



a world class African city



Request for Proposals for Professional Services for the Melville – UJ Precinct Plan Project.

BID Number: DF007/2016

P13877

ORIGINAL

16 September 2016

Submitted To:

Johannesburg Development Agency (JDA)

Tender box
3 Helen Joseph Street
The Bus Factory
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2000

Submitted By:

Urbansoup/GIBB/ Demacon Consortium

URBANSOUP
architects • urban designers

DEMACON
market studies

GIBB
ENGINEERING & ARCHITECTURE
People • Expertise • Excellence

Melville – UJ Precinct Plan

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1 *Introduction*

Urbansoup/GIBB/ Demacon Consortium has pleasure in submitting this proposal to the Johannesburg Development Agency (JDA) in response to the request for proposals for Professional Services for the Melville – UJ Precinct Plan Project.

1.1 **Project Description**

The Johannesburg Development Agency has been engaged in a project on public environment upgrades at the intersection of University Road, Kingsway Avenue and Beyers Naude Drive. The intersection lies along the Empire Perth Corridor which hosts two University of Johannesburg's campuses. The University is also closely located to the Witwatersrand University along the Empire-Perth Corridor which has allowed for one of the characteristics of the Corridor being the institutional knowledge hub.

The project seeks to address the high number of pedestrian-traffic accidents at the intersection. Various proposals have been made to the project stakeholders and an immediate intervention has been agreed on whilst best practice designs are sought for a long term solution. The immediate intervention entails road re-alignment and public space upgrades around the intersection.

Melville's 7th Street directly links to the BRT trunk route for the Empire Perth Development Corridor and has been identified in the SAF as a Key Public Connector route facilitating Non-Motorised Transit movement. The precinct of 7th Street and 4th Avenue host a wide variety of trendy restaurants, retail facilities and night clubs. The activity node is dominated by a residential component used largely for student and guest houses due to being a popular tourist destination as well being closely located to various parts of the City.

1.2 **Scope of works**

The project scope is the development of a Precinct Plan that can be adopted as council policy and inform the Municipality's capital expenditure decisions as well as the private sectors intentions. The Precinct Plan must be formulated to direct spatial, socio economic, infrastructural, and development proposals within the study area. The plan should be premised on providing development proposals and solutions aimed at fulfilling place-making and high streets principles within the study area, and optimisation of 7th Street linking to Lothbury Road and 4th Avenue as NMT route.

The objectives of the Precinct Plan shall –

- Conduct a status quo assessment affecting of current reality of the study area in order to advance relevant proposals;
- Align the development of the study area through development parameters that are aligned to the broader goals of the Empire Perth Corridor;
- Determine development proposals that will make optimal usage of the study area considering its surroundings and impacting development strategies;

- Propose urban management interventions to ensure maintained healthy, safe and secure urban environment;
- Propose targetable public-private partnership development projects.

The work comprises of the following:

- The development of a co-produced vision for precinct;
- Status quo analysis of the current situation to assist in setting the spatial vision for the study area;
- To guide spatial and land use solutions for future development;
- To ensure the sustainability of the public environment assets created through the Melville - UJ precinct;
- To facilitate the optimal delivery of municipal and any other urban management services;
- To activate the public places and facilities created through the development by introducing place-making strategies;
- To deepen the impact of the development by strengthening the neighbourhood identity, creating enabling conditions for long-term private investment, and implementing social and economic programmes that benefit the local community.



Figure 1.1: Locality Map of Project

11.10 A Corporate Brochure Alternatively a Brief Summary of the Entity's Background

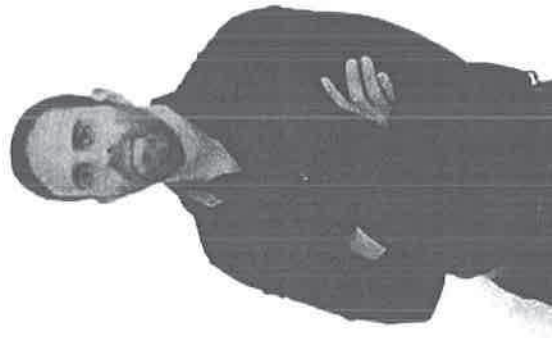
Urban Design

URBANSOUP

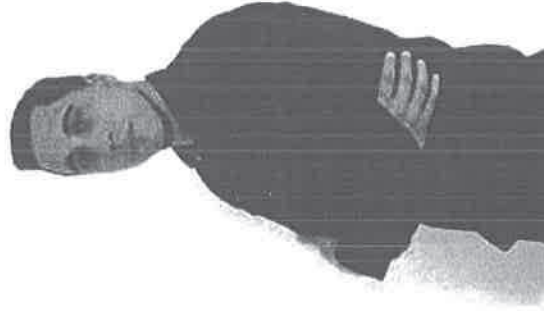
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ARCHITECTS * URBAN DESIGNERS

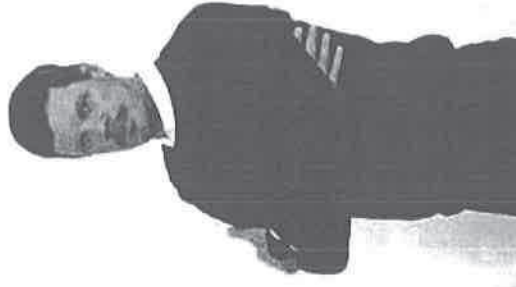
landscape architecture work towards creating a seamless integration between our urban environment, architecture, engineering infrastructure – the 'making' of sustainable built environments with a crafted social, urban & economic agenda...



Ray Harli
Director
Architect



Denver Hendricks
Director
Architect + academic researcher



Yonah Odendal
Director
Architect + urban designer

practice with all our core team successfully collaborated on a range of projects over the last 8 years at leading local & international design practices.

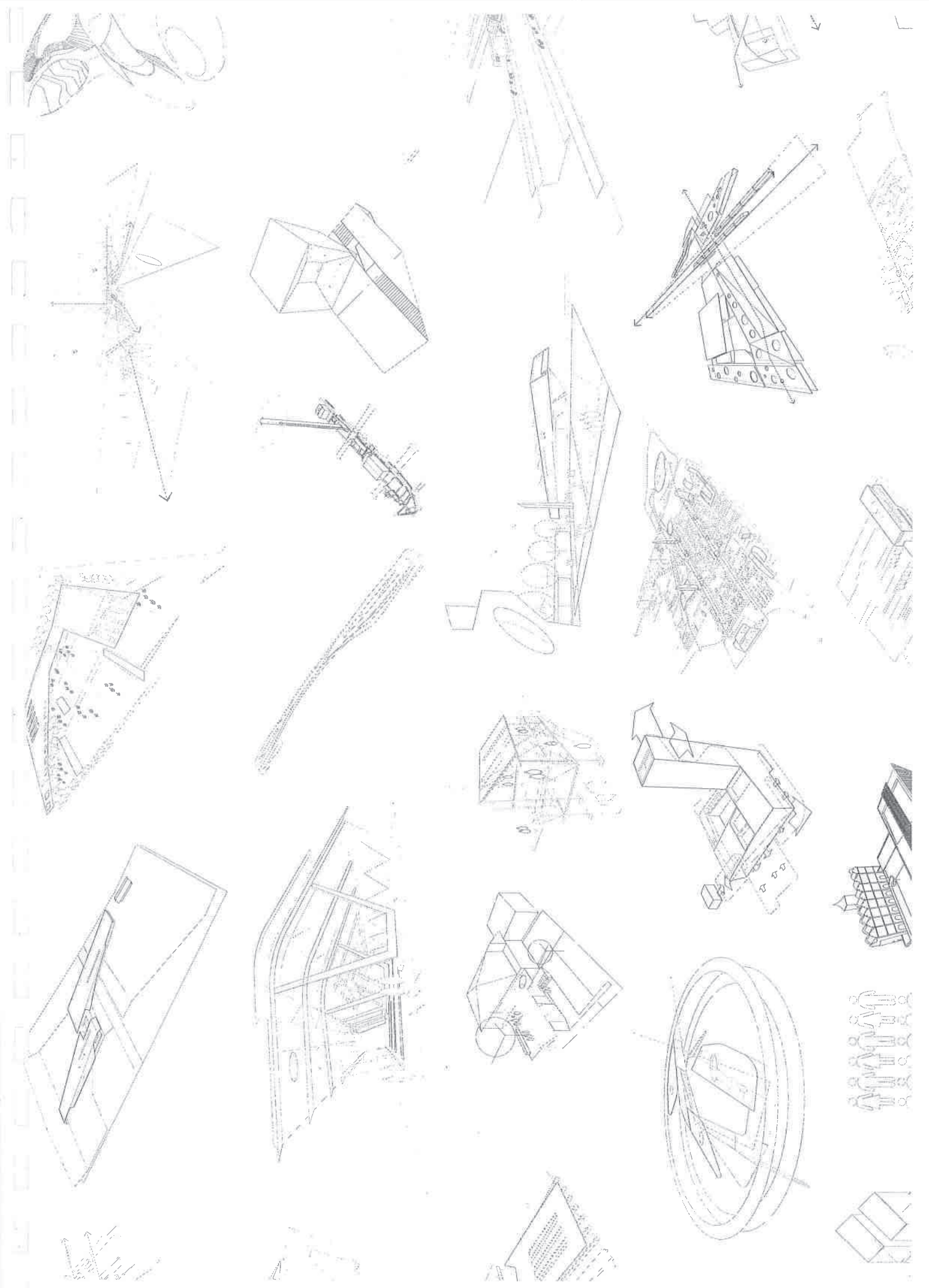
We have received industry recognitions for our contributions to urban design, architecture and research in the public environment.

We are a Level 2 BEEEO rated South African company with a key staff complement of 80 based in Johannesburg & Cape Town.

We have a proven track record with a wide range of experience spanning over 40 years.

Urban design offering supports for a range of urban development, urban regeneration and orientated developments.

Our profile combines collective work produced by the Studio as well as projects developed by individual architecture/urban design practices, and these projects have been clearly identified next to the project name.



Development Agency]

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Association of South Africa]

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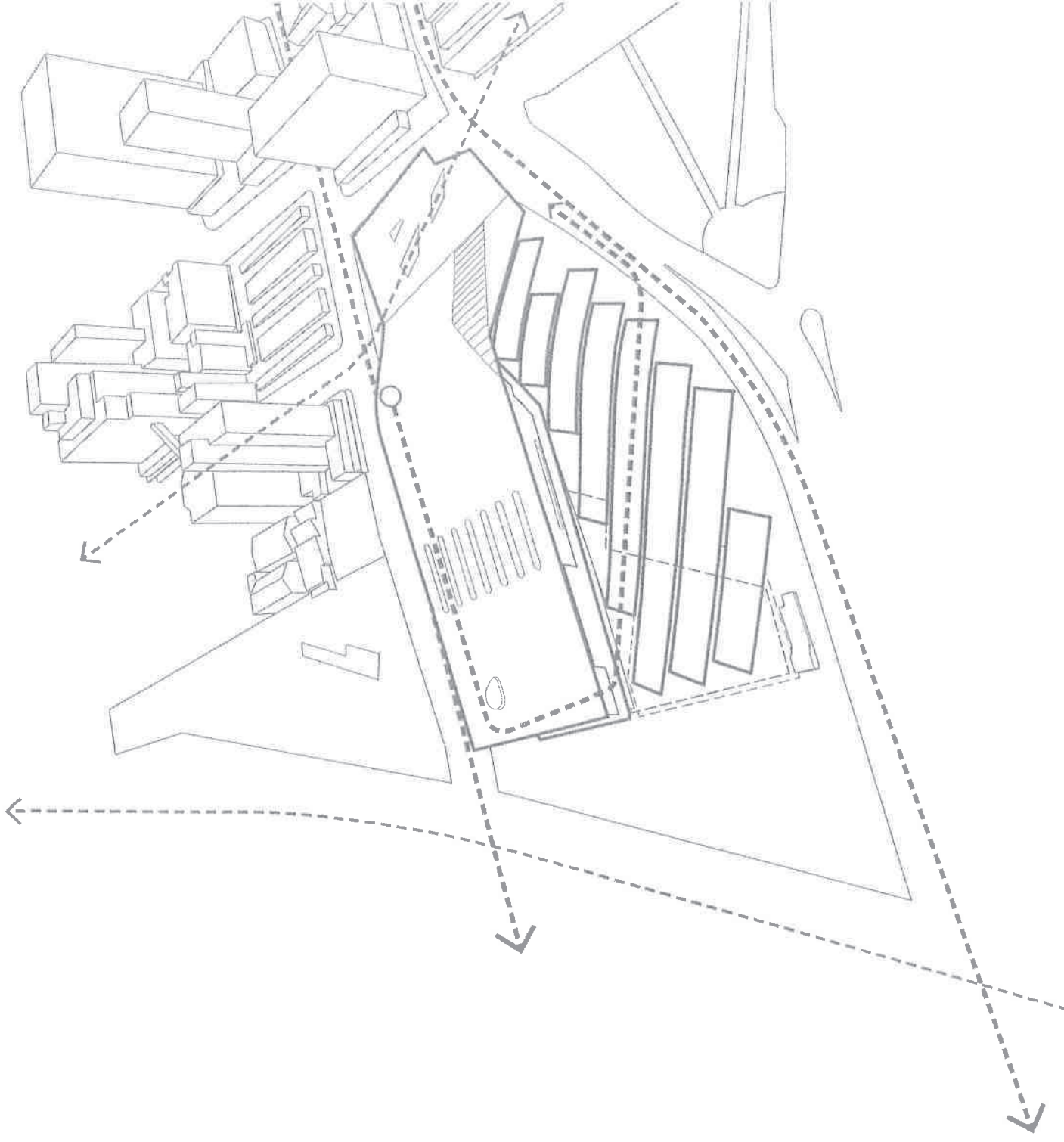
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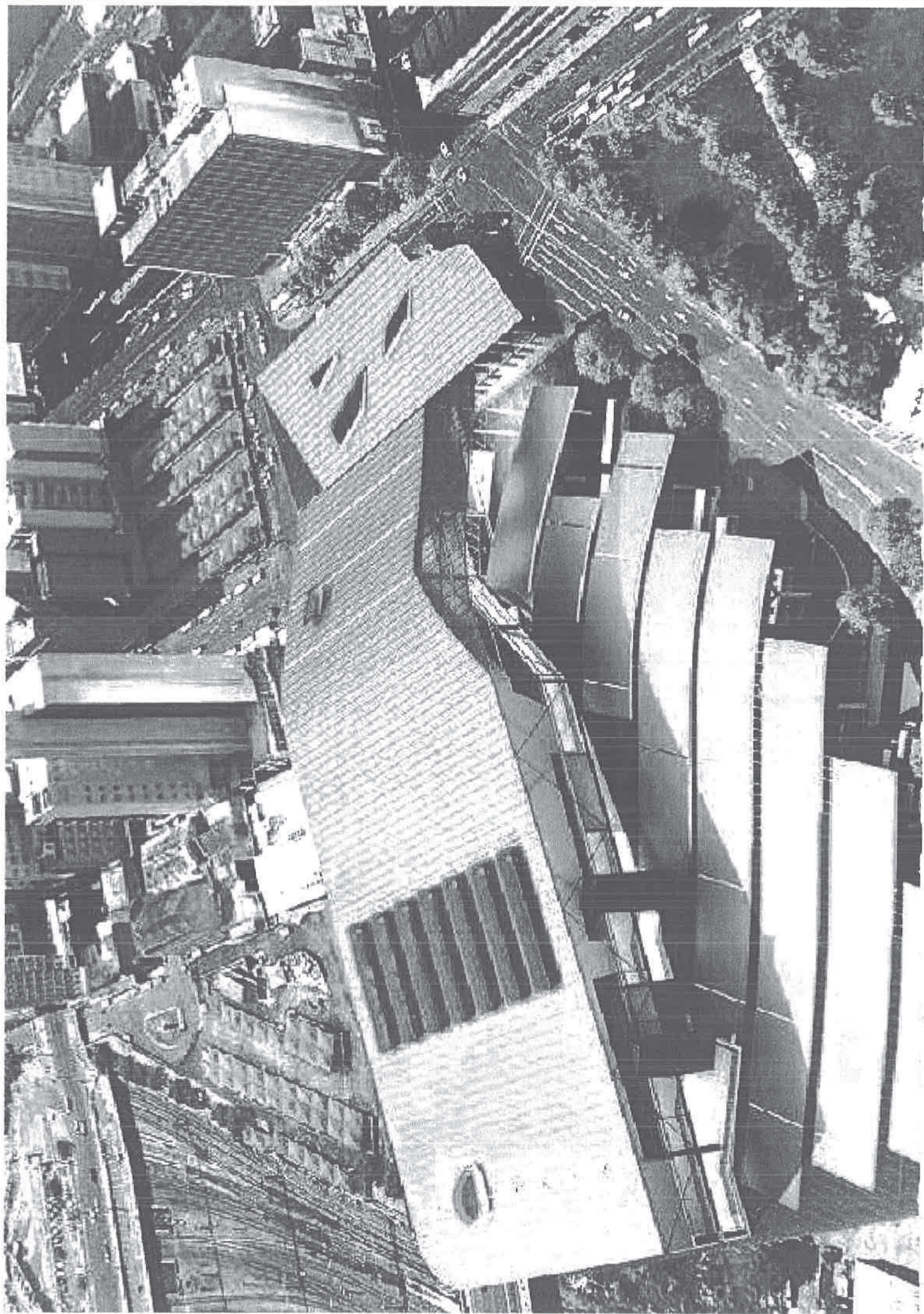
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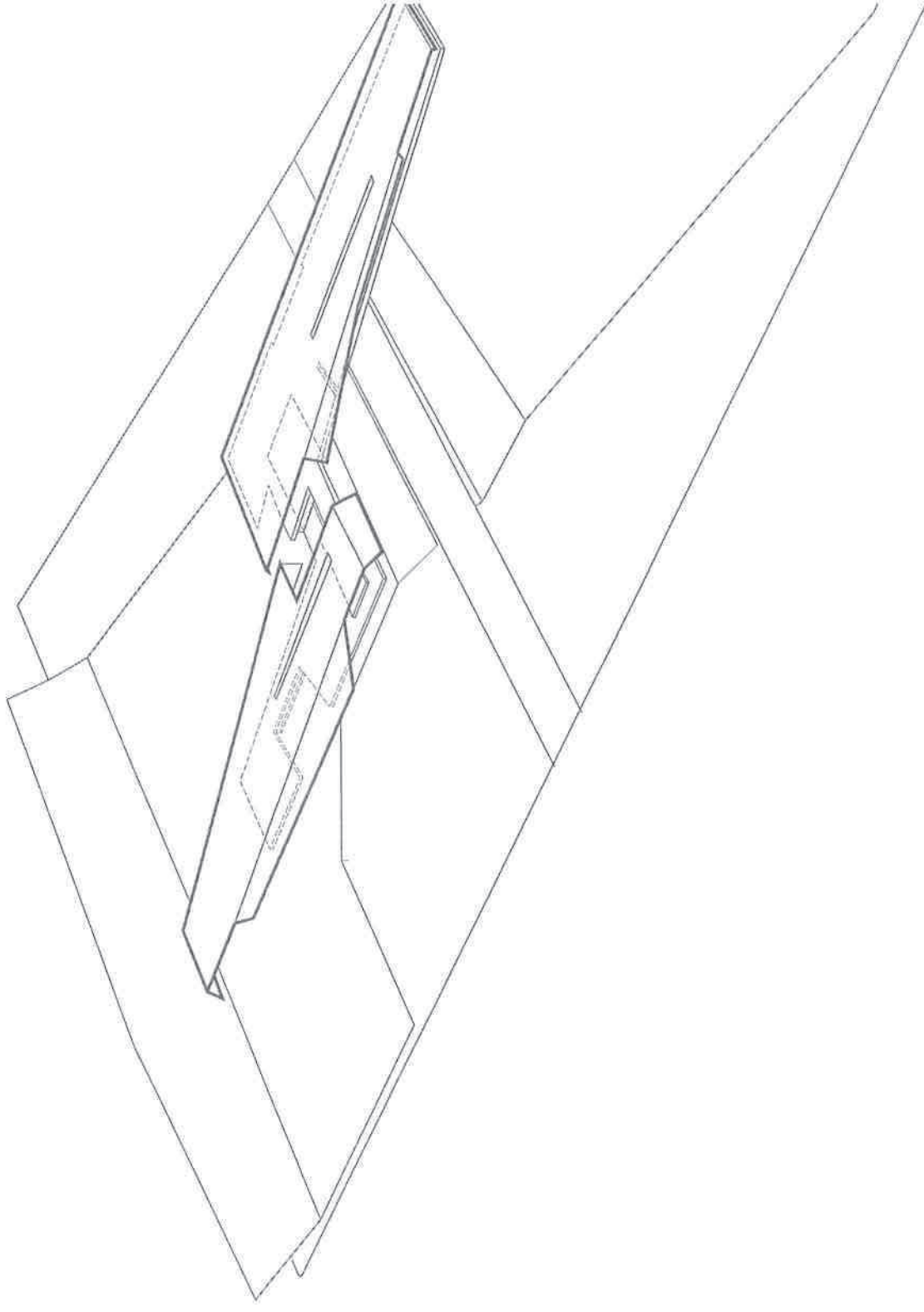
that facilitates the holding, ranking & admission of international long distance busses & taxis. [within the Park Station public transport (subtrain) & will provide strategic ranking in inner city public transport operations. It is strategically placed in relation to other major transport hubs & high volume pedestrian movement and is part of a larger public realm upgrade initiative & related to the city's transport strategy.

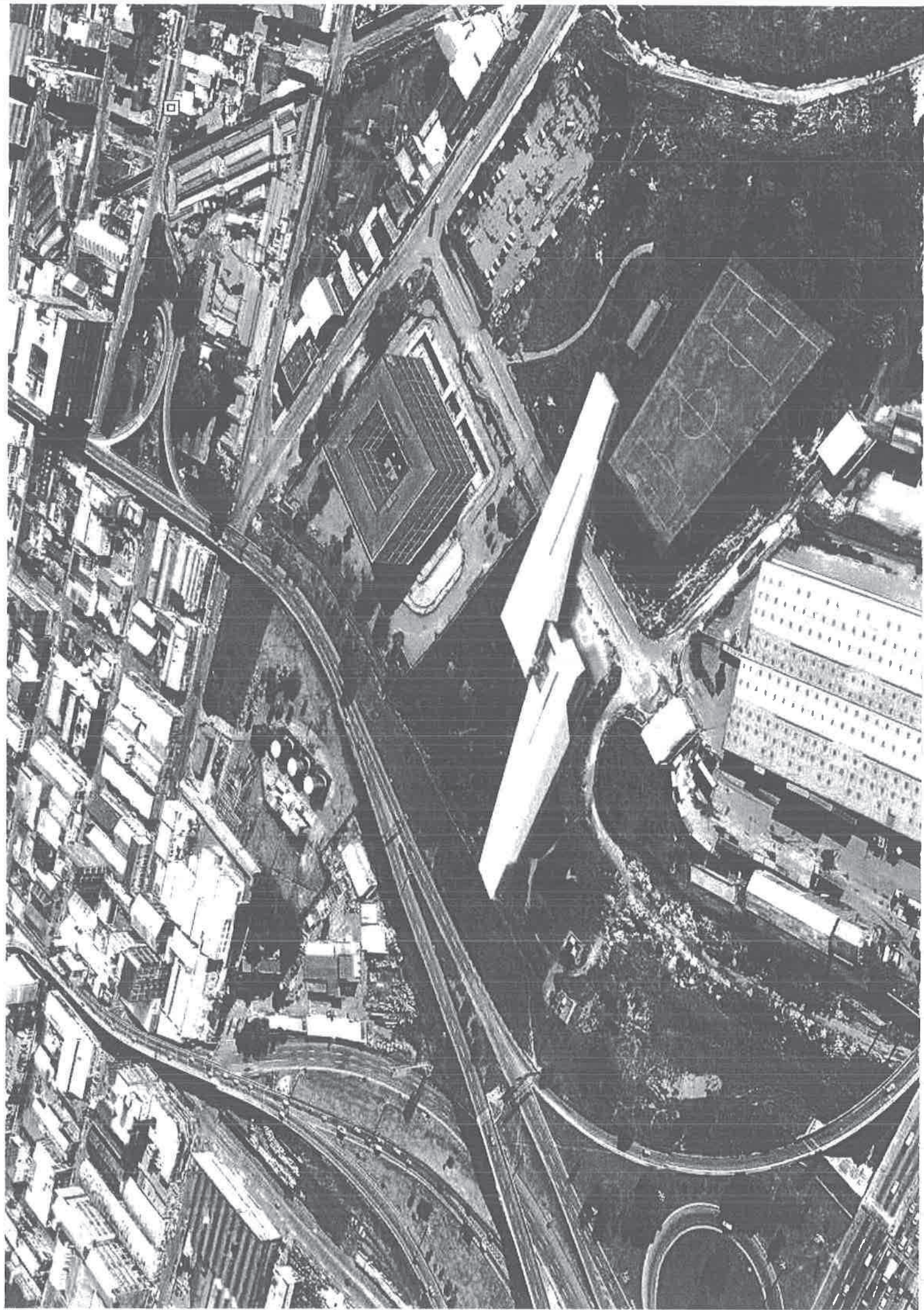




development
urban design/architecture

pot facility that includes administrative &
tions. The project will aim to address the
sustainable waste management within the

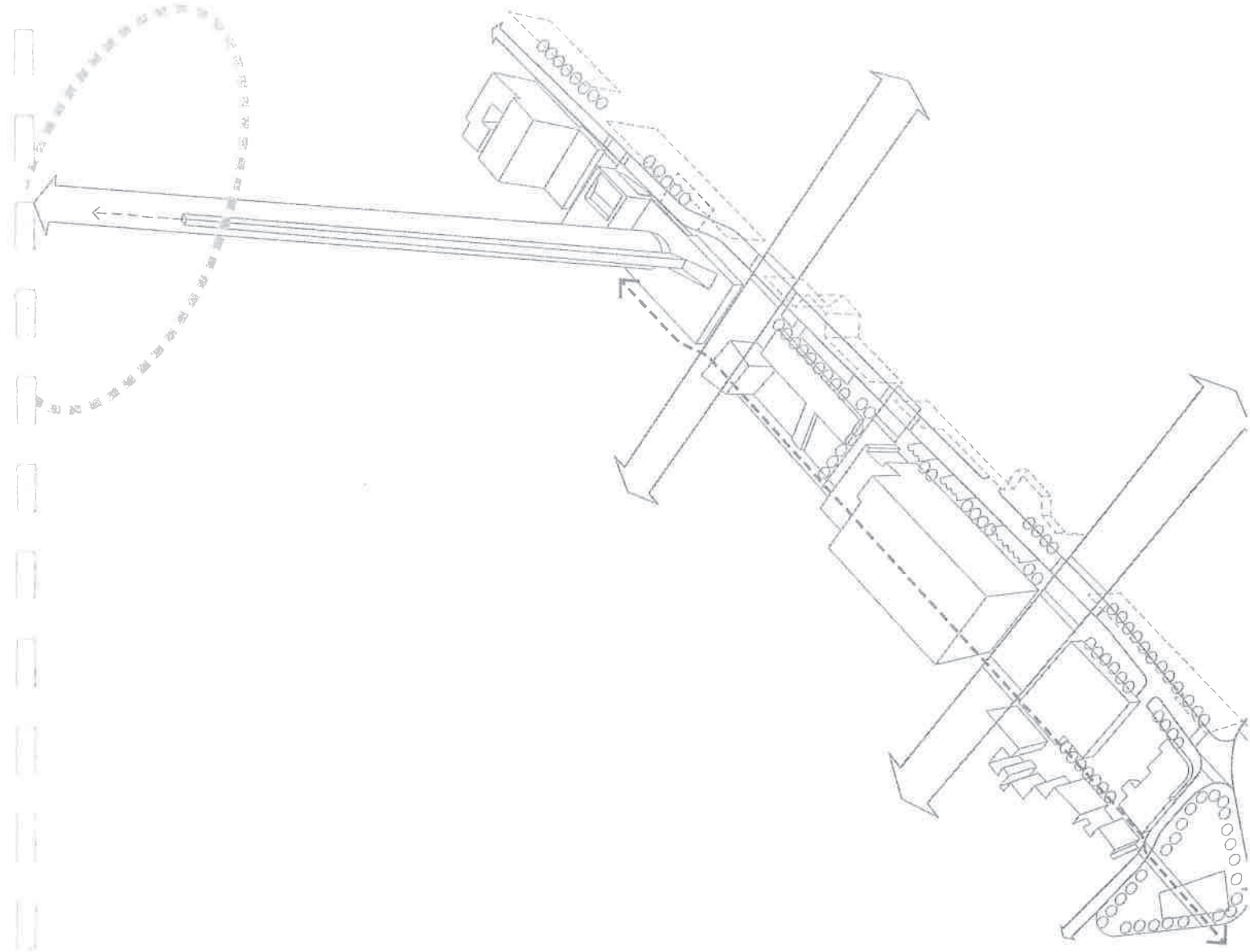




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of a larger public realm upgrade initiative
rist/mixed use opportunities in the high
ct. The project will aim to align new PPP
with key public amenities & transport up-

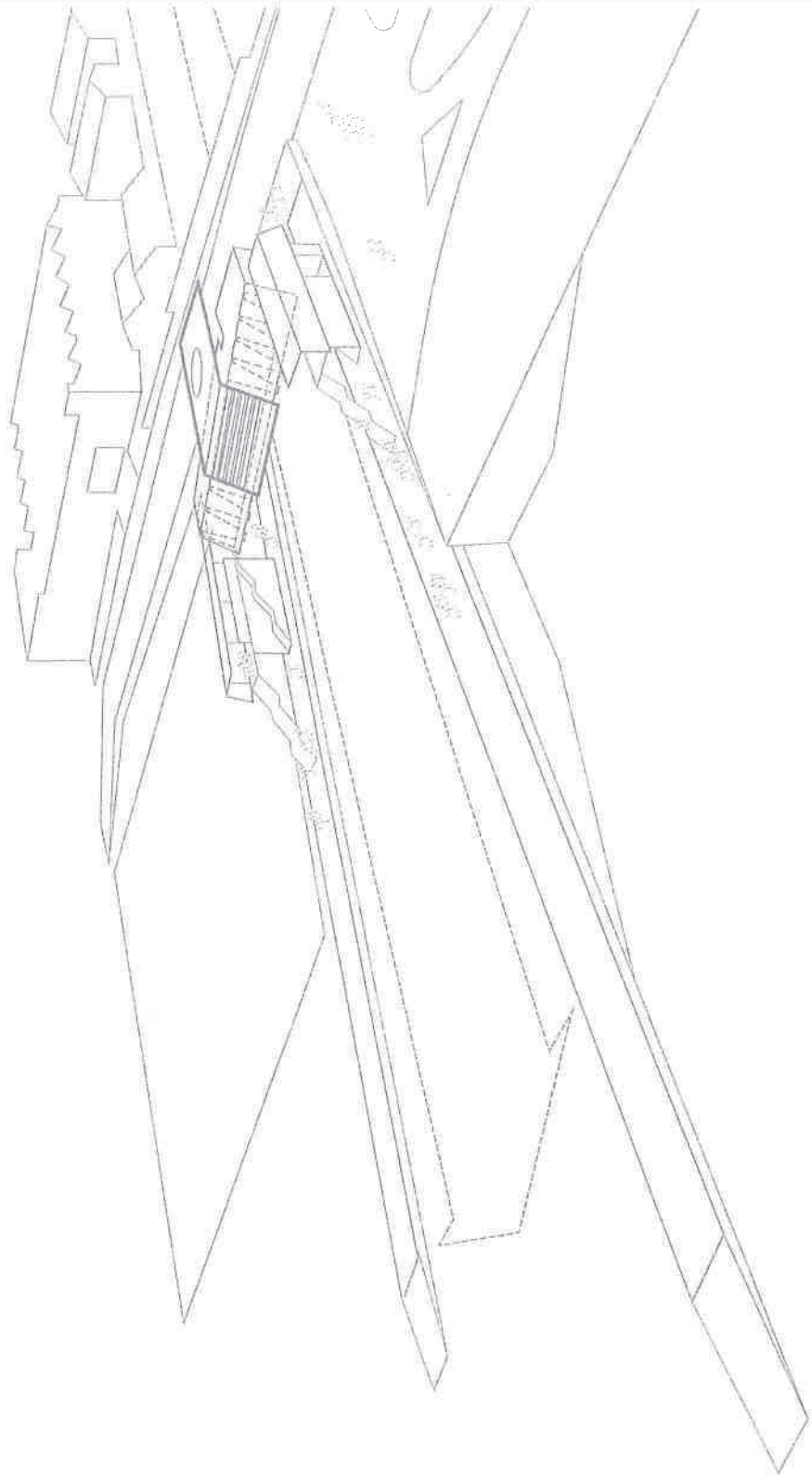
ategy is the alignment of investment op-
: retail opportunities offered by the high
movement corridors in the precinct.

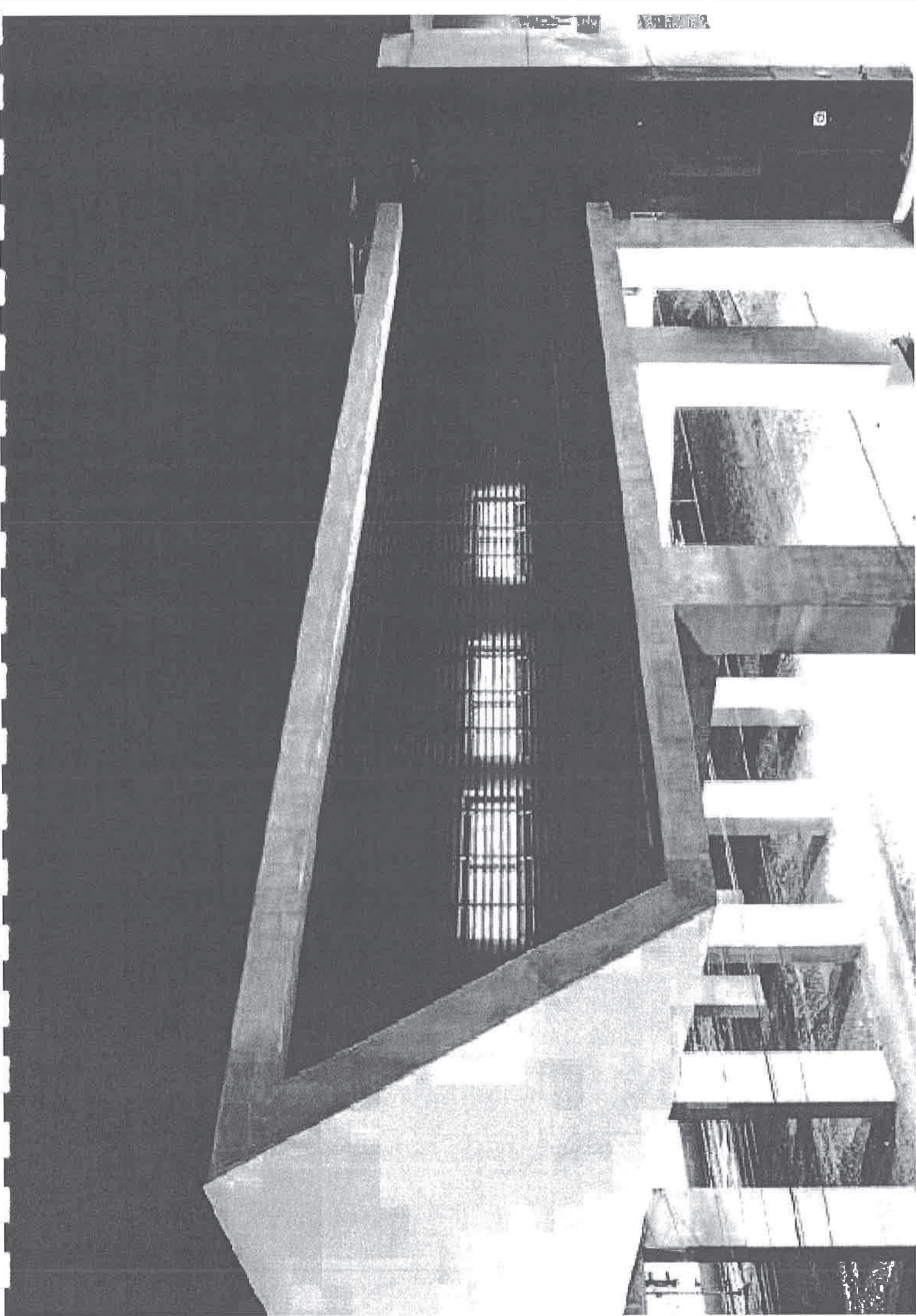


MABHIDA Station redevelopment*
KZN, RSA

Planning/architecture

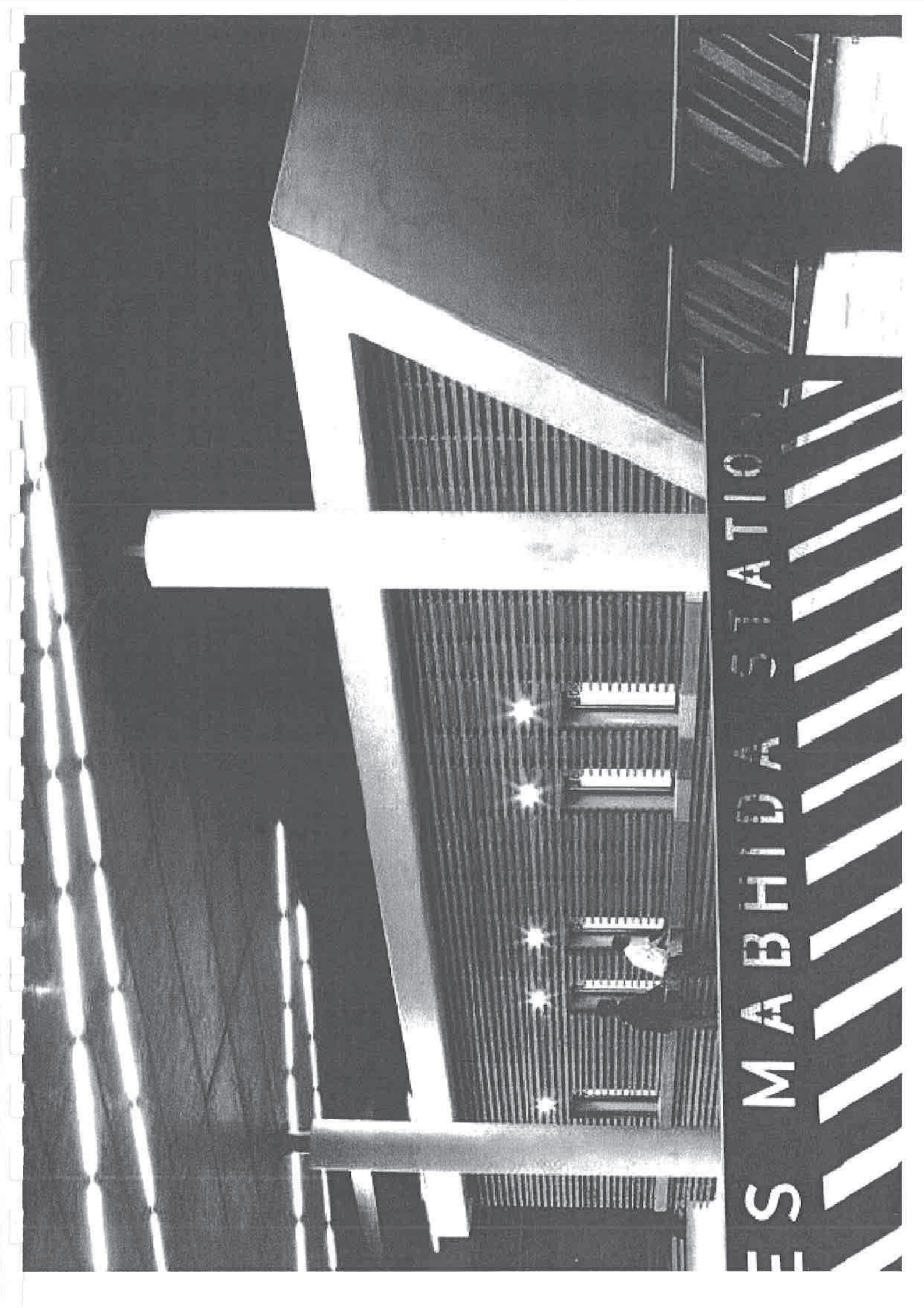
Architectural masterplan & contemporary architecture
Mabhida Station precinct. The station is
adjacent to the Metrorail railway corridor adjacent to
the stadium. The station was designed to serve
the precinct during the FIFA World Cup soccer
5.



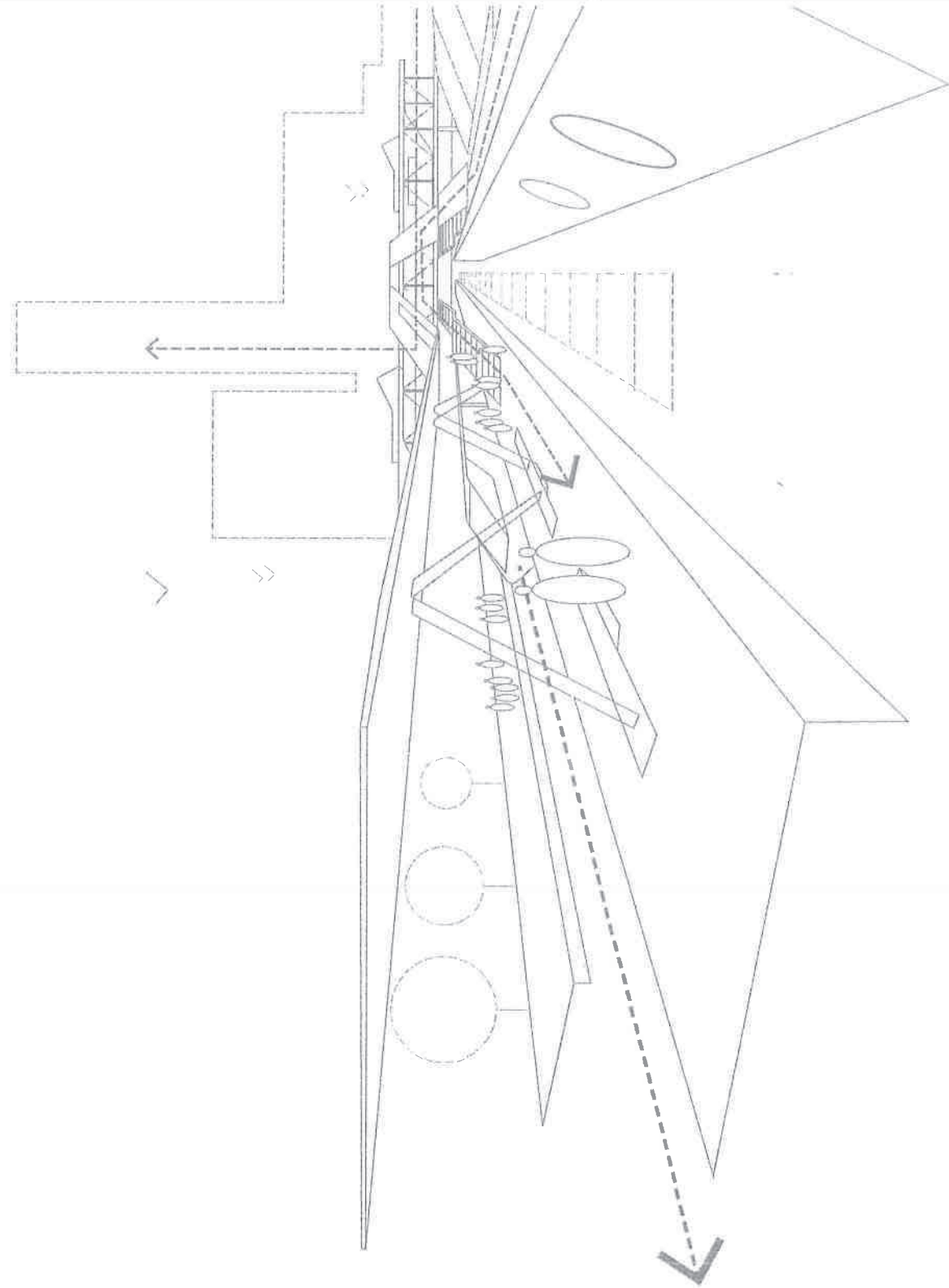




ES MABHIDA STATION



ty
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ic masterplan & architectural concept for
frequency east-west Midway to Welverd-

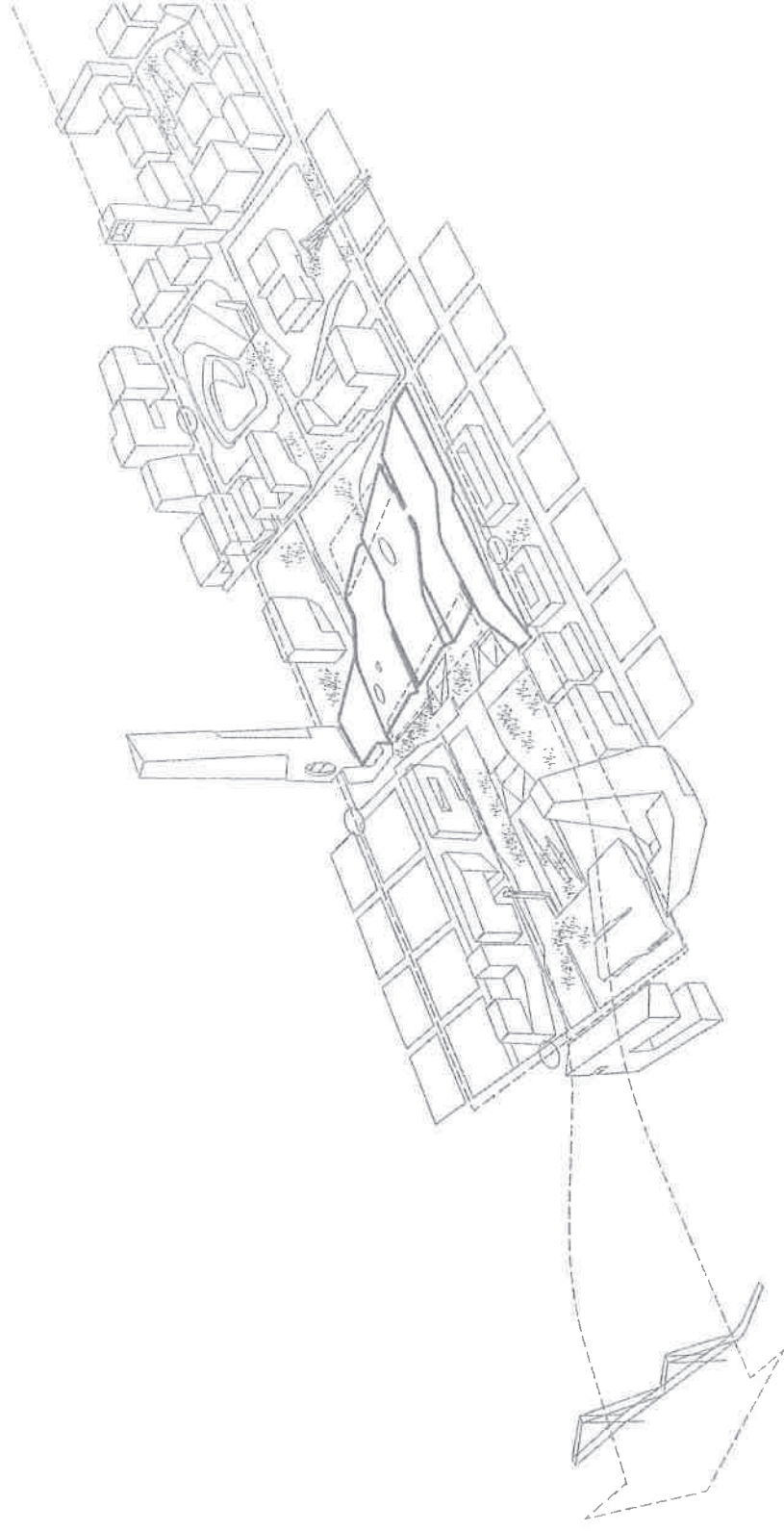


Urban design/architecture

led by the Passenger Rail Agency of South Africa and create an implementable framework for its assets. This plan would rejuvenate the area by realising the assets that exist at Park Station.

Through a Status Quo Analysis and the identification of opportunities and strategy; all with the aim of ultimately creating a basket of rights for the area.

