

URBAN-ECON cc

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DEVELOPMENT ECONOMISTS



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URBAN-ECON combines specialised skills, extensive experience, professional ethics and personal service delivery to provide appropriate and practical economically viable solutions. A personal approach in efficient service delivery ensures that the project deliverables align with the clients' needs, therefore equipping the client with the necessary knowledge to make informed decisions.

BACKGROUND & APPROACH

URBAN-ECON is a professional consultancy firm specialising in the field of development economics. Development economics as advocated by **URBAN-ECON**, refers to the field of research where spatial principles are applied in an economic context.

The approach that **URBAN-ECON** follows is based on the integration of the various components of development economics, namely economic market focus, spatial aspects, sustainable planning and strategic development facilitation. Economic development opportunities are identified, spatial planning parameters drawn up and implementation guidelines specified in terms of facilitating actions.

By following this approach, **URBAN-ECON** is able to deliver a unique service to its clients ranging from economic and impact analyses to providing inputs to land-use planning projects. The strength in this approach lies in that practical solutions to intricate problems based on market principles are provided which ensures the economic feasibility of projects.

In most cases **URBAN-ECON**'s clients are faced with a problem of having to address the discrepancy between the existing and potential levels of development. In solving this problem Urban-Econ applies holistic development principles to the complex multidimensional environment of integrated development. To ensure that the project deliverables are implemented, guidelines with respect to development facilitation are formulated which include, inter alia, the identification of projects, formulation of action and business plans, identification of funding sources and monitoring programmes.

CONSULTING SERVICES

URBAN-ECON was established in 1985 and has been growing in all aspects to become the only firm of development economists in Southern Africa of its size. The firm currently comprises more than twenty professional development economists with a wide variety of specialisation within the field of development economics and planning.

URBAN-ECON provides professional consulting services throughout the Southern African market and due to its past involvement in this Southern Region of Africa, has built up an extensive clientele network and established various economic databases of local and regional development circumstances.

The firm has **six** offices in South Africa from which its market can be effectively serviced, namely **Pretoria**, Cape Town, George , Eastern Cape, Durban, Mpumalanga and Freestate. Although each of these offices specialises in the regional circumstances of its area of location, the strong interaction between the branches ensures constant updating of resources, experience, knowledge and technology. This equips the firm as a whole to approach any economic developmental problem in a dynamic and authoritative manner.



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Apart from **URBAN-ECON's** extensive local networking system of firms and specialists, working relationships have also been established with a number of international experts. This compliments **URBAN-ECON's** unique field of service delivery.

SPECIALISATION

On account of the diversity of the training and experience of the personnel of **URBAN-ECON**, the firm provides services in a variety of development and economic fields, which are summarised as follows:

- **Impact Analyses:** The economic and socio-economic impacts of policy measures, investment and infrastructure projects such as housing, transport airports, roads, water provision, electricity generation, water quality, casino development, mining investment, etc are determined. Economic modelling techniques, such as the multiplier analysis, are usually applied in determining the impacts of projects and proposed investments. Policy measures impacts are modeled to motivate or verify potential effects to inform and direct decision-making.
- **Socio-Economic Analysis:** The socio-economic situation of communities plays an important role in the participatory planning process applied in development projects. Several methods are utilised to obtain relevant and up-to-date socio-economic information of which household surveys are one of the important sources. Participative survey methods are used whereby community members are trained and equipped with surveying skills to efficiently undertake the surveys under expert supervision. The results provide a base for planning proposals, inputs towards environmental and economic impact studies, infrastructure capacity studies and feasibility analyses.
- **Urban Development:** Economic research with respect to urban development, focuses on the creation of viable economic cities. **URBAN-ECON** approaches this by formulating development suggestions on how the economic base of urban areas can be broadened and diversified and formulates economic strategies specifying how integrated viable cities can be created.
- **Commercial Sector Feasibility:** The feasibility of proposed retail and office facilities are determined to provide guidelines with respect to investment decisions. Unique analysis techniques are applied to accurately determine market demand for decision making, but even more important, to interpret the findings in practical development implementation guidelines.
- **Inner City Revitalisation:** Revitalisation initiatives to attain economic development supported by appropriate spatial and physical infrastructure in CBDs are needed to reverse the general degeneration of development in inner cities. Economic strategies are formulated to address precinct regeneration.
- **Water Management Economics:** Since water is regarded as a scarce resource in Southern Africa, the application of economics in resource management and planning becomes increasingly important. Assigning market principles to allocation options renders results that are used in resource management decision-making. Economic and socio-economic research is regarded as an important component of water catchment studies, since it determines water utilisation by communities and economic activity consumption patterns which in turn impacts on infrastructure planning.
- **Economic Potential Analysis:** **URBAN-ECON** specialises in economic sector analysis to identify the development potential of an economy. Sectoral comparative advantages are identified which form the basis of development guidelines for implementation.
- **Feasibility Studies:** Conduct feasibility studies to determine the long-term viability of projects, based on the market situations and trends of property markets. The urban markets include, inter alia, retail, office, industrial and residential land uses.
- **Small Business Development:** The entrepreneurial development and improvement of capacity within communities are crucial in promoting local economic development and the creation of employment opportunities. In identifying the economic potential and market opportunities, the development of the small, medium and micro enterprise (SMME) sector is emphasised.

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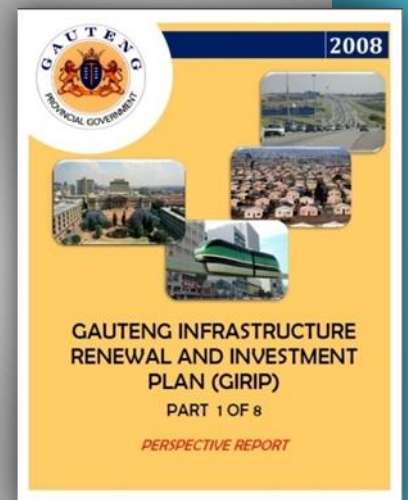
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- **Tourism Sector Analysis:** The tourism sector is a growing industry in South Africa and therefore offers a wide variety of investment opportunities. In determining the feasibility of tourism projects, which range from hotel and casino research to tourism training and recreational studies, the market potential is determined by means of economic evaluation techniques.
- **Strategic Development Studies:** **URBAN-ECON** has successfully completed more than 25 regional and subregional strategic development studies throughout South Africa and can therefore be regarded as specialists in this regard. These studies vary from large development regions to areas with a limited economic base. The strategies are aimed at addressing the inherent development potential of the economies to attain sustainable growth by means of implementable projects.

