

SOUTH AFRICAN

PROPERTY

REVIEW

CESA

Christopher Campbell,
one year on

ONE on ONE

The man behind
Menlyn Maine

SASOL PLACE

Showing off Sandton's
latest iconic building

SAPOA

Legal and
educational matters

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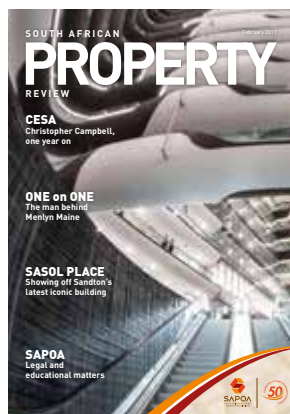
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ON THE COVER

Standing tall, standing proud SASOL Place, SASOL's new headquarters located on 50 Katherine Street, makes its mark on Sandton's skyline.



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Breaking New Ground

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Designed, written and produced for SAPOA by MPDPS (PTY) Ltd
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Welcome to 2017

SAPOA is excited to launch its latest training programmes and networking opportunities in 2017



At SAPOA, we pride ourselves on providing leading industry forums, and a platform that allows members to discover innovative ideas and to develop their business

Greetings, and a very warm welcome to the first edition of *South African Property Review for 2017*. I trust that you had a great December break, and are rejuvenated and ready to start the new year.

By most measures, last year was turbulent in terms of our country's economy and political climate, but the commercial property sector remained resilient. We are confident about the year ahead.

At SAPOA, we pride ourselves on providing leading industry forums, and a platform that allows members to discover innovative ideas and to develop their business. Engagement and fostering strategic working relationships with the public sector are very high on the agenda – that's a mission we will continue in 2017.

This year is a bumper one of networking opportunities throughout the regions, and we hope that you will join us.

Expect the Annual Convention & Property Exhibition to bring new insight, inspiration and understanding of the latest industry trends, and to strengthen connections with close to 1 400 property professionals nationally. The theme this year – Disruption – will underpin the need to change the way we think and the way we use technology to reshape the property industry. It's all about collaboration and cooperation between individuals from a wide range of professional backgrounds. We hope you will join us for a symphony of outstanding real estate discussions.

In addition to the annual conference, there are various breakfast sessions, golf days, forums and networking evenings planned nationally throughout the year.

One of SAPOA's key endeavours in terms of strengthening partnerships, dialogues and collaboration between the commercial property sector and government is through the annual Meet the Mayor initiative. We have commenced discussions with the various government stakeholders and hope to host these engagement sessions in most of the key municipalities.

SAPOA is excited to launch several new education programmes, in partnership with the University of the Witwatersrand, to supplement our current offering. Some of these programmes include Real Estate Market Analysis, Real Estate Investment Analysis, Commercial Real Estate Valuation, Management & Leadership for the Built Environment, Strategic Corporate Real Estate Management, Real Estate Finance, Advanced Facilities Management, Occupational Health & Safety and Building Services, Property Management for Developers, and the Law for Property Development and Management.

There are also several advanced-level leadership programmes, aimed at assisting managers in developing skills for the built environment, including Strategic Corporate Real Estate Management, Management Development in Commercial Property, and Senior Managers Development in Commercial Property respectively.

We trust that you will find these new offerings beneficial to you and your business. Information on all of these programmes is available on the SAPOA website.

