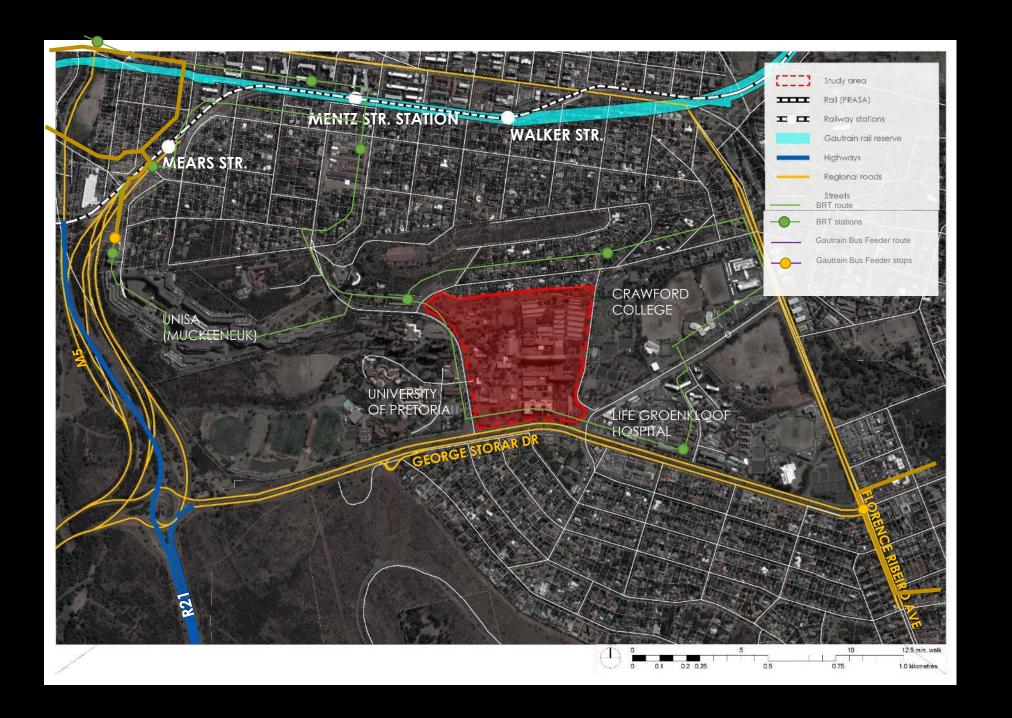




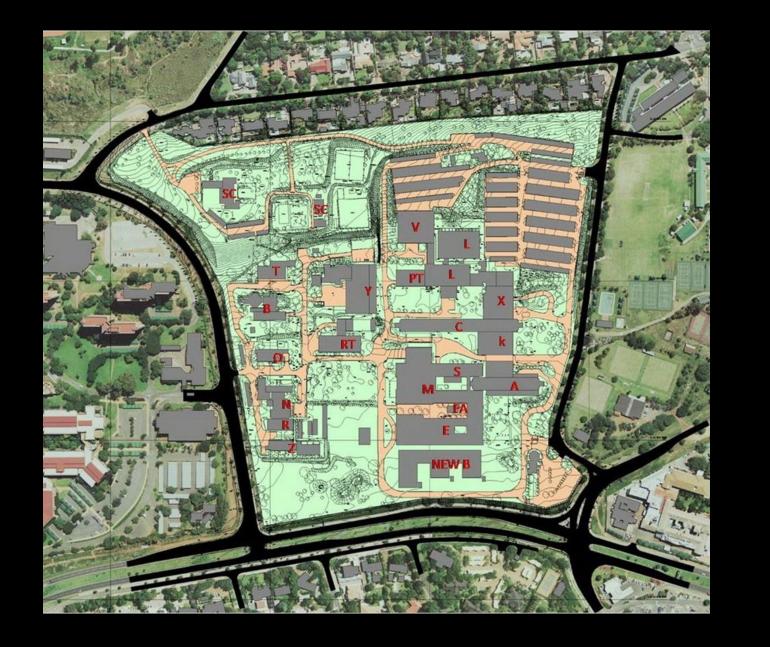


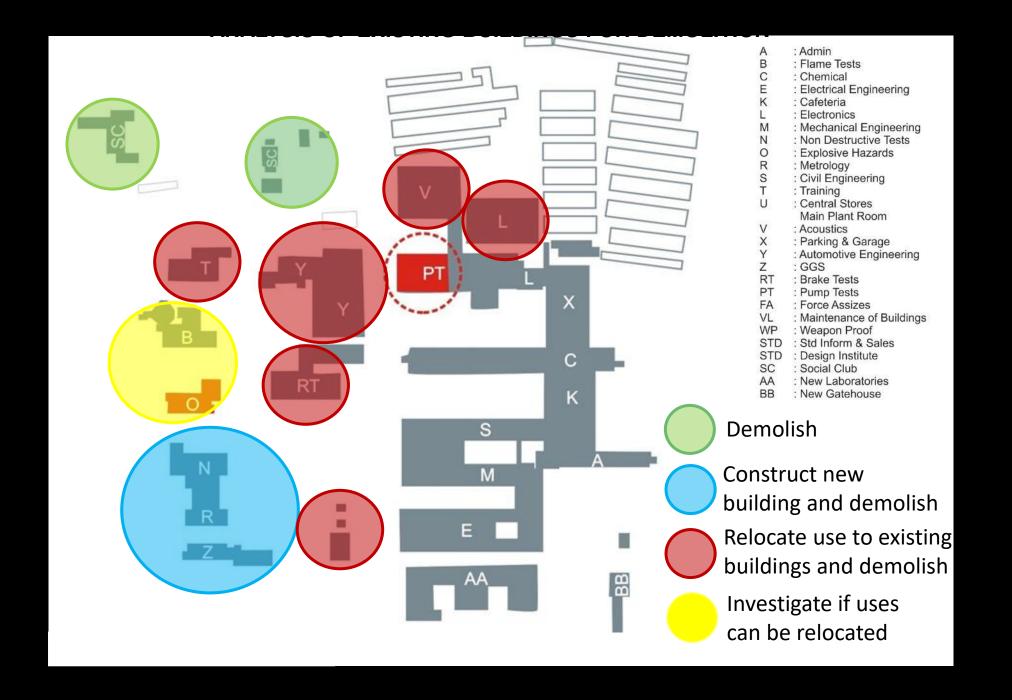














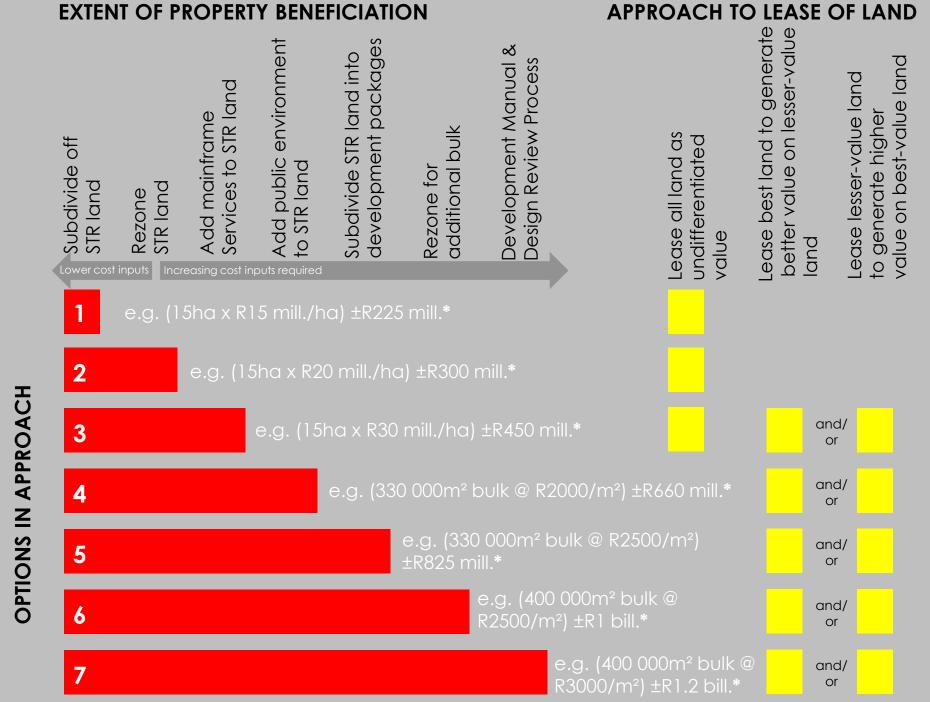








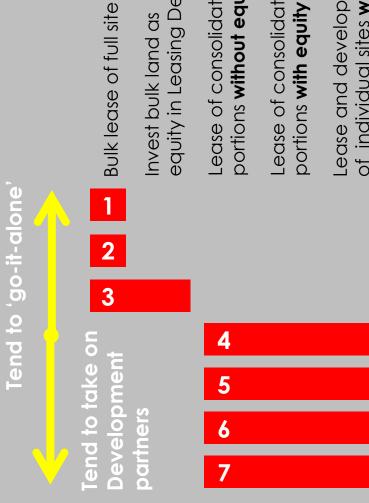




<sup>\*</sup> Notional figures only and used purely to demonstrate princip

# **LEASE APPROACH**

# **APPROACH OPTIONS**



equity in Leasing Devco. Invest bulk land as

portions without equity Lease of consolidated

Lease of consolidated portions with equity

of individual sites without equity Lease and development

of individual sites with equity Lease and development

# **BENEFICIATION SUMMARY OF THE OPTIONS**

Bulk Options		Additional Floor Area M2 (Exc SABS Precinct)	Single Developer	JV Partner/ Funding	Multi Developers	Bulk Services Contribution R	Intemal Services R	Other Costs R	Total Development Cost R	Land Value R/m2 Estimate	Land Value After Com & Marketing R	Net Development Surplus R	Inves	Type of tment 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	ecase with overall rights	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	v	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			

#### **SOUTH-WEST PRECINCT: CONTROLS AND DIRECTIVES**



# **PROGRAMME**

# SABS CAMPUS MASTER PLAN PROPOSED HIGH LEVEL PROJECT PLAN

Thursday, 20 April 2017

**GAPP: Johannesburg Consortium** 

Year		201	7																			Т			1						
Months			Mai	rch			Ap	ril				May				Jur	ne		•		July	T	$\Box$		Auç	August					
Weeks		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26				
Date (Mon)		6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28				
PROJECT STAGES	Weeks																														
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Stage 1: Status quo, Context and Rapid Review Pre Feasibility	4																				$\vdash$	+	Н	$\vdash$	Ш	$\vdash$					
Stage 2: Strategic Intent and Vision/Concept	2																					+	1	$\vdash$	<u>                                     </u>	$\vdash$					
Stage 3: Campus Master Plan, Guidelines and Benficiation Options	7																					$\bot$			<u> </u>						
Stage 4: Implementation, Feasibility and Engage with Developers	6																					$\perp$									
Stage 5: Final Report	5																									$\vdash$					
TOTAL	24																					+									
Consultation																															
Steering Committee			13		27		10		24		8		22		5		19		3		20		31		14						
EXCO																															
Deliverables																															
Reports									D					D					D						F						
Presentations																					Ш	$\perp$				Ш					
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# THE PROPERTY ASSESSMENT MODEL

EMBEDDING ARTIFICIAL INTELLEGENCE INTO A PROPERTY ASSET REGISTER

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		Asset			LINKING	UNIQUE ASSET		LINK TO LAND PARCEL			OF IMPROVEMENT IN		AC
FACILITY COI 🔻	Code 🔻	Code ~	Status 🔻	CATEGORY -	CATEGORY	NUMBER 🔻	AFS FACILITIES CLASSIFICATION ▼	IDENTIFIER	FACILITY NAME	NAME OF MUNICIPALITY	S( <b>▼</b>	ACQUISITION DAT	▼ N C
GP F01001		1	Active	Linked Facility	Linked Facility	IMP000003	NON-RESIDENTIAL BUILDING	TOIR04220000111600000	STANDARD BANK BUILDING	CITY OF JOHANNESBURG METROPOL	.1 10250	3811	16 4
GP F21815		2	Active	Linked Facility	Linked Facility	IMP000004	NON-RESIDENTIAL BUILDING	T0IR03100000446000000	FIRST NATIONAL BANK BUILDING	CITY OF JOHANNESBURG METROPOL	.1 5456	INFORMATION NOT	ГА
GP F16006		3	Active	Linked Facility	Linked Facility	IMP000006	NON-RESIDENTIAL BUILDING	TOIR03100000518000000	SAGE LIFE BUILDING	CITY OF JOHANNESBURG METROPOL	.1 22220.8	INFORMATION NOT	ГΑ
GP F09000		4	Active	Linked Facility	Linked Facility	IMP000013	NON-RESIDENTIAL BUILDING	T0JR03560000364300000	CHOKOE PRIMARY SCHOOL	CITY OF TSHWANE METROPOLITAN N	TO BE CONFIRMED THR	INFORMATION NOT	r a inf
GP F09001		5	Active	Linked Facility	Linked Facility	IMP000015	NON-RESIDENTIAL BUILDING	T01Q06230000345900000	REAMOHETSOE PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOL	I TO BE CONFIRMED THR	INFORMATION NOT	r a inf
GP F09002		6	Active	Linked Facility	Linked Facility	IMP000016	NON-RESIDENTIAL BUILDING	T0IQ05590000046100000	UVUYO PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOL	I TO BE CONFIRMED THR	INFORMATION NOT	ΓA INF
GP F21808		7	Active	Linked Facility	Linked Facility	IMP000017	NON-RESIDENTIAL BUILDING	T01R04220000002700000	CLEGG HOUSE	CITY OF JOHANNESBURG METROPOL	.1 3470	3755	52
GP F08003		8	Active	Linked Facility	Linked Facility	IMP000023	NON-RESIDENTIAL BUILDING	TOIR03100000477700000	THUSANONG BUILDING	CITY OF JOHANNESBURG METROPOL	.1 5594	INFORMATION NOT	ΓA INF
GP F09003		9	Active	Linked Facility	Linked Facility	IMP000024	NON-RESIDENTIAL BUILDING	T01R02500000046600000	DAERAAD PRE-PRIMARY SCHOOL	EKURHULENI METROPOLITAN MUNIC	6043.2	INFORMATION NOT	ΓA INF
GP F21820		10	Active	Linked Facility	Linked Facility	IMP000028	NON-RESIDENTIAL BUILDING	TOIR03100000022100000	NEW LIBRARY HOTEL	CITY OF JOHANNESBURG METROPOL	. 1000	INFORMATION NOT	ГΑ
GP F09004		11	Active	Linked Facility	Linked Facility	IMP000032	NON-RESIDENTIAL BUILDING	T0IR0000000005700007	NORTHVIEW HIGH SCHOOL	CITY OF JOHANNESBURG METROPOL	.1 48843.6	INFORMATION NOT	ΓAINE
GP F09005		12	Active	Linked Facility	Linked Facility	IMP000044	NON-RESIDENTIAL BUILDING	T01R04930000024700000	ORCHARDS PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOL	.1 9517.2	INFORMATION NOT	ΓA INF
GP F23277		13	Active	Linked Facility	Linked Facility	IMP000045	OTHER FIXED STRUCTURE	T0IQ00450000143300000	PARK	CITY OF JOHANNESBURG METROPOL	I TO BE CONFIRMED THR	INFORMATION NOT	r a inf
GP F09006		14	Active	Linked Facility	Linked Facility	IMP000052	NON-RESIDENTIAL BUILDING	T0IR05270000258000000	PRIMROSE PRIMARY SCHOOL	EKURHULENI METROPOLITAN MUNIC	TO BE CONFIRMED THR	INFORMATION NOT	r a inf
GP F09007		15	Active	Linked Facility	Linked Facility	IMP000058	NON-RESIDENTIAL BUILDING	T0IR02100000024100000	RIVONIA PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOL	.1 34340.25	INFORMATION NOT	r a inf
GP F09008		16	Active	Linked Facility	Linked Facility	IMP000062	NON-RESIDENTIAL BUILDING	T0IR05740000018600000	ROSEBANK PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOL	I TO BE CONFIRMED THR	INFORMATION NOT	( A INF
GP F09009		17	Active	Linked Facility	Linked Facility	IMP000063	NON-RESIDENTIAL BUILDING	T01Q00000000054600192	ROSHNEE PRIMARY SCHOOL	EMFULENI LOCAL MUNICIPALITY	12049.2	INFORMATION NOT	r A INF
GP F16028		18	Active	Linked Facility	Linked Facility	IMP000066	NON-RESIDENTIAL BUILDING	TOIR03100000469900000	SAGE WEST BUILDING	CITY OF JOHANNESBURG METROPOL	I TO BE CONFIRMED THR	3955	i3 2
GP F09010		19	Active	Linked Facility	Linked Facility	IMP000067	NON-RESIDENTIAL BUILDING	T0IR00000000004200455	SANDOWN HIGH SCHOOL	CITY OF JOHANNESBURG METROPOL	J 53175.6	INFORMATION NOT	ΓA INF
GP F09011		20	Active	Linked Facility	Linked Facility	IMP000072	NON-RESIDENTIAL BUILDING	T0IQ05330000167200000	SEBOKENG TECHNICAL HIGH SCHOOL	EMFULENI LOCAL MUNICIPALITY	TO BE CONFIRMED THR	INFORMATION NOT	ΓAINF
GP F09012		21	Active	Linked Facility	Linked Facility	IMP000073	NON-RESIDENTIAL BUILDING	T01Q00000000059600124	SELBORNE PRIMARY SCHOOL	EMFULENI LOCAL MUNICIPALITY	13075.5	INFORMATION NOT	ΓAINF
GP F09013		22	Active	Linked Facility	Linked Facility	IMP000075	NON-RESIDENTIAL BUILDING	T01Q02160000893800000	SHARICREST PRIMARY SCHOOL	CITY OF JOHANNESBURG METROPOL	I TO BE CONFIRMED THR	INFORMATION NOT	ΓAINE
GP F23278		23	Active	Linked Facility	Linked Facility	IMP000076	NON-RESIDENTIAL BUILDING	T0IQ00000000037100119	FARM 371/119 IQ	CITY OF JOHANNESBURG METROPOL	J 19168.8	INFORMATION NOT	ΓA INF