RELEVANT EXPERIENCE

- **GIRIP:** In 2008, Urban-Econ was appointed by the Gauteng Department of Public Transport, Roads and Works to formulate an Infrastructure Renewal and Investment Plan for the Province until 2025 with a view of transforming it into a competitive Global City-Region. Three categories of infrastructure were examined including social infrastructure (housing, educational facilities, health facilities, sport and culture facilities), economic infrastructure (transport infrastructure, IT, commercial property, and tourism infrastructure) and environmental infrastructure (water, energy, and sanitation).
- The scope of work consisted of the following:
 - Developing an infrastructure delivery vision for the Province
 - Creating socio-economic scenarios for the Province until 2025
 - Identifying current supply of infrastructure
 - Identifying future infrastructure demands
 - Determining the existing and future infrastructure gaps in Gauteng
 - Formulating an Intervention Strategy and Strategic Delivery Plan
- Socio-economic projections were made for each main place in Gauteng providing a comprehensive province-wide information base of the existing and future demographic and economic situation in Gauteng. Various analytical tools were used to model these projections, including the use of methods triangulation. The key output of the study is the detailed infrastructure master plan for the Province indicating infrastructure components that will need to be established throughout the Province, as well as their capital requirements and timeframes.
- **Alexandra Retail and Informal Sector Strategy:** Urban-Econ was awarded a tender by the Alexandra Renewal Programme (ARP) to formulate a Retail and Informal Sector Strategy for Greater Alexandra, including Alexandra Proper, Pan Africa Triangle, East Bank, Marlboro and Wynberg. The project entailed in-depth business, household and informal sector surveys. Market research findings were translated into a comprehensive retail development framework, precinct plans and project implementation guidelines.





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- **Apartheid Museum Feasibility:** Undertook a market research to determine the feasibility of an Apartheid Museum in Gauteng. In conducting market research, duties included the determination of the economic and market potential of an Apartheid Museum focusing on the demand for such a facility and provide urban economic guidelines for the selection of an appropriate site. An integral part of this study entailed a telephonic household survey (300 interviews), tour operator survey, event management survey and school survey, as well as the interpretation of the data.
- **Atteridgeville and Mamelodi Socio-economic Assessment and Water Consumption Preferences:** Conduct socio-economic surveys in approximately fifteen informal settlements in Atteridgeville and Mamelodi. Assess and interpret the implications of household socio-economic characteristics on water consumption and preferred water supply systems.
- **Baralink economic and market study:** Urban-Econ: Development Economists have been appointed by Urban Dynamics to undertake an economic and market study of four areas, namely, Baralink, JP's Town, Orange Farm, and Kwadzudza; and provide the feedback on potential economic activities that can be introduced to the area in regard to promotion of sustainable livelihoods. This study forms a part of a more comprehensive analysis of the abovementioned areas, the purpose of which is to compile a strategy for sustainable housing development, according to the new housing policy, in different regions of Johannesburg Metropolitan area.
- **Bekkersdal Skills and Entrepreneurship Development Strategy:** The Bekkersdal Skills and Entrepreneurship Development Strategy provides the reader with thorough data on the existing pool of enterprises and entrepreneurs, services and products; and existing skills in Bekkersdal, which can be utilized by public and private entities. The document includes Skills Audit and Business Audit Databases in Access format.
- **Benoni Local Economic Development Strategy:** This project entailed an assessment of the local economy, the formulation of development strategies and a land use budget for different urban markets. The land use budget was based on quantifiable parameters derived from the sectoral economic performance of the Benoni economy.
- **Business Improvement District Implementation Strategy for Bekkersdal:** Due to the low levels of consumer and business confidence in the Bekkersdal CBD, this project required the formulation of a strategy for the establishment and implementation of a BID for the CBD area of Bekkersdal.
- **Centurion Cell 13 Development Potential:** URBAN-ECON was appointed to analyse the development potential of various economic activities in Cell 13. As part of the analysis the opportunities for accommodation facilities such as Bed and Breakfast establishments were investigated.
- **Centurion Surveys:** The Centurion 2000 household survey comprised the surveying of 2500 households in different areas of Centurion by means of questionnaires and cluster sampling. The objective was to collect data on a range of household characteristics and to update the existing database of the Centurion Town Council. This survey is being conducted every 5 years and URBAN-ECON was also responsible for the 1995 household survey. Deliverables included an executive report and a detailed report containing information in the form of data sets, graphs and summaries on household characteristics for all residential planning cells in Centurion. The database was provided in an electronic format.