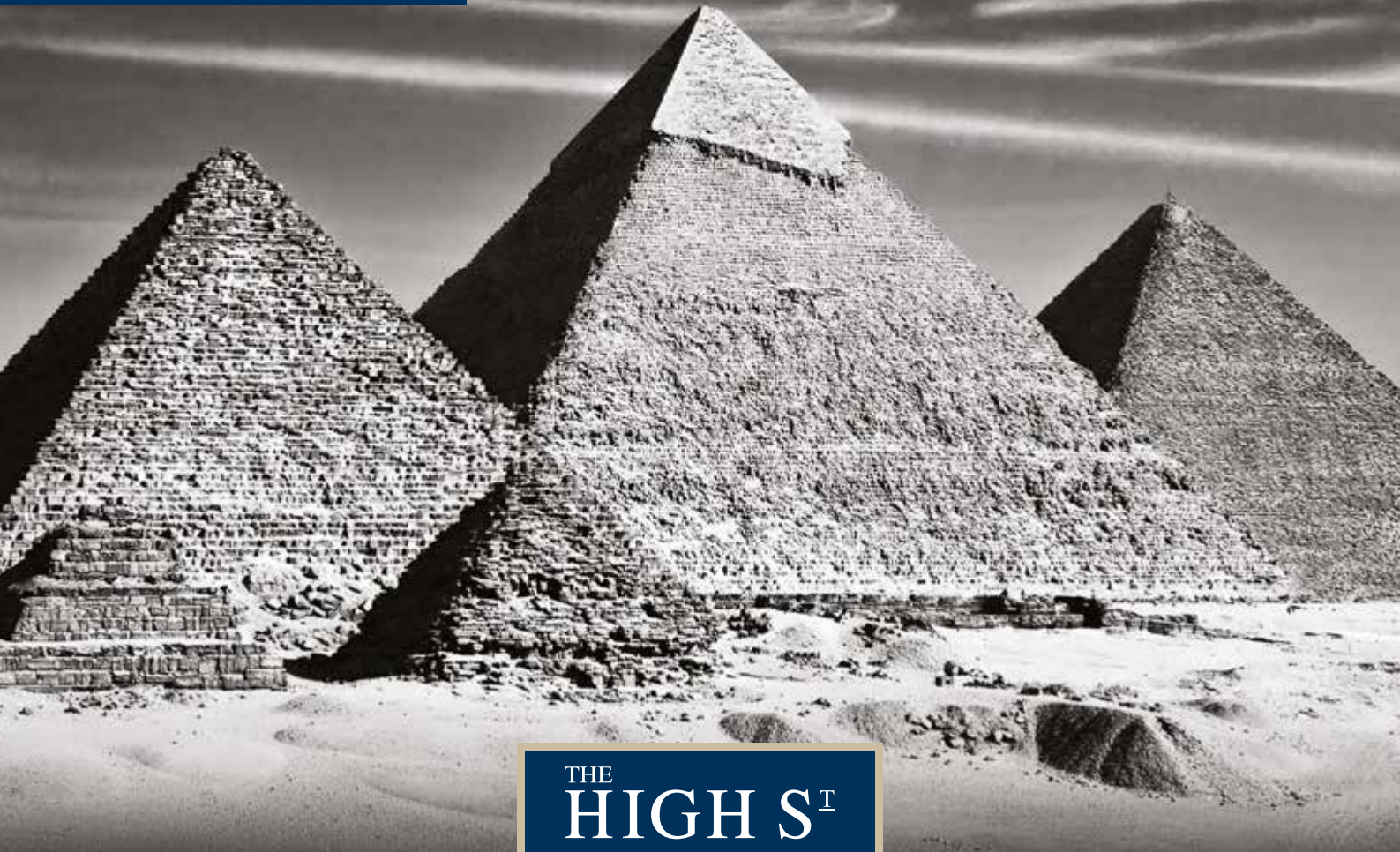
Sponsorship provides essential support for SAPOA at a national and regional level, and contributes to the overall success of the organisation. It provides an opportunity to showcase your brand in a dynamic way, and highlight products, services and corporate initiatives to a broad audience at events. Event sponsors provide vital funds to assist in the staging of the events themselves, providing members with the most up-to-date, topical and relevant events in the industry.

At a regional level, we welcome support by one or more sponsors. If you are interested in getting involved at a regional level, please contact the relevant regional secretariats – details are available on our website.

We hope to make 2017 a year filled with positive growth within the property space. We are excited for the future!

Neil Gopal, CEO

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Stepping into the year ahead

What an exciting year 2016 was. SAPOA reached its landmark 50th year, there were new property listings on the JSE, legislation continued in sectional title developments, the Community Schemes Ombudsman Services officially opened its doors and the Estate Agency Affairs Board introduced Privyseal

February seems a little late to be wishing our SAPOA members a happy and prosperous new year – but as we all know, the property industry only really gets back to work in mid-January, and this is our first real communication of the year.

Two of our members, Liberty Two Degrees and Spear Properties, listed on the JSE in November and December last year respectively. We take this opportunity to congratulate our former President Amelia Beattie on both the Liberty Two Degrees listing and becoming its CEO. We also congratulate Mike Flax, Quintin Rossi and Abu Varachhia of Spear Properties on their listing in November. We look forward to holding one-on-one interviews with them later in the year to find out how they have fared.

One advantage of getting to talk to people about the new year is that predictions have already largely been laid. The year 2016 was not a particularly good one for the property market – but while there has been a general slowdown in the market, prices are, for the most part, still holding their own. The old adage of “Invest in property – it’s a safe bet” is still holding strong. There will be a continued drive for more green-compliant buildings that are both more energy-efficient and water-wise. The migration pattern of people looking for better opportunities and a safer environment in which to live will continue to drive housing prices in the Western Cape, East London and Port Elizabeth.

People are still buying into property. One of the biggest global trends is increased urbanisation, and in the case of our South African cities we are seeing more gated communities springing up as an answer to a safer living environment, ever-greater densification, and a leaning towards mixed-use developments such as Menlyn Maine, where whole communities can work, play and live within an easy commute to their work and recreation requirements.

Several of South Africa’s leading firms are centralising their office space as well. Two (both in Sandton) that come to mind are Sasol Place and Discovery. They join the likes of Alexander Forbes and Ernst & Young in taking their head offices to a place of easier access.



In this edition, we are privileged to be able to take a closer look at Sasol Place, Sandton’s latest iconic building. We talk to Fay Hoosain and Adam Sargent, and discover the thinking behind the building and what it means to Sasol’s employees. We look forward to bringing you the development of the Discovery building in a later issue.

This year, we see the introduction of our “One on One” interviews, where we aim to talk to our industry’s leading lights to get a more personal view of who is working to take the property industry forward. We start with Christopher Campbell of Consulting Engineers South Africa, which has recently signed an MOU for greater collaboration with SAPOA.

In keeping with our “architects” theme, our second interview is with Henk Boogartman, who is leading the charge with the Menlyn

Maine Precinct project. We will continue our light-hearted “Frankly Speaking” page with Wessel van Dyk, who is a member of our Excellence Committee.

Going forward into 2017 – starting with our March edition – we will be introducing “Associate News”, a section that will replace the generic industry news. On these upfront pages we will be inviting SAPOA’s associates to give us news and happenings in their particular part of the industry, ensuring that we keep the short announcements relevant to our members. If you have any submissions, please send them to editor@mpdps.com.