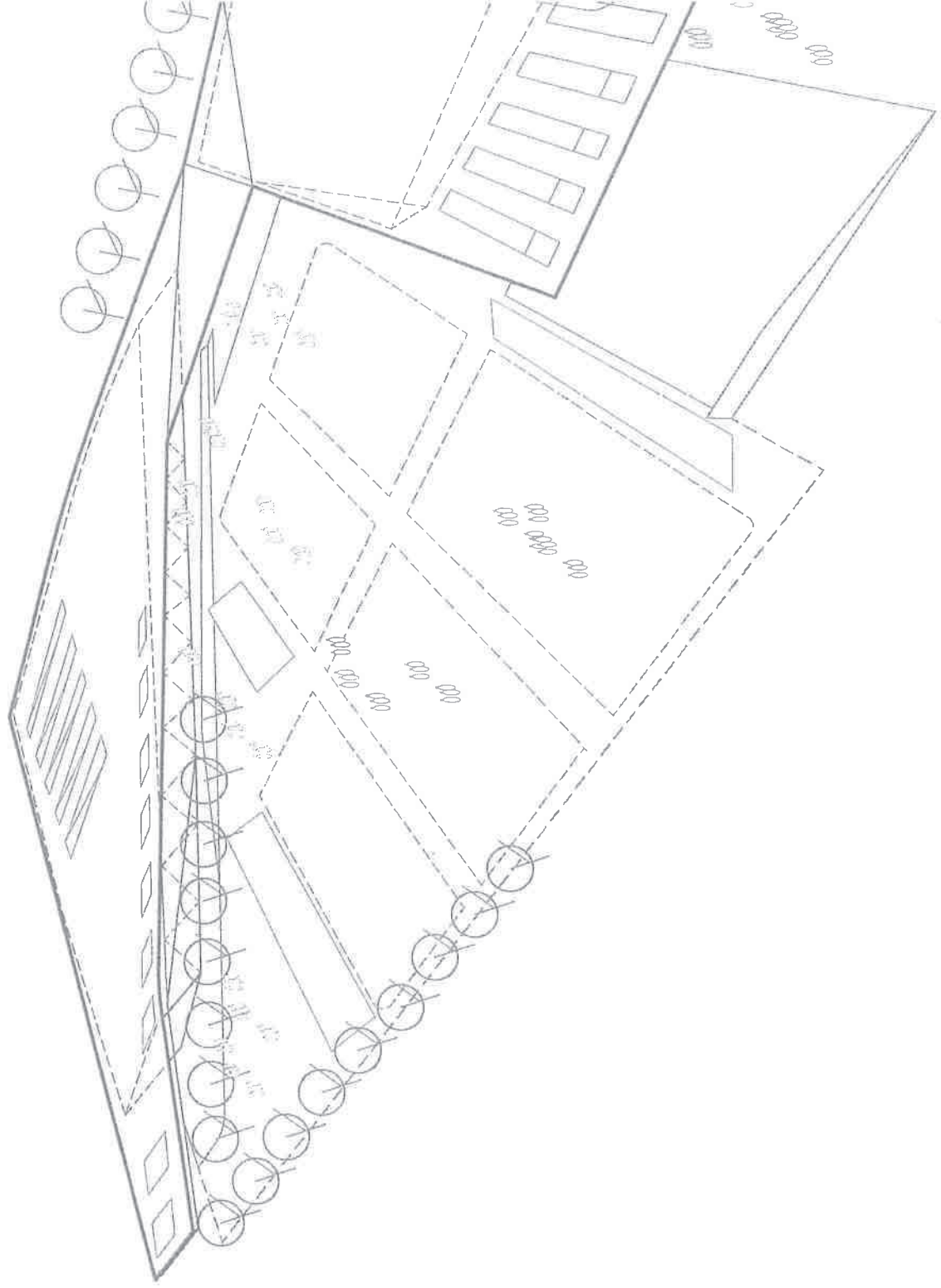
Working in collaboration with the City of Johannesburg, the project could prove catalytic in terms of city growth and the reach of Braamfontein through Park Station District.

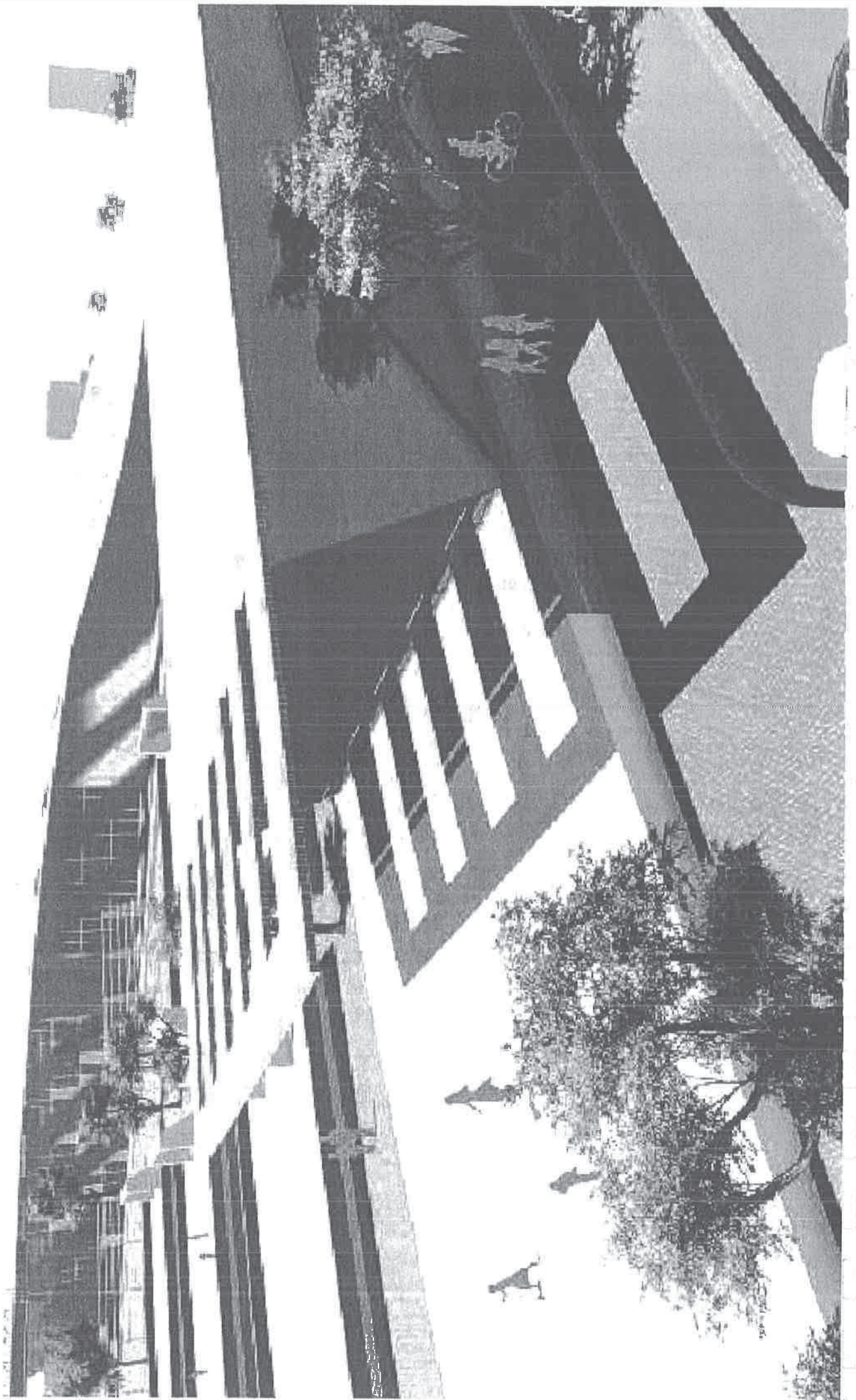


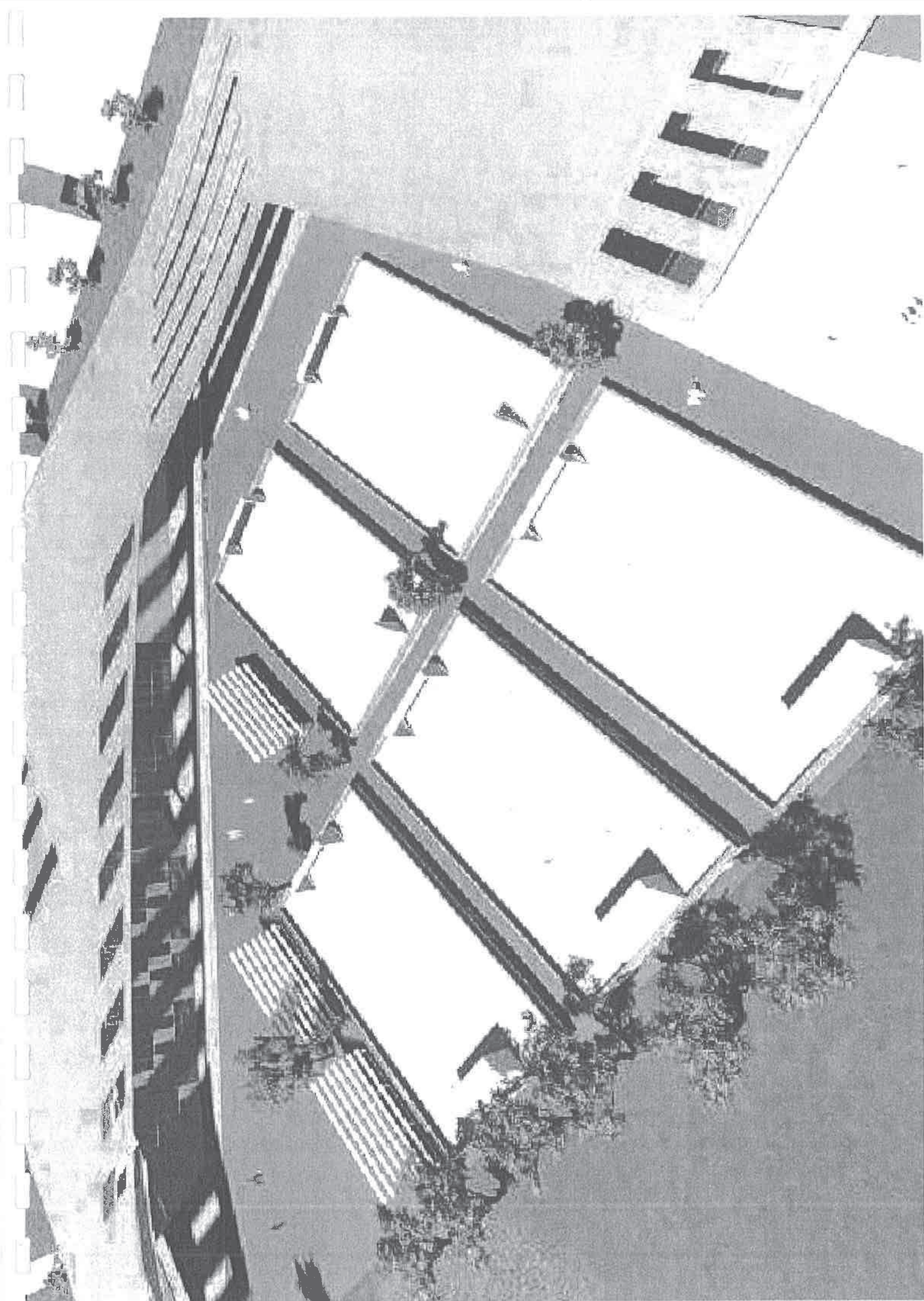


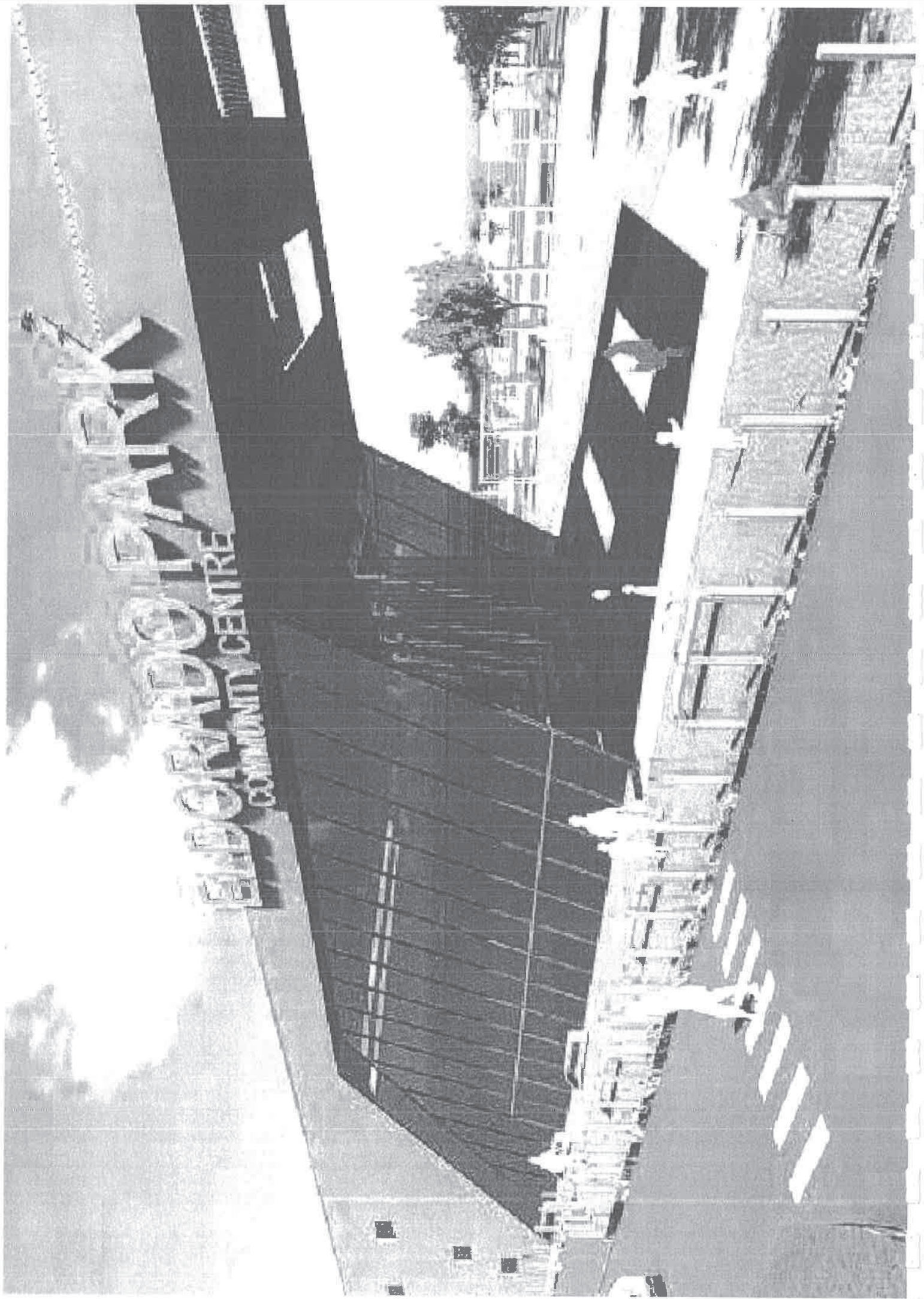
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port facility for the Eldorado Park community
strategically placed in relation to major
freeway & high volume pedestrian movement
larger public realm upgrade initiative.





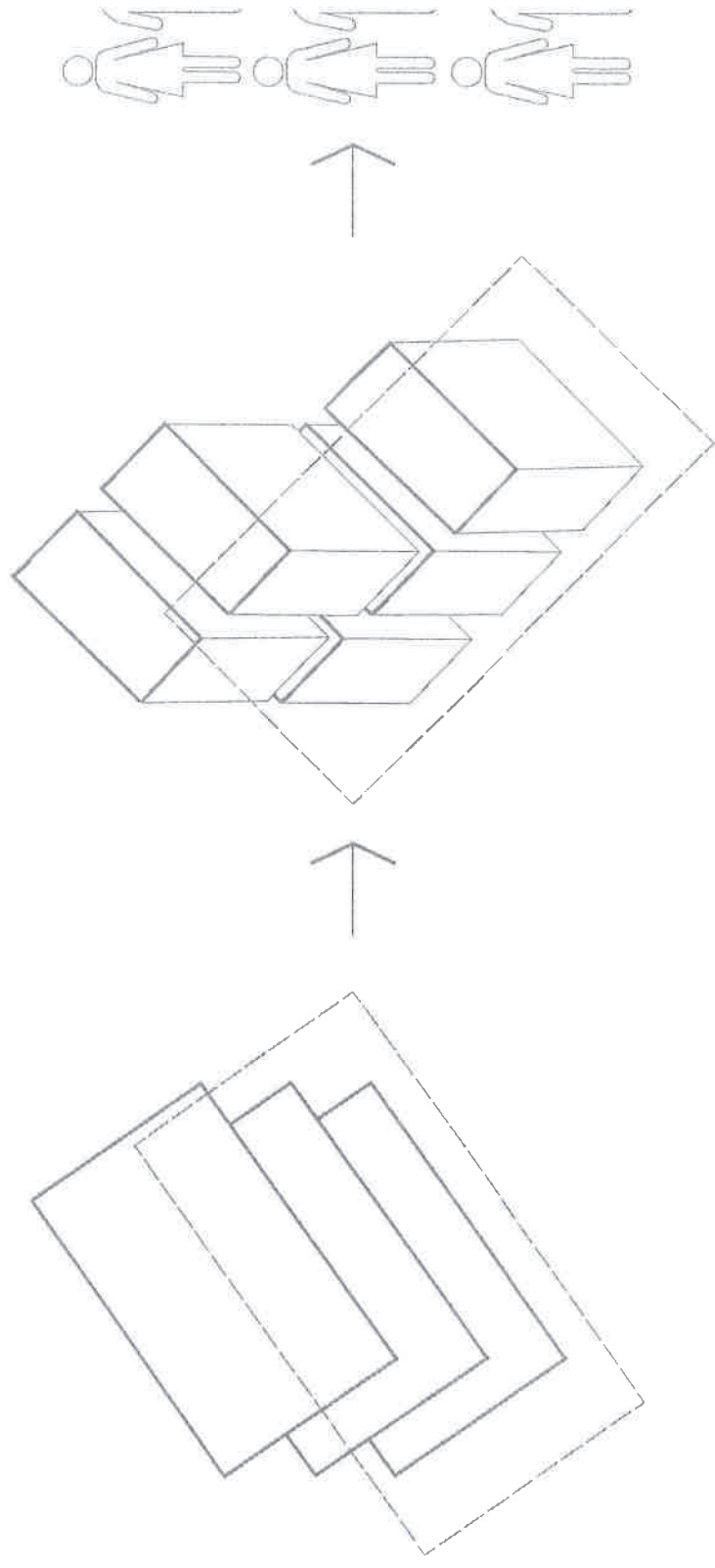




ities Network

arch

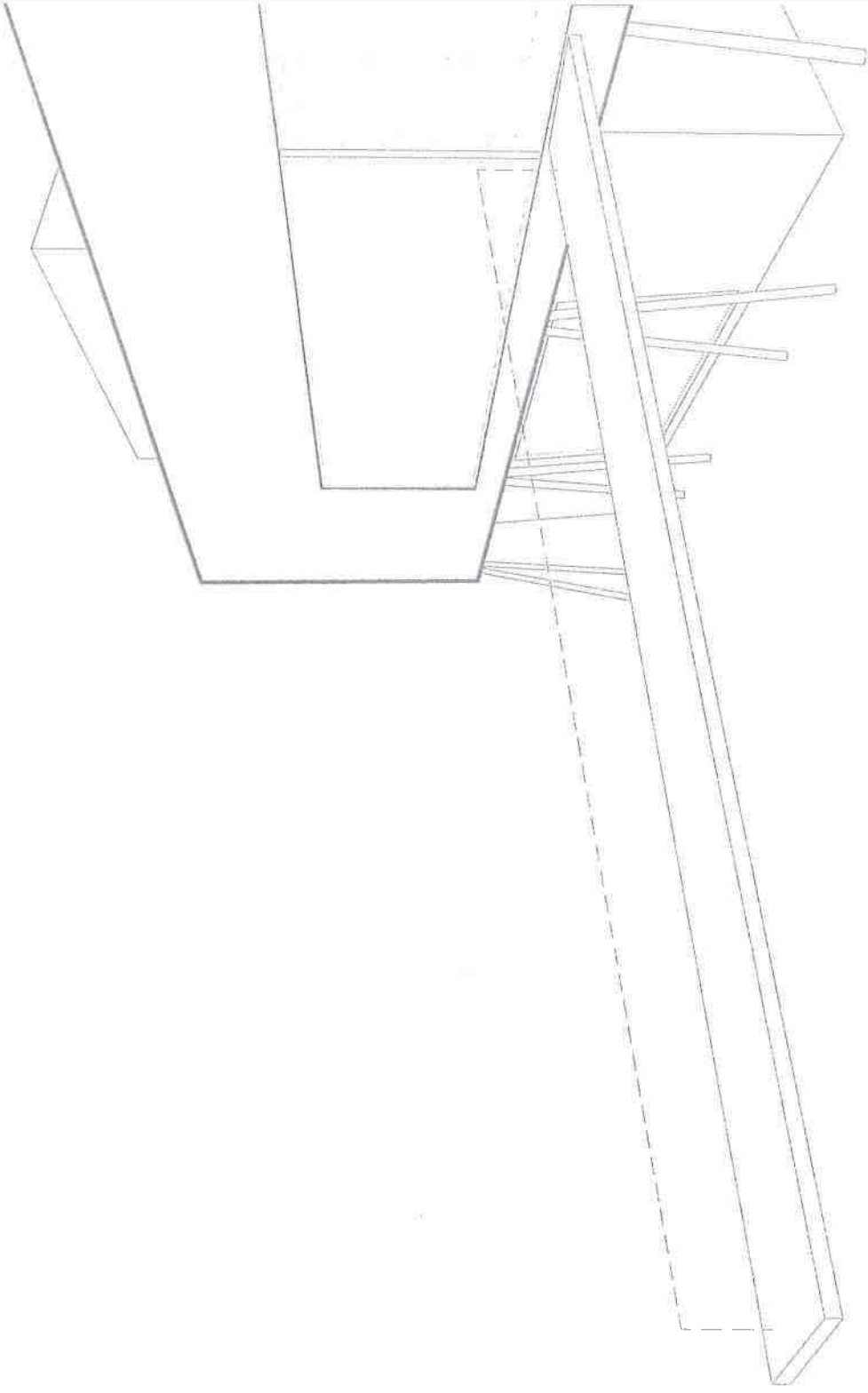
elop and clarify the concept of density
; and articulate the relationship to mobil-
es are pro-density, however the incorrect
i the incorrect neighbourhoods could be
; paper articulates how to read urban in-
orientated high density neighbourhoods
em.

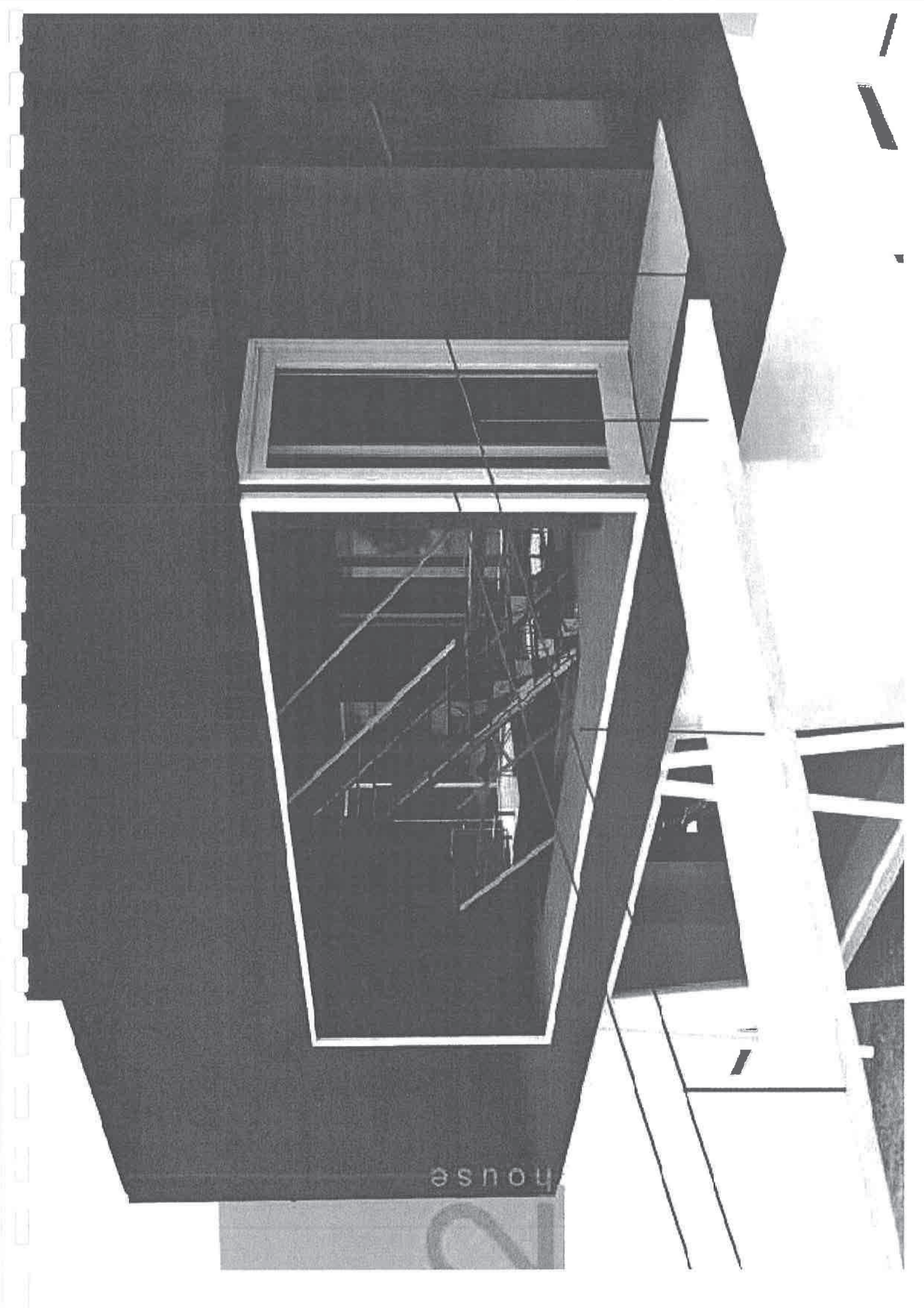


City Power

teriors

build and showcase energy efficiency in of the house is meant to tie into a broader ur people to occupy the house for three nan comfort levels with the new sustain- he deisgn. Geothermal heating, thermal ble glazed walls, heat pumps and high d walls were implemented to achieve a



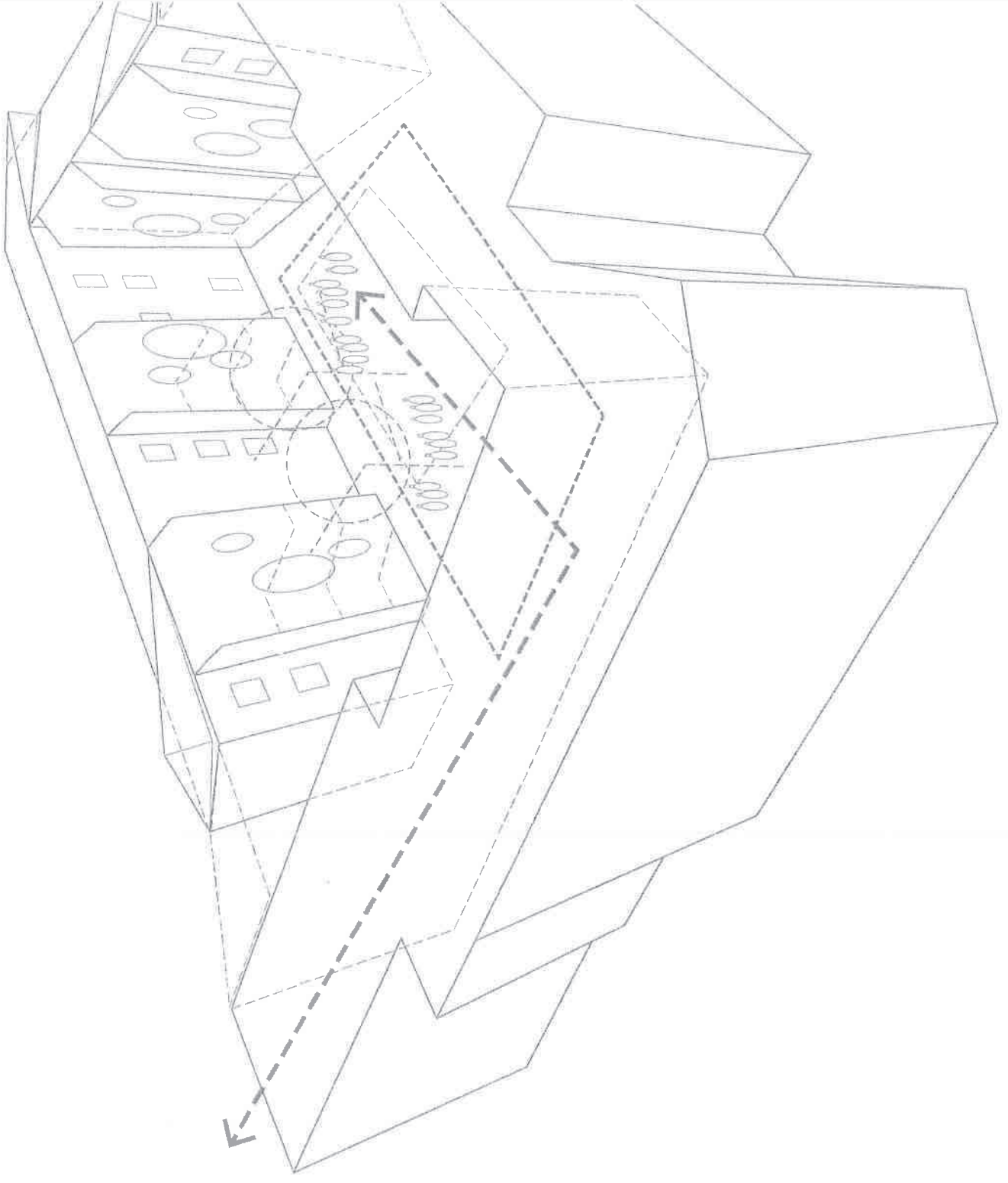


house

Wal Project

rchitecture

t black townships in Johannesburg and
erty. It also has a very active community
lised into the Alexandra Renewal Project
for 75 mixed units aimed at the lower
day care facility and laundromat to not
r the residents but also create lively safe
economic drive to house more residents
spaces.

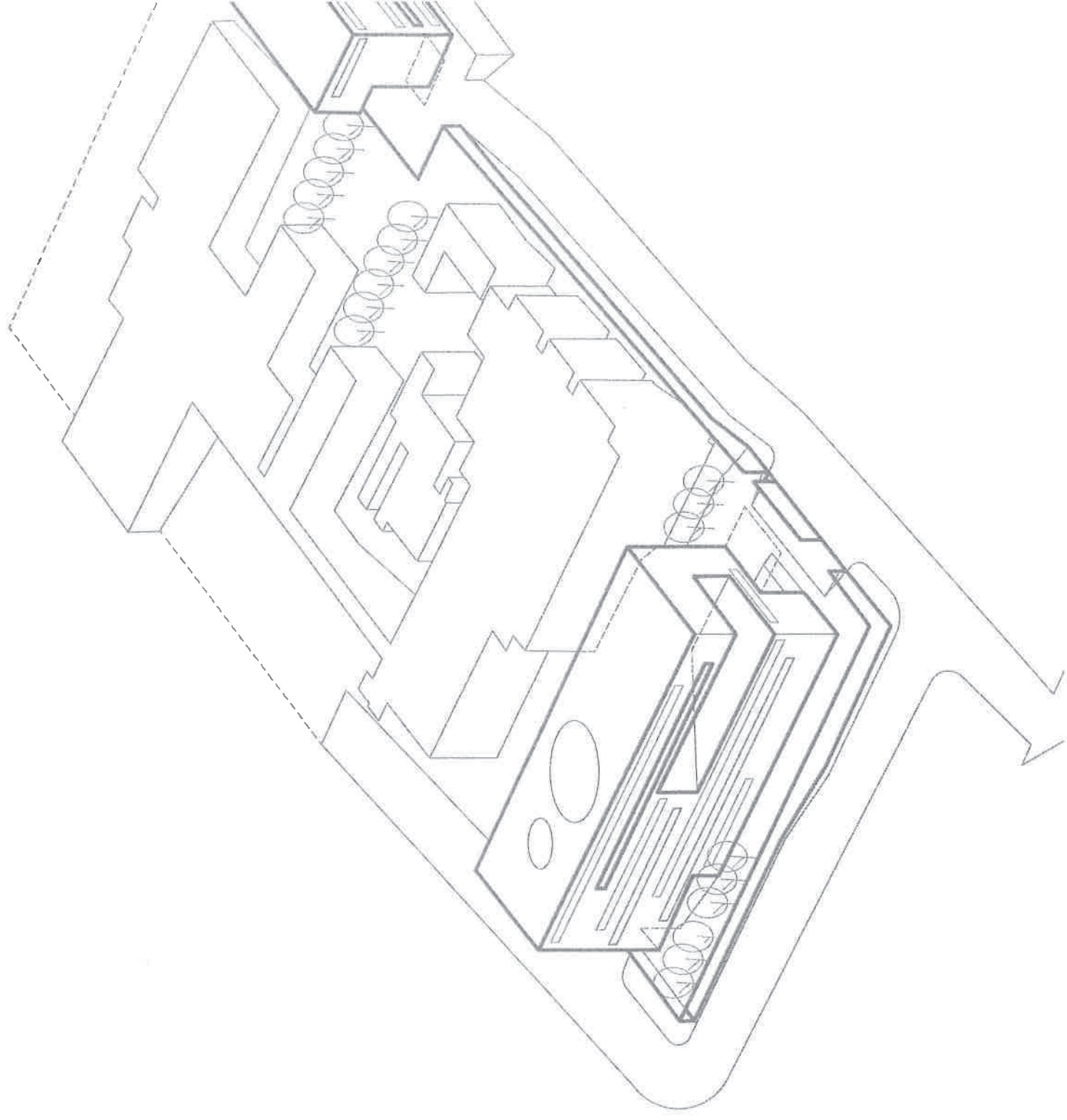


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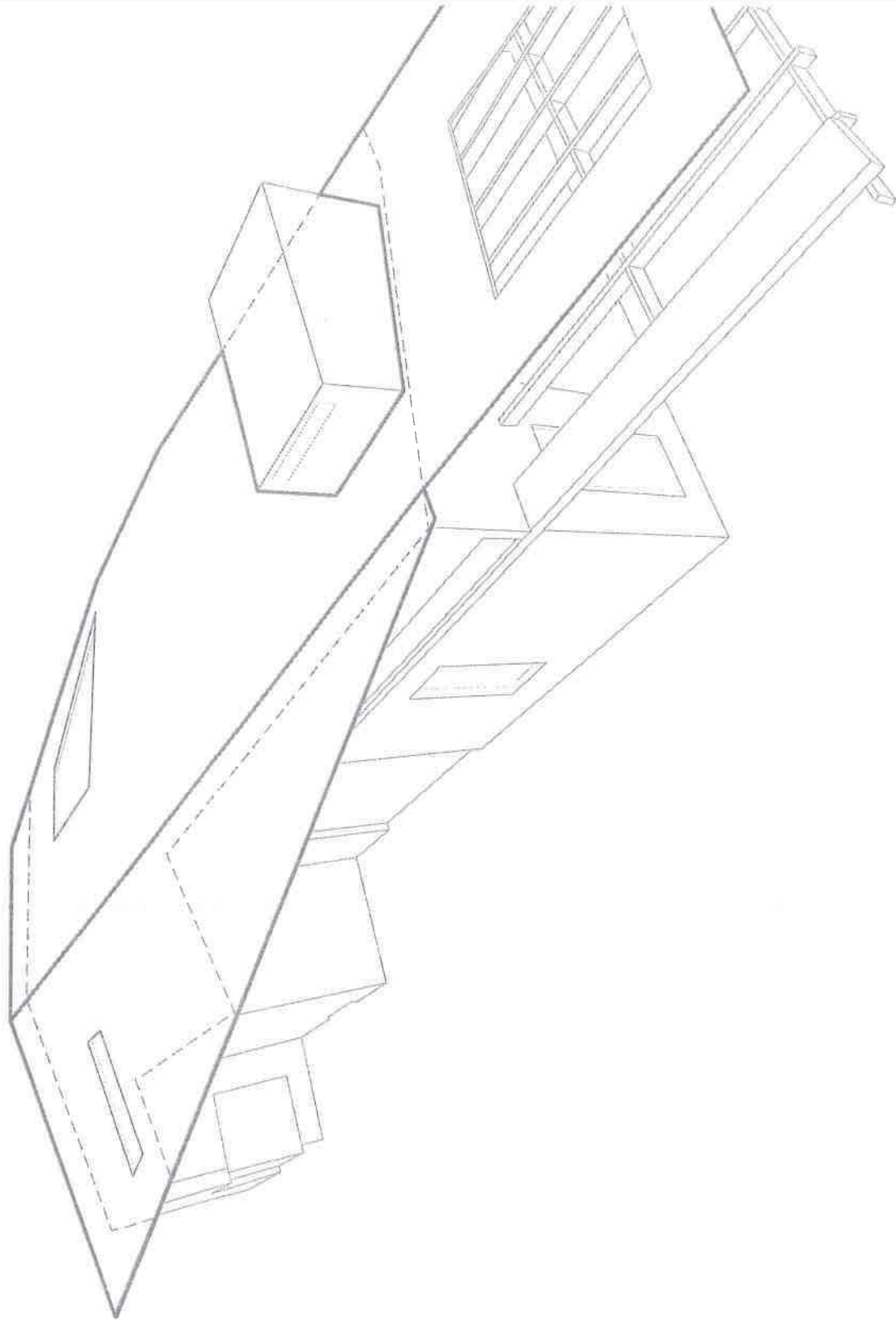
/urban design/architecture

home for disabled children and endures
arity and donations to run. However, the
as it owns large portions of underutilised
quest for proposals' for a series of schemes
is an intermediate state of the art healing



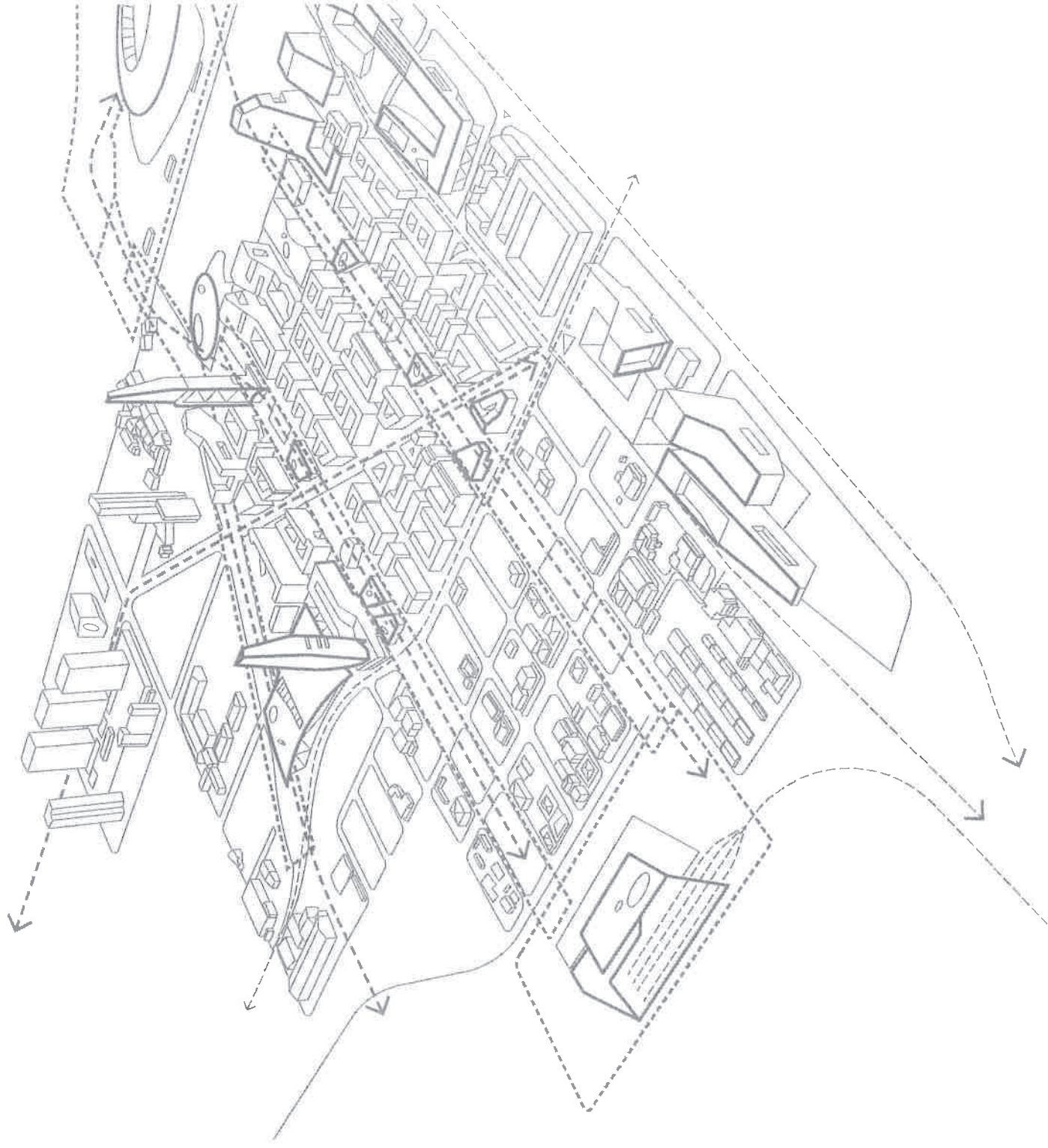
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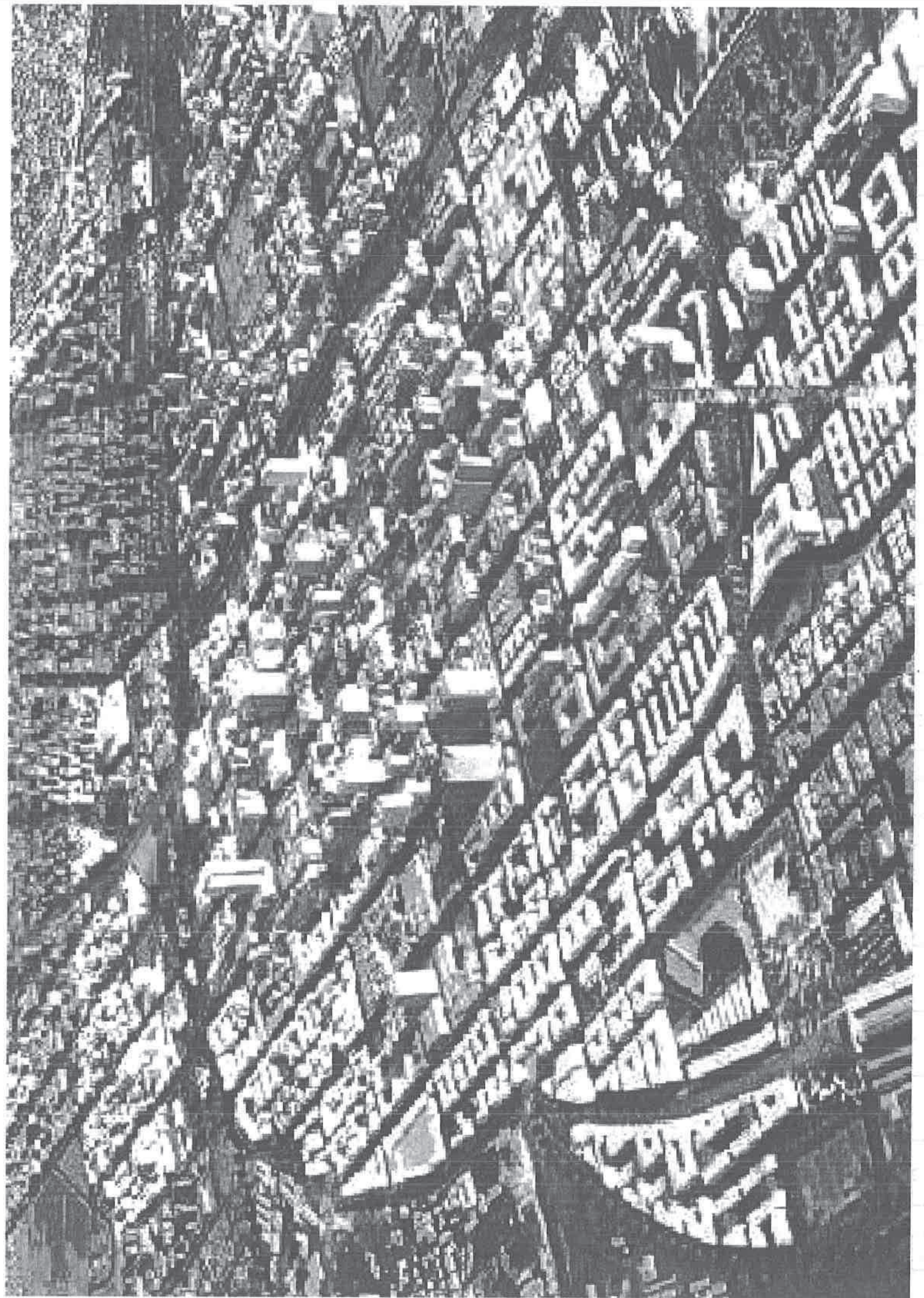
and seek a haven within which to put up
e brief called for a simple home inspired
is conducive to making art. The concept
drapes over the entire space undiscrim-
ings are orientated towards the client's fa-
site.