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- **Centurion: Irene Estate:** The Centurus Group requested Urban-Econ to model the anticipated impact of the proposed Irene Estate development on the Centurion economy as well as on its rates and tax base. A selection of specialist econometric modelling techniques, including Input/Output Modeling, was utilised to calculate the anticipated benefits of the proposed estate. The results of the impact modelling exercise were submitted as part of a DFA application for the proposed township.
- **City Deep:** Container Depot – where economically viable land-uses were identified to form the basis of a development framework for the site.
- **Club View Auto City:** A private infrastructure development corporation, who also specialises in development financing, was approached by a prospective developer who considered a new automotive speciality centre on two potential sites. Urban-Econ was commissioned to assess the market potential for the development and to conduct a comparative urban economic analysis of the two location options.
- **Constitution Hill:** Urban-Econ was commissioned by the Johannesburg Development Agency (JDA) to provide an economic input on their proposed master plan for the site. The project site is located on the boarder between Hillbrow and Braamfontein. Urban-Econ conducted urban marker analysis for the retail, office, conference, hotel and residential sector and compiled a JDA tourism strategy. This project also provided development guidelines with the emphasis on a marketing and implementation framework. An economic impact analysis was also completed in order to determine the effect that the proposed development will have on the local economy.
- **Cross Border Shopping Analysis:** Urban-Econ has been appointed by the Johannesburg Development Agency (JDA) and Economic Development Unit of the City of Johannesburg to undertake a study into cross border shopping. The underlying rationale for this study is the evaluation of the potential of cross border shopping to be utilised as a vehicle that can be stimulated to unlock latent potential.
- **Crown City:** Undertook market research of the economic market forces and trends in the Greater Johannesburg area in order to determine future land-use allocation for the site to the south of the Johannesburg CBD focussed market research was undertaken on the location potential of the cosmetic industry.
- **DF Malan Speciality Retail Centre:** An investigation was conducted to assess the market potential for a specialised automotive retail facility along DF Malan Drive. Urban-Econ's report served as specialist evidence in a town planning hearing process.
- **Doornkloof Industrial Market Research:** Urban-Econ was appointed by SALBRO Property Holdings (Pty) Ltd to compile a specialist market research study for a proposed industrial park situated in Doornkloof.
- **Droogheuwel Residential Market Research:** Urban-Econ was appointed by ABSA DevCo to compile a detailed market research report on the residential sector of Randfontein Local Municipality and its surrounding areas.
- **East Rand Industrial Complex Analysis:** In analysing the industrial sector on the East Rand, Urban-Econ utilised the input-output technique to investigate interindustrial linkages with a view to identify industrial complexes these results formed the basis for formulating a development strategy.
- **East Rand Mall:** This retail study analysed the market potential for a specialised automotive city development in Boksburg, as an extension to the East Rand Mall node. Retail modelling techniques,

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informed by a business inventory survey and household surveys – local and regional – were applied to determine market potential, taking account of purchase power leakages and injections.

- **East Rand Retail Strategy:** The purpose of this study was to formulate a strategy for the future retail development on the East Rand. A computer model was developed to simulate the demand growth on the East Rand. Alternative scenarios were developed and the optimal scenario proved to be a balanced hierarchical growth strategy.
- **Eastern Gauteng Regional Economic Development Strategy:** Detail assessment of legal-technical prerequisites implicated by contemporary land-use, transportation and economic development legislation. Focused assessment of the regional economy on a sub-sectoral basis and the compilation of an extensive economic database. Formulation of integrated economic development strategies promoting, inter alia, economic cluster formulation, the timeous development of agglomeration advantages and small business development
- **Economic Development Strategy for Western Gauteng Services Council:** Urban-Econ formulated a development strategy and has investigated the industrial sector as an integral part of the Western Gauteng region. Valuable information can be utilised for the Westonaria Study.
- **Economic Feasibility of Upgrading Wonderboom Airport to International Status:** Tshwane Metropolitan Municipality appointed Urban-Econ as part of a multi-disciplinary team including environmental scientists airport engineers to quantify the economic feasibility of upgrading Wonderboom airport to international status. This high-profile analysis required the use of Urban-Econ's input-output economic model for impact estimates, as well as working together with the US based Economic Development Research Group who specialises in airport economics.
- **Economic Impact of Road Freight Congestion Regulatory Measures:** Gauteng Provincial Transport Department approached Urban-Econ to assess the economic impact of two proposed congestion alleviating policy measures on the Gauteng provincial economy. The two policy measures involved the restriction of heavy trucks from the left-lanes of freeways during peak traffic hours, and the complete restriction of heavy trucks from Gauteng freeways during peak traffic periods. Using an input-output modelling approach together with scenario formulation, various direct and indirect economic impacts could be estimated. These estimates provided the basis from which the Provincial Minister of Transport would decide whether to enforce the proposed policy measures.
- **Economic Impact of World Summit Parallel Events:** Urban-Econ has been appointed to determine the economic impact of 500 parallel events to the World Summit and on Sustainable Development on the economy and communities by utilising an impact simulation model that quantifies the direct and spin-off effects of the investment leading up to the events, as well as increased economic activities and financial injections due to the events itself expressed.
- **Ekurhuleni Development and Investment Indaba:** Urban-Econ was commissioned by Ekurhuleni Metropolitan Municipality to conduct a retail, residential and commercial property market analysis within the region. The ultimate objective of the analysis is to identify high potential locations that can sustain a formal retail development.
- **Ekurhuleni Metropolitan Municipality:** Urban-Econ was given a task to organize a development and Investment summit focusing on the commercial property market with particular emphasis on retail and residential market analysis within the region, where a number of 350 stakeholders was to be invited.