Looking forward to the March edition, *South African Property Review* will hone in on technology and innovation, with an industry focus on IT, project managers, and security. We will also be running a One on One interview with the Green Building Council of South Africa’s new CEO Dorah Modise. Until recently, she served as the Strategic Executive Director of City Sustainability at the City of Tshwane, prior to which she was Chief Policy Advisor for Sustainable Development at the South African Department of Environmental Affairs. There she spearheaded South Africa’s engagements in global sustainable development negotiations as well as the environmental sector green economy response, including the establishment and management of the national green fund.

I look forward to working more closely with our members and will be getting out and about more, leaving the comfort of my office in the Western Cape to visit SAPOA’s regions and to meet personally with as many of you as possible. June will see us getting together in Cape Town for this year’s annual Convention, so I look forward to seeing you in the Mother City. Book now to take advantage of the early-bird special!

All the best for 2017.

Mark Pettipher, Managing Editor

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Emira launches ground-breaking new commercial property leasing app for brokers

Emira Property Fund has launched an innovative new app – the first of its kind – that provides real-time information about properties to make it easier for brokers to conclude leasing deals successfully. The free Emira app shares up-to-the-minute information with brokers about the availability of its properties, giving them immediate updates as the availability changes. It also offers more information about a property than a standard vacancy schedule does, as well as valuable additional resources, all in one easy-to-find location.

“The broker community is important to Emira. We believe this app will help ensure that doing business with Emira is a rewarding experience for brokers,” says Geoff Jennett, CEO of Emira. “We’ve worked hard to make this app helpful, easy and intuitive for brokers to use with its simple, elegant design, providing brokers with accurate, up-to-date information 24/7, 365.”

The Emira app is available for Android and iOS, with tablet and smartphone versions for both platforms. It is free to download from Google Play and the App Store – simply search “Emira”.

The app is designed to help brokers in four main categories, each representing a different way in which Emira and the broker community regularly interact.

For space to let in the Emira portfolio, the app lists premises and their rental rates. These are searchable and filterable by size, region and property type. It also enables brokers to provide their

clients with an information pack that gives a full picture about the property. This includes everything from a property fact sheet, its GPS location, background on Emira, and an “offer to lease” document.

Brokers have the option to download information directly to their device or have it emailed to them in PDF format.

The deal tracker on the app lets a broker know how each deal is progressing, sharing the step-by-step process through credit checks and the issuing of the lease right up to the payment of commission.

The app’s incentive tracker follows a broker’s progress to qualify for the Emira Incentive Getaway, based on the amount of gross lettable area they have signed up. It also includes the details and rules for incentives.

In addition, the app provides broker resources in the form of downloads that can also be emailed, including Emira’s full vacancy schedule and important documents such as “offer to lease” and “broker mandate”.

Jennett reports the app is currently in its first version and Emira intends to add even more functionality over time and in response to broker feedback.

Emira is a medium-cap diversified JSE-listed REIT that is invested in a quality balanced portfolio of office, retail and industrial properties. Its assets comprise 144 properties valued at R12,9-billion. Emira is also internationally diversified through its direct interest in ASX-listed GOZ, valued at R940,4-million.



Aninka Wessels, Chief of People Management, with David Leslie, CEO of Bidvest Facilities Management

Bidvest Facilities Management achieves Level 1 B-BBEE status

Bidvest Facilities Management, a member of the Bidvest Group, recently achieved a Level 1 Contributor status in an Empowerdex B-BBEE report, with an AAA+ overall score and a 51% Black Owned Designated Group Supplier rating.