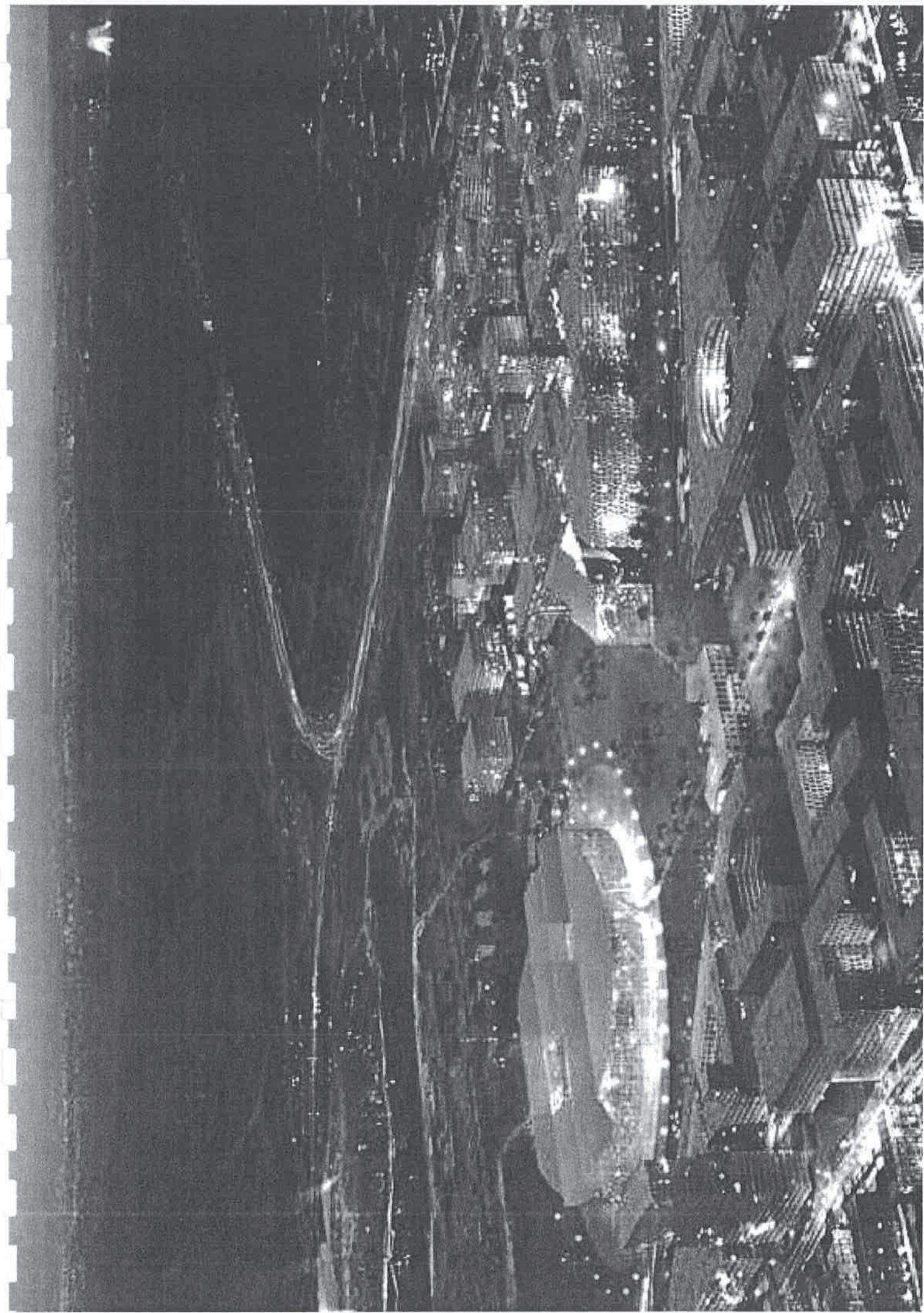


urban design/architecture

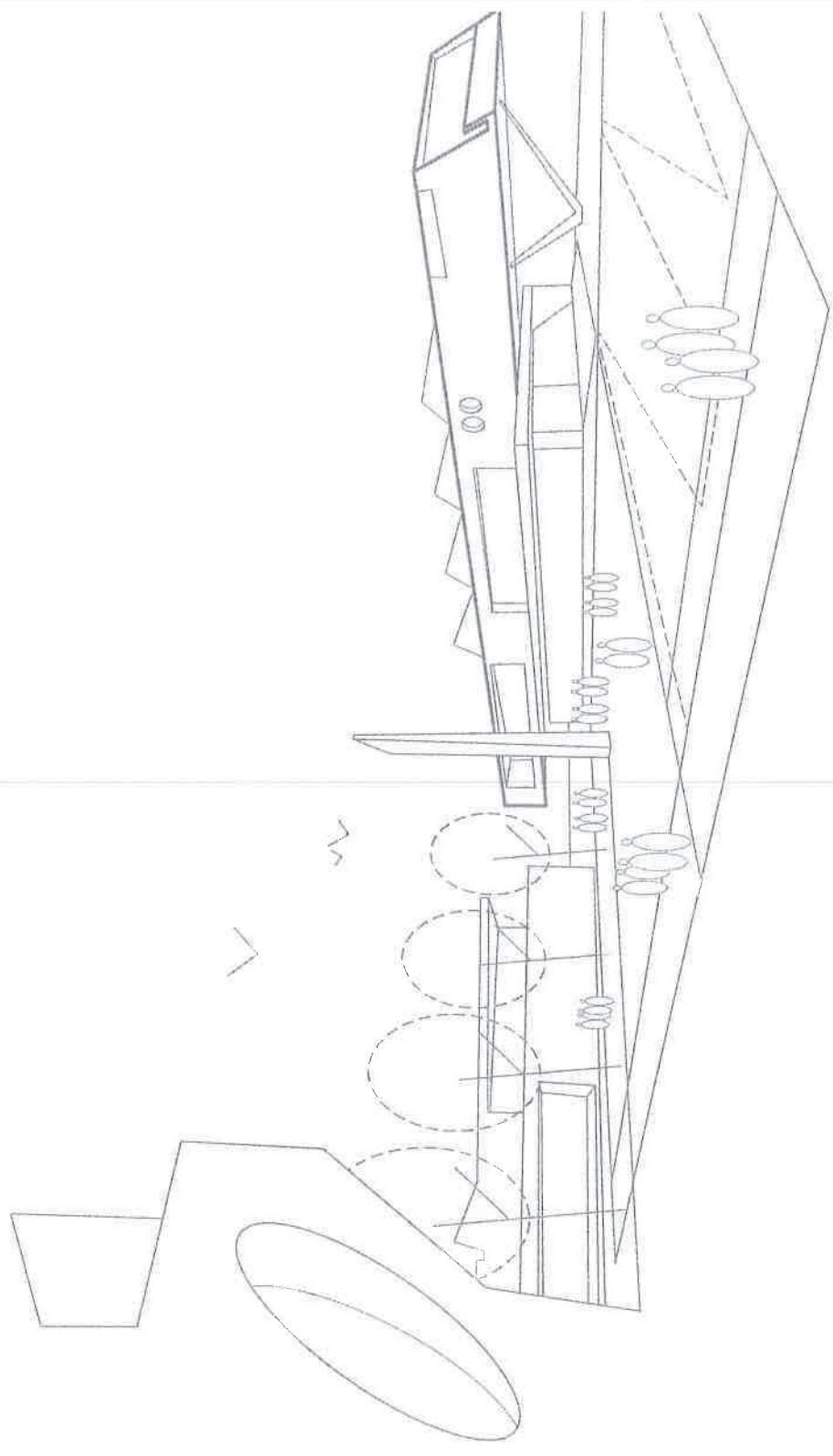
the masterplan for the executive mayor's
VISION 2050. The projects aims to align
opportunities with the key public amenities
names. The masterplan aims to package
tment opportunities within a clear set of







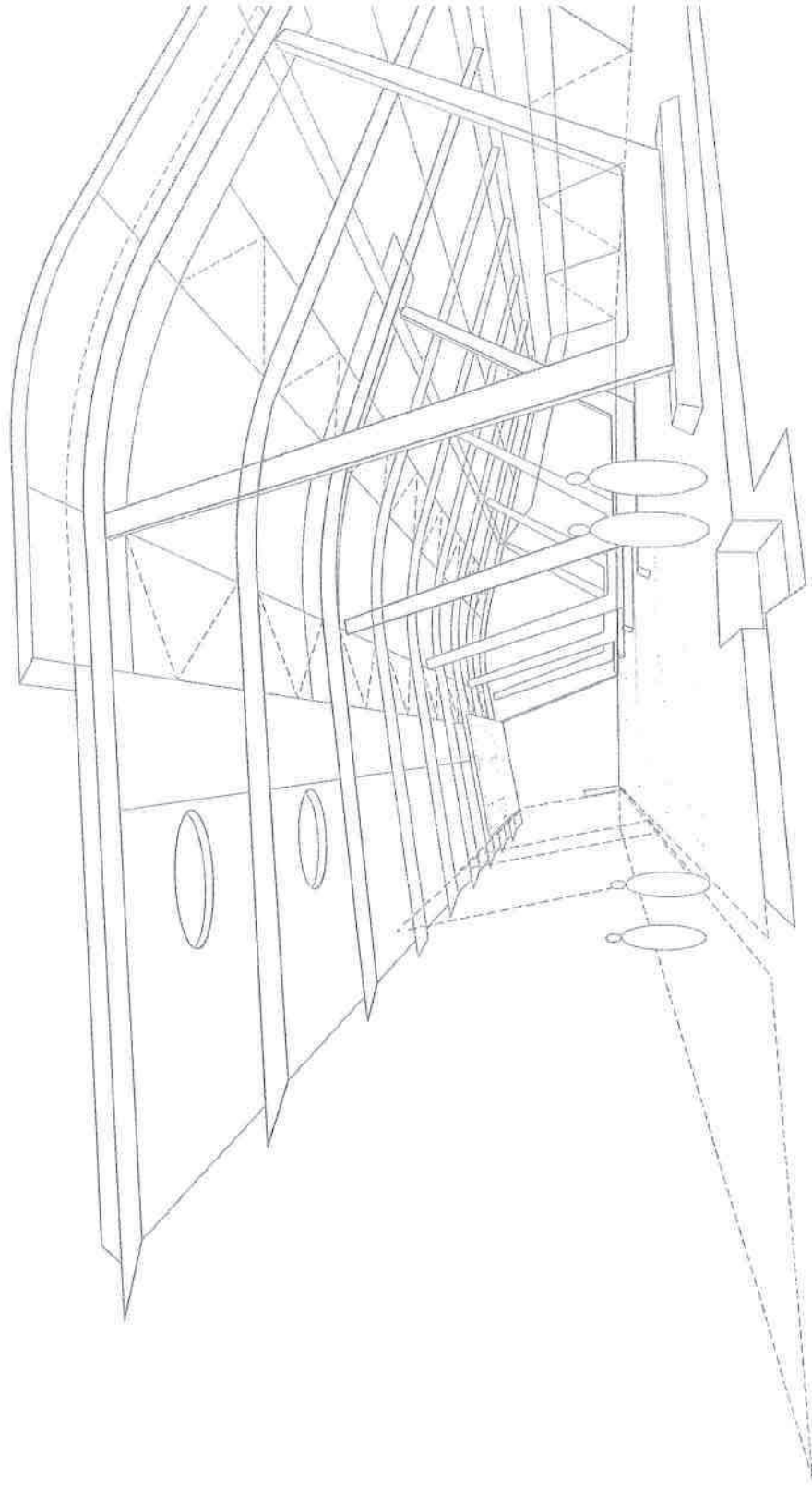
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ic masterplan & architectural concept for
ral precinct. The projects aims to resur-
aditions of Soweto into a vibrant cultural



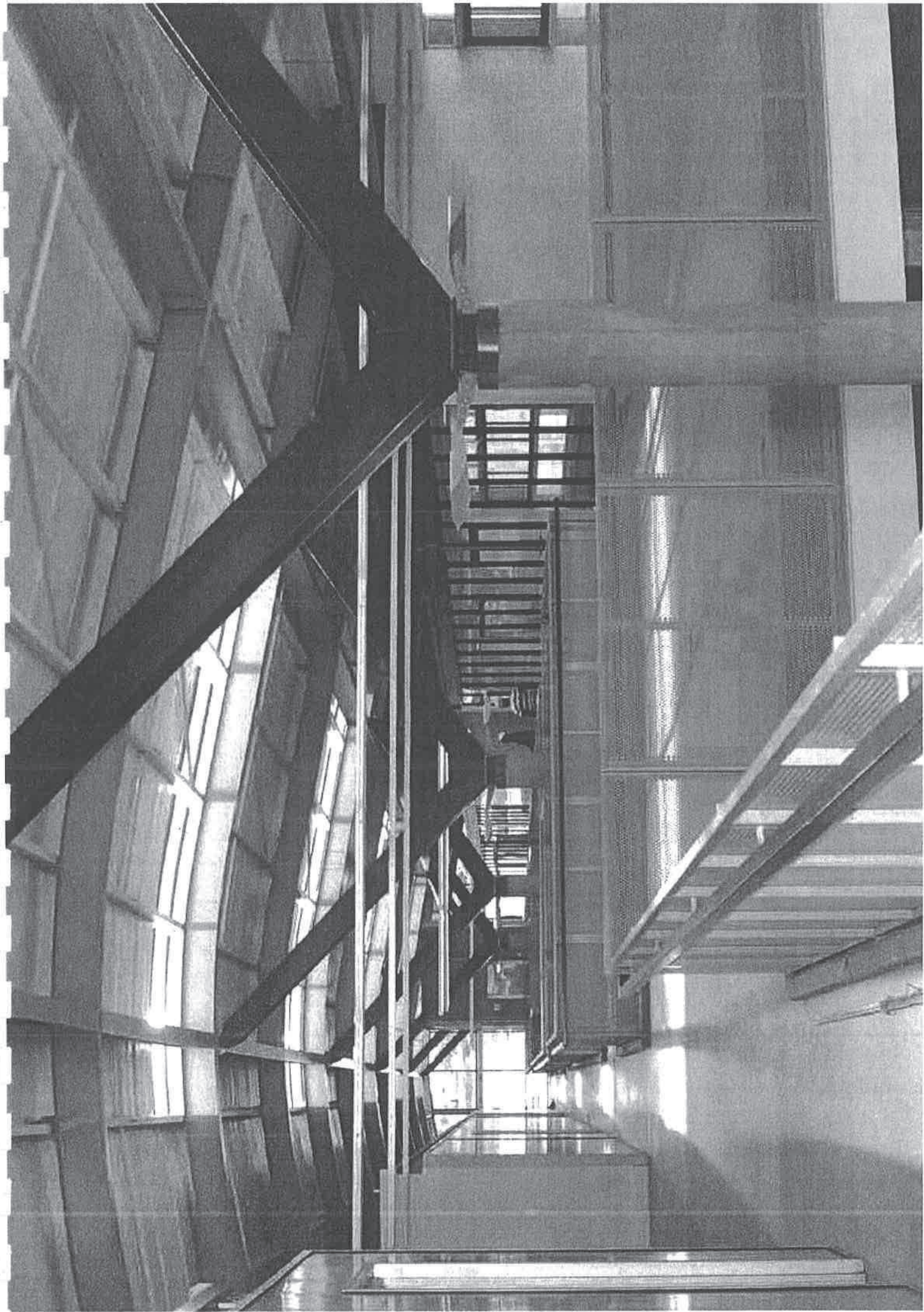
/architecture/interiors

infrastructure for the new BRT Rea Vaya maintenance depot, administrative building public transport facility aims to provide a solution hinged on the latest environmental techniques.

te our public transport as an urban asset
ure kit' – a system that helps to provide
; commuting through our city's urban re-
climate change initiative ever undertaken
and represents a major turning point in
stion, pollution and greenhouse gases as

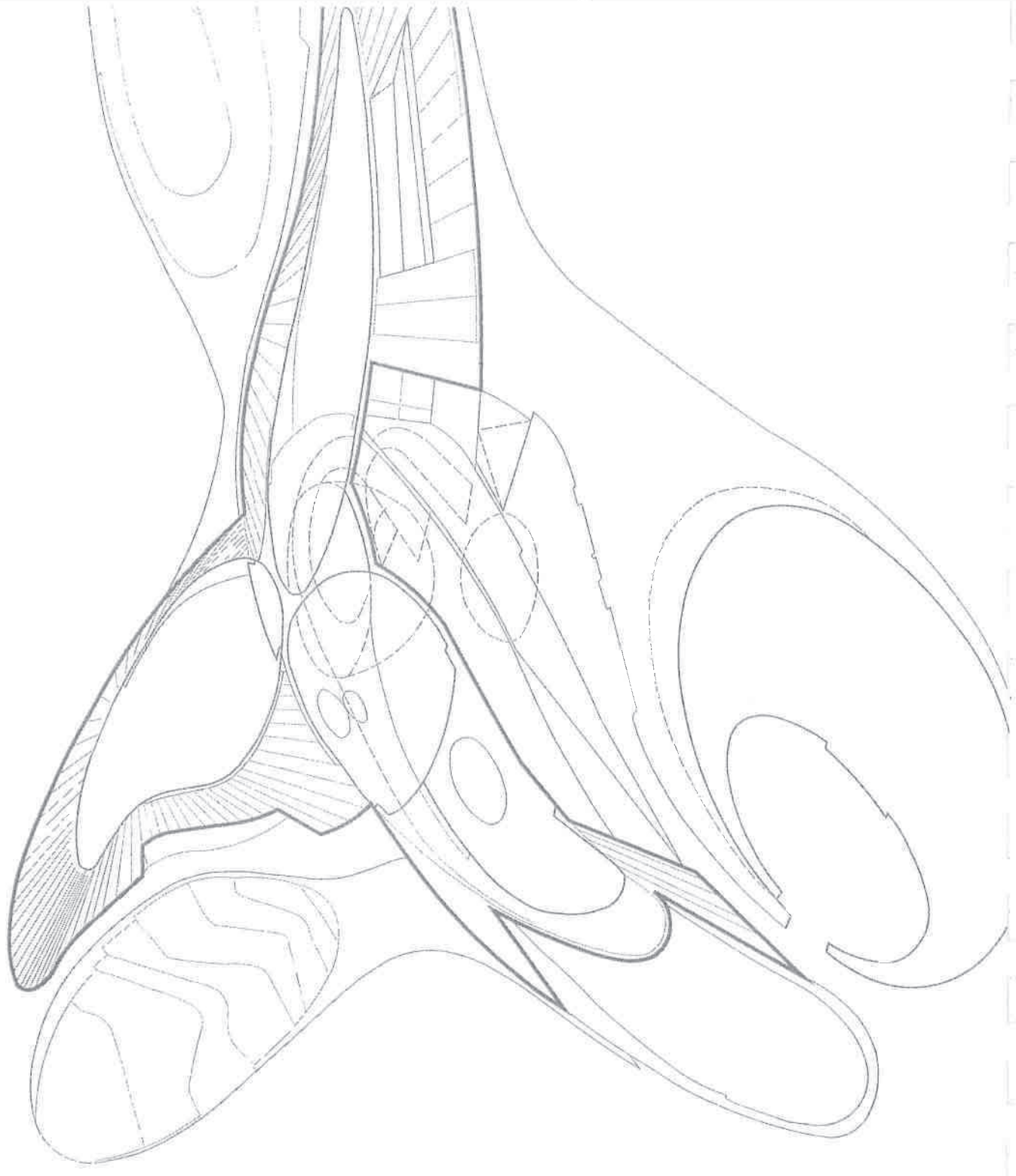






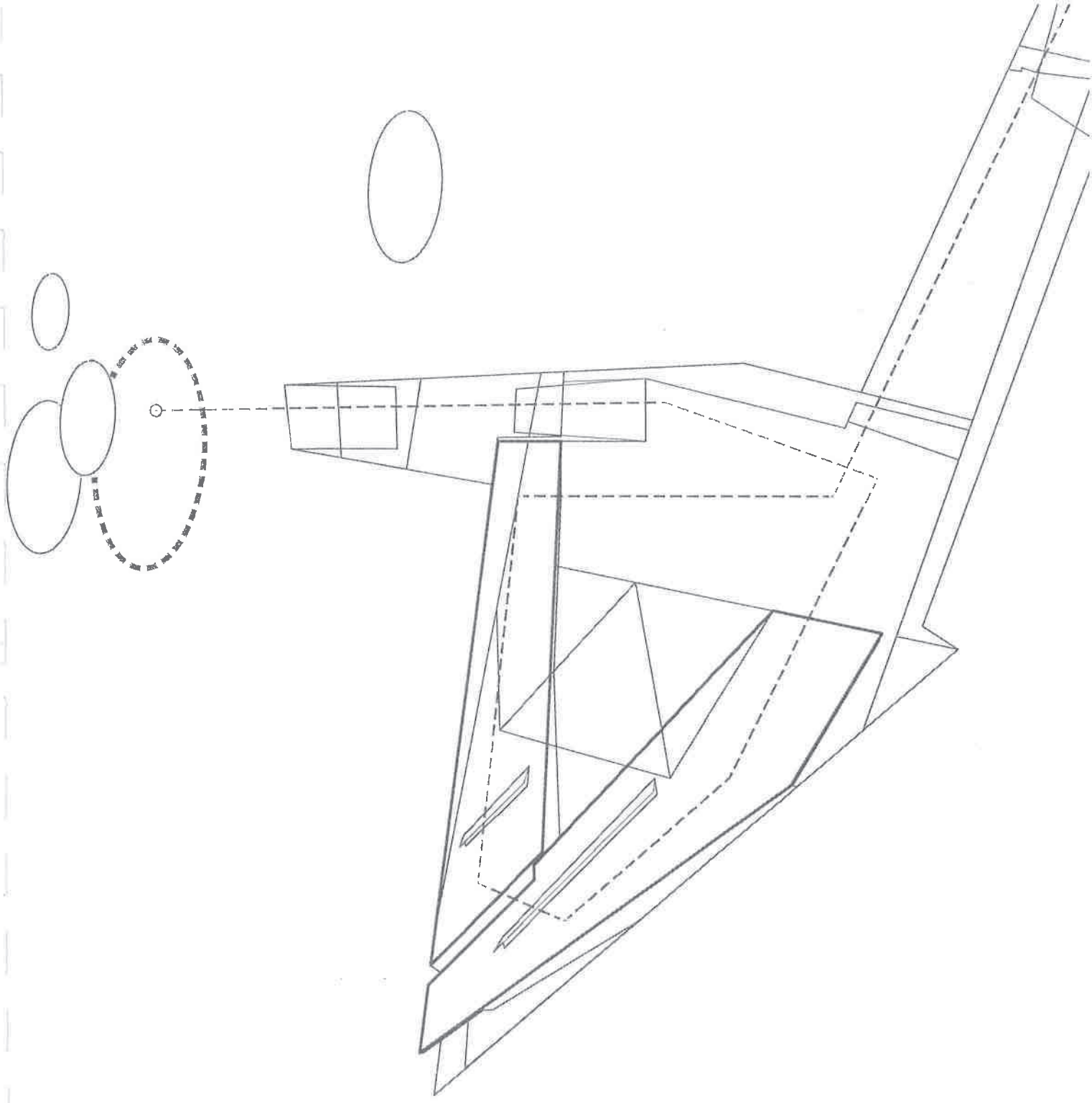
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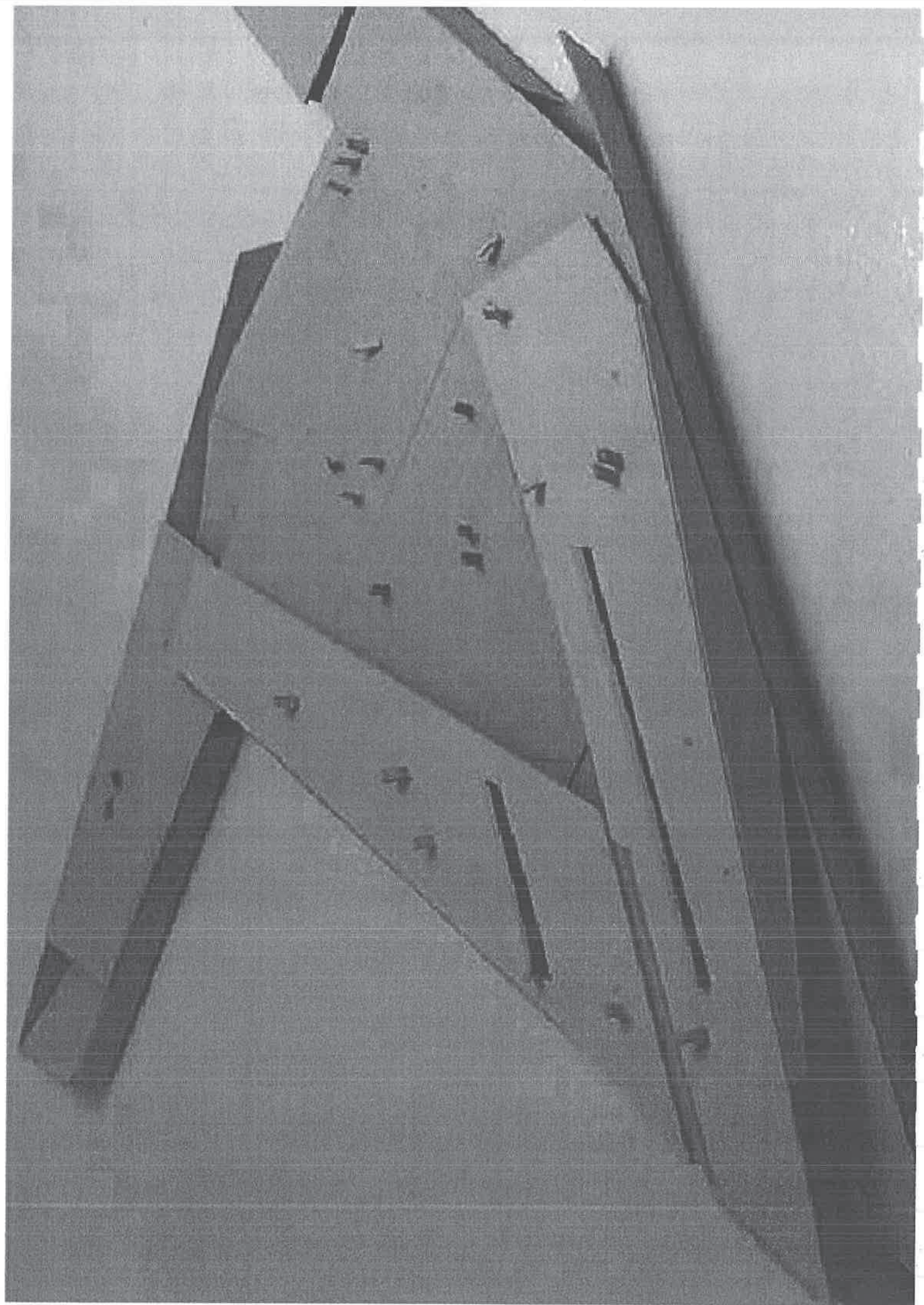
Advanced hybrid place between advanced concepts & natural place. The project aims at integration between knowledge, technology, urban landscape – a new integrated campaign & learning through the application of ad-



urban design/architecture

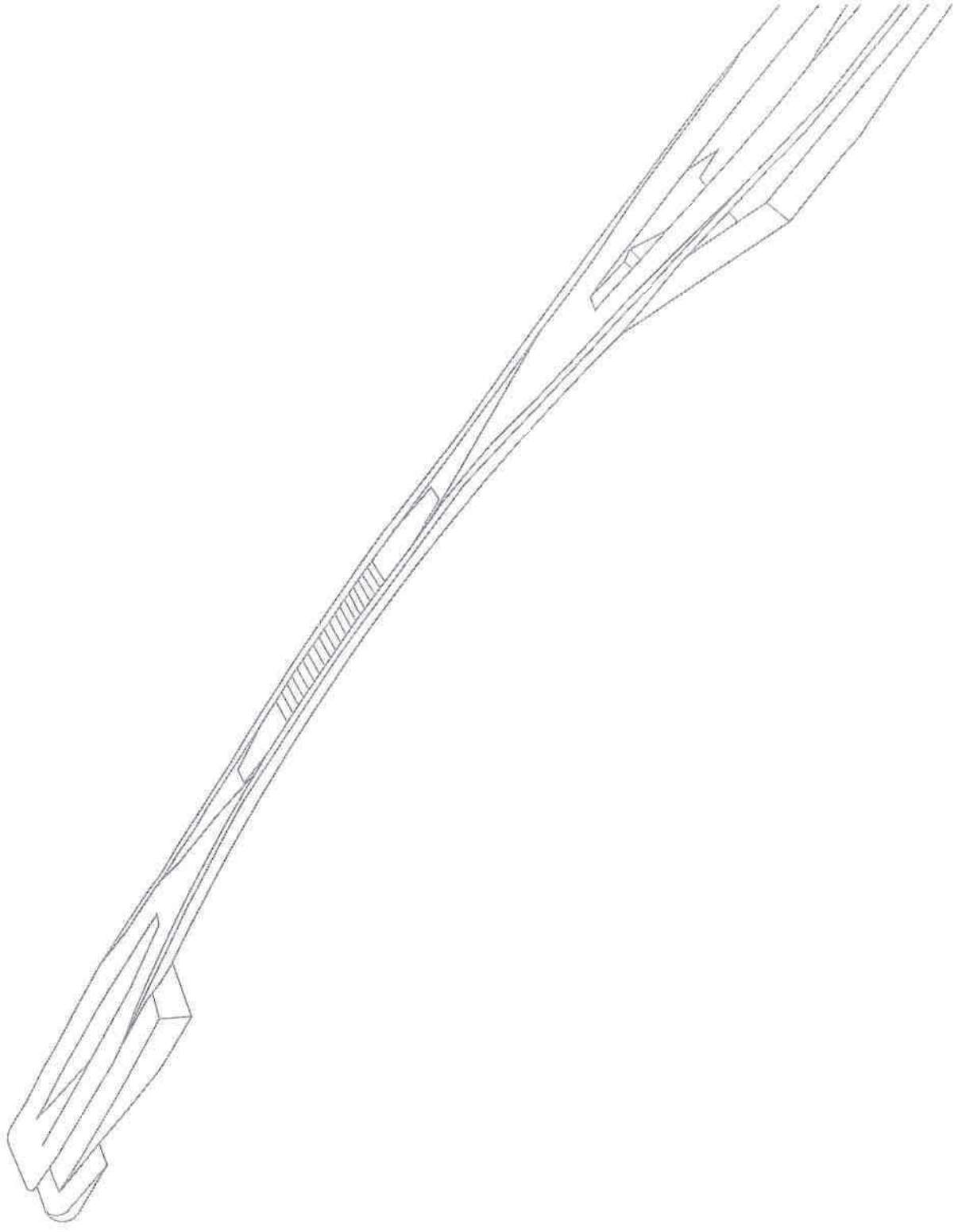
the lives & dreams of AIDS victims within
proposal 'blends' the ingredients of public
city facilities & recreational park towards
es alive' through the daily rhythms of in-

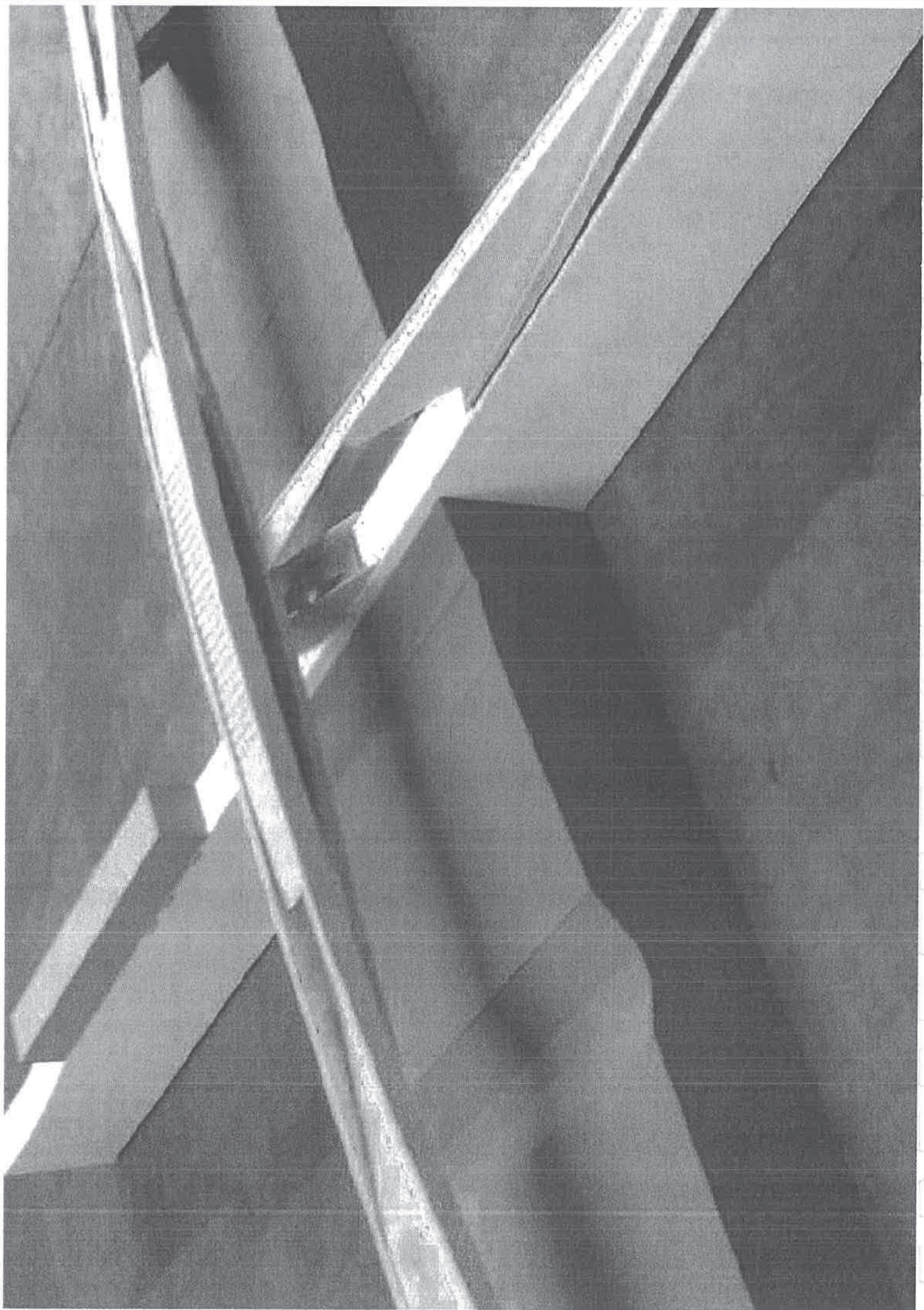




urban design/architecture

oncepts aims to integrate various trans-
lists/bus/taxi/motorists] in a beautifully
dges are envisaged as a series of key in-
intermodal opportunities within the pro-

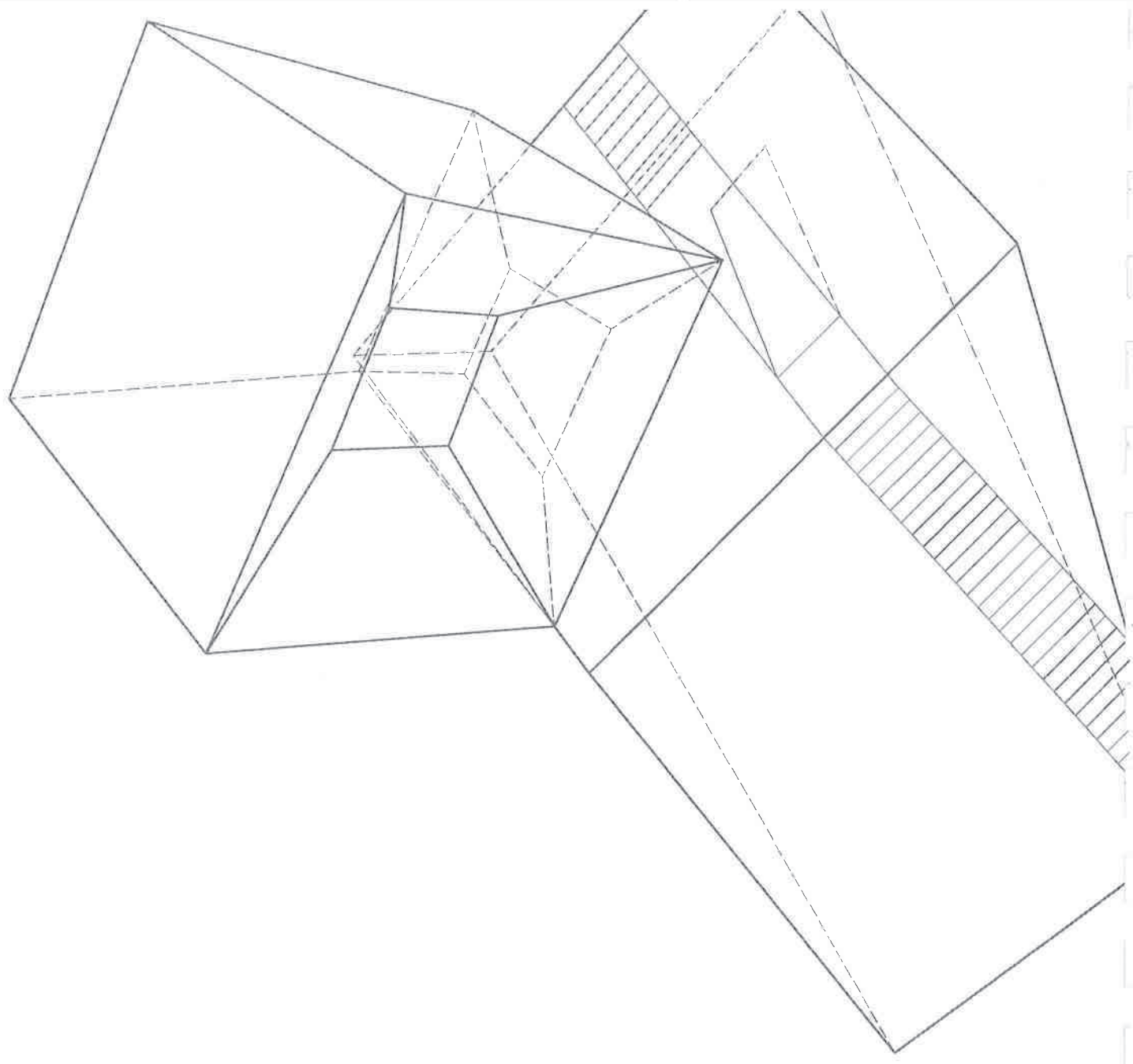




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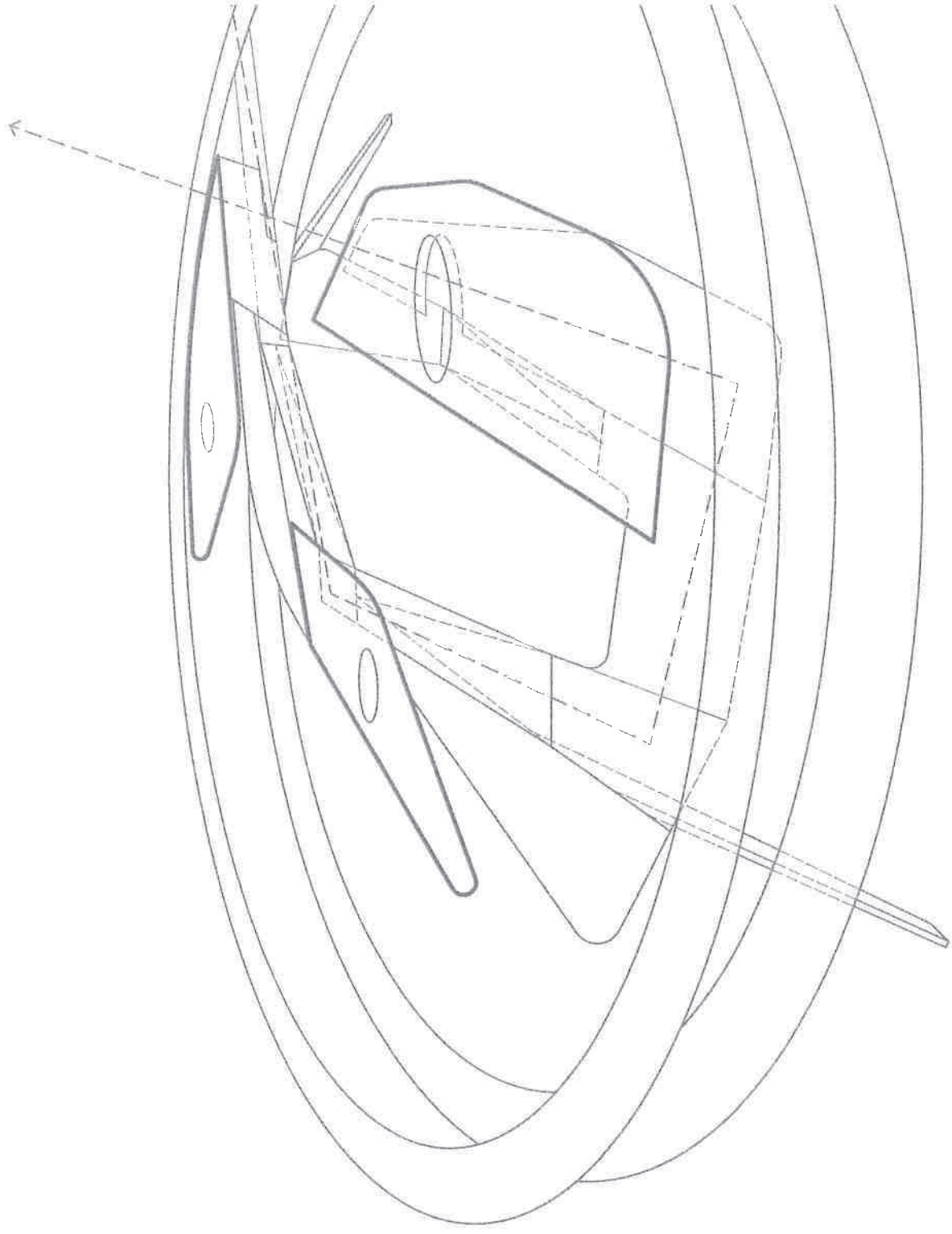


or housing typology that employs the lat-
aterials' & construction. A proposal that
lf 'off the grid' whilst employing contem-
ing.

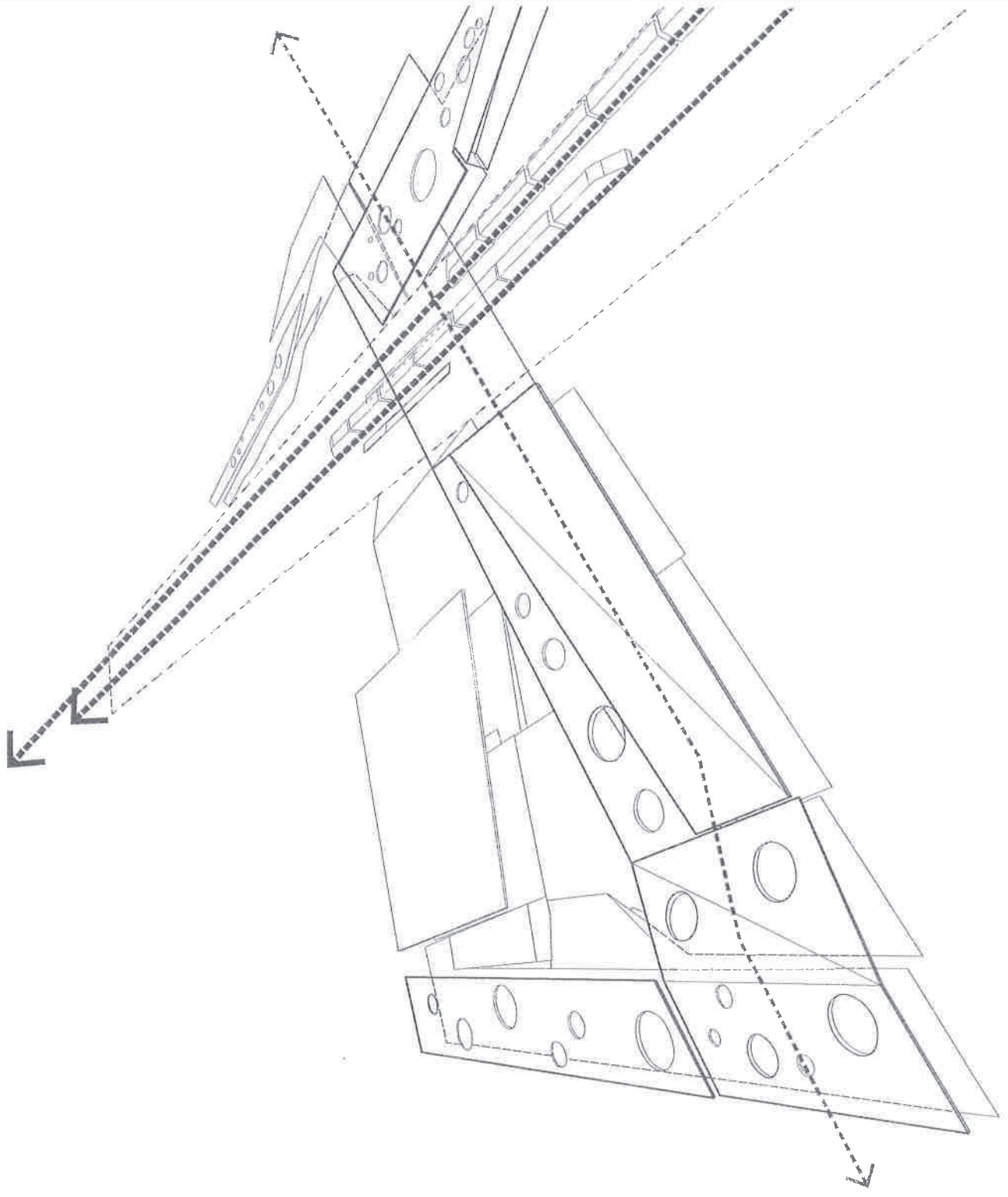


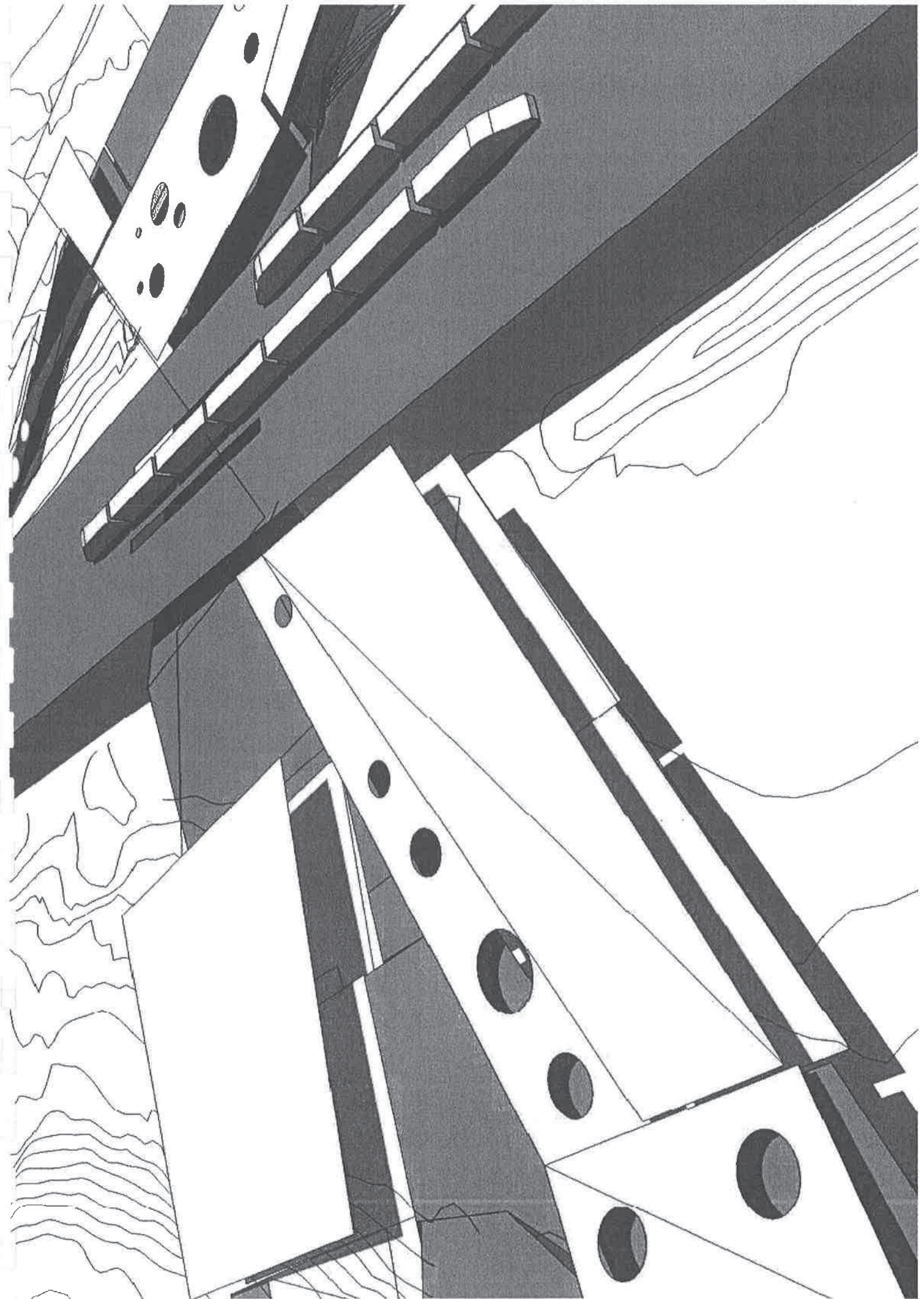
/architecture/interior design

such needed 'chill out space' for local & in-
roject will provide retail/reading/waiting
ornational arrivals court & will be coordi-
ntal & vertical movement patterns exist-
19.