TOIR09190000038500000 SIZWE SECONDARY SCHOOL

TOIRO000000010000133 FOREST HILL PRIMARY SCHOOL

TOIR00000000010000199 FOREST HILL PRIMARY SCHOOL

TOIQ05770001134500000 TSAKANI PRIMARY SCHOOL

TOJR03520002342300000 GATANG SECONDARY SCHOOL

TOIRO000000010800507 ALBERVIEW PRIMARY SCHOOL

TOIRO0000000006100040 GLENHAZEL PRIMARY SCHOOL

TOJRO0390000088000000 GLENSTANTIA PRIMARY SCHOOL

OIRO0000000010600208 THE HILL HIGH SCHOOL

TOIR01140000101100009 HOUSES

OJR03520000918600000

TOIRO6150000120400000 SOLID TRUTH WORSHIP AND COMM CITY OF JOHANNESBURG METROPOLI

TOIRO4190000084500000 THEATRE AND STUDIO ENGINEERING CITY OF JOHANNESBURG METROPOLI

101R07760001559900000 FUNUKUKHANYA PRIMARY SCHOOL EKURHULENI METROPOLITAN MUNIC TO BE CONFIRMED THRE

MOGALE PRIMARY SCHOOL

Asset Name/Asset Description

Local Municipality

EKURHULENI METROPOLITAN MUNIC

CITY OF JOHANNESBURG METROPOLI

CITY OF JOHANNESBURG METROPOLI

CITY OF JOHANNESBURG METROPOLI

CITY OF TSHWANE METROPOLITAN M

CITY OF TSHWANE METROPOLITAN M

CITY OF JOHANNESBURG METROPOLI

TOIRO6140000088500000 BERTHA GXOWA HOSPITAL (GERMIS EKURHULENI METROPOLITAN MUNIC TO BE CONFIRMED THR INFORMATION NOT A INF

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

MOGALE CITY LOCAL MUNICIPALITY TO BE CONFIRMED THR INFORMATION NOT A INF

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11734.4 INFORMATION NOT A INF