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- **Ellis Park Economic Strategy:** Urban-Econ was appointed by the Johannesburg Development Agency to conduct an economic assessment of the Ellis Park Precinct and to develop an economic strategy for the precinct. This project entailed an in-depth business audit, in order to identify the type of economic activities, its performance, problems and perception and future expectations. This formed a basis from which development guidelines are prepared in order to strengthen and rejuvenate the economic base of the precinct. This study formed an economic input to an overall development plan/strategy for the Ellis Park precinct as a whole and included co-operation with various other disciplines.
- **Expansion of Holcim Cement Plant: Economic Impact Assessment:** Urban-Econ had been appointed to assess economic impact of the expansion of Holcim Cement plant in Roodepoort.
- **Frankenwald Market Research:** Flanagan and Gerard appointed Urban-Econ to conduct market research in respect of a proposed mixed use development on a 285.7 hectares piece of land situated in Frankenwald, Johannesburg. The study entailed a city wide market growth assessment focused on the four dominant urban economic markets represented within the mixed use development supported by growth forecast space demand modelling in order to determine whether the local economy can support the proposed development. These findings are supported by an economic impact assessment exercise that determined the potential impact that the proposed development will have on the local and regional economy.
- **Gauteng CMIP:** Formed part of the CMIP Backlog Consortium established for the purpose of investigating the current infrastructure backlog in Gauteng in terms of the government's CMIP programme. This includes the impact modelling of future infrastructure projects in the various areas in Gauteng, based on a socio-economic database established for this purpose.
- **Gauteng Fast Train:** Urban-Econ was involved with one of the major SDI projects in Gauteng, namely the so-called Gauteng Fast Train. Urban-Econ is responsible for modelling the economic and socio-economic inputs of the train and the location of stations. The model that has been developed by Urban-Econ can be manipulated to simulate impacts in terms of employment, productions and other economic indicators.
- **Gauteng Housing Strategy: Financial Support Directory:** Urban-Econ did an in-depth investigation was done for the Gauteng Department of Housing into the nature and extent of financial support available for low-cost housing. For this purpose a directory that listed all available financial sources was compiled. The study also addressed the limitation and/or inadequacies of the existing approaches of the financial institutions.
- **Gauteng Infrastructure Renewal and Investment Plan:** Urban-Econ was appointed by the Gauteng Department of Public Transport, Roads, and Works to formulate an infrastructure and renewal plan up until 2025 that will transform Gauteng into a competitive Global City-Region.
- **Gauteng Poverty Pockets:** This study was commissioned by Gauteng Department of Public Transport Roads and Works with the purpose of determining the main areas ("pockets") of poverty in the Gauteng Province. Tasks included the identification of a series of poverty related indicators, their implications in Gauteng and the development of an index to be used to determine high-priority areas.
- **Gauteng Province Socio-Economic analysis of the Job Creation Programme:** An analysis done on the socio-economic profiles of the contractors and employees participating in the Gauteng Job Creation Programme.

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- **Gauteng Road Congestion:** Gauteng Provincial Transport Department approached Urban-Econ to assess the economic impact of two proposed congestion alleviating policy measures on the Gauteng provincial economy. The two policy measures involved the restriction of heavy trucks from the left-lanes of freeways during peak traffic hours, and the complete restriction of heavy trucks from Gauteng freeways during peak traffic periods. Using an input-output modelling approach together with scenario formulation, various direct and indirect economic impacts could be estimated. These estimates provided the basis from which the Provincial Minister of Transport would decide whether to enforce the proposed policy measures.
- **Gauteng Rural Service Centre:** There is a lack of sufficient centres in rural areas. Urban-Econ was commissioned to provide a basic rural service centre model with the focus on the required service radius, combination of land uses and its associated configuration.
- **Gauteng Second Economy Initiatives impact assessment:** Urban-Econ has been appointed by the Gauteng Department of the Premier to undertake a review of the existing and planned GPG initiatives in their effectiveness to address the challenges facing the provincial economic development milieu and measure the impact of these on the intended beneficiaries and stakeholders in the second economy.
- **Gauteng SMME Strategy:** The compilation of an SMME assistance strategy for the Gauteng Province, as well as a user-friendly training manual for government officials.
- **Germiston CBD Revitalisation:** Urban-Econ formed part of a multi-sectoral project team responsible for the development of a revitalisation strategy for the Germiston CBD. Urban-Econ was responsible for the analysis of the economy on a subregional and on a local level, including individual sectors, in order to identify issues and opportunities. An economic vision was developed which included goals as well as strategies directly aimed at revitalising the CBD.
- **GPMC Economic Database:** Urban-Econ generated a complete economic database for the GPMC consisting of 22 000 entries.
- **Greater Johannesburg Economic Development Framework:** Provide input to this project with respect to retail and office property markets on a metropolitan scale. Formulation of geographic strategies to guide future development in each of the aforementioned markets.
- **Heidelberg Farm City project:** Urban-Econ was commissioned by AFGRI to conduct an empirical market research study to establish the demand and optimal product mix for the Heidelberg AFGRI store in light of the proposed upgrading of the current AFGRI outlet to a Farm City store. AFGRI required an independent, specialist analysis of the optimal product mix and expenditure patterns for the Heidelberg area specifically. A specialist market study was undertaken, outlining the 2007 market potential and expenditure patterns as well as growth forecasts for 2010 and 2015, utilising an econometric model. As an addendum to the study, an assessment was also done to determine the optimal location of an AFGRI/Farm City outlet within the Heidelberg region. This included an evaluation of the specific location and accessibility of the current Heidelberg AFGRI outlet with strategic recommendations regarding an optimal location for the proposed Farm City store.
- **Inner City EAA:** Urban-Econ and Kagiso Special Places were commissioned by the City of Johannesburg to conduct an economic activity analysis for the Johannesburg Inner City in order to assess its significance as an important economic node in the Johannesburg metropolitan area. An

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overview of the sectoral economic activities, clustering and labour force trends, in the context of the Johannesburg Inner City's contribution to the metropolitan economy.