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/urban design/architecture
ic masterplan & architectural concept for
ode on the high frequency Metrorail rail-





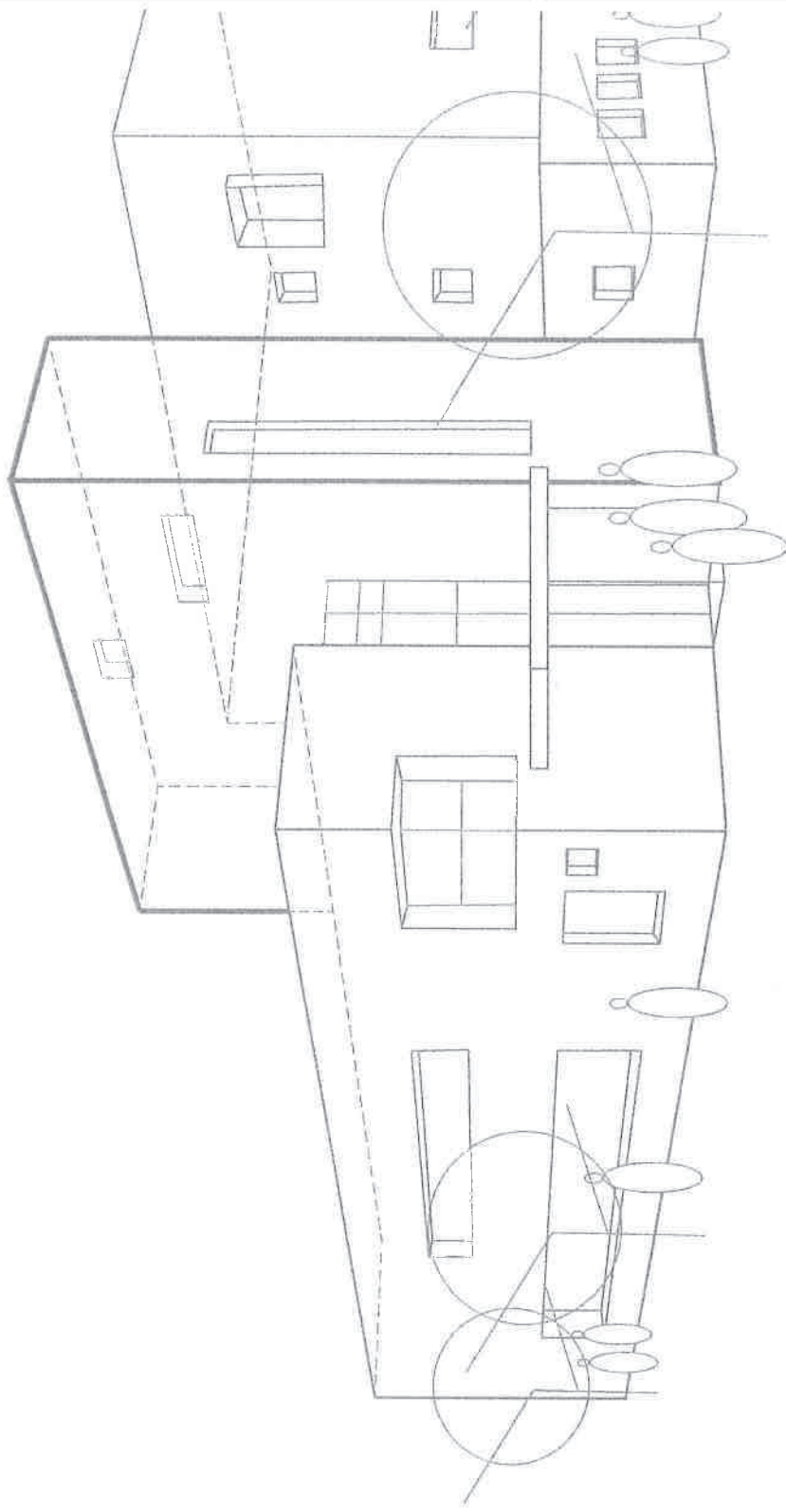
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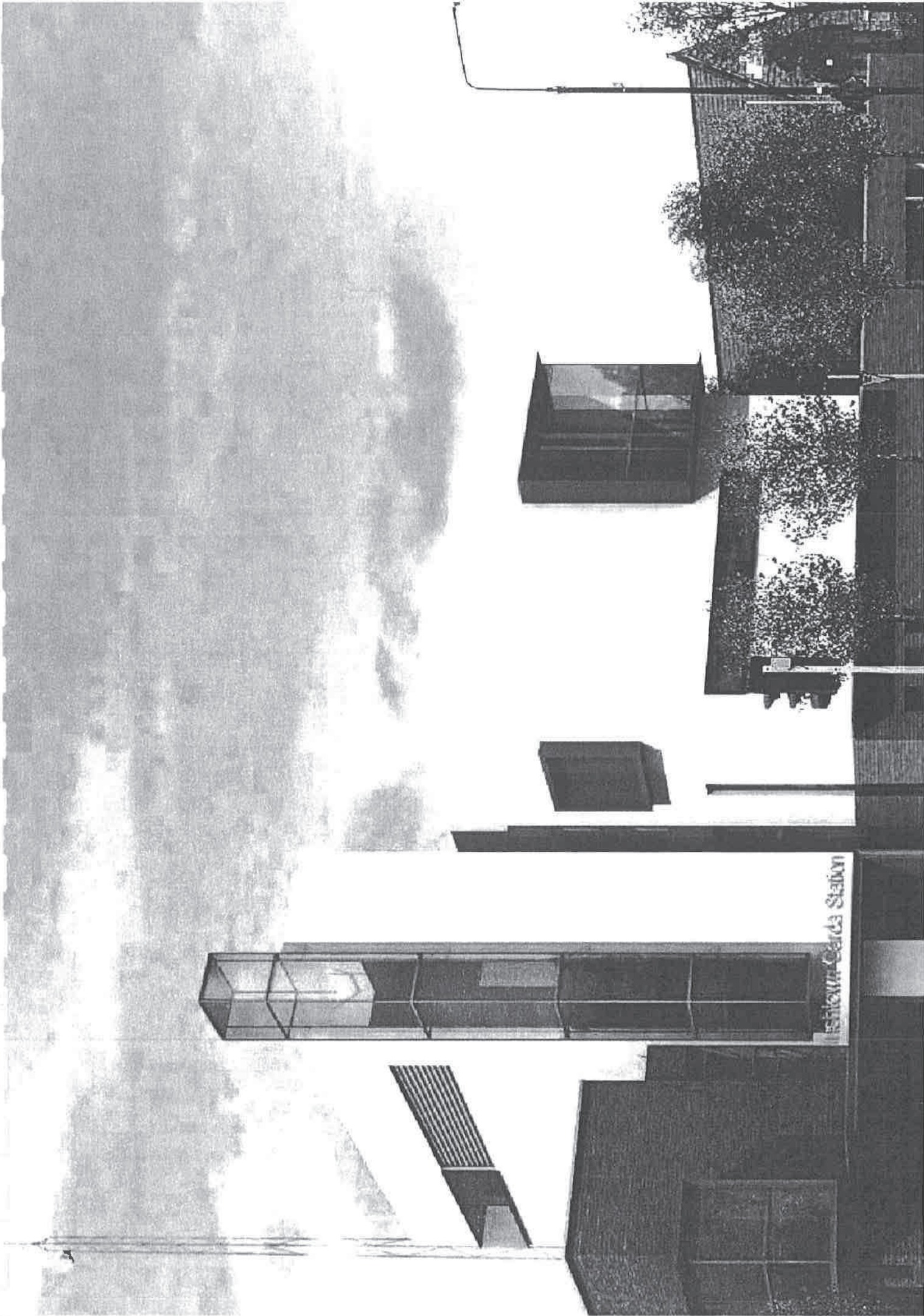
rchitecture

as of historical importance in that it was the 8th Century. In order to respond to it was important for the new building to urban fabric and respond to the scale of within a residential context.

the scale and proportions of an adjacent sh town Road and nearby terraced house and logical in plan consisting of two one to the east. The wing to the south utions and the wing to the east accom ing services necessary to the running of a

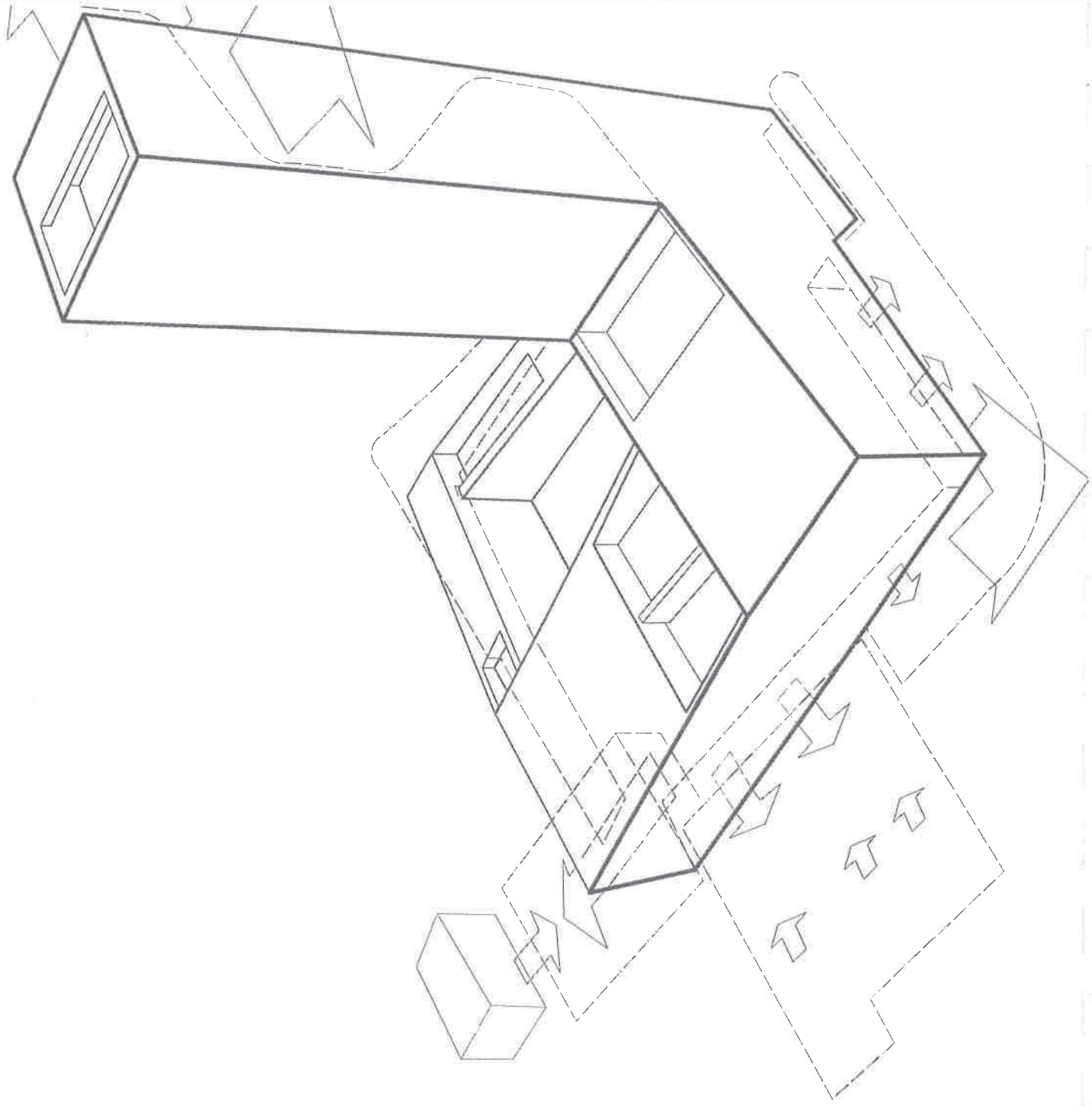
trally located core. The core services multation, natural ventilation, natural light- ublic entrance to the building at its base.





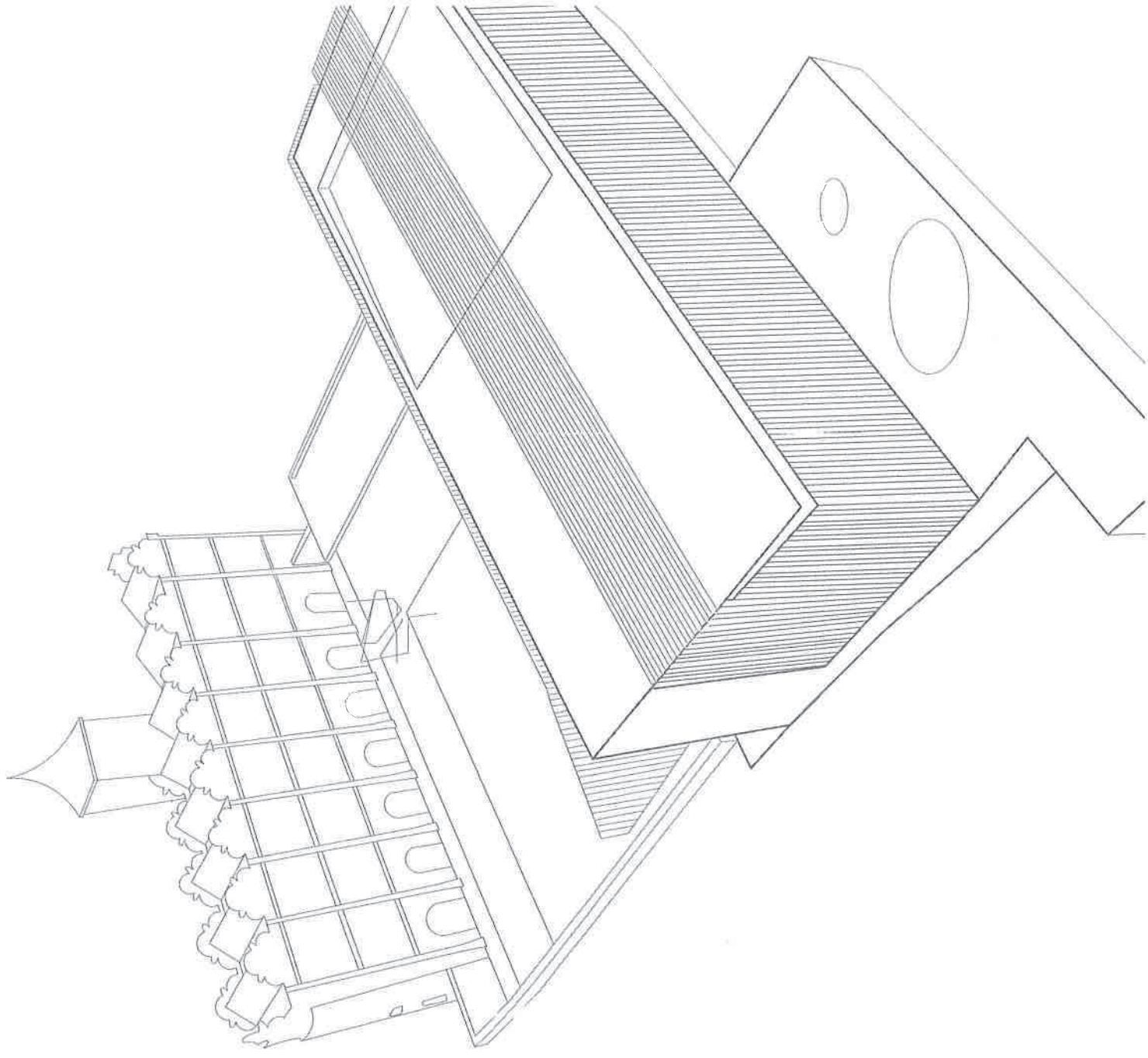
Architecture

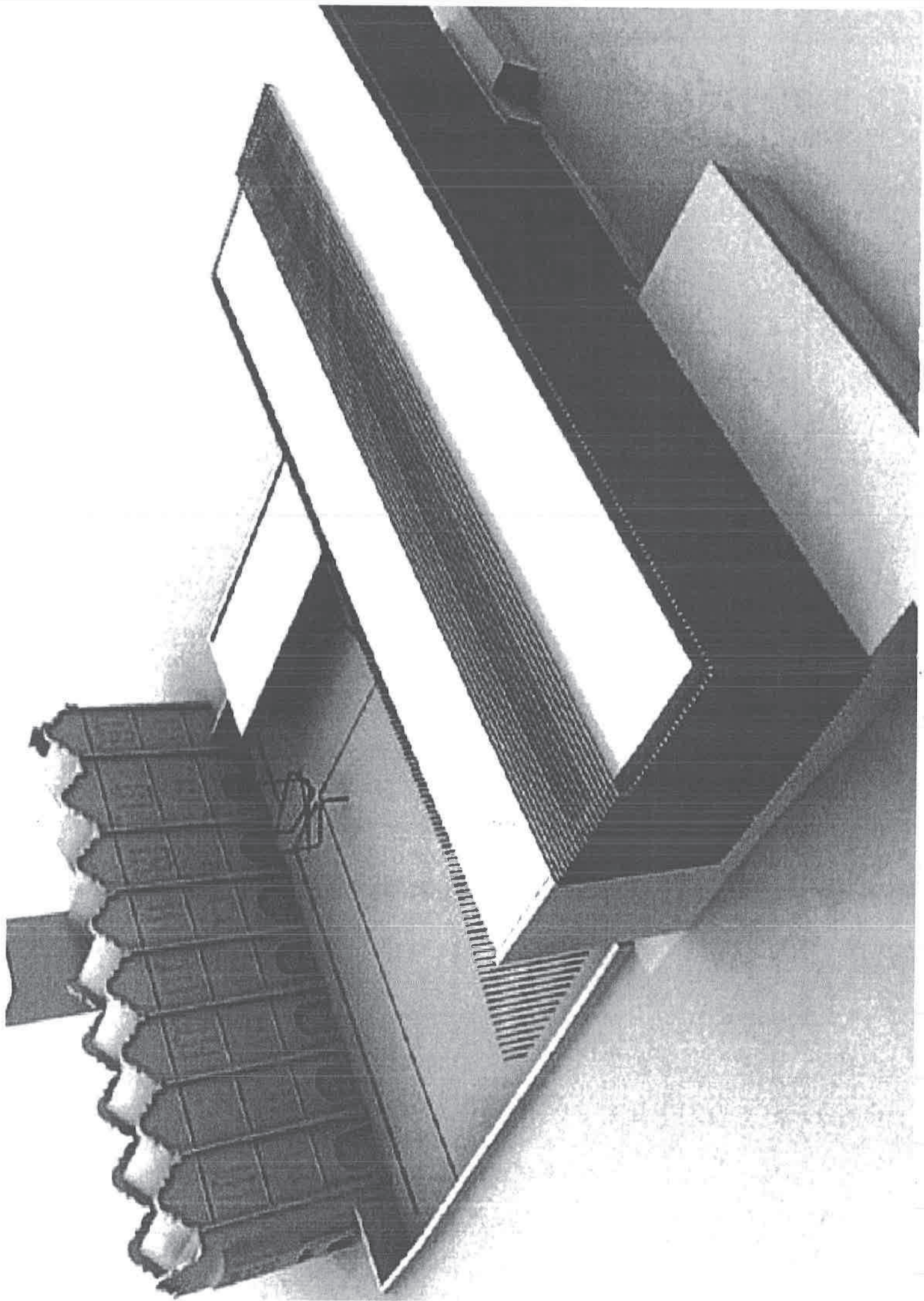
With high rise residential densification, strategic public transport corridor & other important facilities. A new mixed use development of the Thames green corridor – a formal area requirements & associated visual environment use zones.



ty
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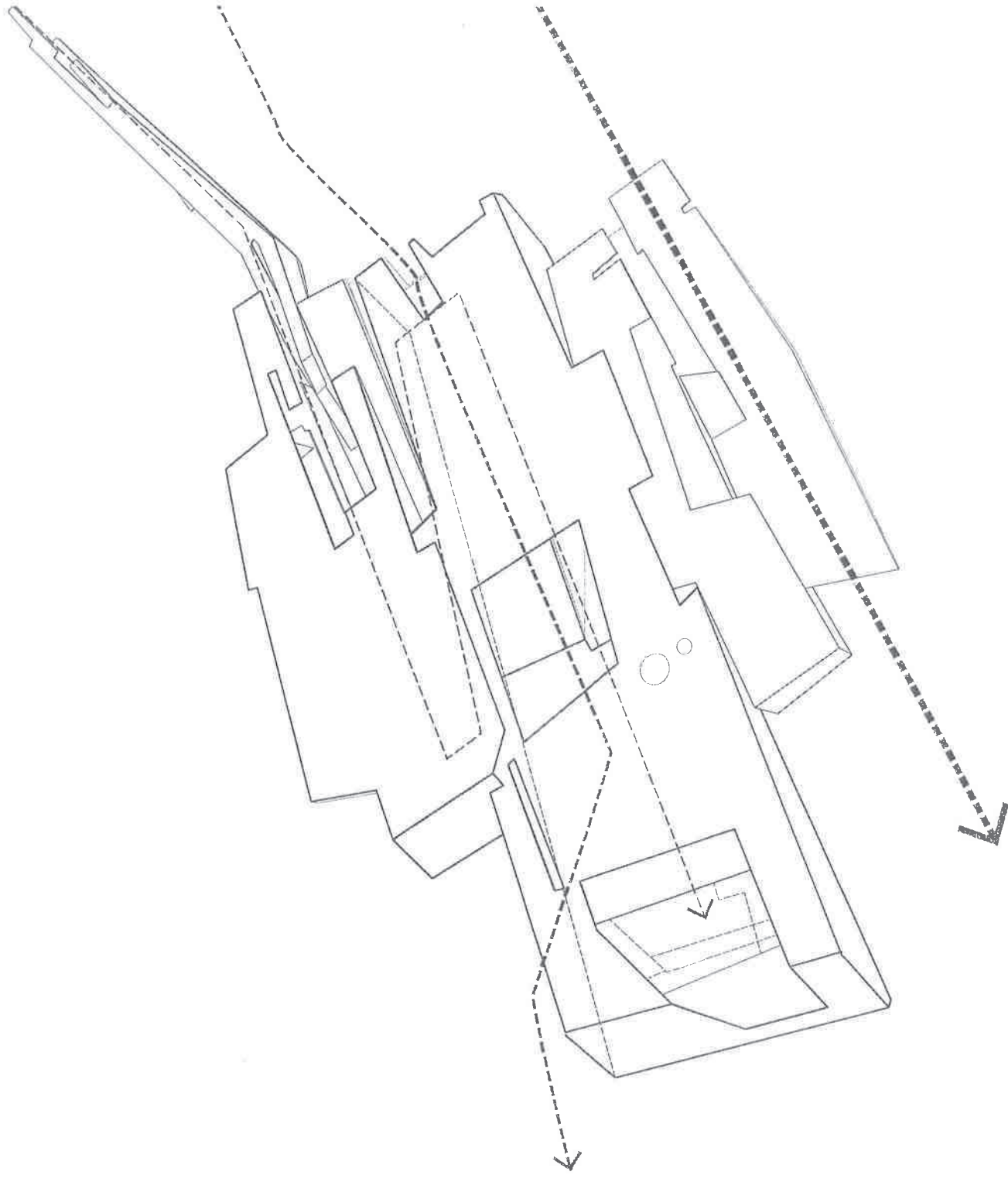
w student accommodation within the
ical Victoria Park precinct. A new low
s clean form, appropriate scaling & ma-
htly' along with neighbouring architec-
landscape.

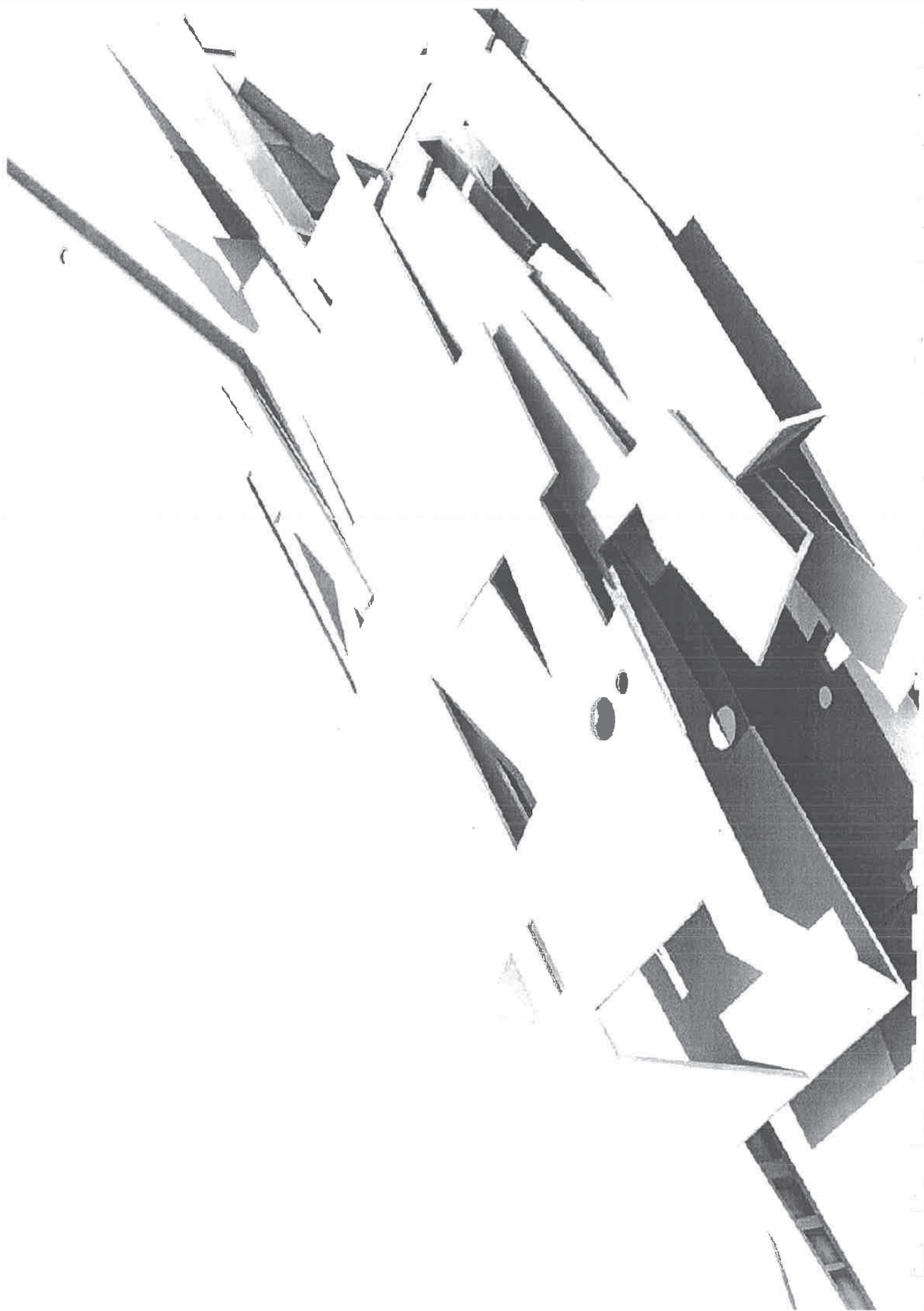




replanning/urban design/architecture

: aims to redress to notion of waste capital.
– recycling waste into our new capital.
ents a new hybrid between waste man-
ic transport, education & other much
ilities. A new environment that works
ent creation, new currencies & social
y city life.





URBANSOUP

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Transportation Planning, Spatial Planning and Infrastructure

GIBB



Profile

Our background

GIBB is a leading multi-disciplinary engineering consulting firm based in South Africa with 67% Black ownership. The firm has a strong African orientation with a wide geographical footprint on the continent.

The firm has been operating since 1956 and has proven capabilities in delivering world-class projects of any magnitude. GIBB prides itself on delivering high quality projects underpinned by an independently certified ISO 9001 quality system since 1999.

GIBB recognises and appreciates the potential offered by the African continent. Accordingly, GIBB has, over the years, developed an in-depth understanding of the challenges of developing infrastructure in Africa. This has contributed to the firm's position as the partner of choice for the private sector, state owned enterprises (SOEs) and governments who seek knowledgeable people, with proven experience and the expertise to respond to the numerous infrastructure demands and needs of the continent.

Our experience

GIBB has executed various and complex projects across various sectors and engineering disciplines across many African countries. The firm remains committed to achieving excellence in every project, and is proud to be the firm of choice for the continent's greatest engineers, who are leading experts in their fields. GIBB's technical expertise is enhanced through our relationships with various global partners.

GIBB is conscious of the environment in which it operates in and continuously seeks ways to offer sustainable solutions on its projects.

The winning combination of top talent, in-depth industry knowledge, well-earned reputation for excellence and commitment to timeous, within budget delivery ensures that the client is guaranteed ultimate success of every project. GIBB's long track record of industry awards is a testament of the recognition by our industry peers.

Our service offering

In addition to its traditional service offerings and in line with GIBB's objectives of providing comprehensive solutions to clients, SVA International, one of Africa's leading architectural practices has joined forces with the GIBB Group of firms. This has expanded the GIBB offering beyond engineering, to architecture and urban planning.

With offices in all major cities in South Africa and the rest of Africa, SVA's areas of expertise include retail, hospitality, commercial, health, education and residential.

Our project exposure

The GIBB Group of firms operates across the entire Africa continent and has recently undertaken projects in:

Angola, Botswana, Ghana, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Rwanda, Seychelles, Swaziland, Tanzania, Uganda, Cameroon, DRC, Mauritius, Ethiopia, Senegal, Kenya, Djibouti, Gambia, and Zambia and Zimbabwe.

Our markets

The markets GIBB operates in are:

- Transportation
- Freight and Logistics
- Power and Energy
- Water
- Sanitation
- Housing and Community Infrastructure
- Property Developments in retail, hospitality, commercial and residential
- Geotechnical and Tunnelling
- Natural and Built Environment
- Mining Infrastructure
- Health Infrastructure
- Education Facilities

Our capabilities

GIBB provides the following core services to clients:

- Design
- Planning
- Management



People • Expertise • Excellence

Tel: +27 11 519 4600 | marketing@gibb.co.za | www.gibb.co.za

Our value proposition

GIBB's value proposition to its clients is derived from the following;

Exceptional clients insights

- GIBB's consultative approach relies on robust tools and techniques to analyse future industry dynamics to the application of real options. This helps GIBB to reduce the scope of project uncertainty in which our clients have to exercise judgement.

Industry foresight

- GIBB has exceptional local market knowledge. Through work in various industries and different markets in Africa, GIBB has a good understanding of the forces at work within most industries and markets. The firm's engagement process is designed to build consensus as to what is more relevant and then provide clients with a set of clear, prioritised and readily implementable recommendations.

Disciplined implementation

- GIBB's ISO 9001 certification ensures that projects are delivered according to the highest levels of quality. Project Management expertise derived from undertaking multi-disciplinary projects across the continent ensures that projects are delivered on time and within budget.

Organisational strengths

- GIBB's vast pool of highly experienced engineers, robust internal processes, strong performance and client culture underpinned by execution excellence, ensures that clients receive quality service levels and customised attention.





GIBB Summary of history

1956

Co-founders David Hill and Leo Kaplan established Hill Kaplan & Partners - the first multi-disciplinary structural and electrical engineering consultancy - in Cape Town.

1957

Civil engineer Quentin Scott joins the partnership that saw its name change to Hill Kaplan Scott & Partners. Within three years the partnership was registered under the name Hill Kaplan Scott (HKS).

1960

The consultancy changed from partnership to a firm. Around this time, that HKS made its mark of excellence with landmark projects such as the Sandile Dam in Port Elizabeth and the addition of a new sub-division to Cape Town's iconic luxury hotel, The Mount Nelson.

1980

Female members of the staff were brought onto the HKS Pension Scheme for the first time.

1994

HKS merged with international company LAW GIBB Group, based in Atlanta in the United States, to form HKS LAW GIBB. This move capitalised on the strengths of both firms and allowed the firm to further expand its African footprint.

1995

The firm changed its name to GIBB Africa and by that time was recognised as the largest consulting engineering firm in Africa. As a commitment to meeting international standards, the firm implemented the international ISO9001 quality assurance system in 1999, making GIBB Africa one of the first South African firms to embrace world-class quality.

2000

GIBB Africa also underwent another transformation by merging with Cape Town-based Arcus Engineering resulting in a further name change to Arcus GIBB. The firm underwent a brand revamp and the logo was changed, ushering in a new era for GIBB. Well known businessman and dignitary, Tokyo Sexwale was appointed chairman of Arcus GIBB.

2002

Arcus GIBB launched its new brand to reflect the rich diversity of South Africa's culture; of sharing a sense of community and providing innovative solutions and creating a unique fusion of global technology and African heritage.

2008

Under the leadership of Richard Vries, Group CEO, GIBB embraced the objectives and targets as set out in the seven pillars of the Construction Charter and is committed to meeting the transformation agenda required for the economic success of South Africa and its people. With Vries at the helm, a client research survey was conducted in 2007 and it was established that a new brand identity was required for Arcus GIBB. In September 2008 the new Arcus GIBB brand was launched.

2012

During another client research survey in 2011 it was established that most of the clients refer to the firm as GIBB, and so GIBB had a name change during October 2012.

2013

GIBB secured a 70% acquisition into leading architectural firm SVA International in keeping with market trends and to add further value to its multi-disciplinary offering. Strengthening GIBB's business profile hugely, pioneer in Black Economic Empowerment and major player in the South African business development arena, Don Mkhwanazi was appointed Chairman of GIBB Holdings.

2014

Since the partnership with SVA International it became essential to have a brand that adequately reflected GIBB's core business, and so the underlining message of "Engineering and Science" was therefore changed to "Engineering and Architecture".



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GIBB summary of history

1955

Co-founders David Hill and Leo Kaplan established Hill Kaplan & Partners - the first multi-disciplinary structural and electrical engineering consultancy - in Cape Town.

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Contact us

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Stellenbosch Doornbosch Centre, Strand Road, Stellenbosch, 7600. PO Box 851, Stellenbosch, 7599	Tel: +27 21 887-6850 Fax: +27 21 887-6852
Tshwane Lynnwood Manor Corporate Park, Block A, 1st Floor East Wing, 36 Alkantrant Road, Lynnwood, Pretoria, 0081, PO Box 35007, Menlo Park, 0102	Tel: +27 12 348-5880 Fax: +27 12 348-5878
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GHANA: GIBB Ghana, Accra-North GNAT Heights, 30 Independence Avenue, Accra, Ghana. PO Box 12953, Accra-North, Ghana	Tel: +233 545 830-666 Fax: +233 545 830-666
LESOTHO: GIBB Lesotho, Maseru Mountain Estate, Room B11, Adjacent to Shoprite U-Save Sefaka, Maseru. PO Box 1771, Maputsoe, 350	Tel: +27 11 519-4620
NIGERIA: Arcus GIBB Nigeria, Port Harcourt Buchi Atako Villa, 17 Eastern Bye-Pass Ogbunabali, Port Harcourt, Rivers State, Nigeria. PO Box 7097, Port Harcourt, Nigeria	Tel: +234 813 197-0863 Cell: +234 803 326-6192
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ZAMBIA: GIBB Zambia, Lusaka Plot No 8079, Chinika, West Road, Lusaka, Zambia. PO Box 38868, Lusaka, Zambia	Tel: +260 211 287-085 Fax: +260 211 287-084



labour

Department:
Labour
REPUBLIC OF SOUTH AFRICA



2015014038

CALL CENTER NO: 0860 105 350

REG NO : 990000021163
FAX NO : 0123456789
ISSUE DATE : 2016-05-03
CERTIFICATE NO : 2015014038

GIBB PTY LTD
PO BOX 2700
Johannesburg

LETTER OF GOOD STANDING

COMPENSATION FOR OCCUPATIONAL INJURIES AND DISEASES ACT 130 of 1993 (AS AMENDED).

With reference to sections 80, 82, 86 and 89 of Compensation for Occupational Injuries and Diseases Act 130 of 1993 (As amended), I hereby certify that:

GIBB PTY LTD

has complied with the requirement of the above Act and is at present in good standing with the Compensation Fund.

Nature of business :CONSULTING ENGINEERS

Expiry date :2017-04-30

IMPORTANT NOTICE:

Any fraudulently obtained Letter of Good Standing shall constitute a criminal offence.

The Compensation Commissioner shall institute criminal proceedings against any perpetrators who unlawfully alter or deface this letter with intend to defraud or misrepresent facts contained therein.

PLEASE, use the Below link (Website Address) to check if the Letter of Good Standing is valid:

<https://cfonline.labour.gov.za/VerifyLOGS>

Yours faithfully

COMPENSATION COMMISSIONER

W.As. 48

Compensation House, Cnr Hamilton and Soutpansberg Road, PO Box 955, Pretoria, 0001 Fax:(012)357-1817 Website:<http://www.labour.gov.za>





HEALTH AND SAFETY POLICY STATEMENT

In accordance with the Occupational Health and Safety Act, 1993, GIBB will promote the safety and well-being of all staff who may in any way be affected by the activities of our business.

GIBB is committed to:

- Adopting high standards against which Health and Safety Performance will be measured
- Comply with all applicable legislation and, where appropriate, instituting additional measures to ensure Health and Safety on our premises
- Identifying and assessing Health and Safety hazards, and continuing to reduce the risks to generally acceptable levels
- Supplying relevant information on hazards to all employees
- Providing appropriate Occupational Health and Safety training for all employees
- Implementing an effective emergency preparedness process and
- Investigating and reporting all incidents timeously and taking necessary actions to prevent risk

GIBB employees are required to:

- Take reasonable care of their own and other's Health and Safety
- Carry out any duty, requirement or lawful order and
- Report any unsafe and unhealthy situations and incidents

Description of GIBB:

GIBB is a leading multi-disciplinary engineering consulting firm based in South Africa with 67% Black ownership. The firm has a strong African orientation with a wide geographical footprint on the continent.

The firm has been operating since 1956 and has proven capabilities in delivering world-class projects of any magnitude. GIBB prides itself on delivering high quality projects underpinned by an independently certified ISO 9001 quality system since 1999.

The markets GIBB operates in are:

- Transportation
- Freight and Logistics
- Power and Energy
- Water
- Sanitation
- Housing and Community Infrastructure
- Property Developments in retail, commercial and residential
- Geotechnical and Tunnelling
- Natural and Built Environment
- Mining Infrastructure
- Health Infrastructure
- Education Facilities


RICHARD VRIES
Group Chief Executive Officer

2016-03-02
DATE

 **GIBB**
ENGINEERING & ARCHITECTURE
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Certificate of Registration

nqa

This is to certify that the Quality Management System of

GIBB (Pty) Ltd

Woodmead North Office Park, 54 Maxwell Drive, Woodmead, Johannesburg, South Africa

14 Kloof Street, Cape Town, 8001, South Africa

2nd Floor, Greyville House, cnr Greyville & Cape Roads, Greenacres, Port Elizabeth, 6001, South Africa

Norfolk House, 1st Floor, 54 Norfolk Terrace, Westville, 3630, South Africa

Block A, 1st Floor, East Wing, Lynwood Corporate Park, 36 Alkantrant Road, Lynwood Manor, Pretoria, 0081, South Africa

GIBB House, 9 Pearce Street, Berea, East London, 5241, South Africa

applicable to

Engineering and science services. Office and site based projects encompassing the following sectors:

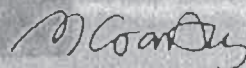
Integrated Infrastructure; Water and Wastewater; Building Services; Dams and Irrigation, Hydropower & Underground; Geotechnical and Tunnelling; Traffic & Transport; Roads & Highways;

Rail Engineering; Airport Engineering & Aviation; Environmental & Planning; Power & Energy; Mining & Metallurgy; Project and Construction Management

has been assessed and registered by NQA against the provisions of

BS EN ISO 9001 : 2008

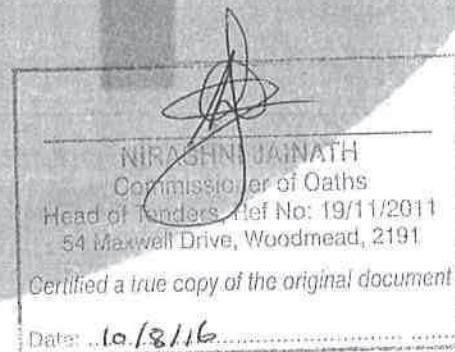
This registration is subject to the company maintaining a quality management system, to the above standard, which will be monitored by NQA



Managing Director



Certificate No:	16890
Date:	31 October 2003
Reissued:	4 July 2016
Valid Until:	24 June 2018
EAC code:	34





Quality Policy Statement

The GIBB vision:

A world-class provider of infrastructure planning, design and delivery.

Our Corporate goals are:

- Capitalise on growing markets in Africa;
- People excellence; and
- Delivery excellence

In 1997 GIBB adopted a quality policy that incorporates a quality assurance system recognised internationally. This system is based on the ISO 9001 standard focused on delivering quality projects to meet client satisfaction. We have held an ISO 9001 international certification since 1999.

In line with our corporate aim, our Quality Policy Statement is:

"The fundamental goal of GIBB is the achievement and maintenance of SERVICE EXCELLENCE to our clients. We will measure our performance and will manage our business processes to ensure continual improvement of the quality of our products and services".

For our clients:

- The achievement of service excellence through a process of continual improvement of quality products and service to meet client satisfaction; and
- We value our clients and strive to be seen as the best.

For our projects:

- We are professionals and display technical excellence and integrity in our work;
- The achievement of consistently high levels of client satisfaction;
- The management of risks associated with our projects to within acceptable limits;
- Compliance with the requirements of GIBB's Quality Management System; and
- We continually seek ways to improve how we do things.

For our people:

- The development of our staff for each individual to realise their full potential;
- The sharing of knowledge and experience;
- The ongoing acquisition of new technical knowledge and expertise; and
- The achievement of high levels of staff participation in process improvement through feedback.

We will maintain our ISO 9001 certification through continual improvement.

RICHARD VRIES
Group Chief Executive Officer

31-03-2014

Date



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Pledge to Quality

GIBB (Pty) Ltd

as a member of

The South African Quality Institute

ARC001

Membership Number

CORPORATE LEVEL 2

Membership Category

*undertake to uphold the principles of Quality
in the following ways:*

Core Values of Quality

Trust:

Engender trust and the values of Quality.

Honesty:

To be honest and transparent.

Respect:

To respect the dignity and
diversity of all individuals.

Empowerment:

Empower individuals and
organisations to improve their Quality.

Competitiveness:

Promote competitiveness as a key
ingredient of success.

Good Ethics:

Promote, practice and
advance good ethics at
work and in family life.

Approach to Quality

Customer Satisfaction

Acknowledge that customers and their needs
are the reason for business.

Continuous Improvement of Products and Services
Continuous improvement is fundamental to growth
and survival.

Respect for the Environment

Respect the environment and treat it responsibly.

Foster South African Trade

Always expect high quality as consumers and/or
suppliers of goods and services.

Improving the Quality of Life

We strive to improve the Quality of life in the
workplace, in our own families, society in general
and especially in the communities we serve.

Be Role Models for Quality

Be a role model of Quality in all we do.

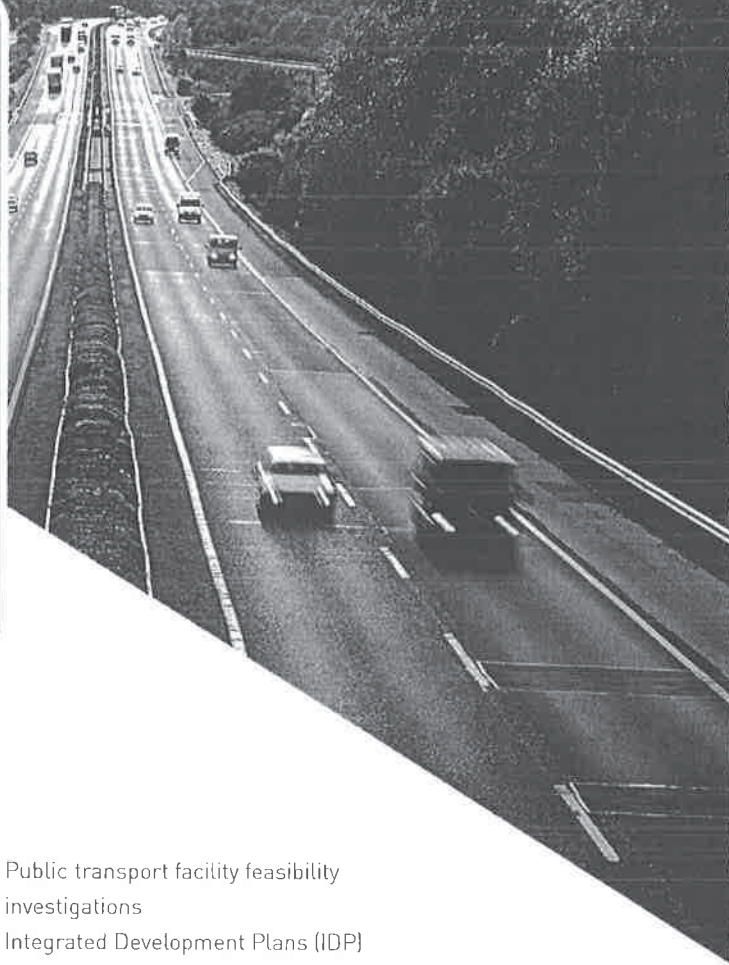
We pledge our commitment to these Quality principles



September 2016

TRANSPORTATION: TRAFFIC AND TRANSPORTATION SERVICES

GIBB's Traffic and Transport Services Sector provides a comprehensive range of services to both public and private clients that include transport planning, engineering and policy, traffic engineering, transport economics, freight logistics, public transport planning and operations. GIBB's Transportation Team is supported by Public Private Partnerships (PPP's), freight and logistics, economic and financial planning expertise available within GIBB.



Traffic and Transportation related services include:

- Policy development
- Integrated transport planning
- Concept design
- Feasibility studies
- Business case development
- Detail design
- Contract management
- Concessions, development and management
- Asset condition, assessment and rehabilitation
- Technical advisory services
- Traffic studies
- Traffic safety
- Capacity analysis of intersections and networks
- Pedestrian planning and modelling
- Traffic management
- Traffic signal systems
- Corridor feasibility studies
- Institutions, regulatory and legal frameworks
- Integrated transport plans
- Public transport facility, operation, design and maintenance
- Public transport plans
- Public transport policy development
- Public transport operational design and management
- Public transport facility feasibility investigations
- Integrated Development Plans (IDP) and Spatial Frameworks (SF)



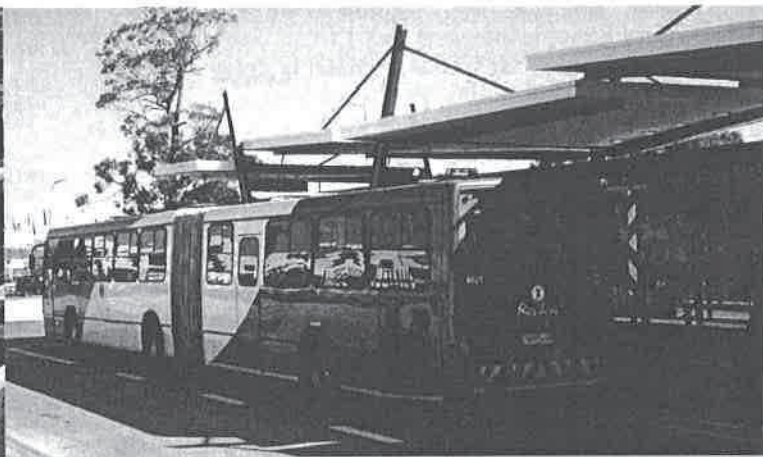
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@GIBB_Eng





Projects demonstrating GIBB's Traffic and Transportation Services

PROJECT NAME

Durban Inland Intermodal Terminal and Logistics Hub

CLIENT NAME

eThekweni Municipality and Transnet

LOCATION

KwaZulu-Natal, South Africa

GIBB responsibilities

Demand and model analysis, identification of bottlenecks, define the logistics network design process, logistics audit review, examine the logistics network alternatives, conduct a logistics location analysis, develop a logistics spatial plan and economic analysis.

PROJECT NAME

Nasrec and Inner City Bus Rapid Transit (BRT) Link

CLIENT NAME

Johannesburg Development Agency (JDA) on behalf of City of Johannesburg

LOCATION

Soweto to Nasrec and Central Business District (CBD), Johannesburg, Gauteng, South Africa

GIBB responsibilities

Planning of public transport operations, design of bus rapid transit infrastructure, design of dedicated bus lanes, traffic engineering and World Cup 2010 transport planning.

PROJECT NAME

Cosmo City – Traffic Impact Study

CLIENT NAME

City of Johannesburg

LOCATION

Johannesburg, Gauteng, South Africa

GIBB responsibilities

Transport planning input, attendance of planning meetings and liaison with authorities, review of relevant studies, policy frameworks and investigation into alternative access proposals and traffic impact assessment report.

PROJECT NAME

Cape Town Inner City Transport Plan

CLIENT NAME

City of Cape Town

LOCATION

Cape Town, Western Cape, South Africa

GIBB responsibilities

A transport plan for the central area of the inner city that reflects the transport requirements and urban fabric was developed. The plan was particularly important in giving a framework to the transport infrastructure necessary and being built for the 2010 FIFA World Cup and the Integrated Rapid Transit System.



INTEGRATED INFRASTRUCTURE SERVICES

GIBB's multi-award winning Integrated Infrastructure Sector provides the roots for communities through the use of innovative and sustainable engineering design, urban planning and advisory services.

Our team of highly qualified professionals offers a full spectrum of skills and excels in its multi-disciplinary approach to project management and implementation. This holistic view of the supply chain and project lifecycle ensures that we plan, design, construct and manage small to mega projects in the most efficient and cost effective way, for both public and private sector clients.

Integrated Infrastructure related services include:

- Urban and rural planning
 - Regional, urban and rural planning and development strategies
 - Urban renewal and development plans
 - Township design and establishment
 - Rezoning, subdivisions and all planning legislative issues/applications
- Building and civil structures
 - Building structures
 - Civil structures
 - Marine structures
 - Bridges
- Housing and community infrastructure
 - Feasibility studies
 - Engineering services reports
 - Design of roads, stormwater, sewer and water services
 - Contract administration
 - Project management
- Commercial and industrial development
 - As per Housing and community infrastructure
- Water and sanitation engineering
 - Master Planning
 - Abstraction
 - Water demand and conservation management
 - Bulk sewer outfalls
 - Water treatment plants
 - Waste water treatment works
 - Bulk water distribution
 - Treated effluent
- Stormwater management
- Transportation
- Electrification
- Waste disposal and management
- Project management
 - Management and co-ordination of a professional team of specialists
 - Programme management and co-ordination of a range of projects
 - Auditing projects, both during and after implementation
- Asset management
- Agricultural engineering



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Projects demonstrating GIBB's Integrated Infrastructure Services

PROJECT NAME

Happy Valley Extension 2: Upgrading of Informal Settlements and Consolidation Programmes

CLIENT NAME

City of Cape Town – New Settlements Division

LOCATION

Western Cape, South Africa

PROJECT VALUE

R212 million

GIBB responsibilities

GIBB was appointed for the project management of the Happy Valley – UISP Project. GIBB also assisted the client to review the designs, undertake contract administration and site monitoring. The project includes the bulk and internal servicing of 1 452 erven.

PROJECT NAME

City of Cape Town IRT – Inner City

CLIENT NAME

City of Cape Town

LOCATION

Western Cape, South Africa

PROJECT VALUE

R320 million

GIBB responsibilities

Lead consultant and project co-ordination for the City of Cape Town Inner City IRT infrastructure. Responsibilities include planning, design, procurement and implementation of various MyCiti infrastructure including bus depots, closed stations, bus stops and road upgrades for bus prioritisation.

PROJECT NAME

King Williams Town Bulk Regional Sewerage Scheme

CLIENT NAME

Buffalo City Municipality

LOCATION

Eastern Cape, South Africa

PROJECT VALUE

R350 million

GIBB responsibilities

Scope of works includes amalgamation of four smaller wastewater treatment works into a 35 mega-litre/day activated sludge plant, a pump station, 800m long x 315mm diameter rising main, and 20km of 600mm to 800mm diameter bulk collector sewers.