19072.9 INFORMATION NOT A INF

19598.4 INFORMATION NOT A INF

INFORMATION NOT A INF

792.8

2160

AFS Asset Class

NON-RESIDENTIAL BUILDING

DWELLING

Facility Code

GP F09014

GP F21826

GP F09015

GP F21829

GP F23281

GP F09016

GP F09016

GP F09017

GP F09018

GP F09019

GP F09020

GP F04207

GP F09021

GP F09022

GP F09023

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Active

Linked Facility Linked Facility

Additional Land Additional Land Pt IMP000111

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Panilile Code					AFS A	erl Class		Aprel Hour/Aprel Departation	Level Heninipality			President Cod		T	[ausskip	Sabarb	la akange la † Physical Slevel Address akange	d la Lalilade	Longilade			
PACILI Fa	- 10-		LIHKING 🕌 LIHKII	e azze.	T _	-	PARCEL _	91.7	91.1	EXTENT ACQUISITE PATE	P1.12 P1.13	U PROVI	T/ STREET	STR _ S	HDHRD/TOW _	FARH _	92.7	- P2.8	LONGIT _ URD	AN TERIFI	REPER TERM DATE LEASE	OBT :
GP FIGURE		Relier	CATEGO CATE	ORY BEH	PE AFSTAC	CILITIES CLASSIFICAT	THE STIPLE THE STIPLE STATE OF THE STATE O	STANDARD DANK BUILDING	CITY OF JONAHHESDURG HETR		COST CATEGORY	GAUTENG	INP BONE		HARSHALLS TOWN		PHYSICAL ADDRESS	26.21622163		H TOPULLTHE	MOT APPLICAL HOT APPLICAL HOT APPLICA	
GP F24845	2	Aulier	Linked Parillily Linked	MPIN	HOH-RE	ESIDENTIAL BUILDING	TURBANINGANIN	FIRST HATIOHAL DANK DUILDIN	CITY OF JOHANNESBURG METR	O S45E IMPORMATION P	OT IZERE PROVINCIAL	GAUTENG	SE SIMMONDS S	STREET J	OHANNESDURG	JOHAN	HESDURG HESDURG	-26.28524156 -26.28524156	28.83343361 URBA		O HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP PISSES	- 1	Aulier	Linked Famility Linked Linked Famility Linked			ESIDENTIAL PUILDING	TURBSHILLSHILL	CHOKOE PRIMARY SCHOOL		O ZZZZB.B IMPORMATION I T TO BE COMPIRMED T IMPORMATION I		GAUTENG			REFILWE EXT 4	REFIL		-25.54747845			10 HOT APPLICAL HOT APPLICAL HOT APPLICA 10 HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP 713111 GP 713112	5	Aulier	Linked Panility Linked Linked Panility Linked	Paritile IMPER		ESIDENTIAL PUILDING	THORSENINGSSHIII	REAMONETSOE PRIMARY SCHOOL		O TO BE CONFIRMED T INFORMATION I		ARTHI GAUTENG	S461 DROZOEL S		ORIEZIEK EXT 1 10FOLO HORTH	DRIEZIEK ORAH-		-26,47854			O HOT APPLICAL HOT APPLICAL HOT APPLICA HOT APPLICAL HOT APPLICAL HOT APPLICA	d HOT AP
GP P2:1111	- ;	Relier	Linked Panility Linked			ESIDENTIAL PUILDING	T 818 8422 888 8827 8888	CLEGGHOUSE	CITY OF JOHANNESBURG METR		SS2 18281 PROVINCIAL	GAUTENG	BE COMMISSIONER S		HARSHALLS TOWN		HESPURG	-26.22585875 -26.28597516			O HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP 711113		Autier	Linked Parilling Linked			ESIDENTIAL BUILDING	THE 15411111477711111	THUSAHONG BUILDING	CITY OF JOHANNESBURG METR		IOT IMPORMATI PROVINCIAL	GAUTENG	ES COMMISSIONER S		OHANNESDURG	JOHAN	HESPURG	-26.28556841 -26.17386134			O HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP 724828	11	Relier	Linked Panility Linked Linked Panility Linked	Parallile   IMPRES	HOH-RE	ESIDENTIAL BUILDING	TIIRIS 1000002210000	HEW LIDRARY HOTEL	CITY OF JOHANNESDURG HETR	o 1888 INFORMATION	OT 118888 PROVINCIAL	GAUTENG	E7 COMMISSIONER S		ONANNESDURG	JOHAN	HESPURG	-26.28568996	28.85876475 URDA	H TO PULL THE	O HOT APPLICAL HOT APPLICAL HOT APPLICA O HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP FESSES	- 11	Relier	Linked Parility Linked Linked Parility Linked			ESIDENTIAL BUILDING ESIDENTIAL BUILDING	THE HUMBER 18711117	HORTHYIEW HIGH SCHOOL ORCHARDS PRIMARY SCHOOL	CITY OF JOHANNESBURG METR		IOT IMPORMATI PROVINCIAL IOT IMPORMATI PROVINCIAL	GAUTENG		ROAD IS	R DRCHARDS	HORTHVIEW JOHAN	HESDURG HESDURG	-26.196159 -26.15224742			O HOT APPLICAL HOT APPLICAL HOT APPLICA HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP 725277	11	Aslier	Linked Panility Linked			R PIXED STRUCTURE	THOMSOMERSHIN	PARK		O TO BE CONFIRMED T INFORMATION		GAUTENG		AVEHUE D		RANDI		-26.48411134			O HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP 783886 GP 783887	14	Relier	Linked Panility Linked Linked Panility Linked	Carilla IMPER		ESIDENTIAL BUILDING	THRIS270002500000	PRIMROSE PRIMARY SCHOOL BIVONIA PRIMARY SCHOOL	EKURHULEHI METROPOLITAN P	TO BE CONFIRMED T INFORMATION	IOT IMPORMATI PROVINCIAL IOT IMPORMATI PROVINCIAL	GAUTENG	1 PEACOHSPIELD & F		RIMROSE	GERM		-26.40775244 -26.8584582			O HOT APPLICAL HOT APPLICAL HOT APPLICAL HOT APPLICAL HOT APPLICAL	
GP PERSON	15	Relier	Linked Panility Linked	racitie IMPER		ESIDENTIAL PUILDING	THRESPONDENCE	ROSEDANK PRIMARY SCHOOL		O TO BE CONFIRMED T INFORMATION		GAUTENG			ROSEDAHK	SANDT	OH	-26.1418858	28.8387381 URPA		O HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP 715185	17	Aulier	Linked Parility Linked Linked Parility Linked			ESIDENTIAL BUILDING	THORISHINGS4601452	ROSHHEE PRIMARY SCHOOL SAGEWEST BUILDING	CITY OF JOHANNESBURG METR		IOT INFORMATI PROVINCIAL	GAUTENG		STREET IN	G GUANNESPURG	VLAKFOHTE VEREI	HIGING HESDURG	-26.556741			O HOT APPLICAL HOT APPLICAL HOT APPLICA HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP F85848	111	Aulier	Linked Parilling Linked	HPIII	HOH-RE	ESIDENTIAL PUILDING	TURUUUUUU	SANDOWN HIGH SCHOOL	CITY OF JOHANNESDURG HETR	o SS175.E INFORMATION N	OT INFORMATI PROVINCIAL	GAUTENG	HORTH S	ROAD IS	R	ZANDFONTE SANDT	он	-26.837333	28.855545 RURA	L TO PULL THE	10 HOT APPLICAL HOT APPLICAL HOT APPLICA	AL HOT AP
GP F83844 GP F83842	28	Relier	Linked Panilily Linked Linked Panilily Linked			ESIDENTIAL BUILDING ESIDENTIAL BUILDING	THOUSSHIPPERSON	SEPOKENG TECHNICAL HIGH SO SELPORNE PRIMARY SCHOOL	EMPULENI LOCAL MUNICIPALIT EMPULENI LOCAL MUNICIPALIT	Y TO BE CONFIRMED T INFORMATION I	IOT IMPORMATI PROVINCIAL IOT IMPORMATI PROVINCIAL	GAUTENG		STREET SI	EBOKENGUNIT 19	LEEUWKUIL VEREI		-26.57584899 -26.678695	27.83872454 URBA 27.347564 RURA		HOT APPLICAL HOT APPLICAL HOT APPLICA	HOTAP
GP F83843	22	Aslier	Linked Parillily Linked	Parifile   IMPERE	HON-RE	ESIDENTIAL BUILDING	TH012461111133111111	SHARICREST PRIMARY SCHOOL		O TO BE CONFIRMED T INFORMATION I	OT INFORMATI PROVINCIAL	GAUTENG	S4 VOLTA S		EHASIA EXT 18	LEHAS	Α	-26.34348485	27.8621797 URBA	H TO PULL THE	NOT APPLICAL HOT APPLICAL HOT APPLICA	AL HOT AF
GP 723278 GP 783844	23	Relier	Linked Famility Linked Linked Famility Linked			ESIDENTIAL BUILDING ESIDENTIAL BUILDING	THOUSENSONS	FARM 371/113 IQ SIZVE SECONDARY SCHOOL	CITY OF JOHANNESBURG METR		IOT INFORMATI PROVINCIAL IOT INFORMATI PROVINCIAL	GAUTENG		STREET IS	Q SLANDSFONTEIN	ORANGE PAF ORANGERM		-26.442763 -26.45694393			O HOT APPLICAL HOT APPLICAL HOT APPLICAL HOT APPLICAL HOT APPLICAL	