- **Irene N1 impact Study (5 o'clock):** Urban-Econ were commissioned by Mills and Otten cc to conduct an economic impact assessment of the proposed Centurion/N1 development. The economic assessment was informed by a preliminary viability scoping exercise. Specialised econometric modelling techniques, coupled with secondary information, were applied to analyse prevailing dynamics in the particular urban property markets in order to calculate the anticipated multiplier effect of the development on the urban economy.
- **Irene Property Development:** The principles of supply and demand were applied in determining the main market forces in the following markets: office, industrial, retails and value mart and high security residential developments. This was utilised in order to determine the viability of the RMP Properties: Irene project and to estimate potential take-up rates for the different land-uses.
- **JDA Business Plans:** Compiled strategic business plans for the Johannesburg Development Agency for the securing of funds for the development of the Newtown Cultural Precinct, Constitution Hill and Kliptown Development Framework (as part of the Blue IQ initiative).
- **JDA Economic Assistance:** Due to the current involvement in various JDA projects, Urban-Econ was involved in the updating of the business plans that were formulated for each of the areas in which JDA is operational. This study entailed the updating of the Newtown Precinct Business Plan for the period 2003 to 2006.
- **JDA Ellispark:** Urban-Econ was invited by the Johannesburg Development Agency to conduct an economic development context analysis for the proposed development of the Greater Ellis Park area. This investigation represents a refinement of the development pre-appraisal report and is aimed at assessing the feasibility of the development concept, which aims at establishing greater Ellis Park as the sport mecca for the city of Johannesburg and South Africa.
- **JDA: Greater Newtown Economic Impact Assessment:** Urban-Econ was appointed as economic consultants for the 10 key strategic projects developed by the Johannesburg Development Agency. The main function is to determine the economic impact of these projects on Johannesburg and Gauteng. The Newtown study entailed a cluster-analysis to determine future supportive creative industries that can be located in Newtown in order to achieve viable and sustainable growth.
- **Jhb & Soweto Industrial Audit:** The City of Johannesburg (CoJ) had been performing an in-depth audit of the industrial precincts in Johannesburg.
- **JHB East West Corridor Business Audit:** The East-West Corridor Development Strategy and Business Audit was awarded to Urban-Econ. The main purpose of the business audit was to gather up-to-date business information along the East-West Corridor to compile an economic profile of the area. The objective of the project was to determine the following business characteristics: The number and type of activities (SIC coded), size in terms of employment and turnover, and location factors. This information was necessary to obtain development dynamics per economic sector, which included production trends, linkages, stability, relocation potential and location data. The study started out with a comprehensive land-use survey of the entire area. This step was important to identify a hierarchy of economic activity nodes and the location of various land uses. This provided an indication of the nature and functional focus of each identified node. The land use survey further provided information on the

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approximate size of businesses, types of activity, building improvements and business names. The land-use survey provided the base for a detailed sample-based survey. The detailed sample survey gauged information on various business indicators which included the size of companies, their employment profiles, production performance, BEE status, business linkages, technology focus, business perceptions and expectations, and the cost of property rental.

- **JHB East West Corridor:** The purpose of the study is to undertake the necessary research and feasibility evaluations for the East West Corridor to provide a framework and strategy for focused and effective investment resulting in local economic development and job creation.
- **JHB Urban Edge:** The analysis, evaluation and refinement of the Urban Boundary for the City of Johannesburg Metropolitan Municipality aimed at directing and compacting development in the metropolitan area. The study also included the compilation of a metropolitan growth management structure (i.e. institutional structuring, visioning and economic incentives/disincentives for management). A major contribution to this study was the aggregation of economic production values in the different administrative regions of the city.
- **Joburg BPO Zone:** Urban-Econ was tasked to assess, from an urban-economic perspective, the location options and critical economic considerations in deciding between possible location alternatives in the Johannesburg Inner City. The objectives of the exercise were to analyse appropriate precincts and identify the most beneficial scenario, based on trends observed from domestic and international best and worst practice.
- **Johannesburg Food and Beverages Sector Scoping Exercise:** The Sector Development Programme was initiated as part of Johannesburg Metropolitan Council's 2030 long term Economic Development Strategy for the City. The programme's aim is to provide government with an understanding of how the nine main economic sectors are functioning, and what initiatives are required to improve their performance/competitiveness. Importantly, the overall strategy forms a critical dimension of major provincial projects such as the high profile Blue IQ. Urban-Econ has been contracted by the City of Johannesburg Metro Council to evaluate industry dynamics within the Food & Beverages sector.
- **Johannesburg Industrial Audit:** The City of Johannesburg (CoJ) appointed a lead consultant Maluleke, Luthuli & Associates to undertake a Johannesburg Industrial Land Audit, supported by a trend analysis and a set of recommendations. Urban-Econ was appointed by the lead consultant to assist with the study. The study predominantly consisted of two phases, the first phase was focused on an in-depth industrial audit, based on desktop data and a sample survey – resulting in the development of a number of industrial nodal reports each with an overview and performance of the node, future projections and a set of development recommendations. The second phase referred to the development of a general trend profile in the Johannesburg Industrial Market, positioning it with reference to South African market and its international trade share.
- **Johannesburg Inner City Economic Activity Analysis:** The City of Johannesburg appointed Urban-Econ in association with Kagiso Special Places to conduct an analysis of the economic activities in the inner city. This analysis was addressed on two levels, on an Inner City as well as a City Centre (precinct) basis. Based on the findings of the economic activity analysis a strategic framework was developed to guide the development of an economic strategy for the Inner City.
- **Johannesburg International Airport Industrial Development Zone (IDZ):** Urban-Econ formed part of a multidisciplinary consortium that was commissioned to formulate an integrated development

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plan (IDP) that will guide industrial development and expansion around Southern Africa's largest international airport – Johannesburg International (JIA). The economic component of the project comprised an assessment of the economy, compilation of growth scenarios and the formulation of a land use budget and economic development framework to systematically align local economic activity with the potential posed by JIA. The work was the first of its nature to be done in the field of airport economics in Southern Africa.

- **Johannesburg International Airport:** Urban-Econ was part of a consortium that formulated an integrated development plan (IDP) to guide development in the JIA area. The economic component comprised an assessment of the compilation of growth scenarios and the formulation of an economic development framework to systematically align local economic activity with the potential posed by JIA.
- **Johannesburg Region G – Economic Development Plan:** Urban-Econ was appointed by the Gauteng Province to assist them with drafting a credible LED strategy, which are to be based on existing research done in the district as well as a practical approach towards facilitation support for implementing the Local Economic Development study for this area. The study was based on an economic analysis of the local area, local development issues and consultation with local businesses, business organisations and development agencies.
- **Johannesburg Retail Sector Scoping Study:** In terms of recent regional retail studies, which integrate the principles of economic and spatial development planning, Urban-Econ was commissioned by the city of Jo'burg to conduct the Johannesburg Retail Sector Scoping Study in 2003. The project entailed an assessment of retail facilities and trends in the City. The end-product successfully integrated economic, property and spatial planning principles. As part of this, a comprehensive mapping system was developed.
- **Khayalami: Local Economic Development Strategy:** This project was aimed at formulating a land development objective (LDO). The status quo analysis culminated in the formation of LED objectives, standards, strategies and specific projects in the format of a pre-designed business plan sheet.
- **Kolonnade Regional Shopping Centre Expansion:** Sasol Pension Fund commissioned an investigation into the market potential to extend the Kolonnade Regional Shopping Centre. Input was required that would not only inform design parameters, but which would also withstand the scrutiny of legal proceedings.
- **Lanseria International Airport:** Urban-Econ was commissioned by the West Rand District Municipality: Department Transport to determine the economic significance that the Lanseria International Airport holds for the West Rand District. The outcome of the study was used in an application to demarcate the airport within the boundaries of the District Municipality. The study entailed an analysis in the current development situation of the airport, its development potential, market penetration and, based on possible future scenarios, the impact of the demarcation in terms of economic production, employment, sales and tax revenue.
- **Laudium Central Business District Feasibility Study:** The objective of this project was to determine the feasibility of upgrading/redeveloping the central business district in Laudium. The project included conducting surveys, developing a database and determining retail demand with the CBD.