PROJECT NAME

Port Harcourt Monorail

CLIENT NAME

Government of the Rivers State

LOCATION

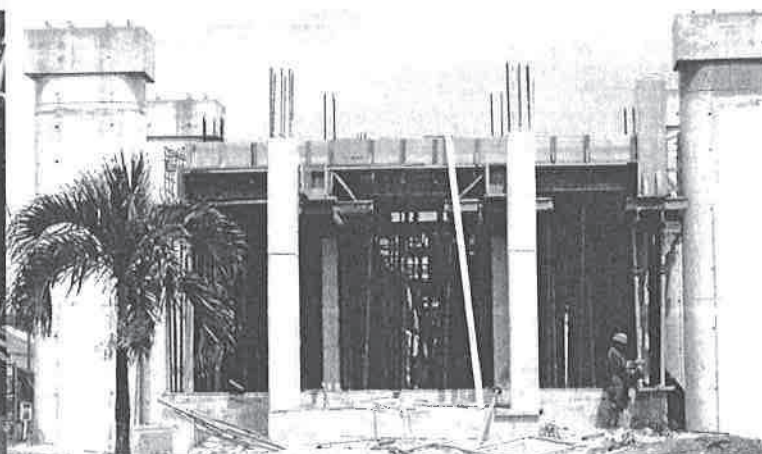
Port Harcourt, Nigeria

PROJECT VALUE

R1.7 billion

GIBB responsibilities

Owner's Engineer for Phase 2 of the monorail project. Responsibilities include: project management, programme management, system design and integration, construction assurance monitoring, procurement of an O&M contractor, testing and commissioning and O&M performance monitoring.



Socio Economics

Demacon



DEMACCONI

CONSIGLIO DI AMMINISTRAZIONE



**LEADERS IN
ECONOMIC & REAL ESTATE
MARKET INSIGHT**

COMPANY PROFILE



DEMACON

RESEARCH & PROJECTS (PTY) LTD

TRADING AS DEMACON MARKET STUDIES:

is a private company specialising in a broad spectrum of real estate and related economic research services. DEMACON is an acronym for Demographics, Mapping and Economics - the three core specialities of the company. DEMACON offers its client base the benefits of a highly focused and specialised product range, supported by extensive expertise, databases and advanced information technology systems. Our regional footprint ensures dedicated staff, resource capacity and local area knowledge. In addition to our focused research reports, the company offers high calibre industry insights and project specific recommendations.

DEMACON offers its client base the benefits of a highly focused and specialised product, supported by access to extensive expertise, databases and back-up services offered by regional offices in various provinces.

EXPERTISE

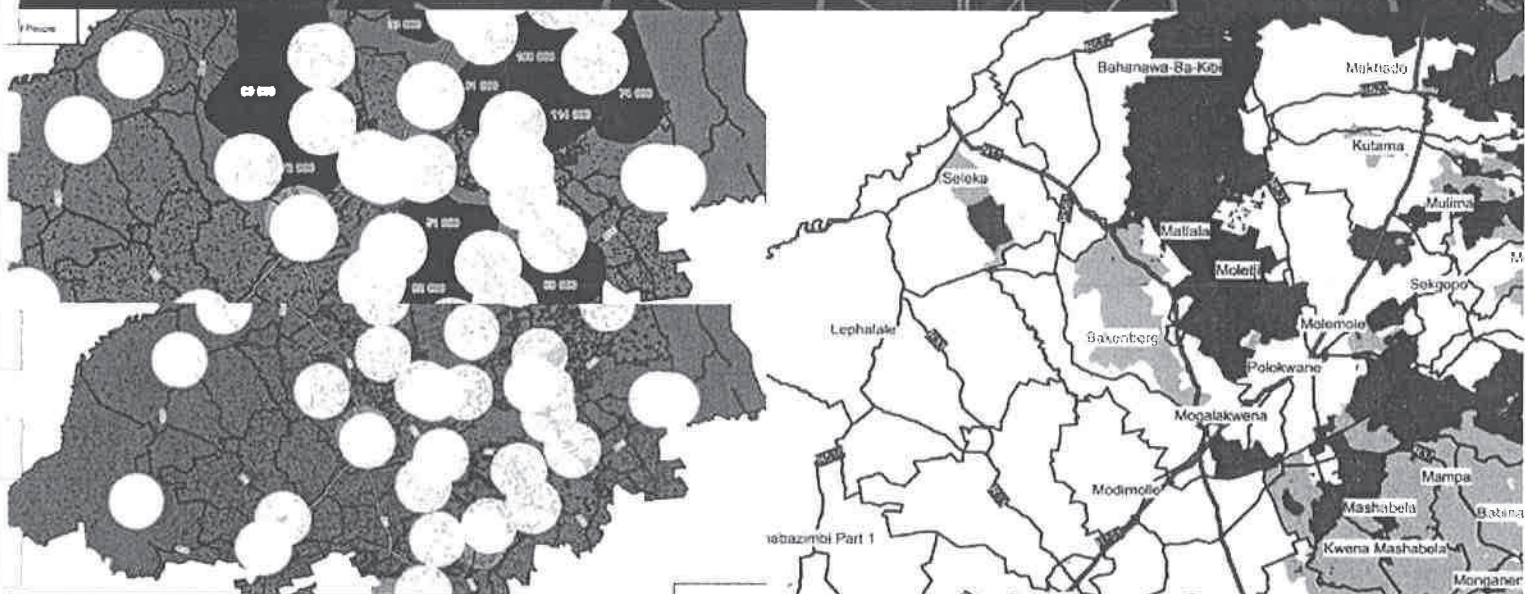
Our Human Resource Expertise includes:

- Economists
- Development Economists
- Econometricians
- Real Estate Analysts
- Economic Impact Analytics
- GIS Specialists
- Tourism Expertise
- Database administrators and associated technical skills.



"We offer our client base the benefits of a highly focused and specialised product range, supported by extensive expertise, databases and advanced information technology systems."

LEADERS IN ECONOMIC & REAL ESTATE MARKET INSIGHT



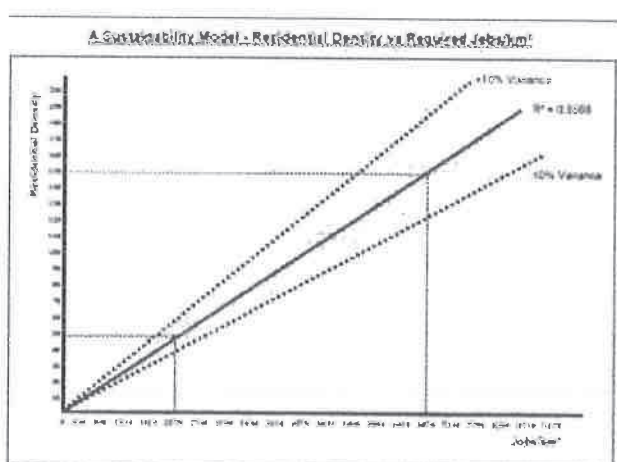
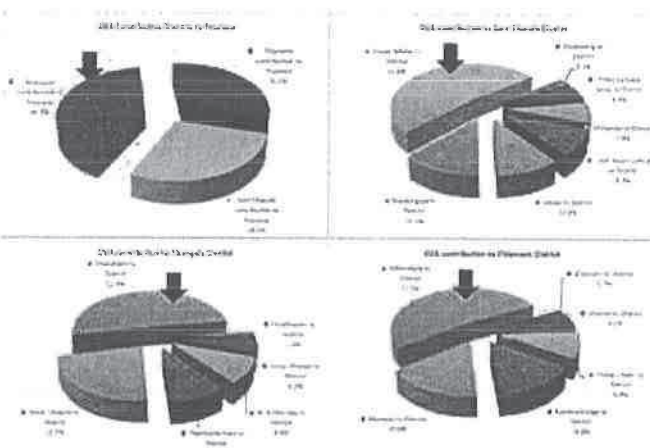
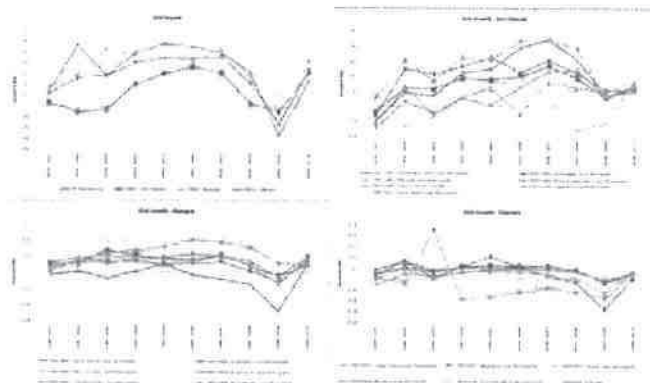
CONCISE OVERVIEW

The company specialises, inter alia, in the following activities:

- Market research
- Socio-economic surveys
- Urban economics
- Regional economics
- Real Estate analysis
- Feasibility studies
- Economic Impact studies

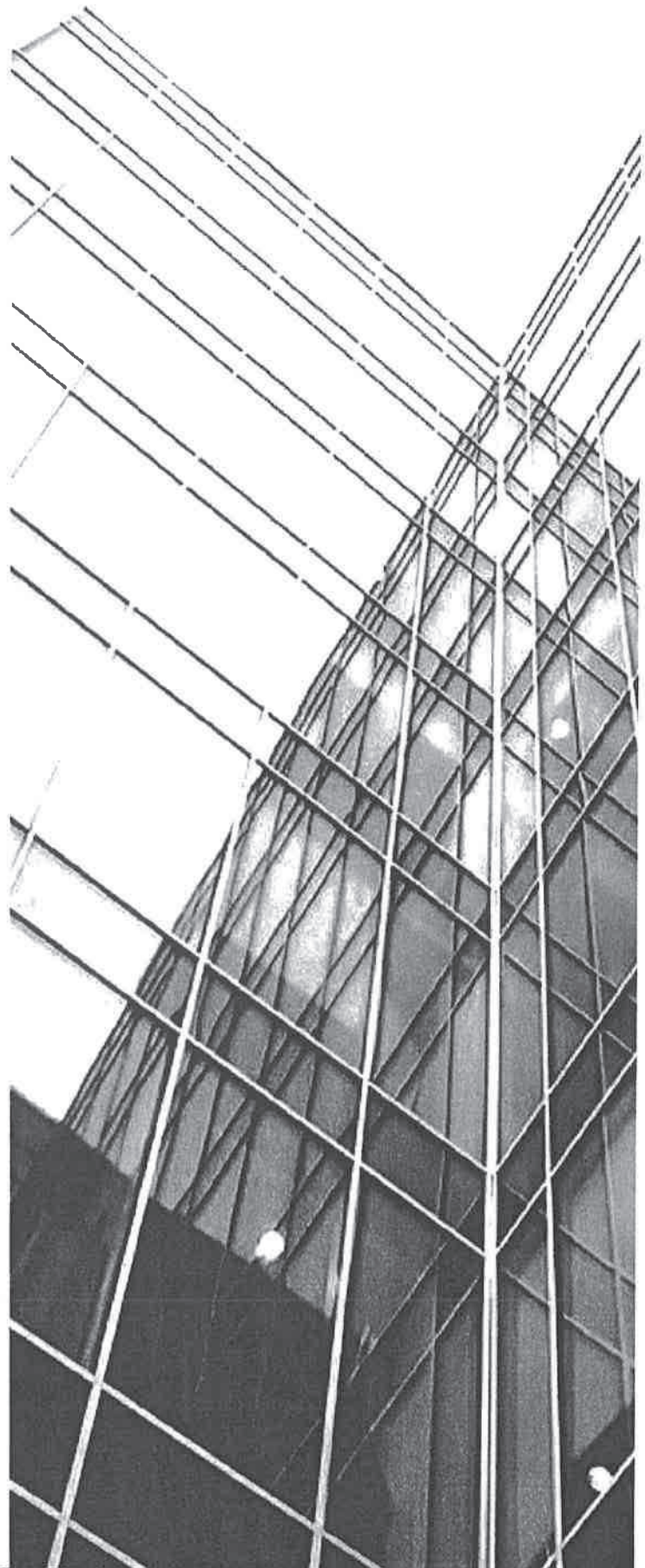
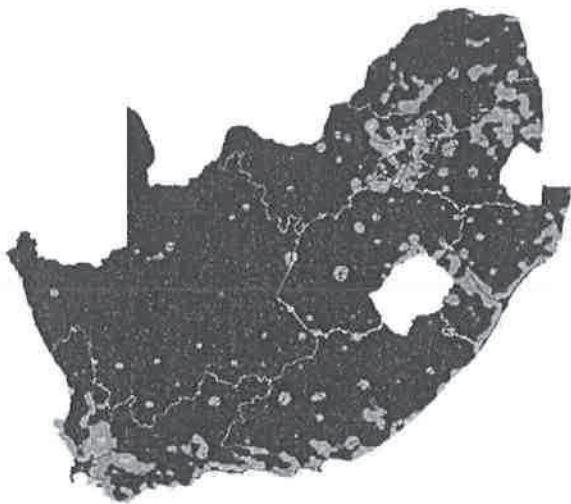
DEMACON provides a Comprehensive Market Research Package comprising the following key elements:

- Data collection
- Database development
- Data analysis
- Interpretation
- Strategy and recommendations
- Mapping & geo-spatial analyses



Typical applications of the firm's special research include:

- Market research for strategic investment decision making purposes
- Funding applications to commercial banks, DBSA, IDC, etc.
- Marketing and tenantiing
- Guidelines to define development design concepts
- Phasing / Incremental implementation guidelines
- Economic impact modelling in support of Environmental Impact Assessments (EIA's)
- Informed reports prepared for technical and political decision making processes
- Specialist input to town planning and related legal proceedings (hearing and appeals)



SOLUTIONS

Specialist modelling techniques were developed for all sectors. In broad, these techniques include, inter alia:

- Quantified market potential models
- Space demand models
- Economic, real estate and fiscal impact models
- Residential price parity and optimal typology profiling models
- Specialist Geographic Information Systems (GIS) based techniques

RESEARCH METHODOLOGY

The following broad principles apply to the research process deployed - customised to the unique requirements of individual projects.

1. PROJECT INCEPTION

Acquire status quo information

- Focused, site specific location analysis
- Contextual analyses
- Site rating

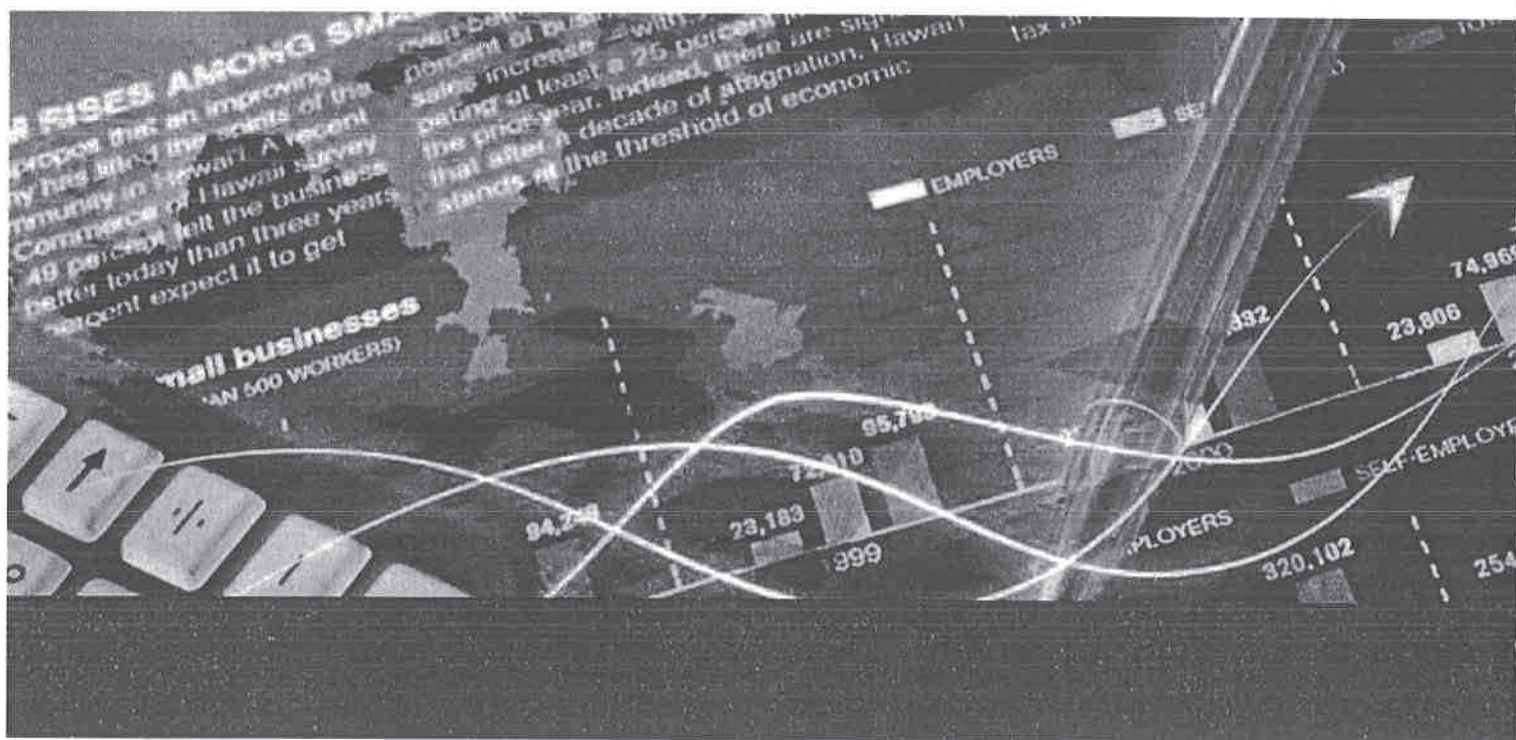
2. MACRO, MESO AND MICRO MARKET OVERVIEW & TRENDS

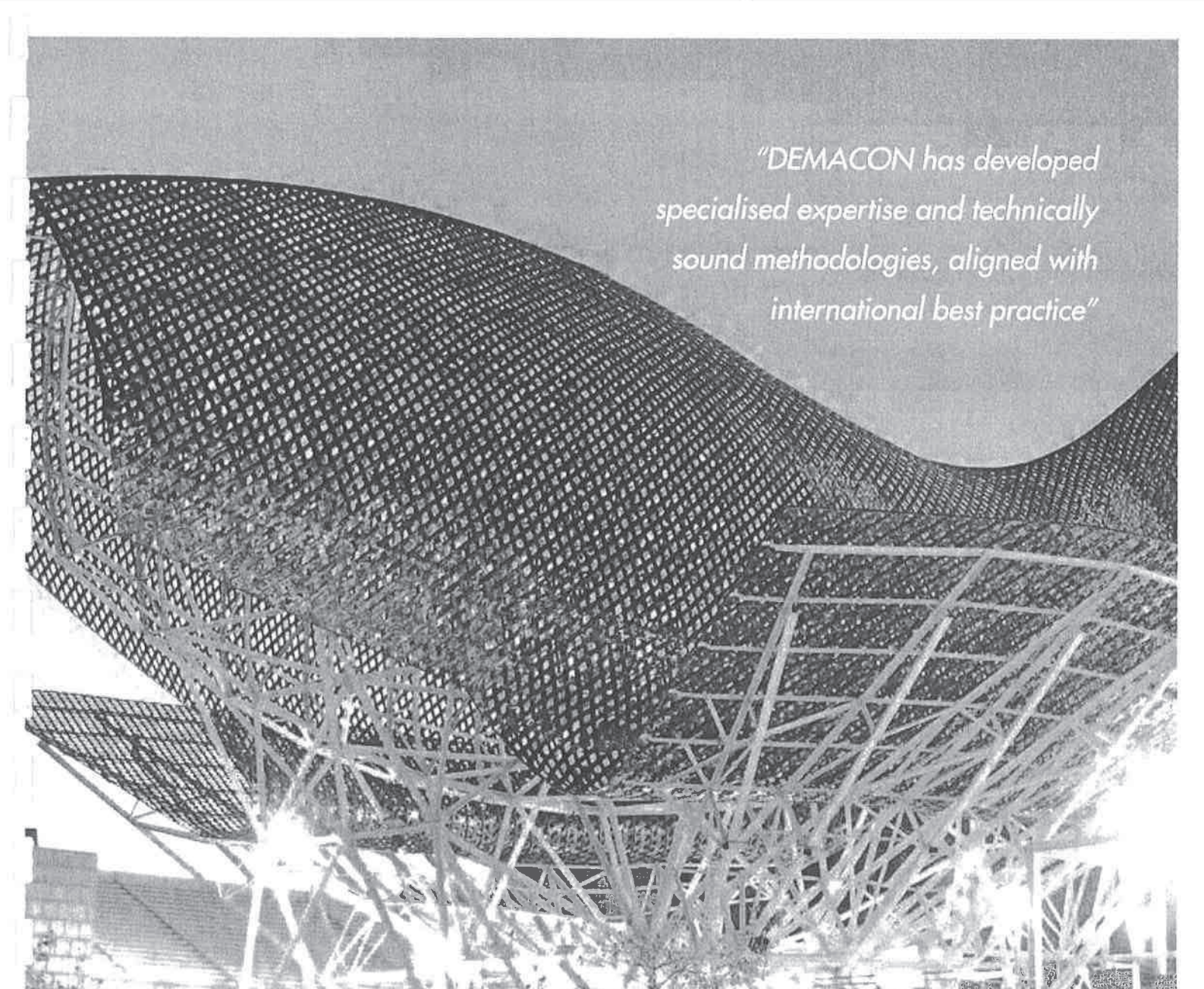
- Status Quo data - appropriately illustrated with maps, tables and graphs
- Review new development proposals
- Update supply databases and maps
- Concise appraisal of contemporary trends and downstream implications.

3. MARKET SEGMENTATION

(incl. Focused Demand Analysis)

- Primary & Secondary based research
- Focused consumer market surveys (income and expenditure patterns, perceptions, preferences, brand consciousness, etc.)
- LSM profiling
- Demand Modelling





"DEMACON has developed specialised expertise and technically sound methodologies, aligned with international best practice"

4. LOCATION EVALUATION

- Refine study brief, goals and objectives
- Refine Project Programme and Milestones
- Establish Communication Protocol
- Assimilate relevant policy and related information

5. MARKET POTENTIAL MODELLING

- Supply and demand dynamics
- Site specific, trade area based market potential modelling
- Market growth forecasts
- Product profiling
- Brand identity and positioning

6. RECOMMENDATIONS & IMPACT ASSESSMENT

- Market based development recommendations
- Value ad: unique industry insights and project implications
- Optional products: Economic Impact Assessment, Presentations, etc
- Map Series
- One-on-one, in-depth project discussions

PROJECT PROFILE

DEMACON has developed specialised expertise and technically sound methodologies, aligned with international best practice, to address the complex research needs of our clients in a highly effective and efficient manner. In this respect, we have developed a unique, customisable and flexible research system - deploying a combination of primary and secondary data assimilation techniques, tailored to suit, respectively, the client's and project's specific requirements.

CLIENT BASE INCLUDING

A broad spectrum of private and public sector clients in real estate, economics, government, marketing and related fields - locally and abroad.

SELECTED RECENT MARKET STUDIES

FIRST ECONOMY MALLS

- Ningbo Super Regional Mall
- Brooklyn Mall
- Menlyn Park
- Riverside Mall
- Ilanga Mall
- Kolonnade Retail Park
- Highveld Mall
- The Grove
- Polokwane Mall of the North
- Nelson Mandela Square
- Woodlands Boulevard
- Irene Mall
- Zonki' Zizwe
- Cresta Mall
- Southingate Mall
- Morningside Centre
- Bay West
- Forest Hill

SECOND ECONOMY SHOPPING CENTRES

- Mams Mall Retail Market Study
- Proiea Glen Mall Retail Market Study
- Jabulani Mall Market Study
- Chris Hani Crossing Market Study
- Thorntree Plaza Market Study
- Thornhill Shopping Centre Market Study
- Seshego Circle Shopping Centre Market Study
- Bloed Street Mall
- Monsterlus Retail Market Study
- Malaita Retail Market Study
- Soshanguve Pick 'n Pay Market Study
- Bochum Plaza Market Study
- Bizana Shopping Centre Market Study
- Freedom Mall
- NkowaNkowa Shopping Centre Market Study
- Seshego Retail Market Study

INTEGRATED HOUSING PROJECTS

- Cosmo City Integrated Housing Development Market Study (Basil Read)
- Chief Albert Luthuli Housing Development Market Study (ABSA)
- Tshwane CBD Rental Housing Market Study
- Ekurhuleni Rental Housing Market Study
- Riverside View Residential Development Market Study (Valumax)
- Kosmosdal Residential Development Market Study (Valumax)
- Devland Social Housing Market Study (SHRA)
- Ellaton Social Housing Market Study (SHRA)
- Turffontein Social Housing Market Study (JOSHCO)
- Lombardy East Social Housing Market Study (JOSHCO)
- Zandfontein Mixed Typology Housing Development (LTE, City of Tshwane)
- Olievenhoutbosch Housing Market Study (Blackhead Consulting, City of Tshwane)
- West Rand Housing Master Plan (Gauteng Department of Housing)

- Sedibeng Housing Master Plan (Gauteng Department of Housing)
- Lufhereng Housing Project (ABSA, City of Johannesburg)
- Windmill Housing Project (Standard Bank)
- Mapleton Residential Market Study (Cosmopolitan)
- Nellmapius Integrated Housing Development Market Study (Grinaker)
- Woodmead (Ballito) Mixed Typology Housing Development (Standard Bank)
- Bendor Integrated Housing Development (National Housing Finance Corporation – NHFC)
- Belhar, Mitchell's Plain & Eersterivier Housing Market Studies (International Housing Solutions – IHS)

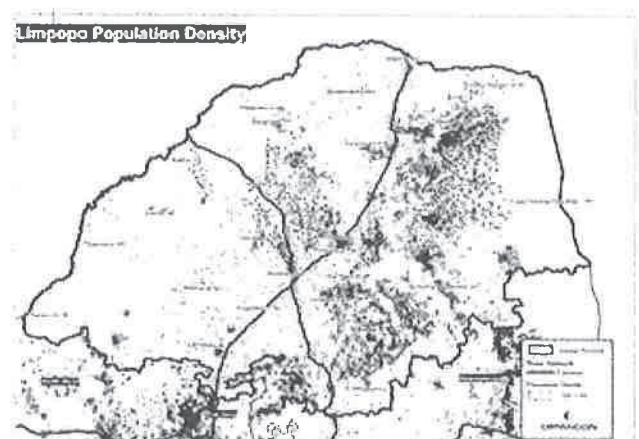
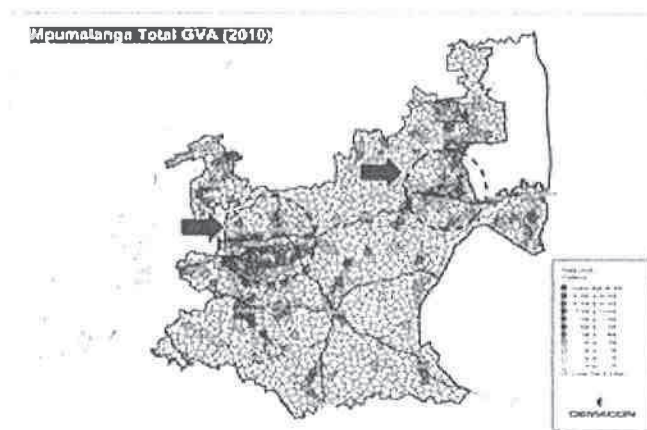
MIXED USE PRECINCTS

- Menlyn Maine Mixed Use Development Market Study
- Lynnwood Bridge Lifestyle Development Market Study
- Modderfontein Mixed Use Precinct Market Study
- Tongaat Hulett Mixed Use Precinct Market Study
- Riverside Mixed Use Precinct Market Study
- The Club Mixed Use Market Study
- Southgate Mall Node Mixed Use Market Study
- Cresta Mall Node Mixed Use Market Study
- Riverfields Mixed Use Market Study
- Langebaan Mixed Use Market Study

INDUSTRIAL, COMMERCIAL & LOGISTICS

- SIP2 Strategic Corridor Plan Economic & Market Study
- Dube TradePort Economic & Market Study
- Richards Bay IDZ Economic Study
- Saldanha IDZ & Vredenburg Corridor Pre-feasibility Study
- KwaZulu-Natal Industrial Market Study
- King's Estate Industrial Park Investment Packaging
- Northern Cape Corridors Market Study
- JIA (now ORTIA) Industrial Development Zone Study and Industrial Cluster Analysis (H. du Toit)
- Mbombela Industrial Study and Investment Strategy (Maputo Development Corridor Alignment)
- R21 / Albertina Sisulu Development Corridor Economic Development Strategy
- Limpopo Eco-Industrial Park & Gas Exploration Assessment
- West Rand Industrial Development Strategy

"We have developed a unique, customisable and flexible research system - deploying a combination of primary and secondary data assimilation techniques."



HEALTH CARE

- Welkom Private Hospital Market Study (RH Managers)
- V&A Waterfront Private Hospital Market Study (RH Managers)
- Estcourt Private Hospital Market Study (Clinix)
- Mokopane Private Hospital Market Study (Clinix)
- Phalaborwa Private Hospital Market Study (Clinix)
- Malelane Private Hospital Market Study (Clinix)
- Cullinan Private Hospital Market Study (Clinix)
- Nelspruit Private Hospital Market Study (Netcare)
- Mulbarton Private Hospital Market Study (Netcare)
- Kloof Private Hospital Expansion (Medi-Clinic)
- Harrismith Private Hospital Market Study (Turner & Townsend)
- Limpopo Medical Market Analysis (National Department of Health)
- Raslouw Private Hospital
- Tembisa Private Hospital Market Study
- Bloemfontein Private Hospital Market Study
- Akeso - various sites

TOURISM, SHORT-STAY, ACCOMMODATION, LEISURE & CONFERENCING

- Hotel studies for mixed use developments, including Lynnwood Bridge, Menlyn Maine, Menlyn Park, Blue Mountain / Garden Route Mall node, Cresta, Southgate, Newtown Junction
- uShaka Mixed Use Market Study
- Mpumalanga Mega Tourism Destination Market Study
- Tsogo Sun Commercial Market Study
- Magoebaskloof Hotel, Spa & Conference Venue Market Study
- Constitution Hill Heritage Development Economic Market Study (H. du Toit under previous dispensation)
- Apartheid Museum Market Study (H. du Toit under previous dispensation)
- Avianto Wedding Venue & Estate Market Study
- Northern Cape Adventure Sport Pre-Feasibility Study
- Windtown (Kitesurfing) Langebaan Pre-Feasibility Study
- Arco Norte (Northern Mozambique) Mixed Use & Tourism Market Study

PRIVATE EDUCATIONAL FACILITIES

- Scottburgh School & Mixed Use Development
- Musina Private School Market Study
- Heritage Hill Private School Market Study (ADvTECH Group)
- Centurion 5'o Clock Site Private School & Mixed Use Market Study (M&T Developments)
- Morgenzon Private School & Mixed Use Development
- Wilfontein Private School Market Study
- Groenkloof Private Educational Facility Market Study

RETIREMENT FACILITIES

- Scottburgh Retirement Village Market Study
- Hillcrest Retirement Village Market Study
- Hartbeespoort Dam Retirement Village Market Study
- Lynnwood Retirement Resort Market Study
- Limpopo Retirement Village Market Study
- Plettenberg Bay Retirement Village Market Study
- Hoedspruit Retirement Village Market Study

TRANSPORT ECONOMICS

- Gautrain Station Impact Assessments – various (Iliso / Bombela)
- PRASA Flagship Stations Market Research (3 phases)
- Moloto Rail Demand Study and Economic Impact Assessment
- Tshwane Bus Rapid Transit Line Socio-Economic Impact Assessment
- Johannesburg Inner City Bus-Rapid Transit Precinct Plans
- N3 Bypass Economic Impact Assessment
- N3 Toll Concession Corridor Mapping
- Mafikeng Airport & Freight Hub Market Study
- Empire-Perth Corridors of Freedom Market Study
- Turffontein Corridors of Freedom Market Study
- Ermelo Ring Road / Bypass Economic Impact Assessment
- Nelspruit P166 Economic Study

ECONOMIC IMPACT ASSESSMENTS

- N3 Bypass Economic Impact Assessment
- Zonki'Zizwe Mixed Use Economic Impact Assessment

- GOPE Diamond Mine Impact Assessment (including new road and power lines)
- New Largo Open Cast Coal Mine Economic Impact Assessment
- ESKOM Delta-Epsilon (Masa-Selemo) Economic Impact Assessment
- Epsilon Substation Economic Impact Assessment
- Nkomati Power Lines Impact Assessment
- R21 / Albertina Sisulu Development Corridor Econometric Space Demand Modelling, Forecasts and Economic Impact Assessment
- Innovation Hub – selected precincts
- Department of Foreign Affairs Economic Impact Assessment

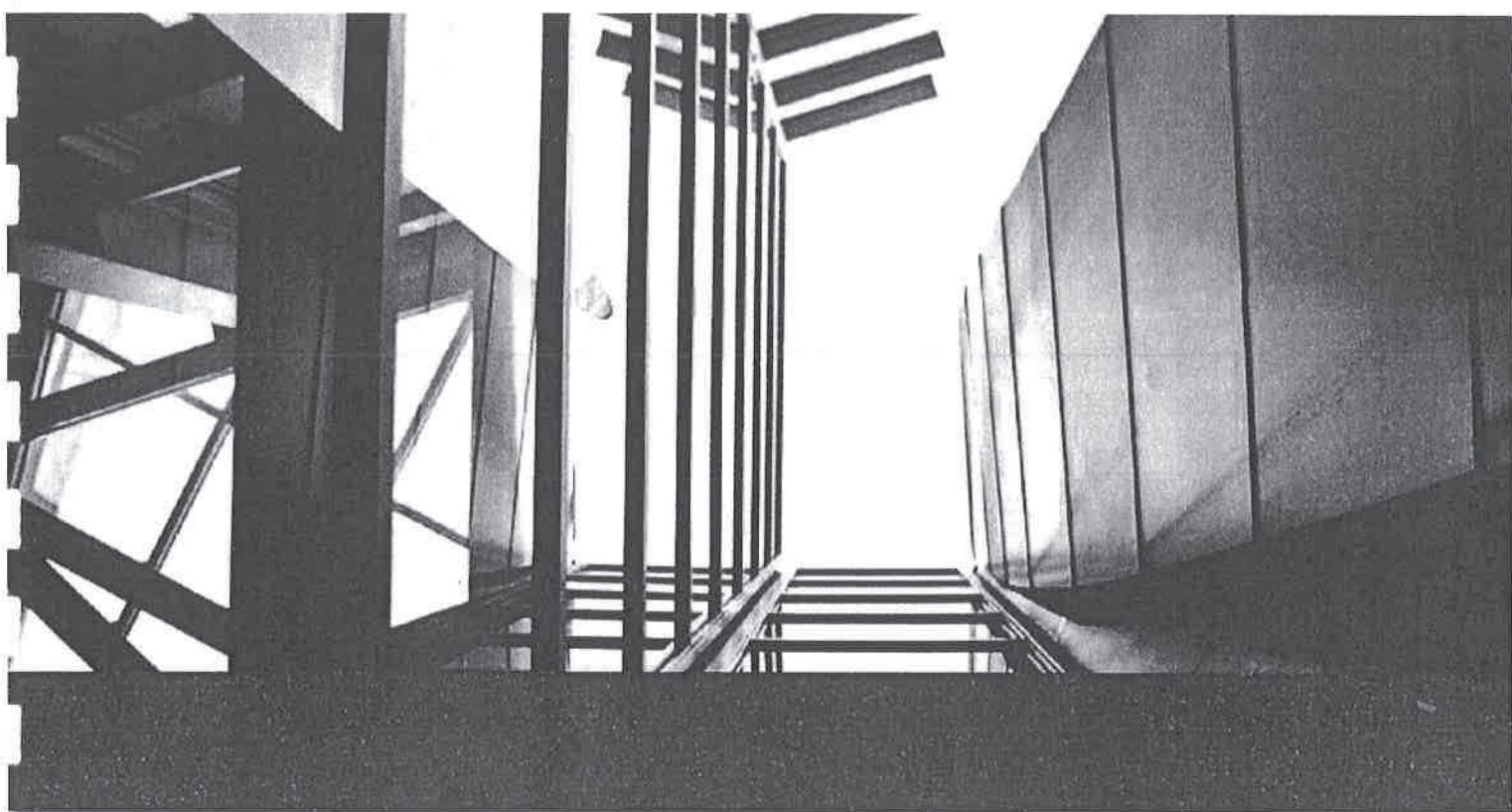
STRATEGIC PROJECTS

- Ekurhuleni Financial & Projection Modelling Study
- Regulatory Impact Assessment in respect of the Spatial Planning and Land Use Management Bill (Dept. of Rural Development and Land Reform)
- Impact of Township Shopping Centres Market Research (Urban Landmark)
- LSDF 51 (Ekurhuleni) Economic Input
- Metsweding Spatial Perspective (The Presidency)
- West Rand Industrial Strategy
- Coega Development Strategy
- National Manganese Metals Industrial Strategy

INTERNATIONAL PROJECTS

- Luanda Mixed Use Market Study
- Walvis Bay Retail Market Study
- Arco Norte Mixed Use & Tourism Market Study (Northern Mozambique)
- Maputo Retail Market Study
- Rio Bengu / Angola Development Perspective (Holm Jordan)
- Botswana Mixed Use Market Study
- Dar es Salaam Mixed Use Market Study
- Cameroon Mixed Use Market Study
- Mall of Ethiopia Mixed Use Market Study
- Zambia Mixed Use Development Market Study (Ncube Incorporated Attorneys)
- Ningbo (People's Republic of China) Super Regional Mall and Mixed Use Market Study
- Rwanda Retail Market Study (McCormick Properties)

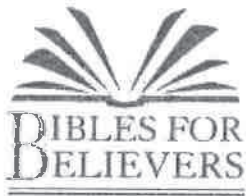
“DEMACON’S research is widely acknowledged in the market for its accuracy and independent nature.”



SOCIAL INVESTMENT & EMPOWERMENT

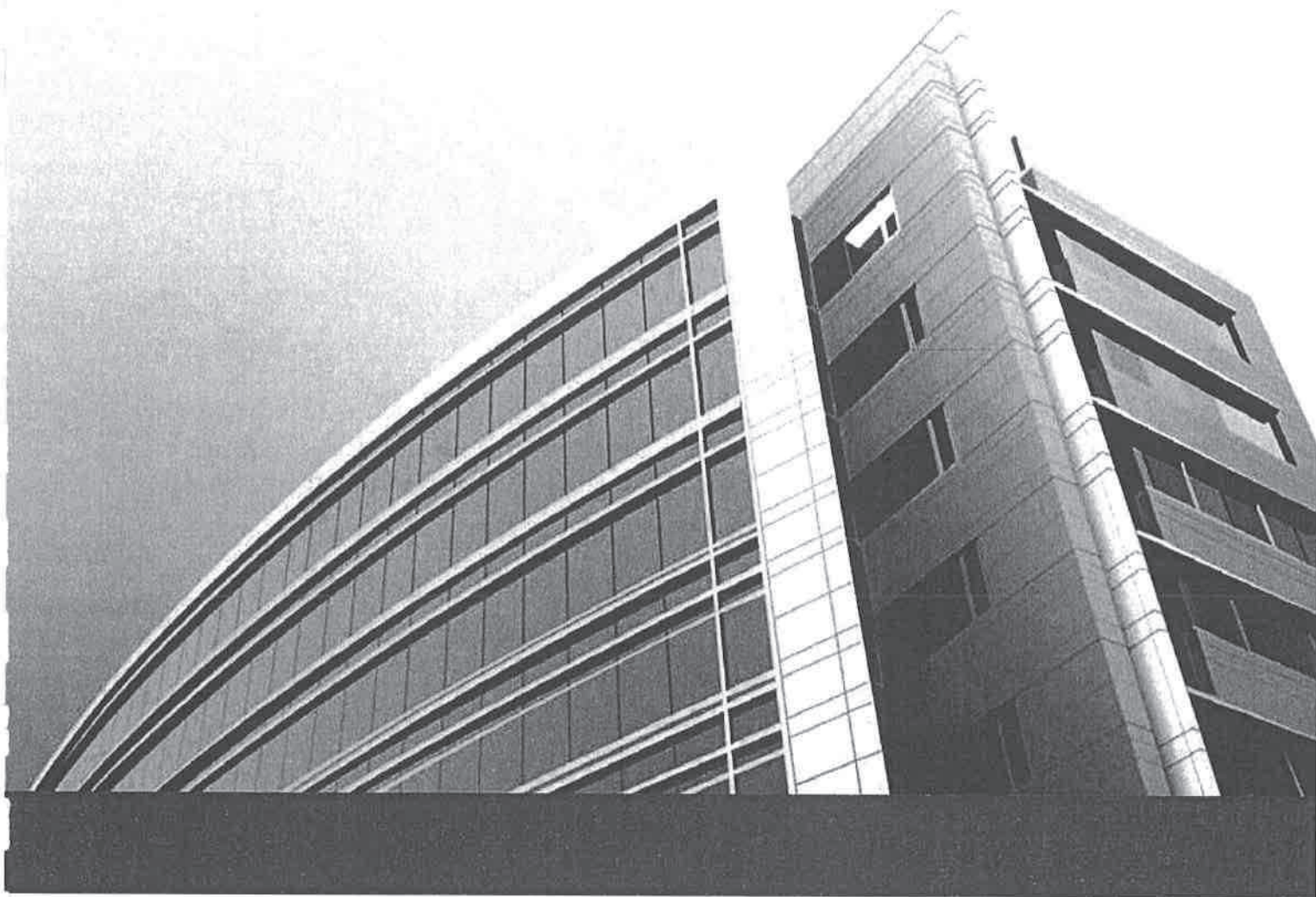
DEMACON actively participates in various community and social programmes, including:

- Basil Moonsamy Charity
- Continuous investment in human capital - staff skills development and Black Empowerment.
- Financial support to Oliver's House and Nomthandazo Childrens' Care Centre
- Financial support to selected church organisations, e.g. Bibles for Believers
- Mobilisation of Local Communities for field surveys, survey management, field reports and related work
- Purple Rhino Project
- Sponsorships



DEMACON - the company is actively and continuously aligned with contemporary BBBEE codes to achieve:

- Employment equity
- Human resource and skills development
- Enterprise development
- Socio-economic development
- Increase the extent to which the previously disenfranchised manage existing and new enterprises
- Empowering rural and local communities by enabling access to economic activities, land, ownership and skills.
- DEMACON is 100% compliant with contemporary BBBEE Codes (Level 2 Compliant).



CONTACT DETAILS

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Email hein@demacon.co.za | www.demacon.co.za

FREE STATE

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Email christine@demacon.co.za

NORTH WEST

Karien Louw
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VAAL TRIANGLE

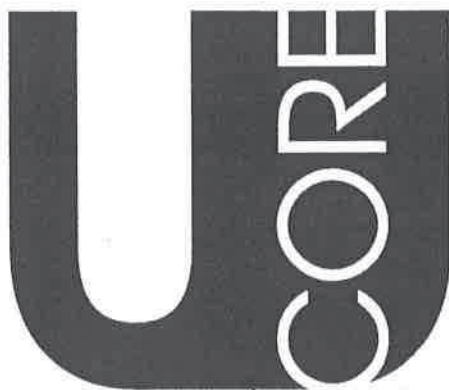
Erené Labuschagne
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Email erene@demacon.co.za

WESTERN CAPE

Milinda Brink
Cell +27 83 324 7363
Email milinda@demacon.co.za

Urban Management

UCORE



architecture | urban planning

Molefe | Goniwe | Yeni

1202 Brug Road
Weltevreden Park
Roodeport
1709

P O BOX 6999
Weltevreden Park
Roodepoort
1715

C 073 865 7390

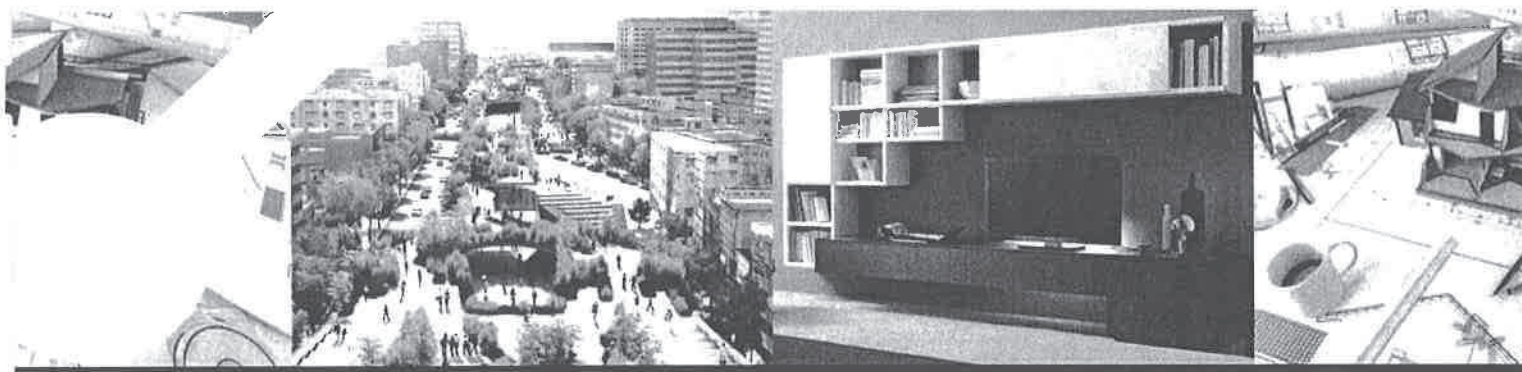
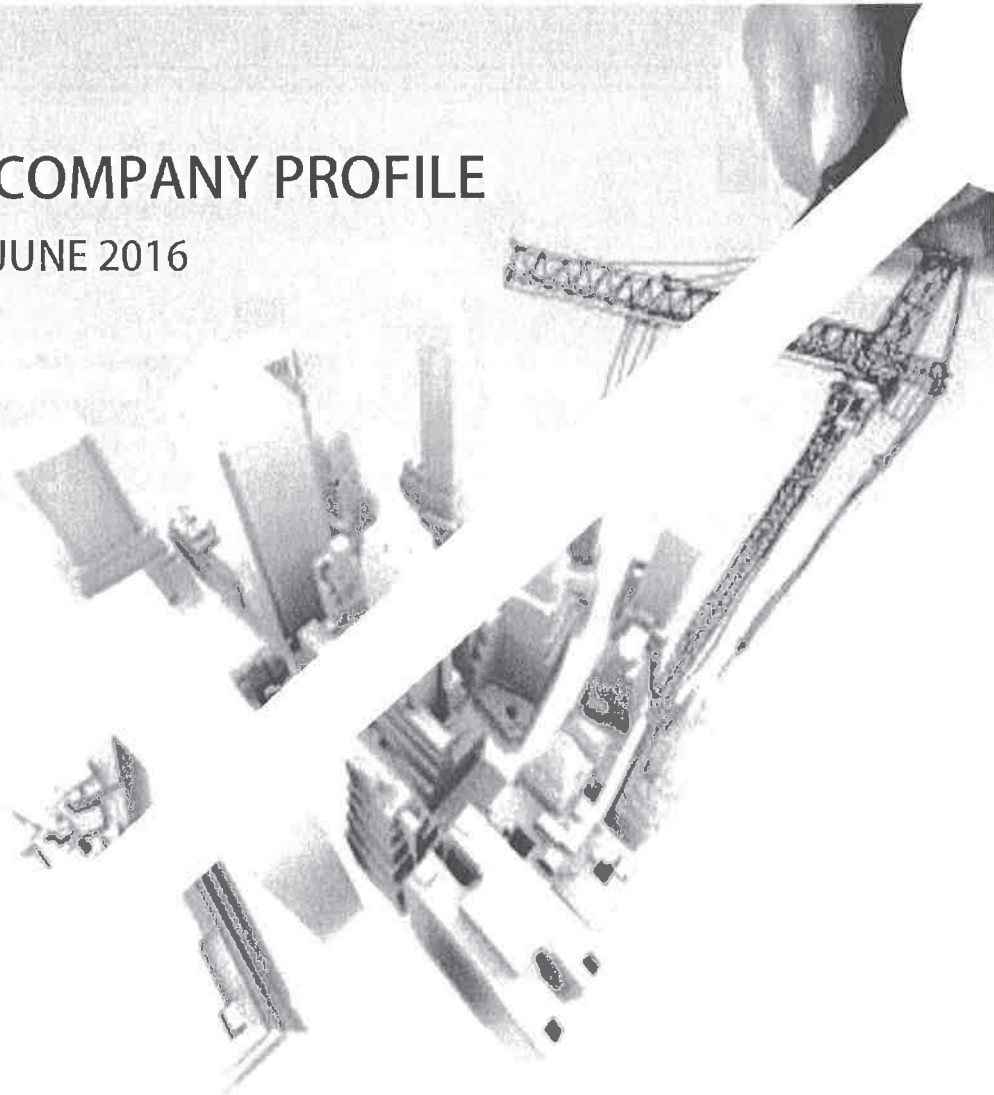
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Registration: K2016213715

COMPANY PROFILE

JUNE 2016



www.ucore.co.za



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WHO WE ARE

Urban Core PTY LTD. is a 100% Black owned urban planning and architecture consulting firm based in Johannesburg. The company was formed in 2015, led by three dynamic young black professionals with key industry experience in various areas in the built environment. The combined diversity of talent, experience and skills shared by the Urban Core team place the company as a game changer in the built environment industry bringing in young, creative and vibrant perspectives to planning, design and architecture. Urban Core is driven by excellence, creativity, robustness and the vision to training and mentor young planners and architects in the highly competitive built environment industry.