GP 721826	25	Action	Linked Parillily Linked	MPIN	HOH-RE	ESIDENTIAL PUILDING	TURISSUUMENSUUM	SOLID TRUTHWORSHIP AND CO	CITY OF JOHANNESDURG HETR	o 1784.4 IMPORMATION I	OT INFORMATI PROVINCIAL	GAUTENG	EI COALDROOK S	STREET S	OUTHHILLS	JOHAN	HESPURG SOUTH	-25.2457143	28.83152527 URPA	H TO PULL THE	O HOT APPLICAL HOT APPLICAL HOT APPLICA	AL HOT AP
GP F85845 GP F24825	25	Aulier	Linked Famility Linked Linked Famility Linked	Carilla IMPON		ESIDENTIAL BUILDING ESIDENTIAL BUILDING	THEHITHHINGHER	THE HILL HIGH SCHOOL THEATER AND STUDIO ENGINE	CITY OF JOHANNESBURG METR E CITY OF JOHANNESBURG METR		OT INFORMATI PROVINCIAL	GAUTENG		ROAD IS	R MARLBORO	KLIPRIVIER! JOHAN	HESDURG SOUTH	-26.249646	28.853455 RURA 28.8584855 URBA		O HOT APPLICAL HOT APPLICAL HOT APPLICA HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP F25281	28	Aulier	Linked Parilling Linked	Latin, IMPER	HIS DWELLI	LING	TERRESSEE TERRESSEE	HOUSES	CITY OF JOHANNESDURG HETR	0 2468 31	IS4 11SIBIBI PROVINCIAL	GAUTENG	77 ECCLESTOR (	CRESCENT P		SAHDT		-26.85585891	28.83166876 URDA	M TO PULL THE	10 HOT APPLICAL HOT APPLICAL HOT APPLICA	AL HOT AP
GP F85846	23	Aslier	Radilional Land Radili			ESIDENTIAL BUILDING	THEH HILLIAN 41111455		CITY OF JOHANNESBURG METR	O ZEZES.E IMPORMATION I OPOLITAN MUNICIPALI IMPORMATION I	OT INFORMATI PROVINCIAL	GAUTENG		STREET IS	R	TURFFORTE JOHAN		-26.26484	28.828853 RURA 28.828853 DUDA		O HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP F85847	31	Aulier	Linked Parillily Linked	MPIN	1112 HOH-RE	ESIDENTIAL BUILDING	TIJR15521111541611111	HOGALE PRIMARY SCHOOL	CITY OF TSW/AHE HETROPOLIT	T 11754.4 INFORMATION I	OT INFORMATI PROVINCIAL	GAUTENG	2478 83030 2	STREET H	HAMELODI EXT 2	PRET	RIA	-25.724625	28.551561 URBA	H TOPULLTHE	O HOT APPLICAL HOT APPLICAL HOT APPLICA	AL HOT AF
GP 783848 GP 783843	31	Relier	Linked Famility Linked Linked Famility Linked	Lacilia IMPON	HOH-RE	ESIDENTIAL BUILDING ESIDENTIAL BUILDING	TBIRB7768884555588888	FUHUKUKHAHYA PRIMARY SCH TSAKAHI PRIMARY SCHOOL	CEKURHULEHI METROPOLITAN N	1 TO BE CONFIRMED T INFORMATION I	155 IHFORMATI PROVINCIAL	GAUTENG			ISAKAHE EXTS KAGISO EXTE	PRAKI	AM RSDORP	-26.95282895 -26.46762847			O HOT APPLICAL HOT APPLICAL HOT APPLICA HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP FESTER	33	Aslier	Linked Parility Linked	Paritile   IMPRIL	146 HOH-RE	ESIDENTIAL PUILDING	TURISSZINIZSKZSINI	GATANG SECONDARY SCHOOL	CITY OF TSWWARE METROPOLIT	19872.5 INFORMATION	OT INFORMATI PROVINCIAL	GAUTENG	21 SEREMULA S	STREET H	HAMELODI EXT 4	PRET	RIA	-25.72181833	28.55557525 URPA	H TO PULL THE	O HOT APPLICAL HOT APPLICAL HOT APPLICA	AL HOT AP
GP F84287 GP F88824	34	Relier	Linked Famility Linked Linked Famility Linked			ESIDENTIAL BUILDING	THRIG40111111511111			1 TO BE CONFIRMED T INFORMATION I 1 TO BE CONFIRMED T INFORMATION I		GAUTENG		STREET S	OUTH GERMISTON EX	TZ GERM ELANDSFON ALBER		-26.22846527 -26.282285	28.16581875 URBA 28.114753 DUBA		IO HOT APPLICAL HOT APPLICAL HOT APPLICA IO HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP FESSEZ	36	Aslier	Linked Panilily Linked	facility IMPER	1152 HOH-RE	ESIDENTIAL PUILDING	T8181111111111111111111111111111111111	GLEHHAZEL PRIMARY SCHOOL	CITY OF JOHANNESDURG METR	o 19598.4 IMPORMATION P	OT INFORMATI PROVINCIAL	GAUTENG	SE PEGLYHH E	ROAD IS	R	RIETPONTEI JOHAN	HESPURG	-26,155714	28.184841 RURA	L TO PULL THE	10 HOT APPLICAL HOT APPLICAL HOT APPLICA	AL HOT AP
GP F13123	97	Aulier	Additional Land Addition			ESIDENTIAL BUILDING	T1/R113311111111111111111111111111111111			TO BE CONFIRMED T INFORMATION I		GAUTENG			OHSTANTIAPARK VATERKLOOF GLEN EX	PRET-		-25.799141 -25.799141	28.285813 URBA		HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP P85824	31	Aulier	Linked Parilling Linked	Laillia IMPERE	HOH-RE	ESIDENTIAL BUILDING	T018014200003070000	ALRAPARK PRIMARY SCHOOL	EKURNULEHI METROPOLITAN P	TO BE CONFIRMED T INFORMATION I	OT INFORMATI PROVINCIAL	GAUTENG	78 GAZELLE C	DRIVE A	ALRAPARK	HIGEL	nin .	-25.4352381	28.54858592 URDA	H TO PULL THE	10 HOT APPLICAL HOT APPLICAL HOT APPLICA	AI HOT AP
GP F85824 GP F85825		Belier	Radilianal Land Addili Linked Familia Linked			ESIDENTIAL BUILDING	THRU CHINGS COLOR	ALRAPARK PRIMARY SCHOOL DEHONI HIGH SCHOOL	EKURHULEHI METROPOLITAN P		OT INFORMATI PROVINCIAL OT INFORMATI PROVINCIAL	GAUTENG		DRIVE A	LRAPARK D	KLEIHFOHTE DEHOI		-26.45684175 -26.458677	28.58512868 URBA 28.518883 RURA		O HOT APPLICAL HOT APPLICAL HOT APPLICA HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP FESSES	ä	Aslier	Linked Parility Linked	Paritile   IMPRIL	HOH-RE	ESIDENTIAL PUILDING	TEURISISSESSESSESSESSESSESSESSESSESSESSESSES	LAERSKOOL ANTON VANWOUW	CITY OF TSWWARE METROPOLIT	TO BE CONFIRMED T INFORMATION I	OT INFORMATI PROVINCIAL	GAUTENG	211 HAIH I	ROAD H	HEUW HUCKLEHEUK	PRET	RIA	-25.77435787	28.233184 URPA	H TO PULL THE	<mark>10</mark> HOT APPLICAL HOT APPLICAL HOT APPLICA	AI HOT AP
GP F85826 GP F85827	- 41	Aulies	Additional Land Addition			ESIDENTIAL BUILDING	TD:RHISHHISS711111		CITY OF TSW/AHE METROPOLITANE	TO BE CONFIRMED T INFORMATION I	OT INFORMATI PROVINCIAL OT INFORMATI PROVINCIAL	GAUTENG		ROAD H	B HUCKLEHEUK	PRET-		-25.77455787 -25.4884892	28.235484 URBA		O HOT APPLICAL HOT APPLICAL HOT APPLICA HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP PESEZE	42	Relier	Linked Panilily Linked			ESIDENTIAL BUILDING	T01811111111111111111111111111111111111	DEHONI JUNIOR SCHOOL		TO BE CONFIRMED T INFORMATION		GAUTENG		STREET IF	R	KLEIHFOHTE DEHOI		-26.187167			10 HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP F83823	- 0	Relier	Linked Famility Linked Linked Famility Linked			ESIDENTIAL BUILDING	THEHECOM 471711111	HOËRSKOOL DIRCHLEIGH HOËRSKOOL DIE ADELAAR	CITY OF JOHANNESPURGMETR		OT INFORMATI PROVINCIAL	GAUTENG			PIRCHLEIGH PRINCESS AGRICULTU		OMPARK POORT	-26.85549924 -26.148549	28.25551558 URBA 27.84866 URBA		HOT APPLICAL HOT A	I HOT AP