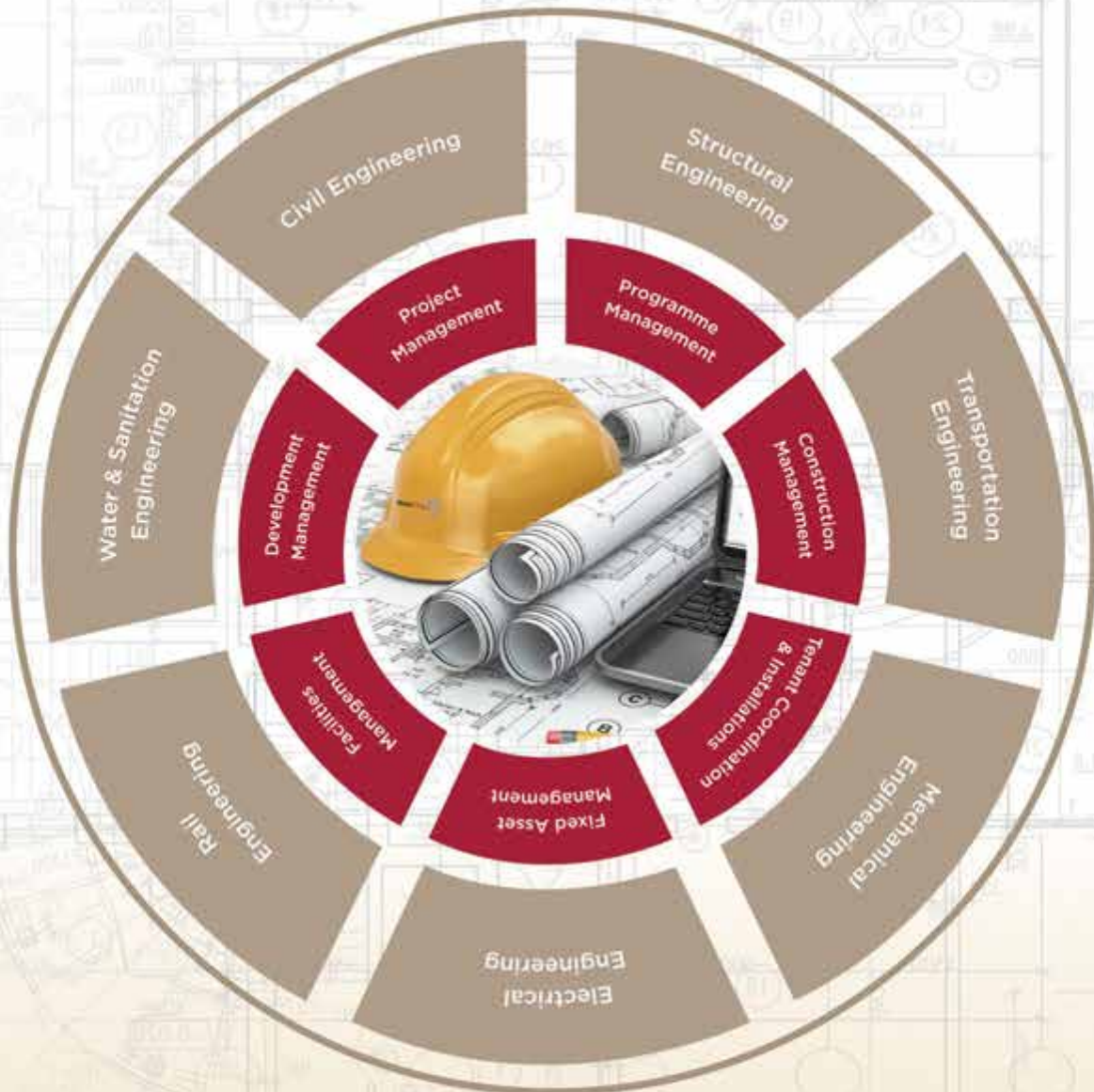
Aninka Wessels, Chief of People Management at Bidvest Facilities Management, says that the company is especially proud of achieving an A (score of 18,14 out of 20) for Skills Development, and a B (score of 42,02 out of 50) for Enterprise and Supplier Development.

“These two scores reflect both the hard work that our team has put into the process, as well as real transformation across our organisation that

impacts the lives of people,” she says. “Our intensive learnership programmes at our Technical Training Academy for both our employees and for unemployed previously disadvantaged people, have been extremely successful – and most of these learners have been absorbed into our organisation.”

Wessels says that the Level 1 Contributor status reflects Bidvest Facilities Management’s commitment to transformation in South Africa and a passion for change. “We embrace transformation not because we have to, but because we realise the enormous value it brings to our people, our organisation and our country,” she says.

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International construction contract changes expected in 2017

New FIDIC contract documents are under development by the International Federation of Consulting Engineers to significantly reduce uncertainty for construction contractors and employers. The FIDIC suite of construction contracts is commonly used in South Africa, particularly the Red Book-adapted versions used by SANRAL and Eskom.

Sixty years after the first contract document was published by FIDIC (the Red Book), the rainbow suite of standard construction contracts is due to be published in 2017. A revised version of the Contract for Dredging and Reclamation and the White Book (the Model Services Agreement) will also be published shortly.

A completely new contract document has also been drafted specifically for

tunnelling and underground works. Called the Emerald Book, this should be ready for publication in 2018, according to Ian Massey, Director at MDA Consulting, who has recently returned from the FIDIC International Contract Users Conference held in London.

He says that one of the most significant changes in the rainbow suite of contracts is the adoption of standing adjudication boards to be appointed at the outset of a contract. "The new contracts seek to anticipate and avoid disputes, which ad hoc adjudication provisions in current contracts (such as in the current version of the FIDIC Yellow Book) have not been able to do," he says.

Time bars have also been revisited. A further time bar on the submission of a contractor's detailed claim and

on employer claims will now apply. However, adjudication boards now have the ability to review some of these time bars.

"The changes were made to clarify the requirements of the contract and thus make it easier to use, but delegates at the London conference were concerned the contracts would be more complicated and difficult to understand," says Massey. "Our experience at MDA Consulting is that long and complicated contract clauses are unlikely to be understood. In our view, it is doubtful whether the changes to the FIDIC Rainbow suite will help to promote conflict-free contracts – but we look forward to the release of the final versions, which we intend to unpack at the our annual Collective Wisdom Conference later this year."

A strong showing of SA REITs among South Africa's top listed companies

South African real estate investment trusts (SA REITs) have yet again excelled among the country's companies, earning the most for their investors.

With nine SA REITs in the Top 100 Companies based on value created for shareholders over five years, the sector featured prominently overall.

"SA REITs continue to perform well for investors and deliver solid, sustainable results," reports Laurence Rapp, Chairman of the SA REIT Association.