Our Vision

Urban Core seeks to be a fundamental role player in the built environment sector through the provision of quality, innovative and sustainable solutions throughout South Africa whilst growing the potential of young and developing professionals. To play a crucial role in the shaping and development of communities and cities for people.

Our Mission

Urban Core aims to provide specialist services to its clients and to be a distinctive organization pioneering excellence and mentorship in architecture and urban planning by offering young planners and architects opportunities to showcase their talent. Urban Core seeks to be a leader in urban planning and architecture research and development by making every project a unique experience.

Core Values

- High Degree of Professionalism & integrity
- Sustainability and Green Development agenda
- Exceptional Client Service
- Mentorship & skills development

COMPANY DETAILS

REGISTRATION NUMBER: 2016/213715/07
BEE CERTIFICATION: RRA/B-BBEE: EME0306201602

BANKING DETAILS

FIRST NATIONAL BANK
CHEQUE ACC. 62619113369
BRANCH: CAMPUS SQUARE

MEET THE DIRECTORS



Mr Tokello Molefe
Managing Director: CEO
Urban Planner
B-tech TRP (UJ), NDip TRP (UJ)
tokelo@ucore.co.za



Miss Vuyiswa Yeni
Managing Director: CFO
Urban Planner
B-tech TRP (UJ), MSc TRP (UP)
vuyi@ucore.co.za



Mr Sabelo Goniwe (Mahlangu)
Managing Director: COO
Urban Planner
B-tech TRP (UJ), MUD (WITS)
Sabelo@ucore.co.za

Mr Molefe is a Town Planner by profession and an Entrepreneur by passion and has been running his own consulting firm for 4 years, he is firm believer of skills development and has mentored a number of students thus enabling them to graduate/obtain their Town and Regional Planning qualification from the University of Johannesburg, prior to being in the private sector he has worked for the City of Johannesburg Municipality and Department of Statistics South Africa. Mr Molefe has a vast experience in land use, public space surveys and public participation processes.

Milestones: Nelspruit Informal Trader and Public Space Survey Report 2013, Nelspruit Informal Trader Database Report 2016, Nelspruit Informal Trader Strategy (current).

Ms Vuyiswa Yeni is a dynamic, talented and experienced Town Planner with experience in private Town Planning consultancy. As a Town Planner she has worked on numerous projects enabling her to gain experience on informal settlements upgrading strategies, corporate investment strategies, land use applications, township establishment applications as well as spatial development frameworks. She brings to the firm her unique experience in project planning, implementation and corporate governance. In addition to these qualities, Ms Yeni has competent skills on GIS, CAD as well as MS Projects.

Milestones: Merafong Corporate Investment strategy (MLM), Informal Settlements Upgrading (HDA),

Mr Mahlangu is a Professional Urban Planner with over 6 years planning experience in the government sector as well as the private sector. He has experience in technology in planning such as GIS, CAD and Remote Sensing technology. He is a researcher and enthusiast in technologies in planning and the smart city. Mr Mahlangu is a member of the Gauteng Task Team responsible for writing the Gauteng GIS policy. In addition, he is an associate lecturer at the University of Witwatersrand School of Architecture & Planning.

Milestones: Randfontein Land Use Management Scheme, 2010; Kwazulu-Natal Rural Development Plans; Draft Gauteng GIS Policy; Spaza Shops Policy, RLM.

PROFESSIONAL TEAM

ARCHITECTURE DIRECTOR

Name: Ms Fikile B Makhanya

Professional Architect

14 years architectural experience

UNIVERSITY OF SWAZILAND

DIRECTOR FOR FINANCE

Mr Tshidiso Mollo

Chartered Accountant (CA_SA)

BCom (Hon) Accounting UJ

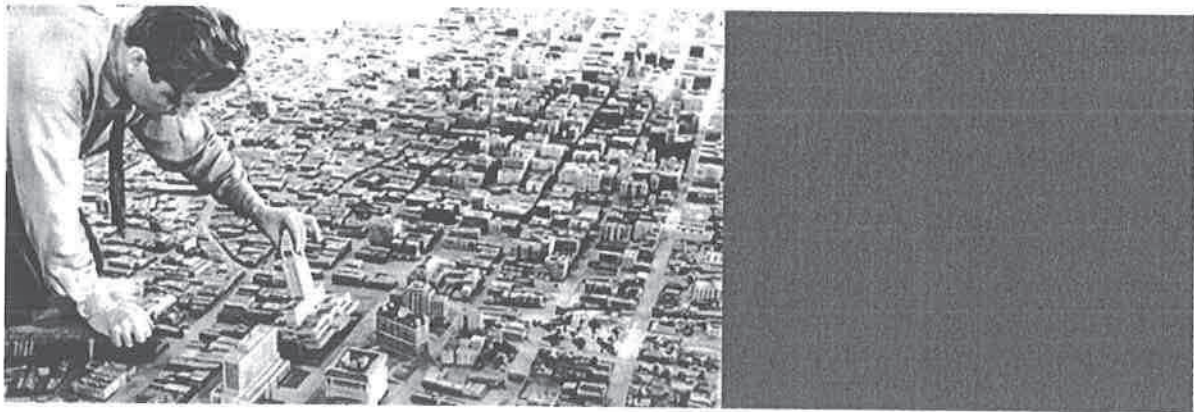
URBAN DESIGN DIRECTOR

Mr Mawabo Msingaphantsi

Urban Designer

MUD WITS

OUR OFFERINGS



URBAN PLANNING

Given the backdrop of rapid urbanisation in South African cities, our team provides urban planning professional services which aim to promote sustainable and strategic development through the application of sound urban planning principles. Our team bridges the gap in planning and also focuses on providing innovative solutions to rural development. Our key services under the urban planning umbrella include the following;

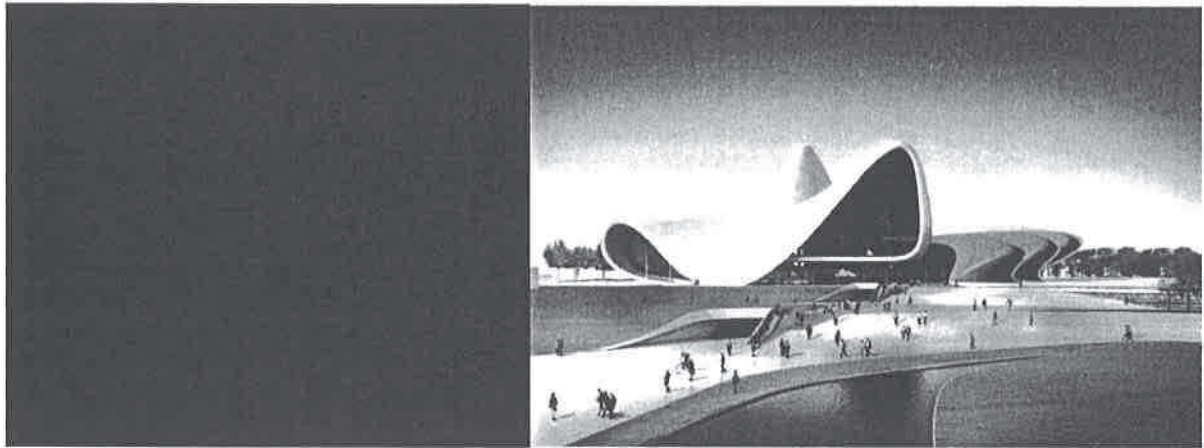
- Strategic Planning

Our team of planners provides strategic planning services. This area of planning employs strategic and forward thinking in order to formulate plans and policies which address the realities on ground with the objective of transforming the spatial form of an area such that it is integrated and promotes sustainable development as well as economic efficiency. Such plans aim to address the needs of communities by optimizing existing resources and providing dynamic and spatially sound solutions.

The specific strategic planning products which our team supports are; *Land Use Schemes, Spatial Development Frameworks, Township Layouts, Integrated Development Plans, Precinct Plans, Industrial Development Plans, Corporate Investment Planning and Development Studies and forecasting, Housing strategies and policies.*

- Project Management

Our team also provides project management services which is centred on the provision of result-orientated products which take into account the effective use of time and capital. Our project management services are focus on the built environment sector and ensures the successful coordination, implementation and monitoring of projects.



ARCHITECTURE

Our team aims to provide ground-breaking and unique ideas to urban architecture. Our young and dynamic team represents a fresh perspective on architecture driven by the realization of rich African architectural identity that had been long ignored. The team of young architects in the firm is led by qualified, experienced and talented black architects who are dynamic and out of the box thinkers.

The specific strategic planning products which our team supports are; Building designs, residential and commercial *building plans, site development plans, township layouts and heritage plans.*



URBAN DESIGN

Our team provides innovative urban design which aims to promote good quality urban environments and sustainable human settlements. Urban design entails designing the form and shape of the area taking into account aesthetic appeal and the integration of spatial re/structuring elements such as building form, streets, squares etc.

The specific strategic planning products which our team supports are; *urban design frameworks, urban renewal and regeneration strategies and plans, urban management plans, 3D modelling and visualizations.*

METHODOLOGY – URBAN MANAGEMENT

1. Project Outline

1.1 Project Inception and Configuration

- Team and Resource Mobilisation.
- Inception Meeting.
- Literature Review.

Deliverables: Confirmed Project Work Plan.

2.2 Situational Analysis

- Urban Management/ Public Space Survey to determine status quo of area.
- Identify strengths, weaknesses, opportunities and threats.

Deliverables: Detailed Situational Analysis report including SWOT analysis.

3.3 Strategic Development Framework

- Identify relevant tools for identifying potential opportunities within the municipality and develop appropriate strategies which are directed at creating an enabling economic environment especially in the Informal Economy.
- Identify areas of intervention for the municipality and develop strategies which target the weaknesses and build on the opportunities identified within the municipality.

Deliverables: Draft Urban Management Plan

4.4 Project Closure

- A project closure report which provides the relevant tools and strategies, guiding the future development of study area and detailing urban management solutions, an activation plan and proposed institutional framework

Deliverables: Final Urban Management Plan

2. Project Timelines

Task	Date
1. Project Work Plan	10 November 2016
2. Detailed Situational Analysis report including SWOT analysis.	20 January 2017
3. Draft Urban Management Plan	14 February 2017
4. Final Urban Management Plans	01 April

3. Urban Management Plan

The plan will address urban management challenges identified as part of the status quo analysis with the broader aim of protecting and enhancing the City's capital investment. It should also include an activation and institutional framework plan which should be informed and guided by testing of interventions exercise. The management plan will detail the followings aspect:

- Identified urban management hotspots in the study area.
- Present detailed management plan for security, cleaning and parking for necessary parts of the study area.
- Propose management plan of hard infrastructure, utility and social services and street trading.
- Economic and tourism potential.
- Propose Social and educational programming opportunities.
- Propose/ identify recreational opportunities.
- Costing plan for required urban management resources.
- Innovative income generation proposals for urban management solutions
- Propose additional potential collaborative programmes that could be applied to increase area management efforts in the study area.
- Highlight existing departments, organisations, forums and committees.
- Identify linkages and associations that could be formed and roles that could be partaken in improving urban management in the study area.
- Indicate the nature of the roles.
- Performance monitoring.
- Provide a calendar of potential place activation events.
- Conceptualise and implement the testing of development proposals and activities.
- Cost of programmes.
- Propose funding strategy and model.
- Provide existing institutional framework.

Community Participation

Gudlhuza Development Solutions

GUDLHUZA DEVELOPMENT SOLUTIONS



MISSION

With such a variety of Urban and Rural Planning Services; reliability, quality and excellent project management, Gudlhuza Development Solutions strives to become the best Urban & Regional Planning and Social Facilitation Company in our field.

VISION

Gudlhuza Development Solutions shall be Client Centred and Performance driven Urban & Regional Planning and Social Facilitation Company.

SERVICES

Gudlhuza Development Solutions offers a wide range of services in the field of urban & regional planning, project management, research & strategy/policy formulation as well as community participation services. The company is **100% black owned**. Individuals recruited by the company are highly experienced and knowledgeable in the field of planning, development and project management and they have been involved in multi-million rands worth of urban planning and project management projects.

The following services are offered:

- ✦ Informal Settlement Upgrading Programmes & Strategies
- ✦ Community Participation
- ✦ Research & Policy Formulation
- ✦ Urban Design Framework and Precinct Plans
- ✦ Integrated Development Plans (IDP)
- ✦ Community Participation consulting services
- ✦ Land Use Management Schemes (Town Planning Schemes)
- ✦ Layout Plans, Township Establishment & Land Development Plans
- ✦ Land Use Applications (rezoning, subdivision, township establishment)
- ✦ Local economic development strategies
- ✦ Housing Development
- ✦ Development Management

COMPANY PERSONNEL

The company consists of Core staff (Tshidi Gudlhuza Planners) as well as Associates who have high specialist knowledge and experience in the field and are brought on a project by project basis to add value as well as assist in providing the necessary capacity.

MR. NYIKO GUDLHUZA: MD

Mr. Nyiko Gudlhuza is the Managing Director for Gudlhuza Development Solutions. He holds a Bsc. Town & Regional Planning degree (Wits) as well as a B.Com (Economics) from UNISA. Mr. Nyiko Gudlhuza is a registered professional Planner with SACPLAN. He also obtained a Certificate in Housing Finance (Wits P & DM) and a Certificate in Project Management from the University of Pretoria. He is currently completing a Master of Science in Engineering (civil) at Wits University.

Mr Gudlhuza has over 17 years work experience in the field of Planning and Development and has worked as a Town Planner (Ekurhuleni Metropolitan Municipality), Executive Director – Planning & Development (Lesedi Local Municipality) as well as Chief Director at the National Department of Public Works.

Mr. Gudlhuza also served as a Board Member of the (CIDB) i.e. The Construction Industry Development Board

Mr. Gudlhuza's expertise is in field of IDPs, local economic development, environmental management, Spatial Planning, Housing Development as well as project management. Mr. Gudlhuza has also managed large international projects in Senegal (Dakar) as well as Mozambique.

MANAGING DIRECTOR

NYIKO GUDLHUZA

IDENTITY NUMBER : 7510015353080

GENDER : Male

MARITAL STATUS : Married

LANGUAGES : English, Tsonga, Sotho and Zulu

Drivers License : code 08

HIGHER EDUCATION

Year	Institution	Degree obtained
1993-1997	Witwatersrand University	Bsc. Town & Regional Planning
2003	Witwatersrand University (P&DM)	Certificate in Housing Finance
2001-2005	University of South Africa	B.Com (Economics)
2007	University of Pretoria	Certificate in Project Management (distinction)
2012-15	Witwatersrand University	MSc. Engineering (Civil) – currently completing.

PROFESSIONAL MEMBERSHIP:

South African Council of Planners (SACPLAN) – A/097/2009

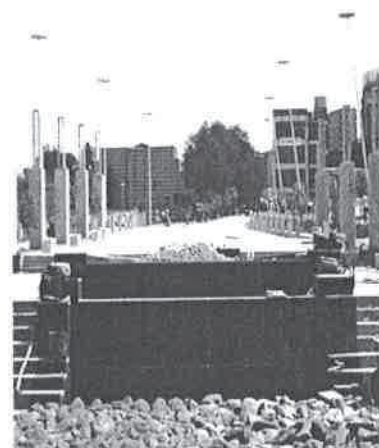
WORK EXPERIENCE

Year	Name of Organization
1998-1998	Senior Planner (Land Reform) - National Department of Land Affairs
1998-2001	Town Planner - Ekurhuleni Metropolitan Council
2001-2002	Deputy Director (State Property Holdings & Asset management) - National Department of Public Works
2002-2005	Executive Manager (Development & Planning) - Lesedi Local Municipality (Heidelberg)
2005-2007	Director (Project Management Support) - National Department of Public Works
2007-2008	Chief Director - National Department of Public Works (Head Office)
2008-2010	Senior Development Manager - Johannesburg Development Agency
2010-2011	General Manager (Programme Management Unit) - PRASA/Intersite
2011 to date	Managing Director – Gudlhuza Development Solutions & Tshidi Gudlhuza Planners & Associates



SKILLS

- ✦ Spatial Planning
- ✦ Development Planning
- ✦ Strategic Planning
- ✦ Land Use management
- ✦ Project Management
- ✦ Construction Procurement
- ✦ Arc View GIS 3.2
- ✦ Corel Version 9-14

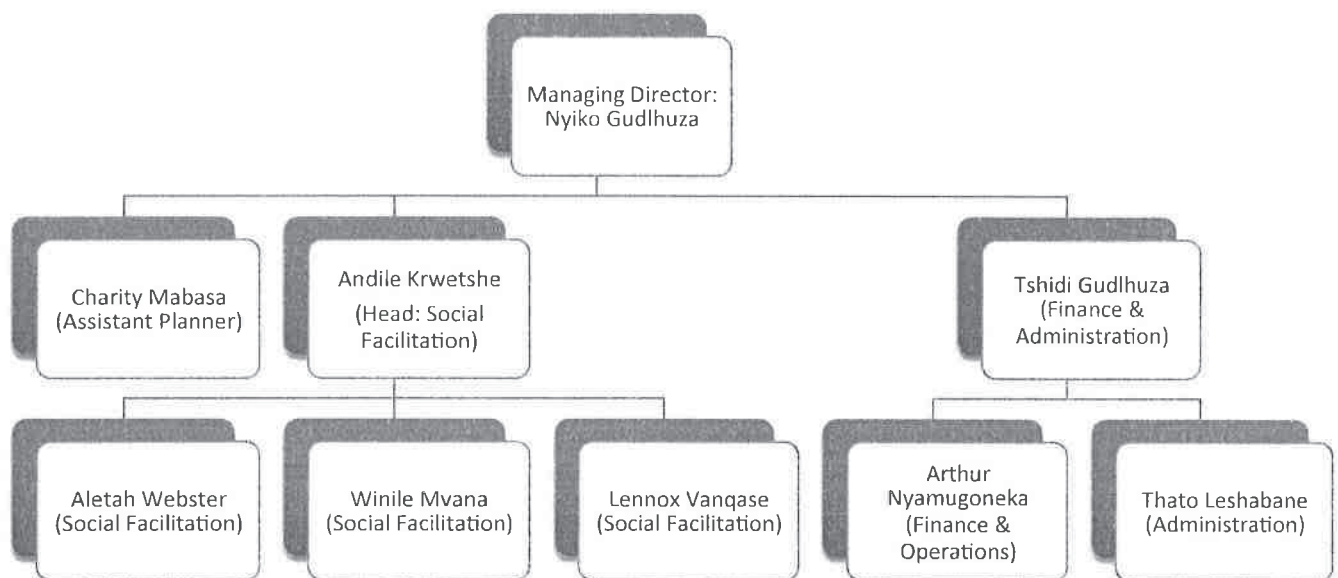


Redevelopment of Ellis Park Sports Precinct (Internal Project Manager)



Endayeni Shopping Centre Upgrade (Internal Project Manager)

COMPANY ORGANOGRAM



TRACK RECORD: GUDLHUZA DEVELOPMENT SOLUTIONS

YEAR	PROJECT DESCRIPTION	Value	CLIENT	CONTACT NAME	TEL/FAX
2015-18	COJ Capex B Programme	R808 000.00	Johannesburg Development Agency (JDA)	Mr. A. Mnukwa	011 688-7800
2012	Orlando/Noordgesig Precinct Public Environment Upgrade: Community Participation consultants	R43 000.00	Johannesburg Development Agency (JDA)	Mr. L. Visagie	011 688-7800
2012	Sol Plaatjie Precinct Public Environment Upgrade: Community Participation consultants	R79 800.00	Johannesburg Development Agency (JDA)	Mr. L. Visagie	011 688-7800
2012- 2013	Nancefield Precinct Upgrade: Community Participation consultants	R125 978.00	Johannesburg Development Agency (JDA)	Mr. L. Visagie	011 688-7800
2012	Phase 2: Orlando / Noordgesig Precinct Public Environment Upgrade: Community Participation consultants	R87 200.00	Johannesburg Development Agency (JDA)	Mr. L. Visagie	011 688-7800
2012-2013	Newclare (Griffith Road) Public Environment Upgrade: Community Participation consultants	R70 680.00	Johannesburg Development Agency (JDA)	Mr. S. Genu	011 688-7800
2012/13	Stretford Station Precinct Community Participation consultants	R95 760.00	Johannesburg Development Agency (JDA)	Mr. L. Visagie	011 688-7800
2012/13	Metro Park Community Participation consultants	R102 600.00	Johannesburg Development Agency (JDA)	Ms. C. Mouton	011 688-7800
2012/14	ICCL Phase 3&4 Community Participation consultants	R238 260.00	Johannesburg Development Agency (JDA)	Ms. J. Jacobs	011 688-7800
2014/15	Bruma Lake	R410 000.00	Johannesburg Development Agency (JDA)	Ms. C. Mouton	011 688-7800
2013/15	Jabulani TOD	R459 000.00	Johannesburg Development Agency (JDA)	Mr. L. Visagie	011 688-7800
2014/15	African Food Hub	R260 000.00	Johannesburg Development Agency (JDA)	Ms. C. Mouton	011 688-7800

2014/15	Impumelelo Clinic	R199 000.00	Johannesburg Development Agency (JDA)	Mr. L. Visagie	011 688-7800
2015	Hillbrow NMT: Social Facilitation /Community Participation consultants	R360 000.00	Johannesburg Development Agency (JDA)	Mr. L. Kola	011 688-7849
2014/15	Orlando TOD: Social Facilitation/ Community Participation Consultants	R439 000,00	Johannesburg Development Agency (JDA)	Ms. S. Chohan	011 688-7834
2015	Westbury Pedestrian Bridge: Social Facilitation / Community Participation Consultants	R195 000.00	Johannesburg Development Agency (JDA)	Ms. N. Motsoari	011 688-7800
2014/17	Inner City Core	R522 000.00	Johannesburg Development Agency (JDA)	Ms. C. Mouton	011 688-7800
2015/18	Wesbury TOD	R484 000.00	Johannesburg Development Agency (JDA)	Ms. A. Mnukwa	011 688-7800



11.11 A Schedule of Completed Contracts of a Similar Nature to this Project

11.11.1 Project Experience

Urbansoup/GIBB/ Demacon Consortium has been involved in a number of projects for various clients throughout South Africa including local municipalities and authorities as well as national agencies, for example: Gauteng Department of Public Transport Roads and Works, City of Johannesburg Transportation Department, City of Cape Town, West Rand District Municipality, Blue IQ, SANRAL, Johannesburg Roads Agency, Johannesburg Development Agency and ESKOM.

Urbansoup/GIBB/ Demacon Consortium have completed numerous projects, as indicated in **Table 11.11.1.** and completed projects of the sub consultants in **Table 11.11.2**

Table 11.11.1.1 – Urbansoup/GIBB/ Demacon Consortium Schedule of Completed Projects of Similar nature

Description of the project	Service rendered	Name of employer / client and their representative's contact details	Fee obtained for services	Cost of the works	Date of completion
URBANSOUP Schedule of Completed Projects of Similar nature					
Kazerne TOD New TOD in JHB CBD	Architecture and Urban Design	City of Johannesburg Mrs Celestine Mouton Tel: (011) 6887851 cmouton@jda.org.za	R6 million	R400 million	(On site) 2017
My City Futures- Research study and Community participation workshops wot Osmon Lange	Design, Consultation and Workshops	JDA , Sharon Lewis Tel: (011) 6887851	R1 000 000.00	N/A	
HILLBROW Tower precinct* Goldrich Street <i>With Ray Harley, Urbansoup were sub-contractors to Arup</i>	Support Design and Technical	Arup Consulting, +27 11 218 7600	R 200 000.00	R100 millin	2016
BRT Reya Via Bus Depct, 2011 with ARUP (Yonah Odendal)	Architecture and Urban Design	Arup Consulting, +27 11 218 7600	R120 000.00	R120 million	2011
Paul Kruger Street Upgrade 2012 (Yonah Odendal employed by ARUP)	Urban Design	Arup Consulting, +27 11 218 7600	N/A	N/A	2012
GIBB Schedule of Completed Projects of Similar nature					
TRANSPORT PLANNING					
Westgate Transit Oriented Development (TOD) Transport Planning and Traffic Engineering	As part of a long term master plan for the province, the existing provincial EMME/3 model is being updated and revised to improve the public transport and modal split component and to add freight	Johannesburg Development Agency Mrs. Joy Jacobs T: 011 688 7851 jjacobs@jda.org.za	R 740 000	Not Available	2016
City of Tshwane BRT NIMT Linkages	Assessment of NMT access to BRT system in Soshanguve	City of Tshwane Mr Hilton Vorster T: 082 469 2285 hiltonv@tshwane.gov.za Mr Hannes van der Merwe (SANRAL)	R 300 000	Not Available	2016

Rea Vaya Phase 1C Sustainability and Business Plan	Assessment of BRT, LRT, SPTN and other alternatives for implementation on the Louis Botha corridor and development of Business Plan for the selected alternative. Coordination and management of land use, economic and transport modelling teams, and liaison with transport authorities to collect and collate input data	T: 083 264 8281 vdmerweh@jda.org.za	R 5 724 282	N/A	Sep 2012 to June 2014
Cradle of Humankind World Heritage Site	Feasibility Study to determine the need and desirability, Design Specifications and Construction of dedicated Mountain Bike Trails	Cradle of Humankind World Heritage Mr Hein Plenaar T: 011 085 2486 F: 086 267 5138	R 899 460.00	N/A	Completed Jan 2013
Rodepoort & Slovoville Public Transport Facility Design	Assist transportation department with detailed design and construction of public transport facilities in Johannesburg	City of Johannesburg Simphiwe Ntuli T: 011 870 4535	R 2,8 million	Approx R28 million	June 2012 to July 2013
Tshwane BRT Line 1	Cycle Facility planning and implementation	A-M Consulting Engineers Vivian Buckham T: 011 312 1569/ T: 70 011 312 1571 vbuckham@amce.co.za	R 4,5 million	Approx R60million	Completed in 2012
Gauteng 25 year Integrated Transport Master Plan	Develop 25 year Integrated Transport Plan for Gauteng. The study has included the distribution of freight from the proposed Transnet intermodal facilities into the Gauteng CBD, simulation of traffic in Gauteng, freight routes in Gauteng, road connectivity to the Rail Freight ring and legislation required to prevent heavy vehicles going into Gauteng CBD.	Gauteng Department of Roads & Transport Mrs Noxolo Maninjwa T: 011 355 9412 Noxolo.maninjwa@gauteng.gov.za	R 6 million	N/A	Aug 2011 to Aug 2012
Gautrain Project	Demand modeling and services specifications	Gauteng Department of Transport Jack van der Merwe T: 011 997 8000 jackvdm@gautrainpo.co.za	Confidential	Confidential	Ongoing since 2001
Rosebank Transport Study	Transport Study	Urban Genesis Andrie Fourie	R 895 000	N/A	2011 to 2011

			T: 011 447 8841 adrie.fourie@urbangenesys.co.za				
BRT for South African Conditions	Design Guidelines to Improve Accessibility for BRT in South Africa. An assessment of international best practice options for NMT & SNP infrastructure design		GIBB Research (for application at City of Tshwane, Port Harcourt-Nigeria and City of Cape Town) Ms Karen Liebenberg T: 021 469 9100 kliebenb@gibb.co.za	R 200 000	N/A	2010	
Cape Town Inner City	NMT Network Upgrade		City of Cape Town Ron Heiden T: 021 400 3086 Ron.heiden@capetown.gov.za	R 1 million	N/A	2010	
Cape Town Inner City Transport Plan (Phase 1 – 3)	Transport Plan		City of Cape Town Ron Heiden T: 021 400 3086 Ron.heiden@capetown.gov.za	R 1 million	N/A	2010	
Review of Mbombela ITP	ITP Review		Mbombela Local Municipality Mr Hano van Rooyen T: 013 759 2179	R 924 540	N/A	Aug 2011 to May 2012	
Public Transport Operations Grant Service Provider	Public Transport Planning & Transport Economics		Department of Transport Mr. Peter Koch T: 021 422 4219 peter@pegasys.co.za	R 1,5 million	N/A	Jan 2011 to Dec 2012	
Johannesburg Inner City Transport Study	Transport Study		City of Johannesburg Lisa Seftel T: 084 716 8327 LisaS@joburg.org.za	R 2,6 million	N/A	2010	
Rea Vaya Inner City BRT	Traffic & Transport Planning, Design and Construction Supervision		JDA Mr Paul Arnot Job T: 011 688 7851 Mr Mandla Ndlovu MNdlovu@jda.org.za	R 34 million	Approx R350 million	2007 to 2010	
Feasibility Study for Intermodal Facilities at Pietermaritzburg, KwaDukuza, and Port Shepstone	Public Transport Planning; Preliminary Design; Traffic Engineering; Transport Economics		KZN Department of Transport Mr S Mapu T: 011 688 7851 T: 082 570 8381	R 350 000	N/A	Jan 2011 to Sept 2011	

		Simthembile@oteocapital.co.za				
Provincial Land Transport Framework Transport Policy	Transport Framework Transport Policy	Limpopo Dept of Roads and Transport Mr H de Beer T: 031 765 1068 T: 084 485 4259 debeerh@drt.limpopo.gov.za	R 650 000	N/A	Jan 2011 to June 2011	
Tshwane BRT	Infrastructure Project Management	City of Tshwane Hilton Vorster T: 015 291 5116 T: 082 803 5963	R3,7 million	Approx R 40 million	2011	
Tactile Ground Surface Indicators	Tactile Ground Surface Indicators	Johannesburg Roads Agency Ian Davies T: 012 358 7909 F: 012 359 6030	R 69 000	N/A	2011	
Feasibility Study for the establishment of a Bicycle Manufacturing Plant in SA Transport Economics	Feasibility Study	Urban Econ Development Economists Dr Judex Oberholzer T: 011 298 5000 F: 011 298 5178	R 190 000	N/A	Oct 2010 to May 2011	
Pavement Rehabilitation for the BRT Lanes on Soweto Highway Phase 1	Public Transport Planning, Pavement Engineering, and Construction Monitoring	Johannesburg Development Agency Mr Siyabonga Julian Genu T: 082 770 8770 sgenu@jda.org.za	R 3,2 million	Approx R 40 million	Oct 2010 to Sep 2011	
BRT Infrastructure Specialist Advisor Public Transport Planning and Design	Transport Planning and Design	City of Tshwane Mr Hilton Vorster T: 011 688 7851 T: 073 208 5527 HiltonV@tshwane.gov.za	R 4,0 million	N/A	2009 to 2011	
Rea Vaya Nasrec BRT Link	Traffic & Transport Planning, Design and Construction Supervision	Johannesburg Development Agency Nkosinathi Manzana T: 012 358 7950 NManzana@jda.org.za Mr Zwakhele Magagula T: 082 469 2285	R 21 million	Approx R 30 million	2007 to 2010	

			ZMagagula@jda.org.za				
Loftus Public Transport Facilities	Park & Ride, Shuttle Service, pedestrian access design and implementation for the Loftus Stadium for the 2010 World Cup	City of Tshwane Mr Mike Krynauw T: 011 688 7851 T: 073 145 9684 MikeK@tshwane.gov.za	R 5 million	N/A	2010		
City of Cape Town BRT System	Assistance to implement operator's contract	City of Cape Town Mr R Kingma T: 083 441 2768 ronald.kingma@capetown.gov.za Mr. P Sole peter.sole@capetown.gov.za	R 4,7 million	N/A	2009 to 2010		
Sedibeng DM ITP	Update of the ITP according to the requirements for a Comprehensive Integrated Transport Plan including CPTR, Rationalisation, Operating License Strategy, and travel demand management.	Sedibeng District Municipality Mr Meshack Manqa T: 021 400 4981 T: 084 222 1462 meshack@sedibeng.gov.za	R 1,5 million	N/A	2009 to 2010		
Rural Transport Business Plans	Identify, prioritize and develop a management plan for the implementation of rural transport 'Flagship' projects for Metsweding DM, West Rand DM, Greater Taung LM, and Bojanala DM.	Department of Transport Ms Angeline Nchabaleng T: 082 903 3235 NchabelA@dot.gov.za	R 1 million	N/A	2010		
Rea Vaya BRT Randburg to Sandton	Traffic & Transport Planning and Engineering	Johannesburg Development Agency Mr Knosinathi Manzana T: 012 309 3231 T: 083 444 1328 NManzana@jda.org.za	R 1,2 million	N/A	2009 to 2009		
Naledi-Luipaardsvlei Rail Corridor Study	Update the demand estimate model and confirm the rail alignment connecting Naledi Station to Randfontein Station via Luipaardsvlei in the West Rand.	PRASA Mr Hishaam Imeran T: 011 688 7851 T: 073 145 9684 hemeran@prasa.com	R 400 000	N/A	2009		
Metrorail Rhodesfield Station Planning	Demand estimation for new Rhodesfield Station, assessment of rationalisation of Isando Station, assessment of linkage and	SARCC Mr Hishaam Emeran T: 084 584 1970	R 260 000	N/A	2009		

	access to ORTIA	hemeran@prasa.com			
Improve accessibility of public transport	Prepare national strategy and action plan	DoT Ms K Manama T: 011 773 1427 T: 084 584 1970 MabuseK@dot.gov.za	R 1,3 million	N/A	2008 to 2009
Restructuring Public Transport in Cape Town	Design of restructured scheduled PT services combining bus and taxi market	PGWC Ms J Gooch T: 012 309 3904 jgooch@pgwc.gov.za Mr. P Mtikrakra pmtikakra@pgwc.gov.za	R 9,6 million	N/A	2005 to 2009
Feasibility Study Leratong Development Node	Transport Study for the Leratong Node Development that includes mixed used development, public transport interchange and general traffic management plan	West Rand District Municipality Ms Herina Hamer T: 021 483 5037 T: 021 483 4594 hhamer@wrdm.gov.za	R 350 000	N/A	2008
Transport planning, analysis, modeling	(SATURN/DRACULA) and traffic engineering for the expansion and upgrading of a 25.5 km length section of the National Route N3 Section 12 forming part of the GFIP	SANRAL Ntebogeng Kgomo T: 011 411 5000 T: 083 449 5163 kgomon@nra.co.za	R 1,5 million	N/A	2008 -
Design Guidelines to Improve Accessibility of Commuter Rail in South Africa	This project included an assessment of international best practice options for infrastructure design with applications thereof for South African conditions.	PRASA Mr. Pieter Swart T: 012 426 6241 pswart@sarcc.co.za Disability Alliance South Africa Mr Ari Seirlis, aris@iafrica.com	R 525 000	N/A	2008
Gauteng Province PLTF	Review and Update of PLTF, capacity assessment at municipalities, and assessment of ITPs	Mr. Sipho Mbele T: 083 708 1015 T: 082 901 4150 Sipho.Mbele@gauteng.gov.za	R 700 000	N/A	2008
Taxi Recap Business Plan North-West	Development of Business Plan for the implementation of the Taxi Recapitalisation Program in the North West Province	North West Province Government Ms M Dayel mdayel@nwpg.gov.za	R 150 000	N/A	2008

			Ms Tebogo Pelele T: 011 355 7158 T: 083 625 3446 Pelelet@nwpg.gov.za				
Public Transport Action Plan	Prepare Public Transport Action Plan for short, medium and long term for the Mpumalanga Province.		Mpumalanga Department of Roads and Transport Mr Phillip Nyoni T: 082 854 8032 T: 082 854 8024 pnyoni@mpg.gov.za	R 500 000	N/A	2008	
Non-Motorised Transport	Identification of routes, safety analysis, and preliminary design of routes for non-motorised transport interventions for various residential areas in the City of Tshwane		City of Tshwane Mr Frank Lambert T: 082 410 0597 frankl@tshwane.gov.za	R 750 000	N/A	2007	
NMT – Facilities in Khayelitsha & Mitchell's Plain	NMT – Facilities		City of Cape Town Barrie Barnyard T: 012 358 7707 T: 083 306 2828	R 520 000	N/A	2007	
Johannesburg Inner City Distribution System (SPTN) Cost Modelling	Johannesburg Inner City Distribution System (SPTN) Cost Modelling		City of Johannesburg Transportation Mr Bob Stanway Now retired. Private number can be provided on request Now employed by PRASA Mr Zwelakhe Mayaba Cell: 082 551 7501	R 1,7 million	N/A	2006	
Strategic Public Transport Network Planning and Design Soweto – Parktown and Parktown to Sandton (planning only)	Strategic Public Transport Network Planning		City of Johannesburg Transportation Mr Bob Stanway Now retired. Private number can be provided on request Now employed by PRASA Mr Zwelakhe Mayaba Cell: 082 551 7501	R 9,3 million	N/A	2004 to 2006	
Pedestrian and Safety Master Plans	Pedestrian and Safety Master Plans for the following townships: Mamelodi;		City of Tshwane (Traffic Engineering & Operations Section)	R 1,8 million	N/A	2008	

	Temba/Hammanskraal; Atteridgeville; Winterveldt; Mabopane; Garankuwa; Soshanguve; Eersterust and Nellmapius. Identification of routes, safety analysis, and preliminary design of routes for non-motorised transport interventions for various residential areas in the City of Tshwane	Mr Willem Badenhorst willemb@tshwane.gov.za Frank Lambert Now retired. Private number can be provided on request Now employed by PRASA			
Tshwane CIP (2012 – 2017)	Develop Freight and logistics chapter as well as project management of multi-disciplinary team.	City of Tshwane Mr Mmetse Lebelo T: 012 358 1064	R 4,2 million	N/A	May 2012 to 2015
Logistics & Maintenance Plan TIA	Traffic Impact Assessment and Logistics Plan for all Mining Activities, including road maintenance plans and possible establishment of a vehicle weigh bridge	Fox Projects Heini Backeberg T: 012 665 4655	R 1,8 million	N/A	July 2012 to Jan 2013
Transport Strategy on Hazardous Material	Undertaking an assessment of the movement of hazardous materials (HAZMAT) in the Nkangala District Municipality	Nkangala District Municipality Mr Tshupo Mokgwadi T: 013 249 2128	R 990 000	N/A	
Port Elizabeth Land Use Study	This project included an analysis of the freight demand of cargo handled at the port in order to determine the space requirements at the port for non-freight development. In addition to this a property economic analysis was conducted to determine the market for property development at the port.	Transnet Dave Stromberg	R 1,8 million	N/A	Nov 2011 to Mar 2012
Value Proposition Gauteng to Durban dig-out port	Investigation to prioritise the development of container terminal strategy for Gauteng, Durban ports and KZN inland Terminals. These inland terminal or Dry Port facilities have included the following, namely: economic, financial and technical rationale, layouts, road and rail accessibility, services, rail improvements on existing rail infrastructure, risk analysis and costing.	Transnet Capital Projects Ilze de Haan T: 011 231 6430 ilze.dehaan@transnet.net	R 994 992	N/A	Oct 2011 to Mar 2012

	These terminals includes 7 at the port area, 4 inland terminals in KZN and 9 inland terminals in Gauteng					
DEMAGCON Schedule of Completed Projects of Similar nature						
Precinct Management Plan for Jabulani Urban Precinct	Comprehensive market research / analysis and economic impact assessment, informing the development of the Jabulani Precinct Management Plan (PMP).	Johannesburg Development Agency Lwazi Sikiti Tel: 071 403 3948 LSikiti@jda.org.za	±R150 000	N/A	In process	
Paterson Park Residential & Ancillary Facilities Development Market Study	Comprehensive market research to assess the demographic profile, economic drivers & trends and developmental potential of a proposed residential development (including social housing rental units, market rental housing units and bonded units), as well as ancillary facilities and amenities.	Akwani Project Management Hazel Chigumira Tel: 062 372 6162 hazelkc@akweni.co.za	±R95 000	N/A	2016	
Modderfontein New City Mixed Use Precinct Development Market Study	DEMAGCON firstly analysed the situs (setting / context) of the land parcels under investigation in the context of major physical and non-physical attributes. Furthermore, comprehensive economic and demographic analyses & profiling (including sector baseline assessments & competitiveness benchmarking), as well as detailed property market analyses per proposed land use were provided. This was followed by supply assessments per proposed land use, as well as market potential / demand analyses & quantum modelling, culminating in detailed development recommendations and Economic Impact & Benefit Assessments. The study was also supplemented with best practice principles & guidelines, including comparative case studies.	Shanghai Zendai Property Limited / Heartland Leticia Potts Tel: 011 579 1000 LeticiaP@zendaisa.co.za	±R250 000	N/A	2013	

Riverfields Mixed Use Precinct Market Study	Comprehensive economic and market study (including residential and commercial development), including an economic impact assessment with regard to the economic impact of all past, proposed and future developments in the entire Riverfields Mixed Use Precinct, serving to inform future spatial planning.	Trans Acht Lardus Erasmus Tel: 082 450 9807 lardus@vodamail.co.za	±R175 000	N/A	2014
Hazeldean Mixed Use Precinct Development Market Study	DEMACON conducted comprehensive economic & demographic analyses and profiling as well as detailed property market analyses per proposed land use. This was followed by supply assessments per proposed land use, as well as market potential / demand analyses & quantum modelling, culminating in detailed development recommendations. Comprehensive Economic Impact & Benefit Assessments were also conducted for this project	Abland Hendrik van Zyl Tel: 011 510 9705 Hendrik.VanZyl@Abland.co.za	±R125 000	N/A	2014
Midvaal Economic & Socio-Economic Development Analysis	Economic and market study, including policy framework analyses, comprehensive economic & socio-economic analyses, nodal development perspective, detailed proposals & recommendations informing future spatial planning, etc.	Department of Rural Development & Land Reform Sibongile Manjezi Tel: 012 312 9941 SManjezi@ruraldevelopment.gov.za	±R805 000	N/A	2015
Luanda Mixed Use Precinct Development Market Study	For this project, comprehensive economic & demographic analyses and profiling as well as detailed property market analyses per proposed land use were provided. This was followed by supply assessments per proposed land use, as well as market potential / demand analyses & quantum modelling, culminating in detailed development recommendations.	Control Risks SA (Pty) Ltd Wayne Malgas Tel: 011 463 5960 Wayne.Malgas@controlrisks.com	±R170 000	N/A	2015

Table 11.11.2 – Sub Consultants Schedule of Completed Projects of Similar nature

Description of the project	Service rendered	Name of employer / client and their representative's contact details	Fee obtained for services	Cost of the works	Date of completion
Gudlhuza Development Solutions Schedule of Completed Projects of Similar nature					
Alexandra Urban Development Framework (Phase 1)	Community Participation Consulting Services	Mr. D. Cohen Johannesburg Development Agency 011 688-7800	R300 000.00	N/A	2016
Orlando/Noordgesig Precinct Public Environment Upgrade: Community Participation consultants	Community Participation Consulting Services	Mr. L. Visagie Johannesburg Development Agency 011 688-7800	R43 000.00	N/A	2012 (project complete)
Sol Plaatjie Precinct Public Environment Upgrade: Community Participation consultants	Community Participation Consulting Services	Mr. L. Visagie Johannesburg Development Agency 011 688-7800	R79 800.00	N/A	2012 (project complete)
Nancefield Precinct Upgrade: Community Participation consultants	Community Participation Consulting Services	Mr. L. Visagie Johannesburg Development Agency 011 688-7800	R125 978.00	N/A	2012- 2013 (project complete)
Phase 2: Orlando / Noordgesig Precinct Public Environment Upgrade: Community Participation consultants	Community Participation Consulting Services	Mr. L. Visagie Johannesburg Development Agency 011 688-7800	R87 200.00	N/A	2012 (project complete)
Newclare (Griffith Road) Public Environment Upgrade: Community Participation consultants	Community Participation Consulting Services	Mr. S. Genu Johannesburg Development Agency 011 688-7800	R70 680.00	N/A	2012-2013 (project complete)
Stretford Station Precinct Community Participation consultants	Community Participation Consulting Services	Mr. L. Visagie Johannesburg Development Agency 011 688-7800	R95 760.00	N/A	2012/13 (Project Complete)
Metro Park Community Participation consultants	Community Participation Consulting Services	Ms. C. Mouton Johannesburg Development Agency 011 688-7800	R102 600.00	N/A	2012/13 (Project Complete)
ICCL Phase 3&4 Community Participation	Community Participation Consulting Services	Ms. J. Jacobs Johannesburg Development Agency 011 688-	R238 260.00	N/A	2012/14 (Project Complete)

consultants		7800				
Bruma Lake	Community Participation Consulting Services	Ms. C. Mouton Johannesburg Development Agency 011 688-7800	R410 000.00	N/A	2014/15 (project complete)	
Jabulani TOD	Community Participation Consulting Services	Mr. L. Visagie Johannesburg Development Agency 011 688-7800	R459 000.00	N/A	2013/15 (project complete)	
African Food Hub	Community Participation Consulting Services	Ms. C. Mouton Johannesburg Development Agency 011 688-7800	R260 000.00	N/A	2014/15 (project complete)	
Impumelelo Clinic	Community Participation Consulting Services	Mr. L. Visagie Johannesburg Development Agency 011 688-7800	R199 000.00	N/A	2014/15 (project complete)	
Hillbrow NMT: Social Facilitation /Community Participation consultants	Community Participation Consulting Services	Mr. L. Kola Johannesburg Development Agency 011 688-7800	R360 000.00	N/A	2015 (Complete)	
Orlando TOD: Social Facilitation/ Community Participation Consultants	Community Participation Consulting Services	Ms. S. Chohan Johannesburg Development Agency 011 688-7800	R439 000.00	N/A	2014/15 /16 (Current)	
Westbury Pedestrian Bridge: Social Facilitation / Community Participation Consultants	Community Participation Consulting Services	Ms. N. Motsoari Johannesburg Development Agency 011 688-7800	R195 000.00	N/A	2015 (Complete)	
Inner City Core	Community Participation Consulting Services	Ms. C. Mouton Johannesburg Development Agency 011 688-7800	R522 000.00	N/A	2014/16 (Current)	
Westbury TOD	Community Participation Consulting Services	Ms. A. Mnukwa Johannesburg Development Agency 011 688-7800	R484 000.00	N/A	2015/18 (Current)	

11.13 Information on the Individuals who will be Assigned to this Project

11.13.1 Proposed Project Team

The Consortium consist of GIBB(Pty) Ltd, URBAN SOUP (Pty) Ltd and Demacon (Pty) Ltd. Approximately 76% of the project work will be done by the Consortium Members. A consolidated BBBEE Certificate is attached for the Consortium.

Only 24% of the project will be subcontracted to the following specialists:

- Ucore: Urban Management Plan
- Gudlhuza Development Solutions:Community Participation
- Visual Architects: Media Plan

The percentage of the time planned in Table 11.13.1 and in Table 11.13.2 is an estimate of persons time planned on the project for the 6 month duration.

Urbansoup/GIBB/ Demacon Consortium proposed project team members are listed in Table 11.13.1 and of the sub consultants in Table 11.13.2.