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- **Lethabong Local Economic Development Strategy:** Urban-Econ was consulted to develop an LED strategy for this area. The strategy was based on an economic analysis of the local area, the policy framework, local development issues and consultation with local businesses, business organisations and development agencies.
- **Marabastad Fresh Produce Market:** Urban-Econ was appointed to determine the viability of the Marabastad Retail Market with a view to either upgrade the market or to relocate it. The ultimately goal was to promote and enhance the marketing of fresh produce in the previously disadvantaged area of Marabastad. The project results provided practical guidelines for the implementation and management of the project which implied that relevant information be generated, to be utilised for the preparation of a Business Plan that will enable decision-makers to use it as a marketing tool to motivate capital investment for the market.
- **Market Research in support of the development of Farm City Stores in Gauteng:** Urban-Econ was appointed to undertake a specialist urban-economic study to assess the capacity of the market to sustain the development of a network of new and newly configured stores in the Gauteng Province. The research entailed establishing an in-depth understanding of the unique concept and market determinants of the Farm City brand and then evaluating the urban economic market to identify key locations for future outlets.
- **Medical Cluster in Pretoria:** The Cluster principle as a measure to promote the establishment of related economic activities at a selected location in the CBD of Pretoria was applied. The medical industry with its forward and backward linkages was evaluated in detail.
- **Metsweding LED – Proposed Business Plan Extension:** One of the outcomes of the Metsweding LED Strategy was the development of an Arts & Crafts Centre business plan. This project was identified and selected to be developed by the Metsweding LM – asking for a more detailed plan to be developed. The development of this extended, more detailed Arts & Crafts Centre -business plan is to be conducted by Urban-Econ. The scope of the project includes a detailed section on financing and costing, the identification of potential resources and the packaging of the business plan.
- **Metsweding LED:** Urban-Econ was appointed by Metsweding LM to formulate a Local Economic Development Strategy. The development of the Strategy entailed the analysing of the areas' economic profile and the identification of new opportunities and/or methods to unlock the intrinsic economic potential of Metsweding. The purpose of the study is to collate all economic information and investigate the coordinated and integrated options and opportunities available to broaden the economic base of the study area, packaged as a strategic implementation framework in order to address the creation of employment opportunities, investment and business development and the resultant positive spin-off effects throughout the district economy. This Strategy will also assist Metsweding LM to create an enabling economic environment where existing and new, potential businesses can flourish.
- **Mogale City Residential Market Research:** Urban-Econ was appointed by ABSA DevCo to compile a detailed market research report on the residential sector of Mogale City Local Municipality and its surrounding areas.

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- **Montana Motor City and Office Park** Retail and office market trends were analysed, coupled with socio-economic area characteristics to determine the market potential for a motor city and office park in Montana. Research also had to indicate optimum unit sizes, achievable rentals and project phasing.
- **Nasrec EAA:** CoJ resolved that the assistance to Newco would take the form of alternative support mechanisms for the area as a whole, CoJ took the approach that it would leverage its relationship with other tiers of government, and maximise development opportunities inherent in its own functioning in order to unlock social and economic development in the Greater Soweto and Nasrec area at no cost to CoJ. Urban-Econ was subsequently appointed as sub-consultant to Kagiso Special Places to assist COJ in their investigation of the Nasrec precinct in order to determine the development potential as a guide for possible Council intervention.
- **Pomona Market Feasibility Research:** Urban-Econ was appointed by the Stuart Family Trust to compile a detailed market research report on the various property sectors of Benoni, Pomona and its surrounding areas.
- **Randburg CBD Revitalisation:** Urban market research findings based on extensive market research and surveying were interpreted to provide integrated development planning proposals for the strategic development facilitation of revitalisation proposals. Urban-Econ is a main proponent for the inner-city improvement district (CID) legislation and initiated discussions with stakeholders in this regard
- **Randfontein Waterfront Complex:** The objective of this project was to conduct a Market potential analysis for the proposed multi-use businesses and recreational node in Randfontein that will have a sphere of influence that extends beyond the boundaries of the West Rand
- **Rantesig:** Responsible for determining the feasibility of developing a tourism cum conservation zone in the Rantesig/Magaliesberg area.
- **Serengeti Golf and Wildlife Estate:** Urban-Econ was commissioned by ACUDEV LTD to provide an economic perspective on the development of Kempton Park and to conduct an economic impact modelling exercise for the proposed estate. The proposed estate is in the nature of a multi-use development, consisting of a golf course and residential golf estate, hotel and other tourist accommodation facilities, tourism centre and offices as well as equestrian facilities. The development will take place on approximately 400 hectares of farm land. The economic context entailed a discussion on Kempton Park's economic performance in terms of Ekurhuleni, provided an overview of investment returns, development of Kempton Park, golf estate development and the potential spin-off to be generated by the new development. The economic impact assessment exercise indicating the additional benefits to the local economy induced by the new capital investment. This is indicated in terms of additional business sales, additional GGP and employment, as well as increase in government income in terms of levies, rates and taxes.
- **Social and Labour Plan for Brandbach Mine, Cullinan:** Mining industry is a cornerstone of the South African economy. So far it has experienced rises and downfalls. In order to insure sustainable development of the industry in the future along with the implementation of national visions on skills development, poverty alleviation, BEE and employment creation, the government has introduced a Skills and Labour Plan, preparation of which became a prerequisite for every mine in the country.