GP F83831	45	Aulier	Linked Parility Linked	Parilily   IMPER	HOH-RE	ESIDENTIAL PUILDING	THR111111111111111111111111111111111111	HOËRSKOOL DIE PAKKEL	CITY OF JOHANNESPURGMETR	O ESERZ.2 IMPORMATIONS	OT INFORMATI PROVINCIAL	GAUTENG	15 GERTRUIDA S	STREET IS	R	TURFFORTE JOHAN	HESDURG SOUTH	-26.258457	28.857281 RURA	TO PULL THE	10 HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP F85852 GP F85852	- "	Aslier	Additional Land Addition			ESIDENTIAL PUILDING	THR134311111313111111 THR13431111127411111	PERTRAMS JUNIOR SCHOOL PERTRAMS JUNIOR SCHOOL	CITY OF JONAHHESPURG METR CITY OF JONAHHESPURG METR	O 1878.S INFORMATION I OPOLITAN MUNICIPALI INFORMATION I	OT INFORMATI PROVINCIAL	GAUTENG			UDITH'S PAARL UDITH'S PAARL		HESDURG Hesdurg	-25,4136534			O HOT APPLICAL HOT APPLICAL HOT APPLICA HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP F83833	- 47	Aulier	Linked Parillily Linked	Laillia IMPIIII	1927 HOH-RE	ESIDENTIAL BUILDING	THORESHIPPESHIPP		F EMPULEMI LOCAL MUNICIPALIT		IOT INFORMATI PROVINCIAL	GAUTENG			CVATOHWEST	EVAT		-26.53674855			O HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP F83834 GP F83835	- 41	Aulier	Linked Famility Linked Linked Famility Linked	Carille IMPON	ISSE HON-RE	ESIDENTIAL BUILDING	THOUSENINGS 1311111		EKURHULEHI METROPOLITAN P CITY OF JOHANNESBURG METR		IOT INFORMATI PROVINCIAL 531 SSINN PROVINCIAL	GAUTENG		STREET IS	R Pram Pischerville e	ELANDSPON' ALBER		-26.271858 -26.13738583	28.184412 RURA 27.85958776 URBA		IO HOT APPLICAL HOT APPLICAL HOT APPLICA IO HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP 711115 GP 711117	58	Aslier	Linked Famility Linked	tarility IMPER		ESIDENTIAL PUILDING	TE/RESSEED27400000		CITY OF TSW/AHE METROPOLI		OT INFORMATI PROVINCIAL	GAUTENG			HAMELODI EXT 6	PRETO		-25.78574551			<mark>10</mark> HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP F83837	51	Aulier	Linked Famility Linked Linked Famility Linked			ESIDENTIAL BUILDING ESIDENTIAL BUILDING	THRISTINISS 11111		EKURHULEHI METROPOLITAN P EKURHULEHI METROPOLITAN P		IOT IMFORMATI PROVINCIAL IOT IMFORMATI PROVINCIAL	GAUTENG		STREET IS	R :RESSLAWH		OHPARK	-26,41397593			10 HOT APPLICAI HOT APPLICAI HOT APPLICA 10 HOT APPLICAI HOT APPLICAI HOT APPLICA	
GP 783833	59	Aulier	Linked Parilling Linked	Parillia, IMPRO		ESIDENTIAL BUILDING	THOMANIESTREET		CITY OF JOHANNESBURG METR L CITY OF TSW/ANE METROPOLI		IOT INFORMATI MUNICIPAL IOT INFORMATI PROVINCIAL	GAUTENG	SEE VAHROOVEH (	CRESCEH1 E	CHHERDALE DASPOORT	EHHEI PRET-		-25.40519166	27.82151522 URBA 28.11237552 URBA		O HOT APPLICAL HOT APPLICAL HOT APPLICA	d HOT AP
GP 783141	55	Relier	Linked Panilily Linked Linked Panilily Linked	railile IMPER		ESIDENTIAL BUILDING	THRUMBURN	HOERSKOOL PRESIDENT	CITY OF JOHANNESBURG METR	o 27525.4 INFORMATION I	OT INFORMATI PROVINCIAL	GAUTENG		STREET IS	P R	KROOHHEUV JOHAN		-25.258373			O HOT APPLICAL HOT APPLICAL HOT APPLICA	AL HOT AP
GP PERSON	32	Aslier	Bidding Links			ESIDENTIAL BUILDING	THREEGOURSHIND		EKURHULEHI METROPOLITAH P		IOT IMPORMATI PROVINCIAL IOT IMPORMATI PROVINCIAL	GAUTENG			OMVH PARK EXT 25	POKSE POKSE		-26.51115781 -26.51845851			IO MOT APPLICAL MOT APPLICAL MOT APPLICA IO MOT APPLICAL MOT APPLICAL MOT APPLICA	
GP 713143	57	Aulier	Linked Parillily Linked	railile IMPIII	1975 HOH-RE	ESIDENTIAL BUILDING	T1/011111111147211331		HOGALE CITY LOCAL HUHICIPA	4 751 14	(72 SZEE PROVINCIAL	GAUTENG	RSSI	HIGHWAY J	iq.	HARTEDEES HOGA		-25.87255847	27.5433143 RURA	L TO PULL THE	HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP 783844 GP 783845	58	Relier	Linked Panility Linked Linked Panility Linked			ESIDENTIAL BUILDING	THORSESSEE 4217311111	TIVAHI PRIMARY SCHOOL	CITY OF JOHANNESBURG METR			GAUTENG		STREET D	DIEPKLOOF	20%5	0	-26.2475564 -26.24755564	27.555251 URBA 27.5575564 URBA		O HOT APPLICAL HOT	I HOT AP
GP 783846	ü	Aslier	Linked Parillily Linked	facility   IMPER	1977 HOH-RE	ESIDENTIAL PUILDING	TEARING	DIEPSLOOT COMPINED SCHOOL	CITY OF JONAHHESPURGHETR	O SE13.4 INFORMATION	OT EXCHANGE PROVINCIAL	GAUTENG	SSES ORANGE S	STREET D	HEPSLOOTWEST EXT	2 DIEPS	007	-25.3412131	28.81275753 URDA	H TO PULL THE	10 HOT APPLICAL HOT APPLICAL HOT APPLICA	AI HOT AP
GP F11147	- 11	Aulier	Additional Land Addition			ESIDENTIAL BUILDING	THRUUMHHARAMISS	DR.W.K. DU PLESSIS-SKOOL DR.W.K. DU PLESSIS-SKOOL	EKURHULEHI METROPOLITAN P		IOT INFORMATI PROVINCIAL	GAUTENG		ROAD IS	R D	GEDULD SPRIM		-26.25126655			O HOT APPLICAL HOT APPLICAL HOT APPLICAL HOT APPLICAL	
GP FESSEE	62	Aulier	Linked Parility Linked	Latin, IMPER	HOH-RE	ESIDENTIAL PUILDING	THRUISHINGSGOOD		L EKURHULEHI HETROPOLITAH P		OT SECTES IS PROVINCIAL	GAUTENG	256 SS SEGWARE S	STREET R	RAMAKOHOPLOOS	KATLE	нонс	-26.95784611	28.16655716 URDA	H TO PULL THE	HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP F13143 GP F13151	- 63	Relier	Linked Parility Linked Linked Parility Linked			ESIDENTIAL BUILDING ESIDENTIAL BUILDING	THEOSOMORE	ENTSHONALANGA PRIMARY SC	N EKURNULEHI METROPOLITAN P	TO BE CONFIRMED T INFORMATION I	OT INFORMATI PROVINCIAL	GAUTENG		CRESCENT H	HAOKENGEXT 1	TEMP		-25.35400356 -25.2623035			IO HOT APPLICAL HOT APPLICAL HOT APPLICA TO HOT APPLICAL HOT APPLICAL HOT APPLICA	I HOT AP
GP F85854	65	Aulier	Linked Parilling Linked	Laillia IMPINI	HOH-RE	ESIDENTIAL PUILDING	TURISTINICISION	ESIKHISIHI PRIMARY SCHOOL	CITY OF TSW/AHE HETROPOLIT	EZSS.Z INFORMATION	OT INFORMATI PROVINCIAL	GAUTENG	S LEBOEA S	STREET S		PRET	RIA	-25.76685	28.854687 URBA	M TO PULL THE	<mark>10</mark> HOT APPLICAL HOT APPLICAL HOT APPLICA	AI HOT AP
GP F85852 GP F85855	EE 57	Relier	Linked Famility Linked Linked Famility Linked	Carille IMPON		ESIDENTIAL BUILDING ESIDENTIAL BUILDING	THRUUUHHHHH2500221	EUREKA HIGH SCHOOL PALMRIDGE SECONDARY SCHO	EKURHULEHI METROPOLITAN P EKURHULEHI METROPOLITAN P		OT INFORMATI PROVINCIAL OT SEESE MUNICIPAL	GAUTENG		ROAD IS	R PALM RIDGE	GEDULD SPRIN		-26.24847668			O HOT APPLICAL HOT APPLICAL HOT APPLICA HOT APPLICAL HOT APPLICAL HOT APPLICA	
GP 783854	- 61	Aslier	Linked Panility Linked	Landida IMPERE	1454 HOH-RE	ESIDENTIAL BUILDING	T818842388838468888	PHOMOLONG PRIMARY SCHOOL	EKURHULEHI METROPOLITAN P	TO BE CONFIRMED T INFORMATION I	OT INFORMATI PROVINCIAL	GAUTENG	3816 MARLANGU S	STREET C	HLOORKOP EXT 55	KEHP	OMPARK	-26.04067330	28.18233838 URPA	H TO PULL THE	O HOT APPLICAL HOT APPLICAL HOT APPLICA	AL HOT AP
GP 713155 GP 713155	71	Aulier	Linked Parillily Linked Linked Parillily Linked	Carilla IMPON		ESIDENTIAL BUILDING	THORESHIPS (1994)	RW FICK SECONDARY SCHOOL RATANDA SECONDARY SCHOOL	CITY OF JOHANNESBURG METR		IOT IMPORMATI PROVINCIAL IOT IMPORMATI PROVINCIAL	GAUTENG			POSMONT	RANDI		-26.45485887 -26.555638			O HOT APPLICAL HOT APPLICAL HOT APPLICAL HOT APPLICAL	
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#### 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)...