Project Team Structure

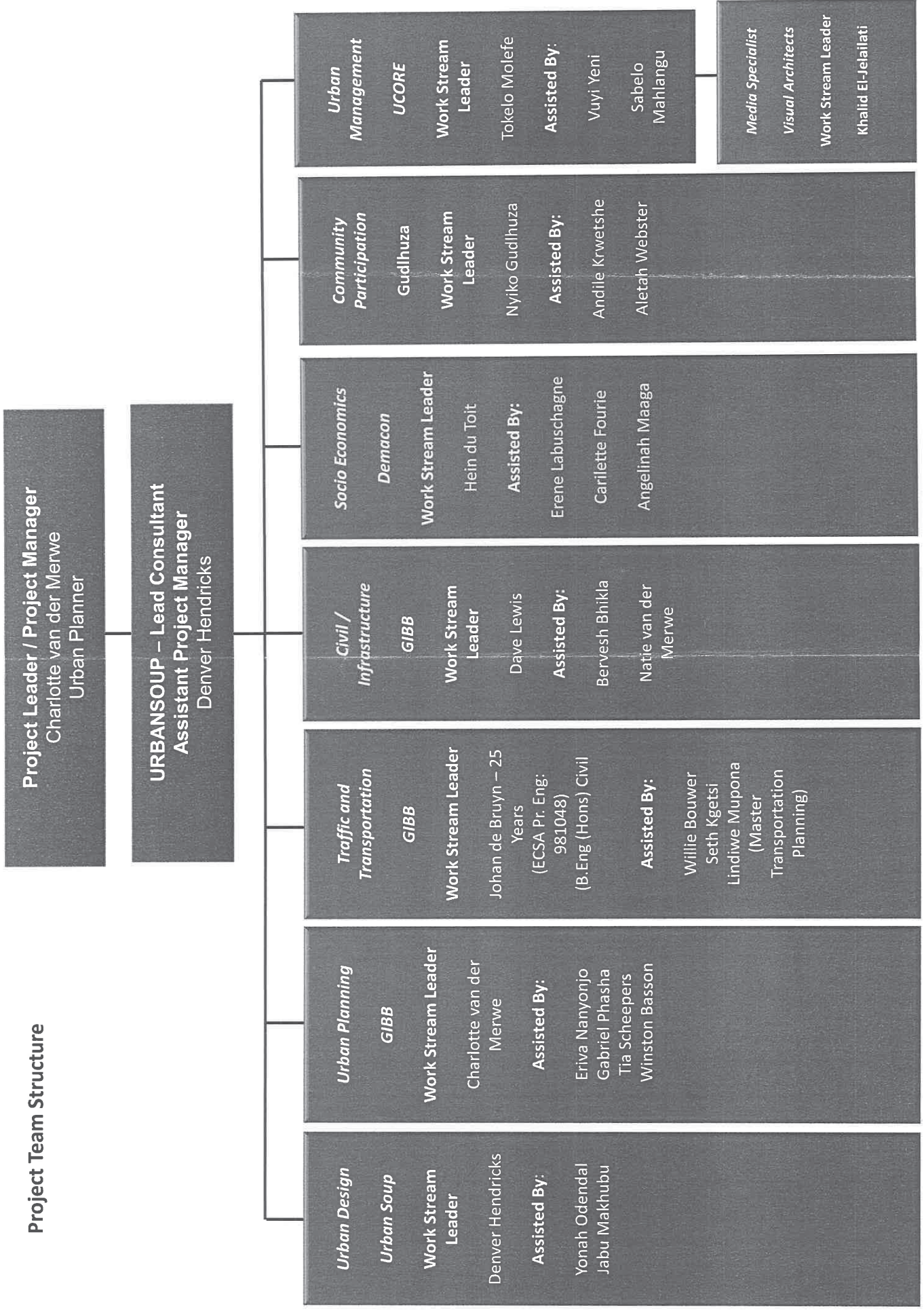


Table 11.13.1 – Urbansoup/GIBB/ Demacon Consortium Proposed Project Team Members

Name	Role/s and responsibility on this project	Qualifications	Years' Experience	% estimate of the time planned	Worked on the following
Charlotte van der Merwe GIBB	Urban/Town Planner Lead Project Manager	SAPI. Registration No : A/823/1995 Bachelor in Town & Regional Planning	27	5%	Project Leader / Project Manager / Project Director for the following related projects. <ul style="list-style-type: none"> • Ekurhuleni RSDF's and Revision of the MSDF • Industrial Township Establishment For New Rolling Stock Manufacturing Plant And Related Uses • Professional Planning Services To Nine Municipalities • Site Demarcations For More Than 2,000 Stands
Denver Hendricks Urbansoup `Architects and Urban Designers	Assistant Project Manager. Urban Design lead, – project and deliverableoversight and professional responsibility (Pr Arch)	Master Urban Studies, Wits(2017 complete) SACAP PR. Arch 20779 Bachelor of Architecture. 2004, UCT NHD, Arch Tech, CPUT, 2001 ND Arch Tech 2000, CPUT	12	30%	Project Leader / Project Manager / Project Director for the following related projects. <ul style="list-style-type: none"> • Kazerne TOD, JDA, 2017 • My city futures, JDA, 2013 • Goldreich Street, JDA, 2015 • PIKITUP depot, JDA 2014 • Heideveld Station upgrade • New Rest gugulethu upgrade
Yonah Odendal Urbansoup `Architects and Urban Designers	Urban Design support, (Pr Arch)	SACAP PR. Arch 21185 Bachelor of Architecture. 2007, UCT NHD, Arch Tech, CPUT, 2000 ND Arch Tech 1999, CPUT	11	20%	Project Leader / Project Manager / Project Director for the following related projects. <ul style="list-style-type: none"> • Kazerne TOD, JDA, 2017 • Goldreich Street, JDA, 2015 • PIKITUP depot, JDA 2014 • BRT Reya Via Bus Depot, 2011 with ARUP • Paul Kruger Street Upgrade 2012 (ARUP) • Tshwane Inner City Redevelopment Strategy 2012 (ARUP)

Jabu Makhubu Urbansoup Architects and Urban Designers	Urban Design	Masters in Urban Design, 2015, WITS	1	20%	<ul style="list-style-type: none"> • ASM-GEPD Precinct Plans (Johannesburg East): November 2008 to April 2009 • ASM- Sci Bono Discovery Centre (Newtown) Phase 2,3a 3c(proposal):Jan'07 to feb'11 • ASM-Metrolink Reception Centre (Braamfontein): January 2007 to April 2008
Eriva Nanyonjo GIBB	Urban/Town Planner	Certificate in Geographic Information System Master in Urban and Regional Planning Bachelor of Spatial Planning Honours Bachelor of Architecture Degree	2	15%	Urban/Town Planner for the following related projects: <ul style="list-style-type: none"> • Prasa South Coast Rail Commuter Station. The project involves investigating the feasibility of three proposed station sites already identified by PRASA • Prasa – Dunnottar Township Establishment. The project involves a township establishment application for a new manufacturing facility for PRASA in Ekurhuleni
Tia Scheepers GIBB	Draughtsman / GIS	National Diploma in Fine Art	9	5%	Draughtsman for the following related projects: <ul style="list-style-type: none"> • Gautrain Rail Project. Producing base maps as well as detailed proposed extensions • Port Harcourt Land Use Management System. Assessment; Zoning definitions and clauses;Scheme maps;Skills transfer. • Rorqual Estate. Creating line and conceptual drawings of estate development
Winston Basson GIBB	Draughtsman	NTC3, Draughtsman	40	5%	Draughtsman for the following related projects: <ul style="list-style-type: none"> • Port Harcourt Land Use Management System. Assisting with design and drafting of plans • Port Harcourt Detail Design – Phase 1 Residential Development (30 000 Units). Assisting with design and drafting of plans • Mbombela Spatial Development Frameworks. Assisting with design and drafting of plans • Redevelopment Plan For Ussher Site. Assisting with design and drafting of plans
Johan de Bruyn Gibb	Project Leader, Transport Planning and Traffic Engineering – commercial	ECSA Pr.Eng 981048 Bachelor of Engineering Science	26	5%	Project Leader / Project Manager / Project Director for the following related projects.

	oversight and professional responsibility (Pr Eng)	Bachelor of Engineering Science (Honours)		<ul style="list-style-type: none"> • Project Planning, Preliminary Design and Implementation of the First Phase Section of the City of Johannesburg Bus Rapid Transport Project • Planning Traffic and Transport Assessment of Public Transport Priority Measures for the City of Johannesburg • Develop Generic BRT Station Configurations for the City of Johannesburg • Conversion of the Kerb Side ICDS System to a BRT Type System • Traffic and Transport Assessment of Public Transport Priority Measure for the City of Johannesburg • Planning of Routes and Stops along Strategic Public Transport Network (SPTN) • Planning, Preliminary Design and Implementation of the First Phase of the City of Johannesburg's Strategic Public Transport Network • Planning, Design and Implementation of Infrastructure for the Port Harcourt New City • Preparation of a Public Transport Master Plan, Road Network Master Plan and Freight Master Planning for the Port Harcourt New City 	
Willie Bouwer GIBB	Traffic Engineering - Technical Input	Bachelor of Engineering (Civil Engineering) Bachelor of Engineering (Hons) (Urban Engineering) Intelligent Transportation Systems (ITS), NQF Level 9	19	10%	<p>Traffic Engineering for the following related projects.</p> <ul style="list-style-type: none"> • DBSA: IRPTN Operational Support to Metro's (City of Johannesburg & City of Tshwane) 2015 – 2016 (Recommendations to moderate/improve operations) • Ekurhuleni Municipality Road Master Plan 2015 – 2017 (Update Road Master Plan) • Rustenburg Comprehensive Integrated Transport Plan (CITP) : 2015 – 2020 (Integrate NMT into CITP, Update Parking Policy, Integrate current RRT (BRT) into CITP) • Bike Sharing in the City of Johannesburg (Develop a bike sharing system) • Traffic Impact Assessment: Gautrain Samrand Station (Future Station). Improvements Layout Design and

					<p>Access design (Complete Streets).</p> <ul style="list-style-type: none"> • Tshwane CITP (Integrated Transport Plan) : Task: WG 1: Infrastructure Surveys, CPTA Tables (Infrastructure Surveys for Bus and Taxi Facilities) • Rea Vaya Phase 1C: Business Plan for the City of Johannesburg. (Business Plan for the BRT Rea Vaya Phase 1C, Minimising the Car to Public Transport Cost Ratio; Design for Multimodal Connections)
Seth Kgetsj GIBB	Traffic Engineering - Technical Input	ECISA CandEng Registration No : 201050247 Bachelor of Science in Civil Engineering Bachelor of Engineering Honours	8	20%	<p>Traffic Engineering for the following related projects.</p> <ul style="list-style-type: none"> • Rustenburg Comprehensive Integrated Transport Plan (CITP) : 2015 – 2020 (Integrate NMT into CITP, Update Parking Policy, Integrate current RRT (BRT) into CITP)
Lindiwe Mupona GIBB	Transportation Demand Modeller Transport Strategy Formulation, Transport Transportation Planner	Bachelor of Science (Honours) in Rural and Urban Planning Master of Philosophy (Urban Transport Studies)	11	10%	<p>Traffic Engineering for the following related projects</p> <ul style="list-style-type: none"> • Tshwane CITP Demand Modeling (Trip Generation) • Savanna City Integrated Transport Plan • Centurion Metropolitan Core Master Plan • Ekurhuleni Metropolitan Municipality Roads Master Plan • Ethekwini Freight and Logistics Framework Plan • Gautrain Traffic Demand and Revenue Forecast
Dave Lewis GIBB	Civil / Infrastructure	ECISA Pr.Eng 20030257 Bachelor of Science (Honours) in Engineering	28	5%	<p>Technical management for the following related projects:</p> <ul style="list-style-type: none"> • Sedibeng Regional Sanitation Scheme. • Palm Spring Sports Complex. Technical, contractual and risk management • Bestwood Farm. Technical, contractual and risk management • Capricorn District Municipality. Technical, contractual and risk management • Kruger Park Bridge And Wastewater Treatment Works. Technical, contractual and risk management
Bervesh Bhikla GIBB	Civil Infrastructure Design of Commercial Developers	ECISA PrEngTech Registration No : 200870052 Diploma in Civil	15	15%	<p>Project Leader/Manager for the following related projects:</p> <ul style="list-style-type: none"> • Savanna City Development. Co-ordination with other services including electrical and telecommunication; Planning of the project rollout and the preparation of the

		Engineering Bachelor of Technology in Civil Engineering (Water) Certificate in Construction Plumbing			financial model; Activities also included the construction administration and monitoring and the management thereof. <ul style="list-style-type: none">• Malibongwe Ridge. The design and management of the civil infrastructure for the proposed housing development; Co-ordination with other services including electrical and telecommunication; Planning of the project rollout and the preparation of the financial model; Activities also included the construction administration and monitoring and the management thereof.
Natie van der Merwe GIBB	Civil / Infrastructure	ECSA CandTech Registration No : 200980353 Bachelor in Technology (Civil) Water Bachelor Degree of Built Environment in Civil Engineering Honours Degree in Bachelor of Science in Water Resources	8	20%	Design Engineer for the following related projects: <ul style="list-style-type: none">• Emmarentia Dam Rehabilitation. Compile HEC-RAS model; Perform hydraulic calculations; Compile bill of quantities; Compile tender document; Compile design reports.• New Canada Dam Rehabilitation. Compile design reports; Perform hydraulic calculations• Honeyhills Retail And Hotel Development. Bulk earthworks design; Stormwater design.• Farm Giraffe 7 Category 0 Dams Rehabilitation. Model embankments and spillways in Civil 3D; Hydraulic analysis in HEC-RAS; Calculate quantities.
Hein du Toit DEMACON	Lead Development Economist / Socio- Economist – internal project management and quality control, market potential modelling & strategic recommendations, etc.	Bachelor's degree in Town and Regional Planning Master's Degree (MSc) in real estate market studies PhD (in process)	21	10%	Lead Development Economist / Socio-Economist for the following related projects. <ul style="list-style-type: none">• Jabulani Precinct Management Plan Economic and Market Study (JDA)• Grant Avenue Precinct Plan Economic and Market Study (JDA)• Johannesburg BRT Economic Assessment & Plan (JDA)• JPC Land Strategy Market Analysis• Ekurhuleni Capital Investment Framework (CIF) & modelling, etc.

<p>Erene Labuschagne (née Cronje)</p> <p>DEMACON</p>	<p>Development Economist / Socio-Economist – macro & micro market analyses, demand & supply analyses, economic impact modelling, etc.</p>	<p>Bachelor's degree in International Trade and Marketing Masters Degree (MCom) in Economics</p>	<p>7</p>	<p>30%</p>	<p>Development Economist / Socio-Economist for the following related projects.</p> <ul style="list-style-type: none"> Jabulani Precinct Management Plan Economic and Market Study (JDA) Sebokeng Mixed Use Precinct Market Study & Business Plan East Rand Properties Mixed Typology Residential Market Study Dobsonville Ext 11 Retail Market Study, etc.
<p>Carillette Fourie</p> <p>DEMACON</p>	<p>Market Analyst & GIS Specialist – macro & micro market analyses, GIS-mapping, etc.</p>	<p>Bachelor's degree in Town and Regional Planning Master's degree in Town and Regional Planning</p>	<p>8</p>	<p>20%</p>	<p>Market Analyst & GIS Specialist for the following related projects.</p> <ul style="list-style-type: none"> Grant Avenue Precinct Plan Economic and Market Study (JDA) JPC Land Strategy Market Analysis Ekurhuleni Capital Investment Framework (CIF) & modelling Kyalami Mixed Use Precinct Market Study & Business Plan, etc.
<p>Angelinah Maaga</p> <p>DEMACON</p>	<p>Technical Assistant – technical analyses, survey work, etc.</p>	<p>Bachelor of Commerce in Marketing and Business Management</p>	<p>2</p>	<p>40%</p>	<p>Technical Assistant for the following related projects.</p> <ul style="list-style-type: none"> Ekurhuleni Rental Housing Market Study Protea Glen Mall Retail Market Study PRASA Optimal Tenant Mix at Flagship Station Centres (40+ stations across South Africa) Valley of a Thousand Hills Mixed Use Development Market Study, etc.

Table 11.13.2 – Sub Consultants Proposed Project Team Members

Name	Role/s and responsibility on this project	Qualifications	Years' Experience	% estimate of the time planned	Worked on the following
Nyiko Gudlhuza Gudlhuza Development Solutions	Project Leader	Pr. Pln A/97/2009 Bachelor of Science in Town & Regional Planning. Bachelor of Commerce (Economics)	18	25%	<p>Project Leader / Project Manager / Project Director for the following related projects.</p> <ul style="list-style-type: none"> • Alexandra Urban Development Framework • Participatory based planning for various projects from the Housing Development Agency • Integrated Land Use Schemes for three municipalities in the Northern Cape Province <p>Senior Project Manager on the following projects:</p> <ul style="list-style-type: none"> • Orlando/Noordgesig Precinct • Sol Plaatjie Precinct Public Environment Upgrade • Newclare (Griffith Road) Public Environment Upgrade: • Jabulani TOD • ICCL Phase 3&4
Andile Krwetshe Gudlhuza Development Solutions	Senior Project Manager	Diploma in Marketing	15	50%	<p>Project Manager on the following projects:</p> <ul style="list-style-type: none"> • Bruma Lake • Africa Food Hub Project • Hillbow NMT • Westbury Pedestrian Bridge • Westburt TDC • Langlaagte Pharmacy Depot • Upgrading of informal settlements and conducting public participation to inform layout plan for formalizing of settlements-Housing Development Agency. • Public space and informal traders' survey in Mbombela. • West rand district municipality public space and formal business survey. • Census 2011. • Post enumeration survey (pes) 2011.
Aletah Webster Gudlhuza Development Solutions	Project Manager	Certificate (Employment Law)	15	75%	
Tokelo Molefe Kamohelo Land Management Consultants	Urban Planner, Urban Management Survey Supervisor, Startegist for Urban Management Plan.	A /2313/2016 National Diploma: Town and Regional Planning. B Tech: Town and Regional Planning.	7	33%	

					<ul style="list-style-type: none"> • Development of Town square mall. • Township Establishment for Portion 29 of 461 Olifantsfontein.
Vuyi Yeni Kamohelo Land Management Consultants	Startegist for Urban Management Plan.	<p>National Diploma: C/8064/2012 Town and Regional Planning. B Tech: Town and Regional Planning.</p>	4	33%	<ul style="list-style-type: none"> • Township regularization of Zuma township • Township regularization of Tsoo Township • Township regularization of Twala township • Housing Development Agency- Fetakgomo Local Municipality Informal Settlement Upgrade: Phasha Matselapata Informal Settlement • Housing Development Agency- Lephalele Local Municipality Informal Settlement Upgrade: Marapong Informal Settlement • Golden Harvest Drug Rehabilitation Centre Rezoning • Portion 2 of Erf 366 Nieuw Muckleneuk Rezoning • Johannesburg Development Agency: Rotunda Park Precinct Project (Park Closure and Rezoning) • Johannesburg Development Agency: Cosmo City Fire Station • Johannesburg Development Agency: Impumelelo Project • Mogale City Vlakdrift and Carmel Township Establishments • Theewaterskloof informal settlement upgrading policy, strategy and programme. • Klipspruit Kliprivier Wetland Feasibility Studies Project • Merafong Local Municipality Neighborhood Development Partnership Grant (Registration for Grant)
Sabelo Mahlangu Kamohelo Land Management Consultants	Startegist for Urban Management Plan.	<p>C/7158/2012 National Diploma: Town and Regional Planning. B Tech: Town and Regional Planning.</p>	7	33%	<ul style="list-style-type: none"> • Managing the land use planning function of the municipality with a team of three subordinates, attending to daily complaints related to illegal land uses. • Facilitating township establishment applications and liaising with developers together with internal and external stakeholders on the progress of township applications. • Approval of building plans and ensuring they comply with the land use scheme of Randfontein. • Working with the Housing Unit of the Municipality with

					<p>Human Settlements Development, alterations to existing townships layout & site acquisition for municipal housing projects.</p> <ul style="list-style-type: none"> • Giving council advice on land development projects and spatial planning in accordance with the existing SDF. • Assisting in the review and compilation process of relevant policies regarding forward planning as well as socio-economic issues (Precinct plans, LSDFs & LUMS). • Preparing quarterly reports on the prevalent development trends as per the applications received and approved. Performing site inspections and enforcement of land use policies, site acquisition for the housing department and social services projects. • Doing presentations to council on Town Planning projects as per the IDP and SDF. • Preparing reports for all land use applications as well as conducting the relevant site inspections. • Representing the Randfontein Local Municipality in regional planning forums and planning meetings concerning new planning legislation. • Managing and attending to land invasion issues as well as informal settlements queries.
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11.14 A detailed approach and methodology

A project of this nature requires efficient project management. The team's project management approach is discussed in the sub-sections below.

11.14.1 Project Planning and Control

The Clients' project leader will facilitate the project and liaise with the project leader of Consortium or its authorised Technical Representative or Urban Design Specialist. A combined baseline will be developed to monitor progress. The project schedule will be reviewed regularly.

11.14.2 Progress Reports

Progress reports will be produced and issued to the Client at each progress meeting. It is proposed that official progress meetings be held monthly in order to regularly monitor progress and steer the project within the time constraints.

The progress report will contain a brief description of the following information:

- **Progress:** A summary of progress achieved against planned activities for the period, payment applications and milestones;
- **Scheduled Activities:** An overview of activities planned for the coming period; and
- **Risks / Issues:** Identification of issues/problems and the actions taken for resolution, including an on-going assessment of project risk and the application of contingency plans.

11.14.3 Meetings

Liaison will take place with relevant officials in the Department/s responsible for this project.

A range of meetings will be held and it is proposed that the following be considered:

- **Project start-up Meeting**
A formal Project start-up meeting will be held on contract award and signing to brief all team members of the structure of the project control procedures and to obtain the Clients' inputs on the programme, methodology and technical requirements of the project.
- **Project Inception Meeting**

The inputs obtained from the project start-up meeting will be formalised in the Inception Report and will be discussed with the client during the inception meeting. The Service Level Agreement will be signed during the Inception Meeting.

- **Progress meetings with the Client**

Dates will be agreed with the Client for progress meetings throughout the project - proposed monthly and thus allowing for 5 meetings in addition to the Project Start-up and inception meeting.

Due to the inter-dependant components and dynamic nature of the project, consistent correspondence with the Client is necessary at various stages of the project.

If additional meetings are requested by the client, over and above the 6 allowed for, it will be invoiced separately.

11.14.1 Stakeholder Consultation and Work Groups

Stakeholder consultation and project Work Stream workshops will be held when required and should be schedule on the same day as the progress meeting where possible.

- **Stakeholder / Ad hoc consultation**

It is proposed that for the stakeholder engagement meetings should be limited to the progress meetings in the first **2 months** of the project. Where possible the meetings should be held on the same date at the progress meetings to reduce the costs.

11.14.2 Quality Control

The quality of the information is the responsibility of the consultant. GIBB is ISO 9001 Quality Management accredited.

11.14.3 Methodology: Outline and Timelines

The overall approach will follow the following stages over the duration of the project:

Stage / Deliverable	Date
Inception Stage	2 – 14 November 2016
Status Quo Stage	November – December 2016
Formulating Guidelines (Urban Design Guidelines)	December 2016 – January 2017
Urban Management Plan Development	January - February 2017
Implementation Plan Development	February – March 2017
Precinct Plan Development	January – April 2017

The project methodology is outlined in the sections below for each of the Technical Specialists.

Specialist Area (Consortium Members)	Specialist
Urban / Spatial Planning	GIBB: Charlotte van der Merwe
Traffic and Transportation	GIBB: Johan de Bruyn
Civil / Infrastructure	GIBB: Dave Lewis
Urban Design	Urban Soup: Denver Hendricks
Socio Economic Aspects	Demacon; Hein du Toit

Less than 25% of the work will be subcontracted by the Consortium to the following specialists.

Specialist Area (Sub contracted)	Specialist
Urban Management	Ucore: Tokelo Molefe
Community Participation	Gudlhuza Development Solutions : Nyiko Gudlhuza
Media Specialist	Visual Architects: Khalid El-Jelailati

Urban Design

URBANSOUP

PLANNING / URBAN DESIGN		
NO.	APPROACH	MAX LENGTH
A	Highlight, in your view any, opportunities or threats, the objectives of the assignment, and how you would propose dealing with them	2 pages
B	Describe the guiding principles and the approach you are proposing to deliver the requested services	2 pages
C	Describe your methodology in this assignment: for each component of the scope, provide a description of the significant tasks, an indicative work schedule and the resources that will be used to carry out the evaluation (in line with the indicative programme in Section 5)	2 pages
D	Structure of team, name of team leader and team as a whole.	Please include brief curriculum vitae of the team leader, other team members
E	Indication of the hourly rates per team member	

MELVILLE – UJ PRECINCT PLAN

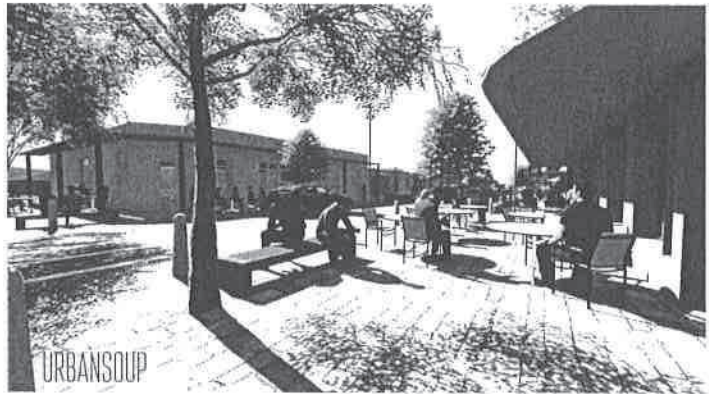
Bid Number: Urban Planner / Architect:
DF007/2016



Aerial of UJ-Melville precinct.

A. Understanding the challenge and opportunity

The Empire-Perth Corridor is plays a cornerstone role in communities along the east-west link between the City and West Rand/Soweto. Along this route is an important node which intersects Barry Hertzog (north to Randburg and south to Fordsburg). This priority mayoral project by Mpho Parks Tau will facilitate the integration of high density and mixed use living along important routes throughout the city. Providing more economic opportunities especially to the previously disenfranchised. The vision is to create a number of facilities within nodes along a route such that one can live, work, play and go to school and shop within the same area. Integrated transport facilities with traffic calming and sufficient transit stops. The idea is to reduce the demand on the modernist ideas of the private car and make public transport and infrastructure a natural and preferred choice of mobility.



Melville street upgrade model. We have taken the liberty of modelling the street up in Revit.

This type of project represents familiar terrain for the Denver Hendricks and our team. Denver Hendricks is not only an active resident of Melville, teaches Architecture and Urban Design at the University of Johannesburg, but is also completing a degree in Urban Studies at Wits University. He is familiar with the COJ design principals and lives and works the everyday nuances of the neighbourhood. Denver Hendricks knowledge of the area is rich and the project will benefit from this information. In addition, as a team experience that we gained from successfully delivering Spatial Development Frameworks, Public Realm upgrades, NMT & Public Transport Infrastructure from concept stage to construction has proved invaluable.

Based on this we foresee the following key challenges and opportunities:

Challenges:

1. *The residence associations and business owners could be resistant for change. The stigma of development and density is related to 'slum' and 'student communes'*

Through discourse of public participation meetings with the relevant stakeholders required to open the lines of communication. To get to the core of their concerns and dealing with all the issues and educating the community. Allowing the community to see the benefits of the 'right' kind of development. It is important for the community members to understand how to develop and market their neighbourhood to both draw investment and the right mix of tenants, at the same time deal with security (this is often the issue). There is a security innovative currently being deployed in the area - it includes solar panel driven cameras and surveillance.

2. *Public Participation: Capturing all the necessary voices and synthesising it. People either don't participate due to time limitations or simply the fact that they feel intimidated.*

There are a range of stakeholders in Melville. UJ, Residence Associations, Business Associations, Tuk-Tuk Drivers, Informal traders, car guards, and a number of NGO's as well as visitors. We proposed a number of ways to capture the voices. Firstly, public participation meetings, interviews and observations. The key to public participation is not a 'tick box' but as approach to empathically understanding the everyday lives of people. It has been proven that this approach is couched in the area of anthropology and when we engage people it is a learning experience.

3. Programming spaces appropriately

Currently the informal traders, tuk-tuk drivers and car guards can appear to me a 'nuisance' in the community. Car guards can be accused to be part of the crime syndicates or the space taken up by traders and tuk-tuk drivers. However, they are an important part of the informal economy. The locating of these entrepreneurs could become an issue of "not in front of my yard". However, we have to locate them (through consultation) where it is still beneficial for their trade and not creating excess traffic or friction of movement. Because the pavements will widen- we could prove that informal traders could be accommodated there along the street. Tuk-Tuk drivers can be located down side streets in small pockets.



City Futures project, 2013, JDA, Urban Walk with community

4. Movement and access

Melville is a through route. Therefore still requires a comprehensive traffic plan. At the same time its a destination and visitors require safe parking. Although 27 boxes absorbs some of this parking- there are other opportunities for parking. For example a proposal to make 2nd and 3rd avenue one ways to allow the second lane to accommodate parking. Also schools and churches could be brought into a conversation to use (safely) their grounds for additional parking. Tuk-Tuk could also be stationed here as a strategic plan to ride visitors into 7th street. Pedestrian movement is along 7th street, 4th avenue and main road. These local movement networks require to be well designed and safe to encourage walking.

Opportunities:

1. Creation of an urban precinct that works towards social and economic inclusion.

This project allow the an inclusive process both from the stockholders and social, economic and urban aspects in an integrated way. This will allow users to build trust, develop relationships and learn from the process. The product in the end will be a thriving diverse community which is co-created users can be proud of.

2. Revitalisation and creation of high performance urban precinct

The area requires re-prioritising of movement especially pedestrian. Widening and re-surfacing of sidewalks and reducing parking in some areas and increasing it in other areas. This will revitalise the area and attract people.

3. Increased sustainable urban forms including corridor densification Access

Links to the Corridors of Freedom will be strengthened by proposing higher quality and defined dignified spaces with seating and landscaping. One of the objectives is to encourage people to use public transport along the Empire-Perth corridor. This should encourage private owners to develop and densify their property along these corridors. Along with the new development spatial plans - the zoning allows higher bulk and less parking along the feeder routes in the corridor.

4. Opportunity to create Destination

Melville has an existing character or 'portrait'. Its eclectic mix has many artists, actors, lectures, students and other professionals living in the areas. The heritage buildings and colonnaded street defined its character. This could be capitalised by with the socio-economic

consultant to bridge how economics and space can be envisioned and with the urban consultant how to tie this into a sustainable public/private partnership. There has been an increase in commercial along 7th because the rental is affordable and it has opportunity for each tenant to create their own sub-character. These aspects need to be taken in to consideration when proposing new opportunities in the area.

Working closely with the consultants, users and stakeholders will ensure successfully overcoming the constraints and capitalising on the opportunities. We believe that we have the local knowledge, expertise and experience to successfully address these challenges and make the most of the opportunities presented with this exciting project. This type of project represents familiar terrain for the our team. The experience that we gained from successfully delivering other housing and urban projects from concept stage to construction has proved invaluable. Based on past experience we foresee the following challenges and opportunities:

We believe we have the expertise and intelligence imbedded within the various specialist disciplines and the individuals selected for this project, to provide you with the answers in terms of the intervention required within a short term and long term context of growth and ambition.

Value of everyday knowledge

The focus on value of everyday knowledge stems from the research by social scientists (as eluded to earlier). Anthropologists and psychologists are concerned about harnessing this everyday information and the tools used to do so. So what does everyday knowledge provide? according to Innes (2008:2) "local knowledge fills gaps, provided information about content, and offers pragmatic , experience -based insights from those who know a situation first hand". Innes argues for a "resilient" society which reacting to a vivid understanding of life worlds from complexities substituted by differences in culture, values and environment crisis (Innes (2008:2). Most scholars agree that local knowledge shouldn't be overlooked- in fact its Londblom and Cohen (via Innes 2008) who frames that the role of lay knowledge supersedes scientific knowledge and has integrity, and does not need to be "verified" (Innes:3). This begs the question 'what is our reality' based on? and its argued that its 'socially constructed' (innes (2008)- which is where the value of the process is situated. Therefore local knowledge precedes scientific knowledge and creates "robust integrated picture of issues from multiple perspectives"... (Innes:3).

Furthermore, local knowledge and "place" (specific) is similarly significant. Locals who live or work in a particular place over a period of time hold embodied knowledge about that space as opposed to a foreigner who 'lands' or 'parachutes' into the space and through research and skilled knowledge makes certain suggestion about the way of lives of the local users. 'Genius Loci' refers to being the 'genius' of ones own 'location', where the location is specific. There is no other place on earth other than that specific place and the user embodies and lives through the spirit of that place everyday. Geert (1983) (via Innes 2008:3) states that "organised body of thought based on immediacy of experience" which means that the local holds a high level of intrinsic information about specific characteristics, circumstances, events and relationships (Innes, 2008:3). In my experience this is true (in the public participation sessions I attended) because local users confidently and intuitively responds to design proposals made by designers.

B. Principals & Approach



HILLBROW Tower precinct by ARUP with Ray Harley & Denver Hendricks (Urbansoup) as the main architect sub-consultant.*

Guiding Principals

Creating a dignified and inclusive neighbourhood is complex. There are many aspects and issues which goes into designing the ideal environments. For this a few principals will need to be established.

Democracy

Ensuring that the process is democratic and transparent. The community will be the users of

the space and therefore require to be included into to process. Unsavory political agendas and personal benefits will not be tolerated.

Resilience and Robust

Creating a space which allows all encompassing aspects of urban life to flourish co-dependantly over time. This ranges from movement of traffic to urban developments. Allowing the planning of today to accommodate change over time without compromising the existing.

Scale and Density

Facilitating infrastructure that allows appropriate scale and higher densities with the appropriate servicing of that density. Building frontage to contribute to the urban environment. Interface requires to be positive and allow for “eyes on the street”.

Access and transport

Allowing ease of access of motorised and non-motorised transport. Prioritising non-motorised transport without negatively impacting motorised transport and access. Facilitating and promoting access to public transport by prioritising links to stations

Heritage

Conserving the heritage and character of the urban environment but allowing adaptive change to occur.

Public Space

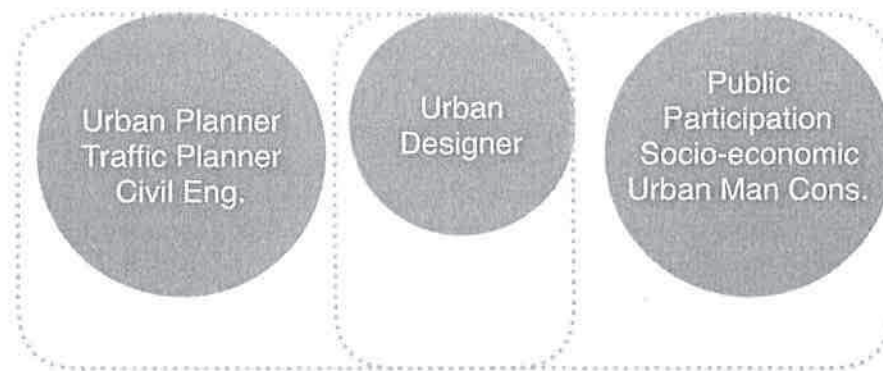
Promoting the use of public space. Integrating landscaping and refuse collection with good quality finishes, lighting and safety.

Economics

Acknowledging informal trading and entrepreneurs. Creating spaces for these entities to trade and develop.

Managing the Process

There are eight consultants on the project. The Urban planner (Gibb) will be the consortium lead and liaise with the client (JDA). This consultant will be responsible for the technical design team managing technical information with the Engineers. Using their Town Planning knowledge of policies and procedures they will produce the status quo and propose the most efficient traffic and planning solutions for the project.



The Urban Designer (Urbansoup) will lead the spatial vision and will facilitate this vision between consultants. Using the technical information from the engineers and planners, the Urban designer will work with the public participation consultant and media specialist (as documenter) to access the qualitative information from the space and the community through site studies, interviews and community participation meetings. The Urban Management consultant will develop their survey in tandem with the Urban designer and Participation consultant (and consult the technical information) to develop a report which proposes the an Urban Management strategy.

The Urban Planner and designer will create strict program, timelines and deliverables in order to manage the deadlines, flow of information and synthesis the outputs. The outputs are varying and therefore require an integrated and creative approach. Especially with the media specialist - this kind of visuals require to send the correct messages out to the public and create excitement and awareness of these cities inclusive development plans.

The Team has extensive experience in the design of complex multidisciplinary urban, transportation and development projects. The organisation of the team also gives clear lines of responsibility and reporting. A project of this magnitude strong and decisive leadership will be important. The Project Leader all have a background of working well on projects where both programme and cost have been critical. Experience gained on similar projects illustrated the importance of this, and will, as part of our design management process, carefully monitor our work against the programme requirements. This will be agreed in detail with yourselves.

We will plan and control the design process, but at the same time allow creativity and innovation to flourish. In this way the project's aims and objectives will be met within the necessary rigorous management framework. At appropriate intervals during the study, the Project Leader will request feedback from JDA on the performance of the Team. Adjustments to the Team's approach to structure will then be made as necessary.

Denver Hendricks has worked on the City Futures projects (JDA, 2013) with Osmon Lange. This required Denver to create Saturday workshops with the community, planning and logistics of illustrative material, venue hire and ensuring that the community arrived prepared. Denver also hired a documenting and film crew to document the design sessions and walk about in the neighbourhood. He facilitated and directed a short film of the session and handled the packaging of the information. Denver will play the same role in this case.

Design Co-ordination

The co-ordination of input from all parties associated with any matters impacting the design is crucial, both in terms of achieving a satisfactory design and compliance with the programme.

Our office makes use of the latest technology in Building Information Modelling (B.I.M.) which allows for virtual design coordination. Our team includes experts and industry leaders in the use of Autodesk Revit and Navis Works which are software programs that facilitate automatic 'clash detection' and seamlessly coordinate changes throughout a virtual model. This ultimately ensures that any discrepancies and uncoordinated design are highlighted before being produced on site.

Avoiding these costly changes during construction saves our clients a lot of money.

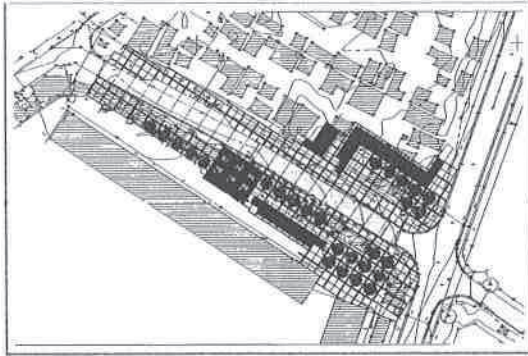
Autodesk Revit allows us to model and analyse design concepts and accurately maintain our vision through design, documentation, and construction. We use information-rich models to make more informed design decisions to support sustainable design, clash detection, construction planning, and fabrication. Any design change we make is updated throughout our projects, keeping design and documentation coordinated and more reliable.

In addition to our internal office procedures we will hold regular co- ordination meetings with the various discipline teams at which interface design matters will be resolved. We will appoint key individuals to take responsibility for technical co-ordination. A 3D model will be handed over to the client.



City Futures project, 2013, JDA, working with community to build a new vision

C. Methodology



Community Square, New Rest, Gugulethu Upgrade, Cape Town. 2004.
(Denver Hendricks as director Via IG arch, 2008)

The methodology to this project is unique. This project is a new kind of approach and requires a strategic methodology to work dynamically amongst technical engineers and everyday social and economic issues of the community. Reflecting current and proposed the **neighbourhood portrait, urban design principles, development controls, and precinct movement framework** :

The scope of services for the Urban Design consultancy will include :

1. Consolidated Project Plan - 14 Nov 2016
2. Status Quo report - 12 Dec 2016
3. Urban Design Principals (Denver Hendricks & Jabu Makhubu, Urban Designer)- 16 Jan 2017
4. Urban Management Plan (with the Urban Management Consultant)- 20 Dec 2017
5. Implementation Plan (all Consultants) - 27 March 2017
6. Precinct Plan (all consultants)- 3 April 2017

Using the following documents to achieve the above deliverables:

- The City of Johannesburg Growth and Development Strategy 2040;
- The Empire Perth Development Corridor Strategic Area Framework;
- Regional Spatial Development Framework for Region B;
- Other existing policies and the project documentation which may emerge from other City of Johannesburg planning, transportation and heritage initiatives underway in the Empire Perth Development Corridor adjoining the study area

We suggest the following meetings:

1. Councillor meetings x3
2. Public Meetings x2
3. Project meetings x6
4. Focus group meetings x6
5. Testing Tactical urbanism project x1

Workstream 1: Consolidated Project Plan

- Inception meetings with JDA, Consultants, Ward Councillors, Ward Committees
- Consult the existing Urban Design Framework, etc
- Consider all the Vision, Spatial, Planning, Ownership, services strategies.
- Visit the site with consultants
- Produce a Consolidated project plan of the proposed visions, MT & NMT strategies with recommendations in order to finalise scope identification and extent of the project scope.
- Present the project plan to JDA in line with it for approval- Illustrate how we understand the vision and present a concept for approval that is practical and fully realisable.
- Agree Deliverables and project objectives, scope, Boundaries, Significant influences, data collection, Identify stockholders and issue

Consider concepts based on the principles of:

- Accessibility: of movement into and within the urban context both vehicle and pedestrian

- Integration: amongst transport modes and other facilities. Especially consider relationship to Reya Veya and existing cycle lanes.
- Ownership: consider all the owners and stakeholders working around physical and financial constraints
- Liveability: ensuring that the design enhances the users experience
- Streetscape that accommodates user clarity
- Intelligent use of existing resources and infrastructure
- Design that is robust, yet provides sufficient flexibility
- Lighting Strategies
- Wayfinding Strategies
- Security Strategies
- Crime Prevention
- Design workshops: Civils, Services, Town Planners, JRA, Dept. Transport,
- Scheme design site plan, general arrangement plans, sections, elevations, and key details which outline the space provisions based on operations input
- Provide outline draft schedule for approval.
- Coordinate reports on specialist strategies, phasing,

Workstream 2: Status Quo Report

- Meetings with Stakeholders, community and consultants. (document this via film)
- Understand the technical issues
- Prepare a Status quo report of what is existing, the issues with all consultants.

Consider:

- Context and Demographics: physical, natural, historical, etc context. Consider the users and their movements
- Topography open space: links to the green public open spaces
- Supportive infrastructure, land use.
- Corridor form: shape, access, widths, heights of the corridor
- Planning: planning relationships in relation to the UDF
- Policy: planning policy around this area.
- Mobility and connectivity: Reya-Veya, private vehicles, pedestrians, cycle lanes. Street connections.
- Key drivers and issues: Hospital, universities, private ownerships

Workstream 3: Urban Design Guidelines

- Develop the Urban Design guidelines, plan and the vision
- Finalise the layout of spaces, the materials for construction, components and construction systems, incorporate the work of any specialist consultants
- Fully coordinate the design layout with structural and civils
- Design workshops: coordination reviews.
- Finalise site plan, general arrangement plans, sections and elevations
- Provide key details and schedules, specification
- Consult with local and statutory authorities

Tactical Urbanism Test: The Urban Design Team with the media specialist will develop a 1 week test of the proposed intervention. This includes:

- Workshopping the project with the ward councillor
- Getting buy in from the stakeholders
- establishing the scope and scale of the tactical urbanism project
- approval from JRA and COJ for any road closures
- documenting the tactical urbanism.

For example if we need to do a road closure or block off parking bays- this can be done with signs, cones, etc. This will be documented as part of the project.

Workstream 4: Urban Management Plan

- With the Urban Management Consultant develop
 - Identified urban management hotspots in the study area
 - Present detailed management plan for security, cleaning and parking for necessary parts of the study area
 - Propose management plan of hard infrastructure, utility and social services and street trading
 - Economic and tourism potential
 - Propose Social and educational programming opportunities
 - Propose/ identify recreational opportunities
 - Costing plan for required urban management resources
 - Innovative income generation proposals for urban management solutions
 - Propose additional potential collaborative programmes that could be applied to increase area management efforts in the study area
 - Highlight existing departments, organisations, forums and committees
 - Identify linkages and associations that could be formed and roles that could be partaken in improving urban management in the study area
 - Indicate the nature of the roles
 - Performance monitoring
 - Provide a calendar of potential place activation events
- Request for Proposals: Melville – UJ Precinct Plan
- Conceptualise and implement the testing of development proposals and activities
 - Cost of programmes
 - Propose funding strategy and model
 - Provide existing institutional framework

Workstream 5: Implementation and Precinct Plan

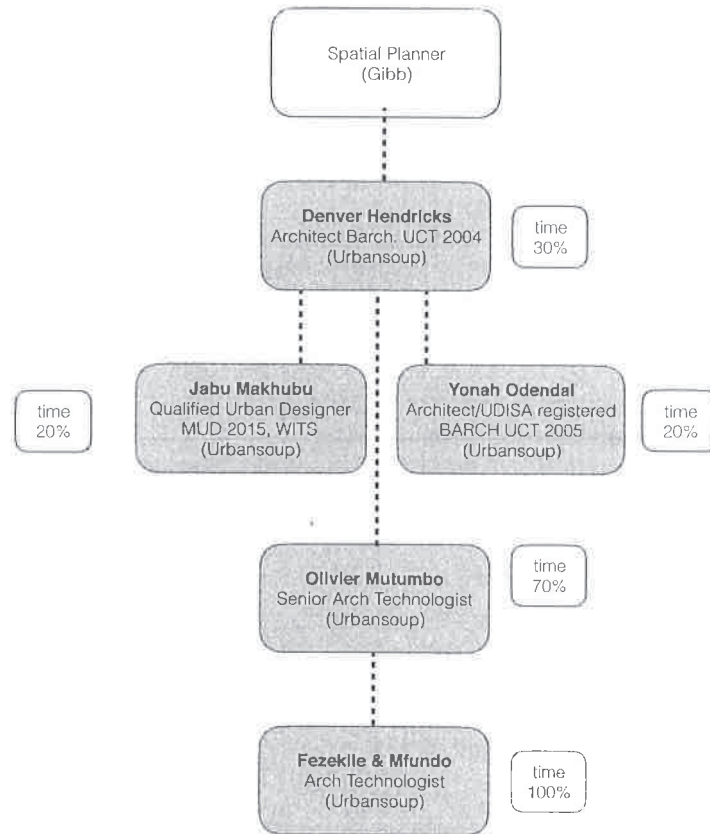
- Prepare a holistic implementation and precinct plan
- Synthesised information into one whole cohesive design from all the consultants.
- Develop drawings, timelines, strategies, costs.



HILLBROW Tower precinct by ARUP with Ray Harley & Denver Hendricks (Urbansoup) as the main architect sub-consultant.*

D. Project Team Structure

Urban Design Organogram



Project organisation

The Project organisation is covered in the Project Team Organogram and includes the following key roles:

Project Director/Team Leader

Denver Hendricks will be responsible for all deliverables in terms of the appointment as Urban Design Team Director. He will provide the overall Project and Design leadership to each of the Project Urban Designers and Architects and will be the direct liaison with the Gibb's Urban Planner as and when required. J

Urban Designer

Jabu Makhubu is a qualified Urban Designer and will support Denver in the principals and design of the project.

Technical and support services:

The Project team will be supported by a minimum of one technical staff member. This 'support pool' will increase or decrease as required by each of the varying stages of development.

Our approach facilitates the development of fully co-ordinated and integrated designs. It ensures that the architectural design is fully integrated – within a robust cost aware framework .

The Suggested reporting framework acts at various levels:

Strategic level

At appropriate intervals during the study, the Project Director is to have a high-level review with JDA which is to include the project strategy, programme, commercial status, general progress of the Project and the overall performance of the Team. Adjustments to the Team's approach or structure will then be made as necessary. The Project Director would attend the meetings with Jabu occasional attendance of Project Architects where required.

Steering Committee level

It is proposed that at the outset an inception meeting would take place. A Project Steering Group will be established with JDA that will be responsible for overall project coordination, progress reporting and support. Regular meetings will inform all parties of related information processes, introduce and refine work plans to ensure that deliverables are achieved, identify current and future needs, validate and accept to ensure the project objectives are met.

Design Co-ordination Meetings

The co-ordination of input from all parties associated with any matters impacting the design is crucial, both in terms of achieving a satisfactory design and compliance with the programme. We will hold regular co- ordination meetings with the various discipline teams at which interface design matters will be resolved. We will appoint key individuals to take responsibility for technical co-ordination.

Team Experience

Denver Hendricks

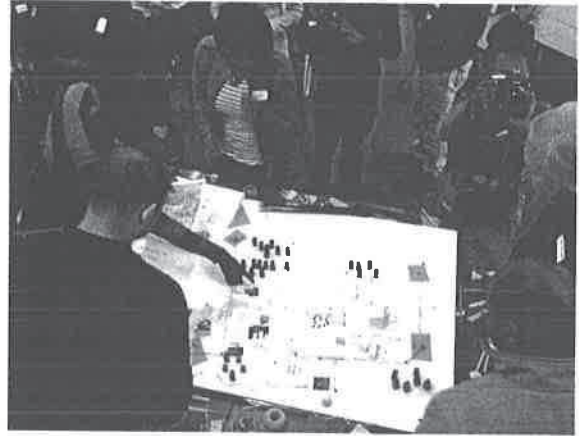
Project Architect (Director) B.arch UCT 2004; Architecture Lecturer at UJ.

He Denver has worked on many urban upgrade projects. He is also completing a Urban Studies masters at WITS. has B. Arch Degree from UCT giving him excellent technical and urban design skills. He is an academic and publishes projects on urbanism. He has over 10 years of experience.

Future Cities Project (JDA)

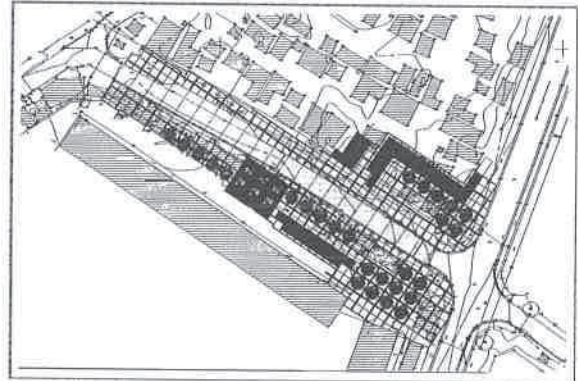
R1m project, 2013

Sub-contracted by Osmon Lange this project looked at co-design workshops with community around three Gautrain stations. I put out a call for community members, arranged venues, did site walks, I brought in my UJ students to build models for the community to use to help build a vision for their community.



Gugulethu Urban informal upgrade, Cape Town, R3m, City of Cape Town

I was a director at IG architects. We were required to design an in-site upgrade for an informal settlement. We designed communal spaces, services, and trade structures.

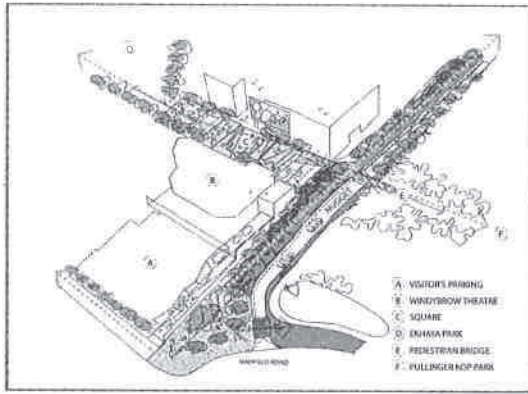


KAZERNE TOD (JDA)

R400m, Johannesburg, 2014

A new public transport node that facilitates the holding, ranking & administrative operations for international long distance busses & taxis. The Kazerne facility is situated within the Park Station public transport precinct [PRASA/Metrorail/Gautrain] & will provide strategic ranking & holding capacity towards the inner city public transport operations. The project has been strategically placed in relation to other major public transport infrastructure & high volume pedestrian movement corridors in order to support a larger public realm upgrade initiative & capitalize on a vast retail market.