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Urban-Econ's sister company, Econo-Mine, has been appointed to develop such plan for the Brandbach Mine in Cullinan.

- **Socio-Economic Impact Assessment of the Gauteng Government Precinct:** Urban-Econ was appointed to assist with the Socio-Economic Impact Assessment which formed part of a broader Environmental Impact Assessment (EIA) and Heritage Impact Assessment (HIA) that was required in terms of the Environment Conservation Act, 1989 (Act 73 of 1989); and the Heritage Resource Act (Act no. 25 of 1999) to gain approval for the establishment of the Gauteng Provincial Government Precinct (also known as the GPG Precinct) in the Johannesburg CBD. Three distinct and interrelated approaches characterize the impact assessment namely:
 - Impact assessment of the commercialization phase (i.e. operation of the GPG Precinct).
 - Impact assessment of the development phase (i.e. the construction of new infrastructure and buildings, and, the upgrading and rejuvenation of existing building stock)
 - Impact assessment of the property space transformation (i.e. demolishing of buildings)
- **Soshanguve Extension 14 Retail Strategy:** Urban-Econ was appointed by the Department of Local Economic Development of the Tshwane Metro to develop an integrated retail strategy for the Klip-Kruisfontein CBD. The strategy focussed on specific retail recommendations for Erven 20902 to 20917, and to indicate a strategy regarding the remainder of retail rights in the CBD. Market research were conducted firstly in terms of the economic performance of the trade sector in the local economy, secondly a consumer market profile were drawn supported by a number of household surveys to determine expenditure patterns and preferences, as well as, to identify potential support for the proposed retail components. These findings were integrated with market research on retail development in townships in general and the development potential in the retail market was estimated. The retail development potential was then strategically divided between the proposed retail centre and the remainder of retail rights as part of the CBD. Specific recommendations were made regarding the layout, design, transport issues, management and phasing of the retail components.
- **Soweto EAA:** Urban-Econ was commissioned by the Johannesburg Metropolitan Council to assess the changing economic role and function of Soweto in a metropolitan context. The project entailed socio-economic and business surveys and was aimed at assessing disposable community income, analysing expenditure patterns and identify leakages from the area. The economic analysis culminated in the development of a strategy to address expenditure leakages from the area by focusing development on certain strategic nodes.
- **Strategic Framework for the Regeneration of the Ekandustria Economic Hub:** Urban-Econ has been appointed to develop a Strategic Framework for the Regeneration of the Ekandustria Economic Hub, thereby undertaking a resource base analysis, strategic framework and five-year implementation framework to guide the visitation programme for retaining and developing businesses. Challenges of unemployment and poverty within the Metsweding District pointed to the need to investigate the potential for regeneration of the economic hub of Ekandustria as a vehicle of economic stimulation, employment creation and skills development. This Strategy can be utilised as a 'manual' for investment and development of the hub.

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- **The Crown City Development Framework:** Where suitable land-uses and associated development guidelines were developed for a site in Gauteng. Due to its metropolitan location, i.e. between Johannesburg and Soweto, the development of the site required a unique and innovated concept that was based on market forces, to ensure long-term viability of the development.
- **Tshwane Industrial Strategy:** Urban-Econ has been appointed to formulate The Business Retention, Expansion and Attraction Strategy for Babelegi and Garankuwa Industrial Areas & to formulate an Integrated Industrial Development Strategy for the City Of Tshwane Metropolitan Municipality. The purpose is to develop an Integrated Industrial Strategy for the CTMM to address sectoral development and investment in the City as well as to promote overall economic growth.
- **Urban Property Markets:** The National Department of Housing appointed Urban-Econ to conduct a comprehensive investigation into the state of and trends in South African property markets. The project incorporated the effects of prevailing global and domestic macroeconomic conditions on property markets, specifically focusing on the four major metropolitan areas, namely Greater Johannesburg, Greater Pretoria (Tshwane), Durban Metro and Cape Town. A Housing Options Costing Model was developed. This model provides for a comprehensive assessment of the direct and indirect user-costs associated with various urban locations, the emphasis being on the cost implications of decentralised locations versus centralised locations. Research findings were translated into policy guidelines for housing development.
- **West Rand Agency and Cluster Strategy:** The West Rand Cluster Strategy and Development Agency Project was officially launched on 24 November 2002. The project is funded by the USAID/SA through its Local Governance Support Programme. The study has two distinct components:
 - To identify new and innovative linkages towards the establishment of enterprises in identified **clusters** in the West Rand. This is done within a supportive environment of networking. The aim is to develop the local economy in such a way that will increase the competitiveness of the West Rand, while ensuring economic growth, job creation and poverty alleviation; and
 - To investigate the development of a Regional Economic Development Agency which could unlock the latent development potential and act as facilitation vehicle, encouraging private sector investment and creating economic opportunities for the poor.
- **West Rand District Municipality: Business Plans:** The writing of Business Plans for the Floriculture, agriculture, Transport, Food Supplement, New Industries, Waste Disposal Industry, ICT based industrial supply network and Agro-industry supply networks.
- **West Rand Fresh Produce Market:** The investigation of the feasibility of locating a Regional Fresh Produce Market in the West Rand District Municipality area that could stimulate the development of the agriculture sector and ensure job creation.
- **West Rand LED:** The West Rand District Municipality (WRDM) has an Economic Development Strategy which focuses on promoting the development of sectoral clusters and resulted in the establishment of the West Rand Development Agency and Urban-Econ was responsible for compiling this strategy. In view of the requirements for local government to have a credible LED strategy in place, requires that the current work on economic development in the District needs to be reviewed to reflect the most recent local and regional development dynamics and appropriately packaged as a LED Strategy. As a result GEDA requested Urban-Econ to prepare a proposal for the update of existing economic strategies to develop a Local Economic Development Strategy (LED).