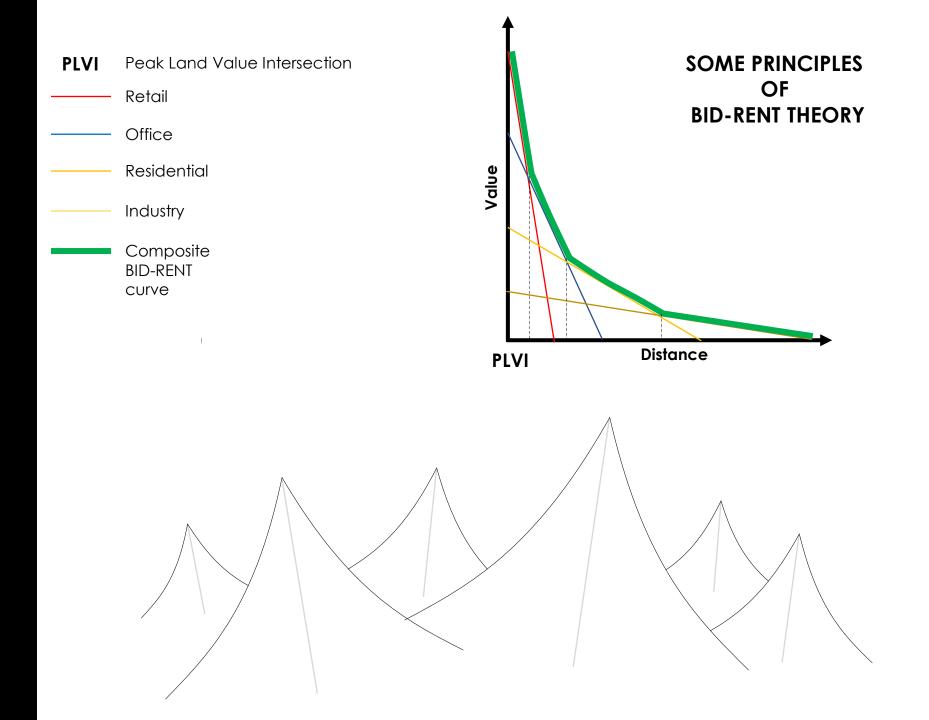
- We need the register to be far more than a bulk 'storage and retrieval' system
- We need to code each property in a way that it 'thinks for itself' along the following lines:.
  - I recognise my particular position in the urban system, for example...
  - I'm very extensive and well-shaped...
  - I'm 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.