HILLBROW Tower precinct*

Johannesburg, Gauteng, 2014, Private

The development forms part of a larger public realm upgrade initiative & aims at unlocking major tourist/mixed use opportunities in the high density Hillbrow Tower precinct. The project will aim to align new PPP development opportunities with key public amenities & transport upgrade programmes. Central to the development strategy is the alignment of investment opportunities with the extensive retail opportunities offered by the high volume pedestrian/vehicular movement corridors in the precinct.

John Odendal

Project Architect (Director)

John is a candidate Urban Designer. He was the lead concept designer for the new bus rapid transport network for the City of Tshwane. The conceptual development & technical documentation related to a network of stations within phase 1 of the new BRT system for the City of Tshwane. John led the team of architects & urban designers preparing initial concept design, construction resolution, 3d visualisations & technical documentation. John also played a key role in the conceptual design of the maintenance and administration building for the Dobsonville BRT depots. He has been central to the formulation of Urban Development frameworks related to significant urban & public transport infrastructure interventions throughout South Africa. John has over 10 years of local and international architectural experience.

Jabu Makhubu

Jabu Makhubu is a new Urban Design Graduate from WITS (2015). Is an academic and works with urbansoup Architects. His experience includes working for ASM architects and Urban Designers.

Projects: (the value of the work is unknown as he was an employee at ASM at the time)

- ASM-GEPS Precinct Plans (Johannesburg East): November 2008 to April 2009
- ASM- Sci Bono Discovery Centre (Newtown) Phase 2,3a 3c(proposal):Jan'07 to feb'11
- ASM-Metrolink Reception Centre (Braamfontein): January 2007 to April 2008

Olivier Mutumbo

Senior Technologist

Olivier is a highly skilled technologist with 5 years experience in REVIT software on large scale infrastructure projects.

He full-time employed by the Urbansoup and currently working on the Kazerne TOD. He is supported by 2 junior technical staff members.

Transportation Planning, Spatial Planning and Infrastructure

GIBB

TRANSPORTATION PLANNING / ROAD INFRASTRUCTURE / CIVIL METHODOLOGY: GIBB

The proposed methodology is summarised in the Table below, relative to the overall Task Matrix, in blue text. Where we specifically interface with the team, the text is highlighted in red. Liaison with authorities and stakeholders are indicated in green text.

DELIVERABLE	METHODOLOGY
1. STATUS QUO REPORT	
ECONOMIC ANALYSIS	
SOCIO-ECONOMIC ANALYSIS	
SPATIAL STUDY	
1.4 TRANSPORT/TRAFFIC IMPACT ASSESSMENT	
Inception Stage:	<ul style="list-style-type: none"> • Inception Meeting (Transport Team) • Inception Meeting (Client / Project Team) – confirm scope and study area. • Source and review RSDF • Site visit in peak (observation of flow) and off-peak (infrastructure audit of roads, sidewalks, pedestrian crossings) • CoJ Transport Planning & JRA Meeting (1): Confirm Traffic Study scope and requirements.
Assessment of Accessibility:	<ul style="list-style-type: none"> • Commission New Traffic Counts – Limited to 6 Intersections • Analyse distribution and current mode split from Household Survey Data • Source and analyse current public transport information (CoJ Transport Infrastructure Register) • Assess current accessibility (pedestrian, public transport, car) • Report qualitatively on the impact of the BRT
Parking constraints and opportunities:	<ul style="list-style-type: none"> • Quantify existing on- and off-street parking through on-site surveys • Interviews with Business Owners to include questions related to parking • Analysis of Interview Data - parking • Identify potential parking solutions / alternatives
Loading needs:	<ul style="list-style-type: none"> • Quantify existing on- and off-street loading through on-site surveys • Interviews with Business Owners to include questions related to loading • Analysis of Interview Data - loading • Identify potential loading solutions / alternatives
Stakeholder Liaison:	<ul style="list-style-type: none"> • JDA /CoJ: Attend workshops/meetings maximum 2 • Local Stakeholder Workshops: attend 1 only • Public Meetings: attend 1 only

DELIVERABLE

Draft concepts and proposals:
traffic

Proof of concept action plan:
traffic inputs

Deliverable:

METHODOLOGY

- Consider urban design proposals, make own proposals and consolidate/integrate:
 - Consider how and if cycling infrastructure can be provided to improve the street scape and the opportunities for safe access to the node by bicycle
 - Improvements to pedestrian walkways and street crossings
 - Improving public transport (infrastructure and services)
 - Accommodation of parking and loading and
 - Deviation of traffic
- Draft a transportation plan in collaboration with the Urban Design Team to test the concepts at the test event.

- **Status quo report** highlighting transport strengths, weaknesses, opportunities and threats.

2. DRAFT PRECINCT PLAN

DEVELOPMENT CONCEPT

DEVELOPMENT GUIDELINES

PRECINCT MOVEMENT
FRAMEWORK

**Quantify Impact of New
Development**

(Traffic Impact Study):

**Pedestrian accessibility and
safety:**

Public Transport Integration Plan

Parking Strategy

Loading and Deliveries Strategy

- Trip generation: derive from potential Land Use Changes (new/re developments) - output from development concept and guidelines
- Trip distribution: use the output from the accessibility task in the Status Quo Phase to distribute new traffic in the directions it is expected to travel
- Modal split:
 - Base Year: output from accessibility task
 - Horizon Year (+10): apply assumed mode shift factor (higher walk and public transport use)
- Trip assignment: consider diversions of traffic due to parking or one-way systems
- Capacity Analysis of Key Intersections (6x) - Base Year and Horizon Year, AM and PM, using VISTRO traffic modelling software
- Recommendations for mitigation / improvements of traffic impacts
- Make recommendations to improve pedestrian accessibility and safety, for example using traffic calming techniques, channelization to signalised pedestrian crossings, etc.
- Make recommendations for locations of public transport stops, potential park & ride sites, and how ancillary "last mile" services such as meter taxis, tuk-tuks, can be accommodated
- Make recommendations for amendments to existing services (mainly Metrobus), for consideration by CoJ
- Consider whether on-street parking is desirable and if not, alternative ways to accommodate parking.
- Consolidate location of loading facilities

DELIVERABLE

Stakeholder Liaison

METHODOLOGY

- CoJ Transport Planning & JRA Meeting (2): Present TIA outcome/report to facilitate approval
- JDA: Attend workshops - 2 meetings
- Local Stakeholder Workshops: attend 1 only (present final proposals)
- Public Meeting: attend meeting 1 only (present final proposals)
- Attendance of two events to monitor the traffic aspects: assume the event is 2 days in duration thus 4 days in total

IMPLEMENTATION PLAN

Proof of concept report -

- Transport inputs: It is assumed UrbanSoup will arrange and manage the events (operationally). GIBB will monitor the traffic aspects and **report** on it.

Capital expenditure
implementation programme

- Provide costing inputs for implementation of the **parking strategy**
- Provide costing inputs for implementation of the **NMT Projects**

Socio Economic Plan
Media Plan

Deliverable:	<ul style="list-style-type: none">• TIA and Precinct Movement Framework report
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3. FINAL PRECINCT PLAN

Programme / project

identification and

implementation strategy

Consolidation and packaging of
Precinct Plan Document

- Transport projects: Finalise Transport proposals with input from stakeholders
- Workshop with Team

URBAN MANAGEMENT PLAN

Management approach / operating model (Parking management proposals: Output from parking strategy)

Deliverable:	<ul style="list-style-type: none">• Final Transport Inputs into Consolidated, Integrated Precinct Plan
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Urban Planning and Design Methodology

In terms of Part E of Chapter 4 of the Spatial Planning Land Use Management Act, 2015 (SPLUMA), the importance of a Precinct Plan lies in its ability to implement broader strategic spatial objectives at a local level. SPLUMA furthermore leaves the preparation of Precinct Plans at the discretion of municipalities. Based on the above, the Urban Hub Design Toolkit as prepared for the Neighborhood Development Programme (NDP) serves as a reference for the compilation of the Melville – UJ Precinct Plan.

In view of the ToR, the information gathering process will comprise of the following:



Figure 1: Spatial Study Process

The table below provides a high level project methodology for the development of the Melville-UJ Precinct Plan.

Table 1: High level project methodology per precinct plan

HIGH LEVEL PROJECT METHODOLOGY - PRECINCT PLAN	
PHASE 1: Status Quo Analysis and Strategic Review of Precinct Area.	
Methodology	<p>A detailed desk-top analysis of the Study Area in terms of perusing all available documents and studies will be completed.</p> <p>The Status Quo Analysis will involve contextualising the Study Area and its surrounds to obtain a clear understanding of the driving forces internal and external to the Study Area to determine where there are critical development needs and catalytic opportunities, how growth is dispersed, level of place-making required, and what planning provision must be made in view thereof.</p> <p>The Status Quo Analysis will <i>inter alia</i> include (but not limited to) the following:</p> <ul style="list-style-type: none"> • Analysis of the key informants; • Identification of the structuring elements; • Identification of the land use components; etc. <p>The information gathered in the above will guide the development of a Concept Framework.</p>
PHASE 2: Draft Concept Framework	

Methodology	<p>The development of the Draft Concept Framework will provide the Vision, Objectives and Development Proposals for the Precinct</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;"> <p>1 Problem statement</p> <p>A set of problem statements (per discipline) will be compiled. Thus, identifying and listing the critical problem areas that need to be addressed and solved as far as possible as part of the way forward.</p> </div> <div style="text-align: center;"> <p>2 Identification of strategic opportunities</p> <p>Strategic opportunities will be identified that can be used to direct the development / commercialisation of the Study Area.</p> </div> <div style="text-align: center;"> <p>3 Vision formulation</p> <p>A vision will be formulated to set the strategic direction for the Study Area. This will be a long-term vision of where the Precinct Plan wants to direct growth and development and how it envisages getting there.</p> </div> <div style="text-align: center;"> <p>4 Development proposals</p> <p>This step will <i>inter alia</i> include:</p> <ul style="list-style-type: none"> • The delineation of the primary and secondary catchment areas; • Economic analysis; • Identification of primary and secondary nodes and key nodes; • Access and movement framework • Land use framework; etc. </div> </div>
PHASE 3: Developing strategies and guidelines	
Methodology	<p>In support of the Development Vision, a series of Development Guidelines will be drafted, governing Land Use, Built Form, Public Realm and Movement and Connectivity.</p> <p>This phase will comprise of developing strategies and guidelines to translate the findings, as derived from Phase 1 and 2, and will link the development needs and critical issues of the Study Area with practical and catalytic spatial principles.</p> <p>The development proposals and guidelines taken up in the Design Framework will be based on sound principles, relating to accessibility, integration, sustainability and liveability which will inform and guide integrated development. In view thereof, the objective of the final Precinct Plan will be to provide development proposals and solutions aimed at “<i>fulfilling place-making and high street principles</i>” thereby improve the functionality, and enhance the sustainability of the Study Area and ensure it maximises on the advantages associated with the Study Area.</p>
PHASE 5: Stakeholder / investor engagement	
Methodology	<p>Structured stakeholder engagement will include processes that will allow for effective dialogue between the project team and interested parties on a regular scheduled basis, without losing sight of the project scope and positively contributing to the development of the Precinct Plan.</p>
PHASE 6: Final Precinct Plan and compilation of Business Plan	

<p>Methodology</p>	<p>The strategies, proposals and projects identified throughout this project and supporting research and motivation will be integrated to align development opportunities and specific initiatives, funding and priorities so that implementation can commence through actual delivery on the ground. In this regard development proposals will be tabled and translated into an implementation plan and guidelines.</p> <p>This phase will entail the following:</p> <ul style="list-style-type: none"> • The development of high-level project concept plans – appropriate for public funding; • Identification of catalytic projects; • A phasing programme for the implementation of catalytic projects; • High level project costing of catalytic projects; • Programmes and projects related to spatial proposals; • Services implementation and upgrading plan; • Identification of specific actions, budgets and timeframes to promote implementation and continued alignment with the neighbouring municipalities of the conceptual plan.
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Socio Economics

Demacon

APPROACH & METHODOLOGY

Economic and market research for the Melville - UJ Precinct Plan will be structured in terms of the following main steps:

Step 1

Project Inception. Step 1 entails a refinement of the project brief, timeframe and deliverables.

Step 1 will furthermore include a **focused precinct visit** and appraisal, followed by a concise precinct evaluation and **Highest and Best Use (HBU)** evaluation.

Table 5.1: Development Site Assessment

Location Factors	Grade 1-10	Weight 1-5	Points
Affordability	7	5	35
Investment potential	7	5	35
Level of security	7	4	28
Address value	8	4	32
Accessibility	8	3	24
Directional Growth of Area	8	4	32
Tranquil/peaceful environment	8	3	24
Proximity to work place	7	3	21
Proximity to schools	7	3	21
Proximity to retail facilities	8	4	32
Proximity to social amenities	8	3	24
Total points			308
Score			75.1%

Source: Demacon, 2007

The potentially suitable economic activities will be evaluated by means of **DEMACON's Location Assessment Model** © (refer to insert example diagram). The model is objective in nature and contains weighted criteria associated with **critical location considerations and preferences** for **each individual real estate market** (economic activities). The analysis will culminate in a consolidated rating (single figure - refer to example diagram), which will inform the decision maker with regard to the suitability (or not) of various economic activities.

The potential **list of highest and best use activities and findings of the location analysis** will serve as useful discussion document prior to the more detailed and focused assessments to follow.

Step 2

Macro & Micro Market Analysis (Economic & Socio-Economic / Demographic). DEMACON will analyse pertinent trends in terms of key indicators, including **economic drivers and trends & detailed demographic analysis** of the study area, including income & LSM profiling, employment levels, age, economic status, education, etc.

Focused surveys and interviews will be performed for the project, including:

- ✓ Identification of existing residential, retail and commercial offerings in the study area and provide nature and database thereof
- ✓ Social facilities and analysis of accessibility / functionality



DEMACON Market Studies

Managing Director: H du Toit

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- ✓ Levels of informality - trading, homelessness, abandoned / hijacked buildings
- ✓ Summary of surveys and interviews.

The assessment will furthermore include nodal development trends, including anticipated impact of **turnkey medium term interventions**, such as new commercial & housing developments, road upgrades, competing nodes, etc. in the larger market area. The local **Spatial Development Framework etc.** will be analysed in terms of its vision for the project area. Trade area based growth trends and residential expansion proposals will be factored into a 5 and 10 year market demand forecast. The objective will be to analyse the market in the context of regional nodal development trends and to provide strategic input with regard to forecast market growth, nodal expansion potential and growth in optimum consumer demand thresholds.

An important step in identifying suitable market opportunities (matched to the consumer market profile), includes the translation of socio-economic data into a LSM – Living Standard Measure – and Life Stage Profile. LSM is a **universal system** utilised to profile consumer markets and to match appropriate economic activities with the demands and needs of such markets.

Table 2.4: Living Standard Measurement Indicator

LSM Status	Market Area (% of households)
LSM 1 to 3	23.6
LSM 4	7.0
LSM 5	4.8
LSM 6	8.0
LSM 7 LOW	6.8
LSM 7 HIGH	11.0
LSM 8 LOW	3.7
LSM 8 HIGH	1.7
LSM 9 LOW	5.1
LSM 9 HIGH	8.6
LSM 10	3.4
LSM 10+	18.1

Source: Demacon calculations, 2012

This index was designed to profile the market into relatively homogeneous **life style** groups. By its very nature, it forms a powerful **marketing and branding instrument**. As such, it is based on a set of marketing differentiators, grouping consumers according to living standards, using asset ownership and related criteria.

Step 3

Supply Analysis. Based on the initial development proposal and anticipated trade area, relevant existing and proposed facilities will be identified and analysed in terms of aspects such as size, composition, classification (role and function), performance, etc. Various sources will be consulted to identify development proposals in the sub-region.

The **supply analysis** entails an assessment of competing facilities in the surrounding market. The objective of this analysis is to identify relevant **supply-side competition** (or the lack thereof) and to assess the potential **market gap** in terms of specific performance indicators including, *inter alia*:

- ✓ geographic location and distribution patterns
- ✓ competing floor space
- ✓ nature, size and quality of facilities and services provided
- ✓ selling prices / rentals commanded, etc.



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Step 4

Market Potential Modelling (informing the Precinct Plan). Real estate sub-sector-specific instruments will be applied to estimate future growth, take-up rates and market potential **(for each component of the Melville - UJ Precinct, informing desired socio-economic conditions)**, taking due cognisance of strategic location and sub-regional economic drivers. Based on the above target market analysis, *retail, commercial, tourism, residential, social, etc. effective demand* and take-up rates will be forecast, including the optimum point of market entry and indicative incremental phasing.

DEMACON developed a ***House Price Parity and Optimum Typology Profiling Model*** © which will provide a detailed assessment of project marketability in relation to target consumer market characteristics.

PRICING PARITY & OPTIMAL TYPOLOGY PROFILING

LSM translates market characteristics and economic opportunities into **focused development guidelines**. Application of this technique therefore ensures **project viability**. In terms of the pricing parity and product typology profiling, **DEMACON** will utilise up-to-date, local house price analyses, compared with a consumer market housing affordability and preference analyses to establish the optimal product and price combination for the Melville - UJ market area.

DEMACON has furthermore developed a ***Demand Elasticity Model***, which indicates the expected impact of interest rate fluctuations, etc. on demand and market activity for various consumables and durable consumer goods – including housing. This model will be applied in the project to illustrate the impact of current and expected future interest rate scenarios on project viability, project size, scale, composition, point of market entry, etc.

DEMACON Market Studies

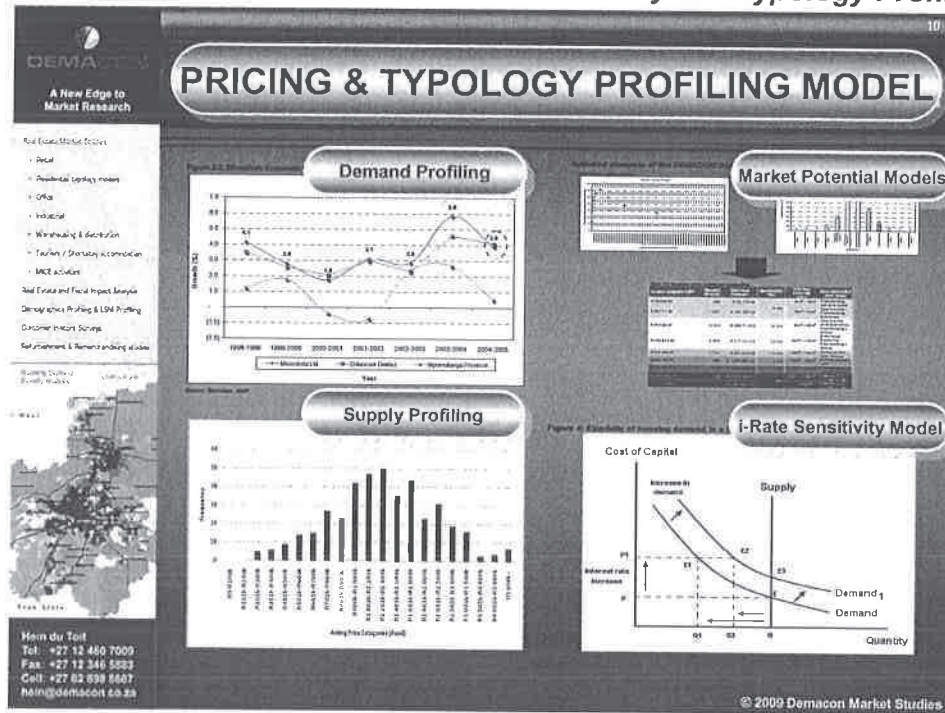
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Selected elements of the DEMACON House Price Parity and Typology Profiling Model



Subsidy



Credit Linked



Bonded

The model can be applied with equal efficiency across the spectrum from subsidy to finance-linked through to bonded residential projects.

MARKET LEADING MODELLING APPROACH

DEMACON has engineered a unique econometric modelling process which integrates the residual demand technique and the share modelling technique to yield optimal and accurate demand modelling results. PhD research conducted by the author indicates that the share technique should not be applied in isolation, but only once market potential has been established, to inform project composition and development mix. The application of this process is unique to DEMACON.

Further to the above, DEMACON is the architect of an econometric technique that is *unique to any firm in the South African Market* - **Space Demand Modelling (SDM)**. Space demand modelling is founded on international techniques and best practices. The SDM equation integrates all critical demand and take-up variables into a harmonious equilibrium model with unique forecasting capabilities. It is the most sensible, accurate and correct instrument to translate economic growth realities into spatial demand implications. Hence, it is the only mechanism on the SA market that can accurately translate economic growth dynamics into quantifiable development parameters and

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hence provide accurate and market based input to, *inter alia*, Site Development Plans, Precinct Plans, Spatial Development Frameworks (SDF's) and the like.

SENSITIVITY ANALYSIS

- ✓ **Income variances:** required market thresholds for sustainable development, related to community income and expenditure.
- ✓ **Sales / turnover variances:** based on consumer volumes and forecast sales.

Step 5

Conclusions & Recommendations. Market based conclusions and recommendations will be made with regard to **each component of the Melville - UJ Precinct, informing the Precinct Plan**, including, *inter alia*, highest and best land uses, optimum land use mix, optimum point of market entry and concomitant size, niche role and function of the various project components (strategic positioning), recommended typologies, future expansion potential, etc.

Step 6

Economic Impact Analysis. The Economic Impact Analysis is seen as a **natural extension** of the aforementioned economic and market research, and will add considerable value to the remainder of the project process, as well as **inform the Implementation & Socio-Economic Plan**.

This assessment will also assist in verifying and refining ultimate development recommendations, in light of the sustained economic benefits (e.g. additional business sales, additional GGP, employment creation, etc.) of the various proposed development options as part of the Melville - UJ Precinct Plan.

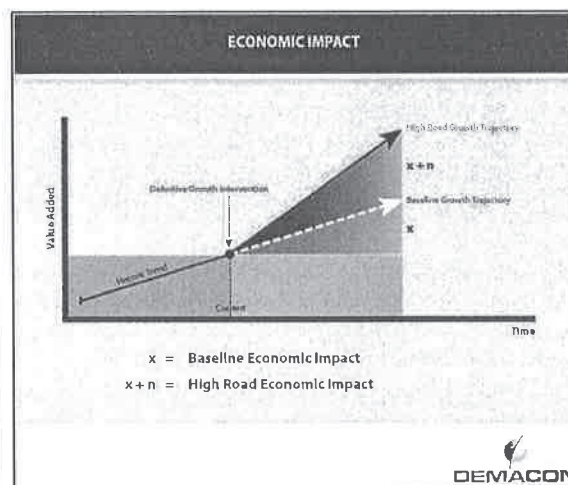
SUMMARY BOX: ECONOMIC IMPACT MODELLING

In addition to market potential, **DEMACON** is often requested to conduct an assessment of the economic impact of a proposed development / investment.

To illustrate the anticipated economic impact (direct, indirect and induced – i.e. the multiplier or cascading effect) of a proposed capital investment, such as a turnkey, mixed use precinct, to the relevant **local municipality, and environmental and related decision making authorities**, **DEMACON** can model the impact of the proposed development by making use of the internationally acclaimed **Input-Output (I/O) modelling technique**.

To facilitate application of this technique, specific data requirements need to be addressed. These include, *inter alia*, the following:

- ✓ Estimated value of the investment, including building packages, stand values, construction costs and infrastructure investment.
- ✓ Number of construction workers to be employed.



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The nature and scale of the development, which will be quantified, will serve as input to the economic impact modelling. In applying the Input-Output Modelling technique, the economic impact will be calculated for both the construction and operational phase of the development.

- ✓ **Construction Phase.** Investment in the development in the construction phase will generate a once-off benefit to the local economy. This will materialise in the form of miscellaneous construction and related contracts. In the process, a spectrum of services will be rendered that involves a number of sectors in the economy. This direct expenditure will, in turn, generate numerous quantifiable indirect and induced impacts in the economy. The input-output technique has the ability to demonstrate this multiplier effect in the economy.
- ✓ **Operational Phase.** Once fully operational, the development will continue to serve the economy in a unique way. Numerous economic linkages will be established and maintained as a consequence of certain household expenditures. These expenditures will generate a demand for a spectrum of services that, in turn, will benefit local employment creation. In this respect, the economy will benefit from consumer expenditure as well as various forms of taxes, including property taxes, metropolitan / district levies and personal income tax.

Municipalities and environmental authorities in South Africa are increasingly concerned with the economic impact of new development. In this context, the objective is to perform an empirical assessment of the proposed Melville - UJ Precinct's potential future contribution to the region's economy. The **impact modelling** technique, known as Input-Output Modelling is aligned with international best practice.

ECONOMIC IMPACT INDICATORS

- ✓ additional business sales
- ✓ additional economic production (GDP)
- ✓ additional employment
- ✓ additional property rates, etc.

DEMACON Market Studies

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Urban Management

UCORE

METHODOLOGY – URBAN MANAGEMENT

1. Project Outline

1.1 Project Inception and Configuration

- Team and Resource Mobilisation.
- Inception Meeting.
- Literature Review.

Deliverables: Confirmed Project Work Plan.

2.2 Situational Analysis

- Urban Management/ Public Space Survey to determine status quo of area.
- Identify strengths, weaknesses, opportunities and threats.

Deliverables: Detailed Situational Analysis report including SWOT analysis.

3.3 Strategic Development Framework

- Identify relevant tools for identifying potential opportunities within the municipality and develop appropriate strategies which are directed at creating an enabling economic environment especially in the Informal Economy.
- Identify areas of intervention for the municipality and develop strategies which target the weaknesses and build on the opportunities identified within the municipality.

Deliverables: Draft Urban Management Plan

4.4 Project Closure

- A project closure report which provides the relevant tools and strategies, guiding the future development of study area and detailing urban management solutions, an activation plan and proposed institutional framework

Deliverables: Final Urban Management Plan

2. Project Timelines

Task	Date
1. Project Work Plan	10 November 2016
2. Detailed Situational Analysis report including SWOT analysis.	20 January 2017
3. Draft Urban Management Plan	14 February 2017
4. Final Urban Management Plans	01 April

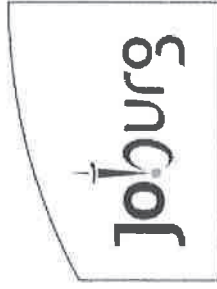
3. Urban Management Plan

The plan will address urban management challenges identified as part of the status quo analysis with the broader aim of protecting and enhancing the City's capital investment. It should also include an activation and institutional framework plan which should be informed and guided by testing of interventions exercise. The management plan will detail the followings aspect:

- Identified urban management hotspots in the study area.
- Present detailed management plan for security, cleaning and parking for necessary parts of the study area.
- Propose management plan of hard infrastructure, utility and social services and street trading.
- Economic and tourism potential.
- Propose Social and educational programming opportunities.
- Propose/ identify recreational opportunities.
- Costing plan for required urban management resources.
- Innovative income generation proposals for urban management solutions
- Propose additional potential collaborative programmes that could be applied to increase area management efforts in the study area.
- Highlight existing departments, organisations, forums and committees.
- Identify linkages and associations that could be formed and roles that could be partaken in improving urban management in the study area.
- Indicate the nature of the roles.
- Performance monitoring.
- Provide a calendar of potential place activation events.
- Conceptualise and implement the testing of development proposals and activities.
- Cost of programmes.
- Propose funding strategy and model.
- Provide existing institutional framework.

Community Participation

Gudhuza Development Solutions



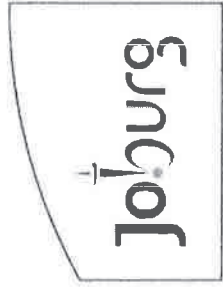
a world class African city



PROPOSAL: UJ PRECINCT PLAN

COMMUNITY PARTICIPATION CONSULTING SERVICES

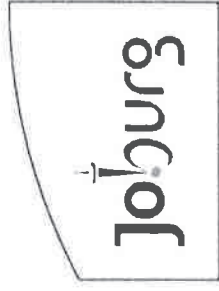
16 SEPTEMBER 2016



a world class African city

PROPOSED TEAM

1. Mr. Nyiko Gudlhuza (Project Leader)
2. Mr. Andile Krwetshe (Senior Project Manager)
3. Ms. Aletah Webster (Project Manager)
4. Mr. Winile Mvana (Database)
5. Mr. Lennox Vanqase (Database)



a world class African city

PROPOSED TEAM PROFILE



Nyiko Gudlhuza : Project Leader

Mr Nyiko Gudlhuza has over 18 years experience in the field of Development Planning, Town Planning and Community Facilitation in various Development and Housing Projects. Mr. Nyiko Gudlhuza holds a degree in Town & Regional Planning (Wits University), a B.Comm degree specializing in Economics (UNISA), a certificate in Housing Finance (Wits P & DM) as well as certificate in Project Management from the University of Pretoria. Mr. Gudlhuza is currently completing a Graduate Diploma in Engineering at the University of Witwatersrand. Mr. Nyiko Gudlhuza is a Registered Professional Planner with SACPLAN (A097/2009). Mr. Nyiko Gudlhuza has project managed relevant projects in the Inner City as well as Soweto and Orange Farm as Development Manager while playing the role of community consultation as well. Under the leadership of Mr. Gudlhuza, Gudlhuza Development Solutions has completed the Noordgesig/Orlando Public Upgrade Environment as well as Sol Plaatje Public Upgrade Phase 1 as well as various Projects where they were Community Participation Consultants.

Andile Krwetshe: Senior Project Manager

Mr Andile Krwetshe has a Diploma in Project Management as well as Public Participation Practitioner Certificate (Planning and Ethics of Public Participation Process) from International Association of Public Participation (IAP2). Mr Krwetshe has recently worked with various JDA projects as a Public Participation Consultant such as:

Delmas 21 Treason Trial Commemorative Public Art: January - February 2012
Constitutional Hill Upgrade Public Art: January - March 2012
Soweto Theatre Project: Public Art January 2012 - March 2012
Kliptown Phase 2 Upgrade: Public Art January - March 2012
Orlando East Station Precinct Phase 2 Upgrade Public Art: January - March 2012
Diepsloot Public Environment Upgrade Public Art: January - March 2012
Noordgesig/Orlando East Public Upgrade February- June 2012
Sol Plaatje Public Upgrade Phase 1 - 2013
Stretford Station Public Upgrade – 2013
Nancefield, Jabulani & Orlando TOD 2014/15
Westbury Pedestrian Bridge 2015/16
Hillbrow NMT 2015/16
ICC Phase 1 2015/17
CAPEX B Health Programme 2016/18

Aletah Webster (Project Manager)

Ms Aletah Webster has worked for the NMA for a period of 9 years as project manager where she has worked in various JDA CPC Projects such as Kliptown, Inner City Community Links Projects to mentioned but a few. Ms. Aletah Webster joins Tshidi Gudlhuza Planners as of 1 February 2015. Her previous projects at NMA included Rotunda, Hillbrow Tower, Kazerne, Sol Plaatjie to mentioned but a few. She is currently involved with the NMT and Westbury projects.

Winile Mvana (Data Base Compilation & Skills Audit)

Mr Winile has **NQF 4 in Learnership Programme Certificate Civil Construction Supervision Programme** as well as **Joburg Expanded Public Works Programme**. **He has worked in various projects which include:**

- Public Participation (Nancefield / Tsolo Road Public Environment) :2013
- Public Participation (Underpass: Griffith and Hoy Street in Newclare) 2012/13
- Public Participation (Inner City Metro Park): March 2013
- Public Participation (Stretford Public Environment Upgrade) : 2013
- Public Participation (Jabulani TOD) 2014/15
- Cosmo City 2014/16

Lennox Vanqase (Data Base Compilation & Skills Audit)

Mr Lennox Vanqase has worked on various related projects such as:

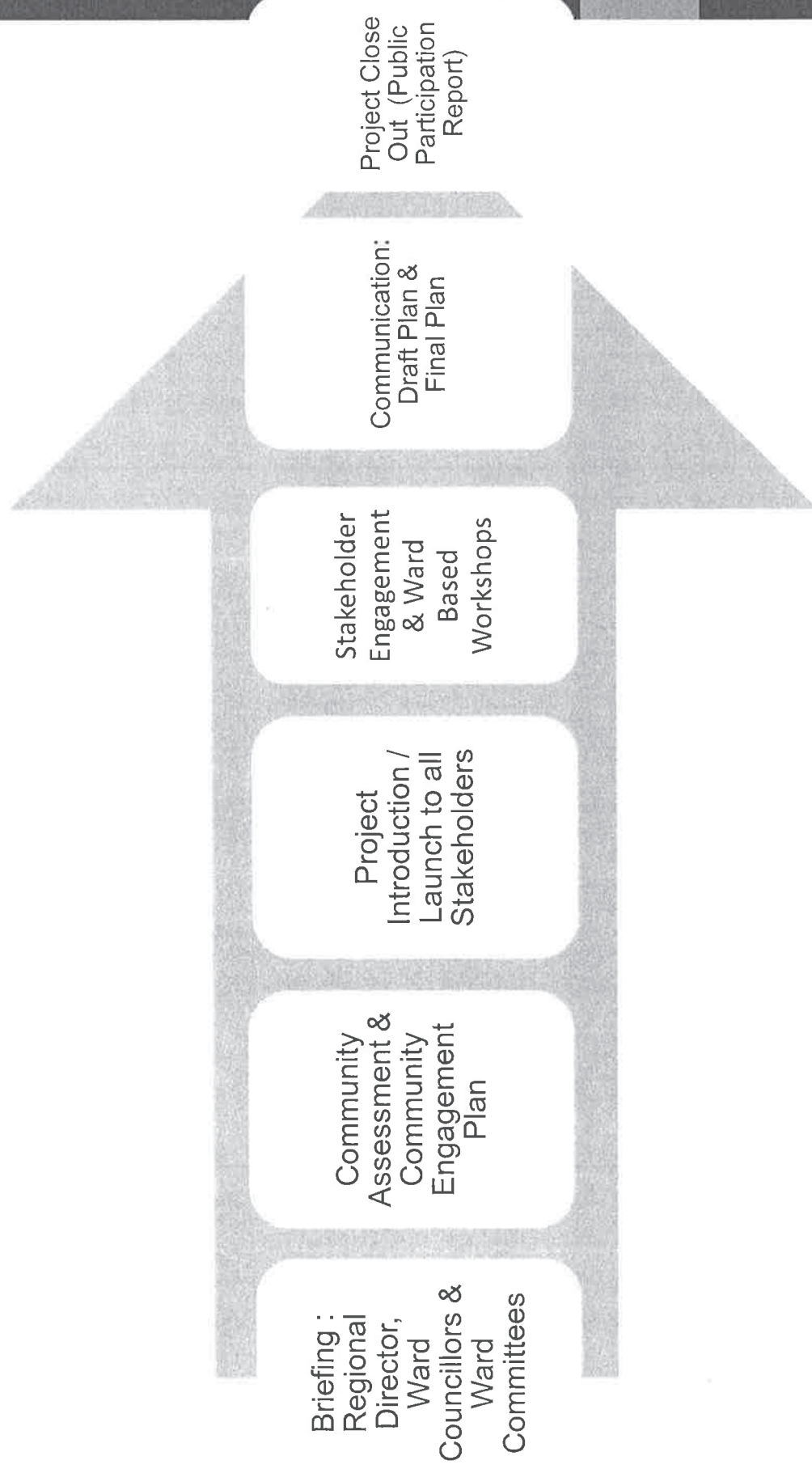
- Public Participation (Metro Park Public Environment Upgrade): February 2013
- Public Participation (Stretford Public Environment Upgrade): February 2013
- Public Participation (Nancefield Station / Tsolo Road Public Environment Upgrade): July 2012
- Public Participation (Inner City Commuter Links Phase - 3 Public Environment Upgrade): October 2012
- Public Participation (Newclare / Griffith Street Upgrade): November 2012
- Nancefield TOD: to date

SCOPE OF WORK

The Scope of Work will entail the following:

- Stakeholder Identification and compilation of an Interested and Affected parties database
- Briefing of Regional Director and Ward Councillors
- Engage with local businesses, business forums and labour centres and compile database for same
- Arrange, facilitate, minute and / or report on public meetings and ward meetings
- Disseminate information to all stakeholders and the public
- Attend Project steering meetings
- Compile a Public Participation Report

Community Participation Proposed Process



GUIDING PRINCIPLES AND APPROACH

Gudhluza Development Solutions is Guided by the following IAP2 (*International Association For Public Participation*) Principle and Approach in order to increase the level of impact:

- **INFORM**
We will keep you informed
- **CONSULT**
We will keep you informed listen to and acknowledge concerns and aspirations, and provide feedback on how public input influences decision
- **INVOLVE**
We will work with you to ensure your concerns and aspirations are directly reflected in the alternatives developed
- **COLLABORATE**
We will look to you for advice and innovations in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent
- **EMPOWER**
We will implement what you decide

LEVEL	GOAL	METHOD OF ENGAGEMENT
INFORM	To provide balanced objective and accurate and consistent information to all stakeholders	<ul style="list-style-type: none"> • CoJ Website • CoJ Media Release • Open days • Poster & Pamphlets • Others to be identified
CONSULT	To obtain feedback from stakeholders on analysis and alternatives	<ul style="list-style-type: none"> • Focus Groups • Public Meetings • Public Comment
INVOLVE	To work directly with stakeholders throughout the process to ensure their concerns and needs are consistently understood and considered	<ul style="list-style-type: none"> • Ward Based Workshops • Councillors Forum • Ward Meetings • CDWs, CLOs.
COLLABORATE	Partner with stakeholder including the development of alternatives & identification of preferred solutions	<ul style="list-style-type: none"> • Reference Group & Project Steering Committee
EMPOWER	Stakeholders are enabled/equipped to actively contribute to the achievement of outcomes	<ul style="list-style-type: none"> • Capacity Building Workshops

APPROACH TO COMMUNITY ASSESSMENT

COMMUNITY ASSESSMENT

Conduct an assessment of the community around the project area which will include following:

- Identification of the different role players and key stakeholders within the community'
- Identification of pressure groups within the community;
- Key stakeholder assessment/identification
- Confirm stakeholder expectations;
- Understand and communicate to JDA the social and political dynamics with the area
- Identify job creation/ skills training issues

DEVELOPMENT OF A COMMUNITY ENGAGEMENT PLAN

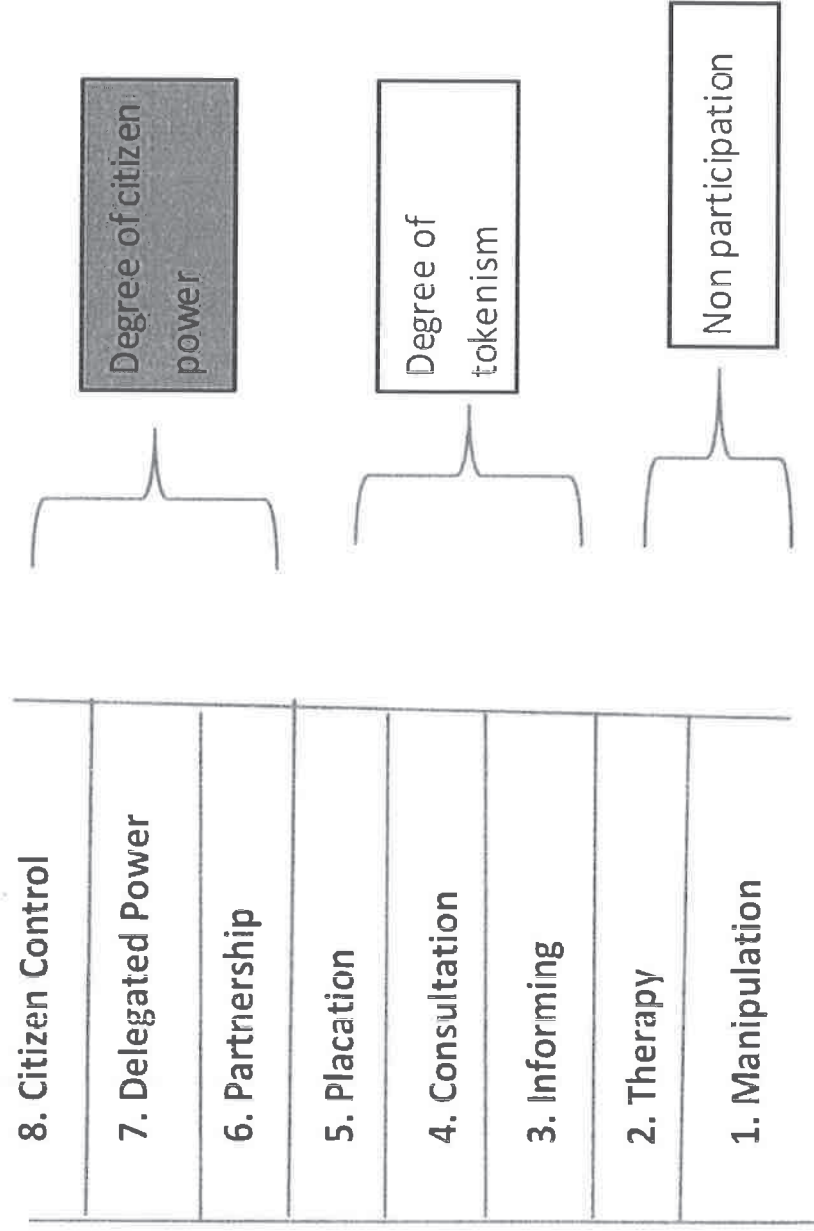
- Having identified the community, stakeholders and other role players, Gudlhuza Development Solutions will develop a community engagement plan that addresses community issues during the following stages of the project:
- Project Inception & Mobilisation
- Drafting of the UJ Precinct Plan
- Project Closure

HIGH LEVEL PROGRAMME

ACTIVITY	START (MONTH)	END (MONTH)
Project Kick Off Meeting	November 2016	November 2016
Briefing of Regional Director	November 2016	November 2016
Briefing of Ward Councillor	November 2016	November 2016
Briefing of Ward committees	December 2016	January 2017
Community Assessment (Stakeholders)	December 2016	January 2017
Project Introduction to Stakeholders	January 2017	January 2017
Engagement (Focus Group Exercises & Public Meetings)	February 2017	March 2017
Communicate Draft Precinct Plan (Focus Group & Public Meetings)	April 2017	April 2017
Compile Public Participation Report	May 2017	May 2017
Project Close Out	May 2017	May 2017

The philosophy adopted by Gudlhuza Development Solutions cc as far as public participation is concerned is based on Rung 6,7 & 8 of Sherry Arnstein's Eight Rungs on a ladder of Citizen Participation :

Participation depicted below:



PROJECT OUTPUT/DELIVERABLE	AMOUNT
BRIEFING REGIONAL DIRECTOR, WARD COUNCILLOR/S OR WARD COMMITTEES	R20 000,00
STAKEHOLDER IDENTIFICATION AND COMPILATION OF AN INTERESTED AND AFFECTED PARTIES DATA BASE	R40 000,00
ARRANGE, FACILITATE, MINUTE AND/OR REPORT ON PUBLIC MEETINGS (2X PUBLIC MEETINGS)	R30 000,00
ATTEND PROJECT MEETINGS (2X PROJECT MEETINGS A MONTH FOR SIX MONTHS)	R30 000,00
INFORMATION DISSEMINATION AND ONE ON ONE WITH KEY STRATEGIC STAKEHOLDERS	R30 000,00
6X FOCUS GROUP EXERCISES	R30 000,00
COMPILATION OF A PUBLIC PARTICIPATION REPORT.	R20 000,00
SUBTOTAL	R200 000,00
20% DISCOUNT	R40 000,00
ALLOWANCE FOR HIRING OF PA SYSTEM & MUNICIPAL VENUES, PRINTING OF PAMPHLETS	R20 000,00
TOTAL EXCLUDING VAT	R R130 000,00

Media Specialist

Visual Architects

Methodology

THE VISUAL ARCHITECTS (TVA)



The Visual Architects is a creative visual production firm specializing in market engagement through imaginative and story-based visual content.

Digital content has become a force in the world and has changed the way in which we market brands. TVA was created with the understanding that a combination of creative and story-based concepts which will be merged with innovative digital visuals is the best approach to engaging the requirements of a modern fast paced market so as storytellers we work with brands to deliver strategic, creative and influential content generated with a digital market in mind.

Our commitment to boutique agency style client relationships empowers us to be personable and polite, receptive, and proficient.

We also have an obsessive addiction to learning, mastering cutting edge ideas, and market research fuels our passion to bring complex concepts to life as naturally and exquisitely as the “big guys”.

TVA is made up of a team of unique, inspired and media savvy visual creators with the keen insight into the world of visual storytelling with a mission to realize an unequaled visually creative service.



HOW WE WORK

1. Determine

By working with our clients to create a clear roadmap of the primary objectives, limitations, assumptions, and must haves, followed by collaborative creative sessions designed to whittle the project down to its core, where the best ideas reside.

2. Strategize

We believe complex problems can only be solved when isolated into manageable components. During this stage our team defines a project's needs, breaking down audience demographics, communication objectives, creative targets, the strategy of the competition, & techniques to achieve cross-channel interaction because even the simplest project should be a foundation for the future.

3. Create

Once the framework is complete, we use our uniquely progressive & creative experience to bring the project to life. Creative direction isn't limited to the basic aesthetic, but encompasses all aspects of execution.

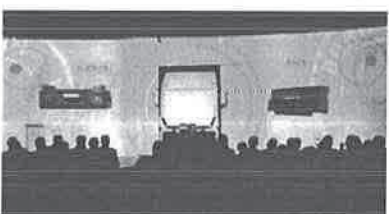
4. Guide

Eventually, all projects grow up and move out. To ensure a seamless transition and help every project reach its final destination just as originally imagined. We do our best to implement procedures of extensive guidance and (whenever possible) deep analytics integration, post-completion troubleshooting, and exhaustive Q&A

Deliverables:

It is required that the development of the Precinct Plan process is documented and video recorded in a creative manner to contribute to the JDA's information repository, the deliverables should ultimately be but not limited to:

- Stakeholder Engagement Plan - to be approved by JDA
- Abridged Precinct Plan Booklet - A5 slim booklet with the project details
- Illustrative mediums e.g. posters, pamphlets etc to create awareness
- Social Media - Facebook, Twitter, and Instagram. New accounts will have to be created and managed or merged into other existing accounts.
- Video recording - A short edited film of the whole process including workshops, interviews, meetings. Background music and sliding graphics.



11.15 A preliminary Design Programme

Task	Nov				Dec				Jan				Feb				March				April				May			
	Week				Week				Week				Week				Week				Week							
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Project Setup (Startup, Inception, Desktop Study)																												
Introduction																												
Project Startup Meeting & Presentation																												
Project inception Report																												
Inception Report																												
Inception Report Meeting																												
Desktop Study																												
Determine Available Information																												
Status Quo Phase																												
Stakeholder Identification																												
Review Spatial / Urban / Development Plans - Land Use																												
Socio-Economic Data Review																												
Socio-Economic Surveys & interviews																												
Site Visits / Business Owner Consultation																												
Traffic Surveys																												
Parking Surveys																												
Draft Status Quo Report																												
Final Status Quo Report																												
Presentation of Progress Report																												
Progress Reports																												
Progress Presentation																												
Progress Report Meetings (JDA / COJ Meeting)																												
Develop Supporting Reports & Event																												
Urban Design Guidelines																												
Analyse Data & Compile Report																												
Draft Report																												
Final Report																												
Urban Management Plan																												
Analyse Data & Compile Report																												
Draft Report																												
Final Report																												
Implementation Plan																												
Analyse Data & Compile Report																												
Draft Report																												
Final Report																												
Media Plan																												
Analyse Data & Compile Report																												
Draft Report																												
Final Report																												
Event / Concept Testing																												
Plan for Event																												
Monitor Event																												
Event Report																												
Presentation of Progress Report																												
Progress Reports																												
Progress Presentation																												
Progress Report Meetings (JDA / COJ Meeting)																												
Precint Plan & Project Completion																												
Draft Precint Plan																												
Analyse Data & Consolidate Reports																												
Draft Report																												
Presentation of Draft Report																												
Workshop with JDA / COJ																												
Incorporate Comments into Final Report																												
Issue Final Report																												

Document Control and Disclaimer



FORM IP180_B

CLIENT : Johannesburg Development Agency
PROJECT NAME : Melville – UJ Precinct Plan **PROJECT No.** : P13877
TITLE OF DOCUMENT : JDA Melville – UJ Precinct Plan
ELECTRONIC LOCATION : Q:\9120\2016\P13877 JDA Melville Street Upgrade Tender Urbansoup\02
PROPOSAL\Working file\JDA Melville to UJ NMT Precinct Plan - Proposal Content
Methodology 16 September 2016 Rev 1.docx

Approved By		Reviewed By		Prepared By	
ORIGINAL	NAME Sumeshin Naidoo	NAME Willie Bouwer	NAME Consortium Members	NAME Consortium Members	NAME Consortium Members
DATE 15 September 2016	SIGNATURE 	SIGNATURE	SIGNATURE	SIGNATURE	SIGNATURE

Approved By		Reviewed By		Prepared By	
REVISION	NAME	NAME	NAME	NAME	NAME
DATE	SIGNATURE	SIGNATURE	SIGNATURE	SIGNATURE	SIGNATURE

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