The SA REIT Association represents South Africa's listed REIT sector, and its members include all listed SA REITs. The sector comprises about 30 counters with a market capitalisation of about R360-billion. The quality of these SA REITs influences our economy and the quality of people's lives

"REITs have a key role to play in providing affordable access to property ownership as well as contributing to the

savings of South Africans," says Rapp. "The prolific presence of REITs among SA's top listed investments and the sector's positive performance track record are among the solid reasons that any serious investor should consider meaningful exposure to the listed property asset class as a must-have."

The sector's top player was again Fortress Income Fund B, which earned second place overall with a compound annual growth rate of 58,51%. Other top performing SA REITs included in the Top 100 Companies are Resilient REIT, Hyprop Investments, SA Corporate Real Estate, Dipula Income Fund B, Octodec Investments, Investec Property Fund, Redefine Properties and Oasis Crescent Property Fund.

This outstanding industry showing among SA's Top 100 companies is supported by SA REIT Association research, conducted by Grindrod



Laurence Rapp, Chairman of the SA REIT Association

Asset Management, which shows that SA REITs have again delivered healthy positive performance in 2016.

For the year 2016 to the end of October, SA REITs delivered respectable total returns of 12,3%, hot on the heels of SA equities at 15,8%, and significantly outstripping cash at 6,08% and SA bonds at 2,2%. (The research is available at www.sareit.com.)

Five trends in quantity surveying to watch out for in 2017

The construction industry has always been cyclic, enjoying a boom for several consecutive years only to face a slump afterwards. Eventually, things pick up again. South Africa's last upward cycle ended around 2010 in step with the global economic crisis. Since then, quantity surveyors have been feeling the pinch. "Unfortunately, this trend looks set to continue into 2017," says Larry Feinberg, Director at the Association for South African Quantity Surveyors (ASAQS).

Possible skills gap

The #FeesMustFall movement has called into question whether or not 2017 will suffer a skills gap because of a lack of graduates. "We've yet to see how this will affect quantity surveying," says Feinberg. "One must remember that the construction industry is a cornerstone of the South African economy. The government is aware of the talent required to keep it strong and there's a huge drive to develop skills in all fields. So the expectation is that there will be sufficient expertise next year."

Legislation changes

Another notable trend for 2017 is the Construction Sector Charter Council's revised construction sector codes. The new codes are designed to bring the industry in line with the black economic empowerment and transformation targets set by the Department of Trade and Industry. "While the codes are still open for comment, quantity surveying firms should familiarise themselves to ensure they are prepared in the coming year," says Feinberg.

Sustainable building takes centre stage

In the past, green buildings were assumed to cost nearly 60% more than traditional ones. But a recent study by ASAQS, the Green Building Council of South Africa and the University of Pretoria, using data from 54 Green Star-certified office buildings around the country, shows that additional costs actually average about five percent and may drop as low as 1,1%. That's a small price to pay for protecting our future. "In 2017, quantity surveyors should take the initiative and recommend sustainable building practices and materials."

Technological development brings greater efficiency

Technologies available to the quantity surveyor appear set to continue developing in line with other industries. Various software packages exist for quantity surveying, so they should make the most of suitable technologies. Automation of repetitive tasks brings greater efficiency, resulting in faster service and higher profits. "However, technology is only a tool and cannot replace sound business advice, solve problems or suggest alternatives," Feinberg cautions.

Quantity surveyors to move into advisory roles

Quantity surveyors have always been value enablers in the construction industry. "In 2017, they should strive to promote the results they produce, not just their technical capabilities," says Feinberg. In a down economy, investors hope to do more with less and the quantity surveyor is in a prime position to help them reach that goal. The price of their service is easily offset by the cost savings achieved from their advice on sensible construction choices, such as cost-effective substitutes or avenues for realising lower building life-

cycle costs. "This means quantity surveyors can thrive, but they will need to work harder to build awareness of the value they add."

While the forecast for 2017 isn't ideal, there is a greater need for quantity surveying than ever. By leveraging every opportunity and proactively promoting their skills to accurately predict building costs, compile fit-for-purpose tender documentation and then successfully managing project budgets, quantity surveyors will thrive.

Mega logistics park to be developed at N2 Business Estate

The vision of establishing the Cornubia multi-use development as an important node between King Shaka International Airport and the city of Durban has been reinforced by the announcement that a 100 000m² logistics park is to be developed at the N2 Business Estate.

The business estate is conveniently located on the northern edge of the Cornubia development, with easy access to the N2 highway. Once completed, the total estate could create 2 400 permanent jobs and generate R45-million per annum rates income for the city.

The multimillion-rand logistics and retail park is being developed by M&F Giurich Developments and Fortress Property Fund – one of the larger South African property-owning funds listed on the JSE – in a joint venture. M&F Giurich Developments' expertise will be combined with Fortress Property Fund's industrial development experience to develop this site. M&F Giurich Developments has undertaken developments throughout South Africa since 1993. By combining in this joint venture, the consortium will develop a modern logistics park that will attract large national logistics tenants.

"A logistics park of this size and nature is a perfect fit for the vision that we had of establishing the Cornubia N2 Business Estate as a prime commercial location," says Karen Petersen, Development Director of Tongaat Hulett Developments. "It meets all the criteria needed to attract tenants with specific needs, and will add considerably to establishing the business estate as a prime commercial site."

Florian Giurich, co-founder of M&F Giurich Developments, says the logistics warehousing facilities will be established on a site covering 200 000m², with the remainder of the usable space dedicated to retail space.