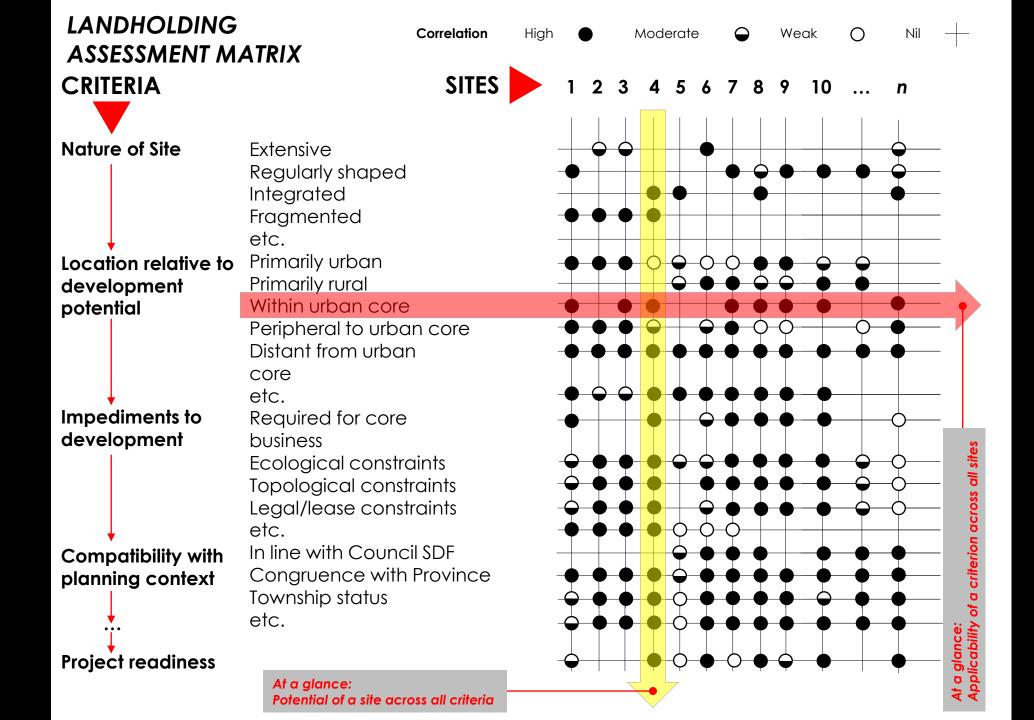
- On that basis, I bid myself on the urban market according to my perceived value...
- ...and I look around and find like-minded properties and choose to be associated with them.

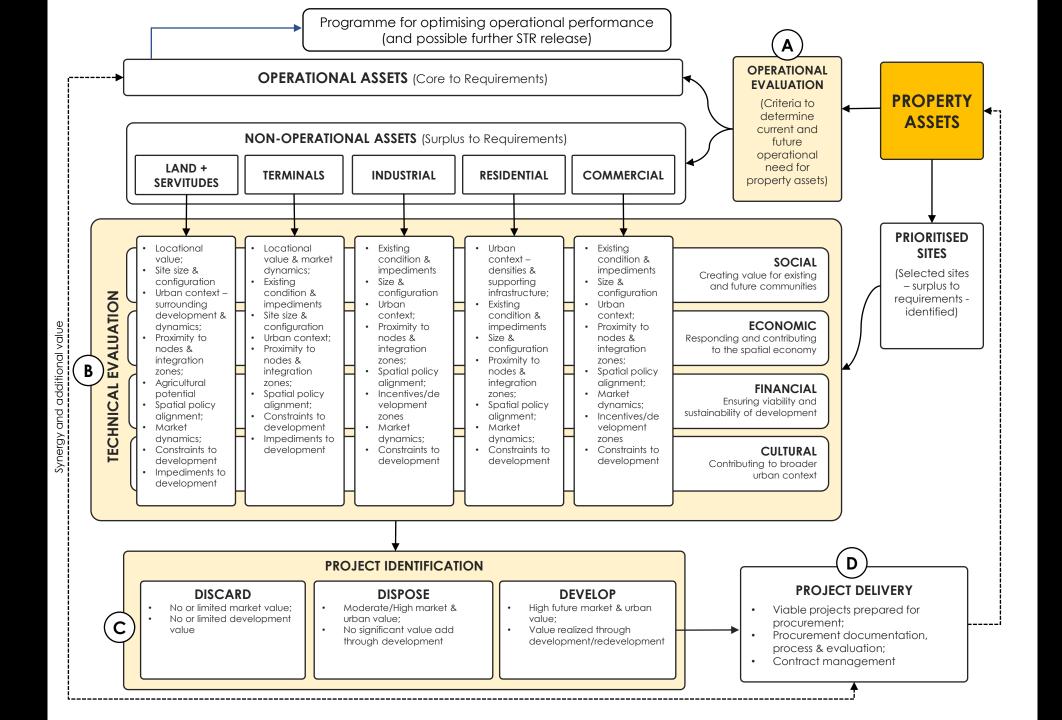
In effect, I'm operating in terms of the