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- **West Rand SDI:** The Western Gauteng Services Council commissioned Urban-Econ to investigate the feasibility of a possible Spatial Development Initiative (SDI) in the WGSC area. The proposed SDI represents an important economic and spatial framework for future development. Duties included anchor project identification, business plan development and the compilation of an implementation strategy.
- **West Rand Urban Renewal Strategy:** This project is an outcome of the Bekkersdal URP initiative and developed a strategy for the urban regeneration of the whole West Rand. Commissioned by Gauteng Department of Housing.
- **WGSC Cluster Strategy:** Urban-Econ was invited to identify new and innovative forward linkages towards the establishment of enterprises in identified clusters in the West Rand within a supportive environment of industry networking, and to investigate the development of a Development Agency which could unlock the latent development potential and act as facilitation vehicle, encouraging private sector investment and creating economic opportunities for the poor.
- **Willowglen Agricultural Holdings: Preliminary Market Analyses:** Investigated the feasibility of land-uses to be established on the site. Property trends in the following were determined: conventional retail, motortown development, niche retail, warehousing, home industries and office development.
- **Witpoortjie Residential Market Research:** Urban-Econ was appointed by ABSA DevCo to compile a detailed market research report on the residential sector of Kagiso, Roodepoort and its surrounding areas.
- **Yeoville Urban Regeneration:** The Johannesburg Development Agency (JDA) was mandated to undertake an urban renewal programme in Yeoville, situated in Region 8 - the Inner City. The focus of the programme was on Rockey/Raleigh Street, which has been identified in terms of the Johannesburg Region 8 Spatial Development Framework (RSDF) as a local *highstreet*. Urban-Econ formed part of a multidisciplinary project team that was tasked with the responsibility of developing a detailed plan that would guide and stimulate public and private sector expenditure in the precinct. Urban-Econ was responsible for the economic component of the project, which included a contextual analysis, consumer market analysis, detailed audit of economic activities, economic development plan and impact assessment. Primary data collection techniques were applied, including business surveys, interviews and interaction with community development forums. Economic strategies were primarily aimed at addressing issues pertaining economic decay and disinvestment. Findings and recommendations of the economic assessment were subsequently incorporated into a multidimensional urban regeneration plan for Yeoville.



COMPANY PROFILE

2011

AFFIRMATIVE ACTION

STRATEGY	IMPLEMENTED	PROGRESS
1. BEE Scorecard	Yes	BBEEE rating Level 3
2. Ownership in a HDI company	Yes	Established 5 companies with HDI Ownership
3. Training Programmes	Yes	Ongoing
4. Racial and Gender Equality	Yes	Ongoing
5. Networking	Yes	Ongoing
6. Project Empowerment Programme	Yes	Continuous on project basis
7. In-Service Training	Yes	Ongoing – all junior employees

1. Scorecard with level rating of 3 as per BBEEE standard codes of practice issued by EMEX Trust.
2. Kayamandi Development Services (Pty) Ltd is a company of development planners, created by David Lefutso, who provided multi-disciplinary services pertaining to all aspects of urban and rural development. Subsequently to Mr Lefutso leaving the company, Letepe Maisela became the major shareholder / owner of the company. He is also Director and Chairman of this company. This 64% HDI owned company renders services to a diverse range of clients with equal success including national, provincial and local government, NGOs and the private sector. The company is ideally equipped to assist emerging clients from both previously disadvantaged communities as well as established clients in the private sector.
3. Urban-Econ is classified as a SMME and consists of 25 professional members specialising in different fields of economics and project management. The philosophy is that each professional member of the firm carries full responsibility of his or her project under senior supervision. As a result, appropriate training towards professional independence and specialisation is applied at all levels of the firm. Urban-Econ also assists five employees in acquiring postgraduate qualifications.
4. The partnership consists of six members, of whom two are females, i.e. Marika Cook and L. Mkhulisi, resulting in 80% shareholding by HDIs. Employment opportunities are considered on merit while

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2011

providing opportunities for individuals from the disadvantaged communities in South Africa. Urban-Econ currently employs a permanent staff of which 70% are female and 40% are previously disadvantaged individuals.

STRUCTURE AND OWNERSHIP

NAME	% VOTING	HDI
Dr J.L. Oberholzer	5	
E.L. De Beer	5	
B.J. van der Merwe	5	
M.T. Cook	29	Female
R. S Aird	5	
L. Mkhulisi	51	Female & PDI

- Urban-Econ has established an extensive networking system with disenfranchised consultants and persons, utilising their services on an ongoing basis on all multidimensional projects. The firm seeks opportunities for capacity building and undertakes employment programmes as an integral part of the projects the firm is involved in.
- Urban-Econ actively practices a policy of community involvement and empowerment through participative processes. The most successful is the recruitment and training of community members to undertake fieldwork as part of primary data gathering exercises.
- In-house training is regarded as the cornerstone for the promotion of careers and human resource development. Urban-Econ follows a policy of focused in-house in-service training and empowerment and all new appointees undergo skills and knowledge transfer. Past and current professionals have received in house training such as Leon Katambwe, Sarah Oloo, Kamlesh Bhana, Anisha Maharaj, Thandaza Ntikinca, Arathi Maharaj, Tebogo Kgagara, Sipamamala Madikiaza, Henrieta Banda, Bonolo Kekana and Sam Lazarus received in house training. Hildah Mabena, Haseena Kadwa, Mosilo Sofonia, etc have been appointed by the Pretoria office, Byron O'Shea in the Cape Town office, Ilse Fouché and Haudia Ohlson in the George office, Tamara Mazana and Tatanda Mzezewa have been appointed in the Port Elizabeth office, all as junior professionals and assistants and with the appropriate training and capacity building will be able to take full responsibility for successfully executing their own projects in future.



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