"We believe the opportunity exists for this facility to meet the needs of logistics companies or major brands with significant warehousing needs," he says. "There is very little infrastructure of this nature in existence along the N2 that exploits proximity to the airport and Dube Trade Port as well as access to Durban."

Cohen Property Developments wins top PE award

Cohen Property Developments, which has built more than 3 000 residential units in and around Port Elizabeth in the past 13 years, was awarded the Greyvensteins Attorneys Developer of the Year Award.

The award, presented for the first time last year, recognises the contribution of a development company not only in terms of the number and value of units built but also in terms of factors such as job creation, community input and its legal and financial integrity, says Cor van Deventer, Director at Greyvensteins Attorneys.

Cohen Property Developments was launched by brothers Aaron and Stanley Cohen in 2003. Now the largest developer in Port Elizabeth, the company is currently working on 75 units on a daily basis, says co-Director Aaron Cohen.

Accepting the award from Greyvensteins Directors Liesel Greyvenstein and Cor van Deventer at the end-of-year black-tie event, Cohen said it signified not only the attainment of a long-held dream but also an ongoing commitment to Port Elizabeth.

Cohen, whose grandfather Daniel was also a developer, says developing is in their blood and that they measure their success beyond the financial aspect. "For us it's about building the future."

The company, which brought the duet concept to Port Elizabeth during the property market slump in 2008, is working on a number of new developments in popular, family-orientated suburbs throughout the Nelson Mandela Metropolitan area, including Parson's Ridge, Pinelands, Mount Pleasant, Fairview and Kamma Heights. It will also be launching a new

flagship development in Salisbury Park early in 2017.

Focusing on entry-level and middle-market affordability, it has made up-market home ownership possible for thousands of families wanting quality design and finishes without the usual hefty price tags, says Van Deventer, adding that in so doing, it had also established a strong and growing investor following, with business buyers from across South Africa snapping up their product.

Priced from under R700 000 to about R1,5-million, the units offer the best value for money anywhere in Port Elizabeth, says Van Deventer. "And with the resale value averaging about 12% year on year, they're providing an excellent return on investment for investors. If you were to buy a unit at the launch price of R720 000, in all probability you'd sell it for R764 000 before transfer

has even taken place. Alternatively you could expect a healthy rental return of about R7 200 a month," he says.

Furthermore, says Cohen, they are extremely flexible with architectural design and finishes. "No matter how big or small, we believe a home is a family's castle, so we make it possible for clients to choose their own architectural styles and sizes as well as flooring, fittings and colour schemes. We impose as few limitations as possible."

Van Deventer also lauds the company for much-needed job creation in the Bay. At any given time, he says, it directly and indirectly employs about 1 000 workers, from builders to service suppliers.

"The feedback we've received from purchasers is excellent, and we're proud to be associated with a company of this calibre," he concludes.



FROM LEFT Delana van der Bergh, Ian Clements, Aaron Cohen, Stanley Cohen and Arno Thompson after the Greyvensteins Attorneys Developer of the Year Award was presented to Cohen Property Developments

Make use of the extended deadline for declaration of offshore interests

The 2016/17 Special Voluntary Disclosure Programme (SVDP) or amnesty application period has officially opened, and deadline has been extended to 30 June 2017. The tax penalty inclusion rate has also been reduced from 50% to 40%, giving South African resident individuals and companies more time to be tax-compliant.

The South African Revenue Service (SARS) and the South African Reserve Bank have established a joint application process utilising SARS's eFiling process, accessible on the eFiling website. While there is nothing untoward about having offshore assets, disclosure with the relevant authorities is essential. South Africans are currently allowed to invest up to R10-million outside South Africa on an annual basis, on the provision that a tax clearance has been issued. Settlers, donors and beneficiaries of foreign discretionary trusts may elect to apply in their individual capacity for the SVDP.

"There has been clarity in respect of the exchange control aspects of the amnesty for some time now," says Tony Barrett, FNB Financial Advisory Wealth Manager. "If applicants wish to retain assets offshore, a penalty of 10% on the value of the assets, as at 29 February 2016, will apply. The penalties must be paid out of the offshore funds. If applicants elect to remit the assets back to South Africa, a penalty of only five percent is payable."

If lack of liquidity makes this a problem, the levy can be payable from local funds but at a levy of 12%, and the assets will remain offshore. "Exchange control regulations are complex, and defining whether or not one is in contravention of these regulations can be difficult," says Barrett. "All South African banks are responsible for implementing exchange control regulations. If you are uncertain as to whether or not you are in contravention of these regulations, approach your financial adviser for guidance."

The tax regulations relating to the SVDP are not yet promulgated as law, and all tax applications made will be put on hold by the tax SVDP unit. To apply for the SVDP tax, one must obtain details of the market value of the assets that are in contravention of the Income Tax Act. These values need to be obtained for each year of assessment commencing on 1 March 2010, until 28 February 2015. The highest value of these assets as at the end of each of those years of assessments, translated into South African rand using the spot rate on the last day of each relevant year of assessment must be determined, and 40% of that highest amount must be included in the taxpayer's taxable income in respect of the 2015 year of assessment.