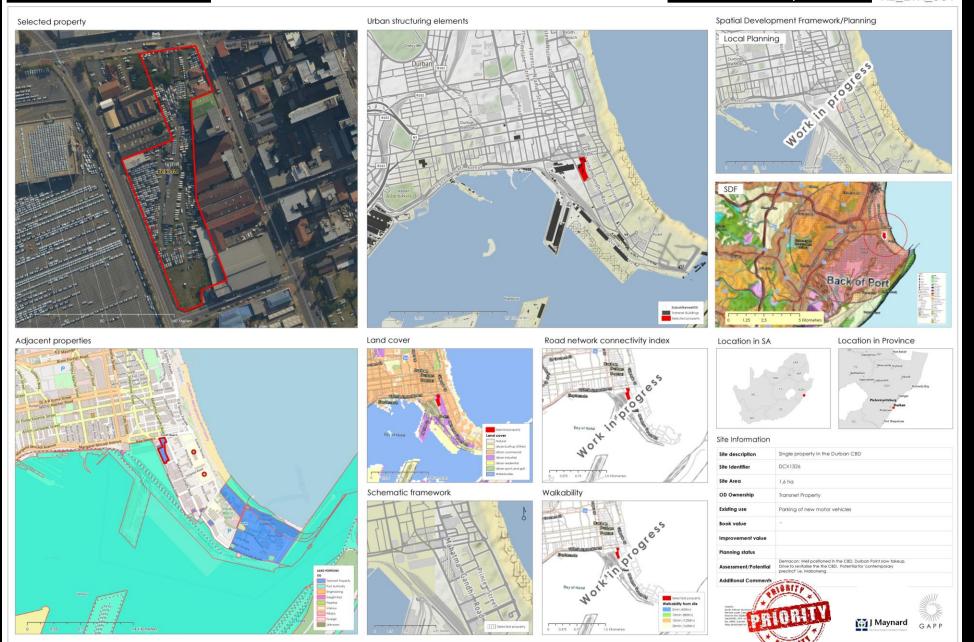
**Principles of** 

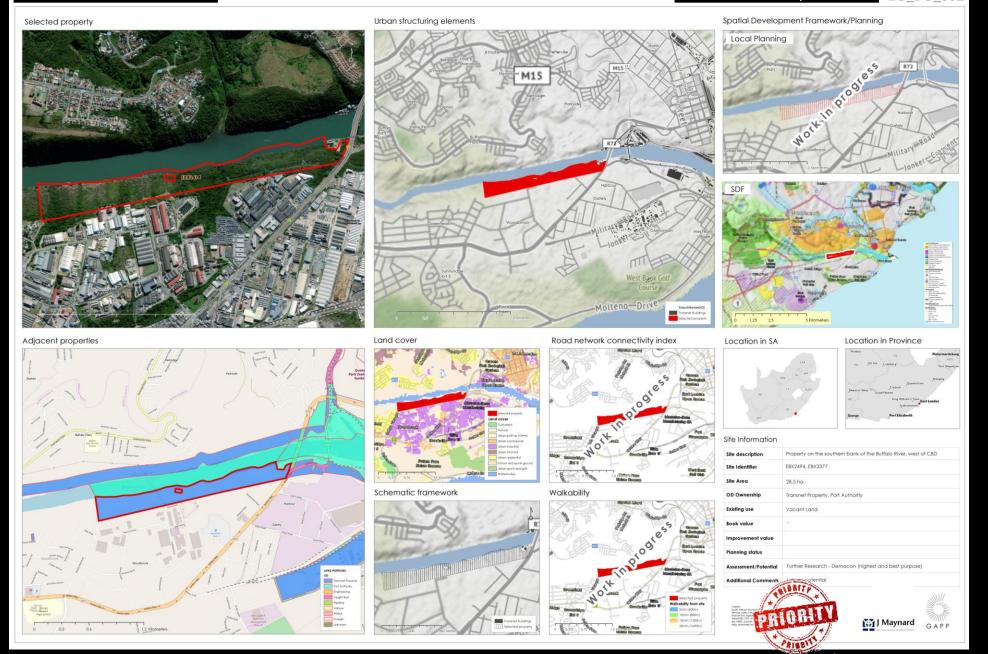
**Bid-Rent Theory...** 

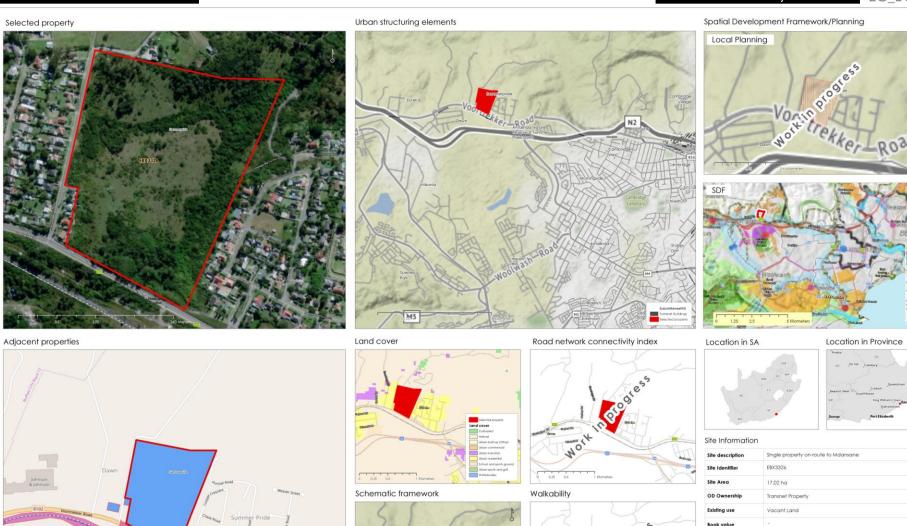














Additional Comments On railway station, on route CBD

Assessment/Potential Social housing, affordable retirement, schools - Potential





#### 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

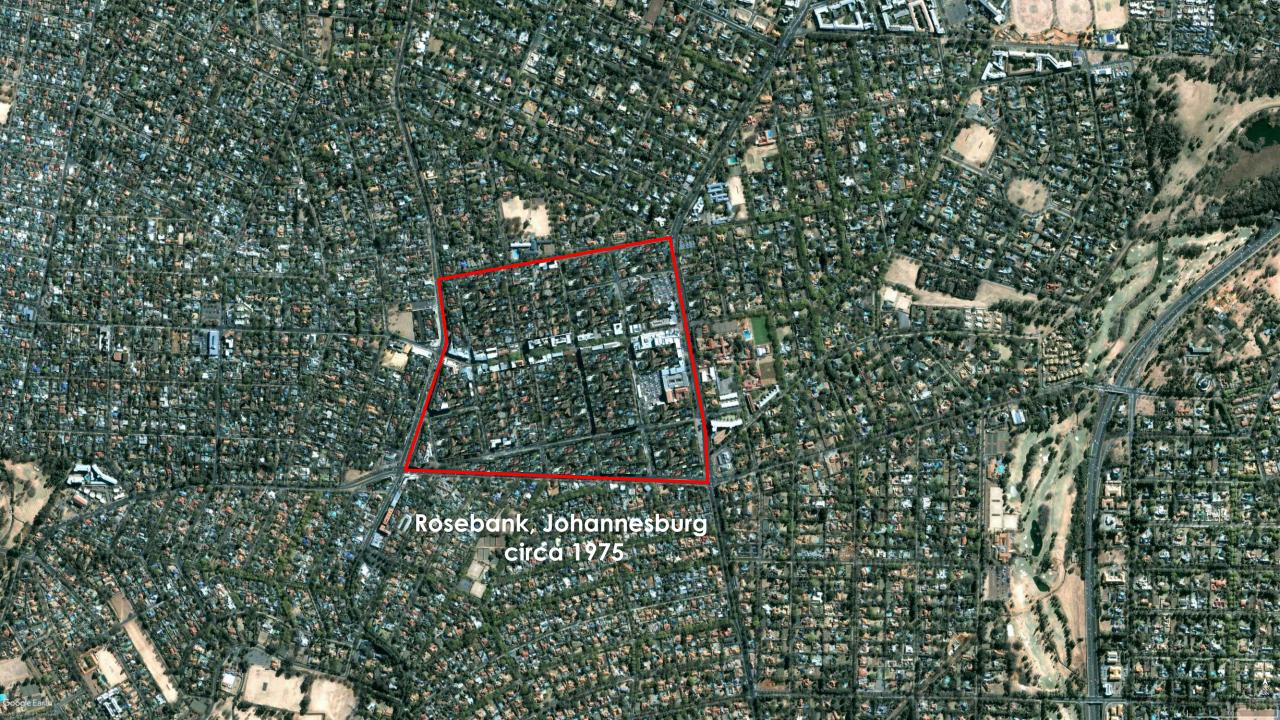
not only to the project

but the project team





Rosebank, Johannesburg, 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.