Barrett illustrates the taxation of the assets as follows: "Assuming that the highest value of the assets is R1-million, then R400 000 (R1 000 000 X 40%) will be added to an individual's taxable income and taxed at 40% (being the applicable personal income tax rate in that particular year, assuming that the individual is on the highest tax bracket) in the 2015 year of assessment. This would result in tax of R160 000 being paid, or an effective SVDP tax penalty of 16%.

"Let's take our example one step further and assume that the assets in the above example were also in contravention of exchange control regulations, and that the offender wishes to retain the assets offshore, and that the asset value on 29 February 2016 was also R1-million. An exchange control SVDP penalty of 10% would then be paid in addition to the effective tax penalty of 16%. This would result in total SVDP penalties of R260 000 (being R100 000 for exchange control and R160 000 for tax contravention) or 26% being paid."

Better urban planning can boost productivity by reducing commuting times

South Africans spend more time in traffic commuting than their counterparts in 22 similar countries – and when taking into account that the country's poorest citizens typically live on the fringes because of the legacy of spatial fragmentation, the impact of the transport challenges is most significantly felt by those least able to afford them.

The Organisation for Economic Co-operation and Development "How's Life" study in 2011 reflected that South Africans spend an average of 58 minutes daily on commuting – the longest time among the countries analysed. Already urbanisation has been recognised as the cornerstone on which the globe's cities will develop, with 2005 being the milestone year when, for the first time, more than half the world's population lived in cities.

The United Nations (UN) World Urbanisation Prospects Report 2013 indicated that 30% of the rise in city dwellers will be in Africa and Asia, and that 70% of the world will occupy city residences by 2070. According to the Integrated Urban Development Framework released by the South African Co-operative Governance and Traditional Affairs Department, by 2030 more than 70% of South Africa's population will be living in urban areas.

This exponential growth poses significant challenges for urban planning, with UN Under-Secretary General and UN-Habitat Executive Director Joan Clos that reflecting nearly 800-million people globally live in slums, including 62% of the sub-Saharan African urban population. It is in this environment that South Africa in general – and eThekweni Municipality specifically – must approach urban planning with a critical eye.

National Treasury Deputy Director-General Malijeng Ngqaleni said that correctly managing urbanisation was the potential hook for turning around South Africa's growth trajectory. She noted that, until now, the country had implemented unsuccessful planning methods that further entrenched the apartheid spatial legacy, and that South African cities were consequently "unproductive, unequal and unsustainable". She called for a new approach where citizens were part of the process and the government provided consistent, coherent leadership, recognising there are clear catalytic interventions to initiate action.

The topic was also discussed by Tongaat Hulett Developments, GAPP Architects, Iyer and Urban Design Solutions, with the assistance of Urban Solutions Architects. Tongaat Hulett Developments planning director Rory Wilkinson says the eThekweni Integrated Rapid Public Transport Network, colloquially called Go!Durban, was a key facilitator for improved urban planning in a rapidly urbanising society.

"The aim is to change people's mind-set from using private motor vehicles to accepting public transport and non-motorised forms of transport," he says. "However, that can only happen with education, commitment and an appropriate approach that facilitates alternative forms of transportation."

Go!Durban aims for a flexible and cost-effective transport system across eThekweni Municipality by investing in sustainable infrastructure, and is an integral pillar to stimulating regional economic growth and development as well as accessible, inclusive urban centres.



Lekgolo Mayatula is SAPOA's Planning and Development Manager

SAPOA engages on spatial transformation

By the time you read this article, some of you would have participated in the January engagement between SAPOA and the South African Cities Network (SACN) regarding the State of the Cities Report 2016. The SACN was established in 2002 as a learning network, knowledge generator, and disseminator on good governance and sound management of South African cities. The organisation's objectives are to:

- Promote good governance and management in South African cities;
- Analyse strategic challenges facing South African cities;
- Collect, collate, analyse, assess, disseminate and apply the experiences of large city governance in a South African context; and
- Encourage shared-learning partnerships among the various actors in order to enhance good governance of South African cities.

(Source: State of South African Cities Report 2016 – The people's guide)

The networks' thematic areas of focus are based around the City Development Strategy, which takes into account aspects such as the productivity, inclusivity, governance and sustainability of cities. SACN releases a report every five years; known as the "State of the Cities Report" (SoCR), it provides an informed assessment of how South African cities are being managed, using the thematic focus areas as the main evaluation and assessment indicators.

The first SoCR report was released in 2004, and the main message emanating from the report was that cities

are important and can be used as drivers of social change. In 2006, the report highlighted that the apartheid city form remained largely unchanged; in 2011, the report stressed that cities are resilient but face key pressures and vulnerabilities that require intervention and support. The latest report, released in 2016, emphasised that cities have been effective drivers of local and national development but that there is a need for all actors to pull together. It is from this premise that SAPOA and the SACN had an engagement on the 2016 SoCR, with emphasis on partnerships and the involvement of the private sector in the development of cities.

The property sector's key area of participation is defined in Chapter 2 of the report, which focuses on the spatial transformation of South African cities. The key messages emerging from this chapter are summarised as follows:

- Spatial transformation is critical for the growth and development of cities. It affects economic access and efficiency.
- South Africa's current urban development trajectory has negative characteristics that result in cities not achieving their spatial vision.
- In order to transform space, the power relations, institutions and capabilities in the system also need to be transformed.
- Short-and-long term strategies are required for land, spatial planning, housing and human settlements, transport and mobility.

- Regulations and public instruments can be used, but market interventions by various actors are also necessary.

(Source: State of South African Cities Report 2016 – The people's guide)

In response to the pertinent points mentioned, SAPOA has committed itself to completely participate in the spatial transformation agenda.

This is evident in its involvement in a number of significant projects, such as the regional participation in the short-to-medium-term municipal business plan, commonly referred to as the Integrated Development Plan (IDP). SAPOA, through the assistance of five development planning consultants, will participate in the municipal IDP process of the following municipalities: the City of Polokwane, the City of Johannesburg, eThekweni Municipality, Buffalo City and Nelson Mandela Bay Metropolitan. The expected outcome of SAPOA's involvement in this process is, firstly, to authenticate SAPOA's commitment to building and nurturing a working partnership with the various municipalities and, second, to ensure that both parties are able to understand and learn from each other to facilitate the collective vision of a spatially transformed society.

Another project that SAPOA has embarked upon is research regarding inclusionary housing. The reason SAPOA's is involved in this regard is because the form and nature of cities is rapidly changing in order to meet the needs of urbanites,

The first SoCR report was released in 2004, and the main message emanating from the report was that cities are important and can be used as drivers of social change. In 2006 the report highlighted that the apartheid city form remained largely unchanged

and therefore being able to develop and offer viable housing solutions within an array of development types would be another means for the industry to contribute and participate in the spatial and social transformation agenda.

Previous research produced by SAPOA in collaboration with various partners such as the City of Johannesburg, Gauteng Province, the City of Cape Town, eThekweni Municipality, SACN and the National Treasury attests to the fact that the organisation has been involved in the spatial transformation deliberations and, given the importance of the matter, there is no doubt the organisation will continue to immerse itself in this subject matter.

The deliberations on the 2016 SoCR provided great insight into the various challenges faced by cities all over the world, and the recommendations are aligned with international benchmarks and agreements. It is important to note that, from a global perspective, each city has its own characteristics, and South African cities are no different given their need to fully evolve outside the apartheid development approach. There have been numerous legislation and policy documents that have sought to change the South African city landscape, but the results have been slow and insignificant headway has been made in order for the country to meet its spatial vision of sustainable social and economic integration.

Some of the impediments to achieving this vision are self-inflicted; for instance, the non-alignment and un-coordinated development of spatial projects that span across different municipal sector departments, different municipal and provincial boundaries and so forth, make it extremely challenging

for effective development and adequate management of limited resources. The impact of the disconnection affects the country at both a micro and macro level.

To illustrate the above-mentioned dilemma, the SACN and the Department of Cooperative Governance and Traditional Affairs, as part of the SoCR 2016, commissioned a short case study to identify the challenges facing the alignment of spatial policies, plans and initiatives across government spheres. (The three municipalities included in the study were Ekurhuleni, Rustenburg and Lephalale.) The findings indicated that although all government spheres invested in broadly defined "areas of priority focus for government", the "spatial alignment" seemed to take the form of many projects implemented in the same space by different spheres. Plans often referred to areas targeted for specific purposes, such as an "international port" in Ekurhuleni, or the mining areas in crisis in Rustenburg, or energy hubs in Lephalale – but there was little evidence of government spheres proactively coordinating their projects so as to "harness the benefits of spatially targeted investments" (SoCR 2016:51).

The need for collaborative development is prescribed as one of the key elements to addressing spatial transformation. However, there is a critical need to address existing challenges, such as the parallel planning processes and the plethora of planning instruments and mechanisms, as well as the task of aligning a myriad of projects on paper and in budgets (SoCR 2016:53).

The challenge mentioned requires strong local, regional and national leadership, and this is undoubtedly the ultimate task that needs to be effectively implemented by government in order to sustainably address the

spatial challenge. The difference in South African cities' character requires that the term "spatial transformation" be understood in an assortment of outcomes that allow for each city to meet its individual needs – but these have to be in alignment with key focus themes such as, for example, those that were identified by SACN (inclusivity, productivity, good governance and sustainability).

The SoCR 2016 concludes that the following four initiatives would ultimately lead to a spatially transformed country;

1. The transformation of spaces, access and mobility, which requires to decisively address the need and accessibility of well-located land for poor people within urban areas; the provision of affordable, efficient and safe public transport services; and the creation of pedestrian-friendly cities;
2. The transformation of politics and power, which needs to address the imbalances of power relations between the black people and the white people in the country, especially with regards to economic conditions that place added pressure on the already historically strained relations;
3. The transformation of institutions and intergovernmental relations, which needs to address the necessity for government across the board to radically shift from operating as "silos" and work in a more effective business- and technologically savvy approach in order to effectively respond to an array of challenges that require a collaborative and coordinated response by the various sectors; and
4. The transformation of management and capacity, which needs to address the process of employing and

reskilling the staff capacity in order for government to respond to the complexities associated with delivery of sustainable solutions to a range of end-users needs.

(Source: SoCR 2016: 78-80).

Added to this, the management and development of cities is changing at a radical pace. A recent publication by Adriana Allen, Andrea Lamps and Mark Swilling, titled *Untamed Urbanism*, provides another dimension to the changing urban development landscape, highlighting the fact that the fast-urbanising world requires a change in mind-set and implementation strategies to effectively deal with the complexity of urbanisation (or the rapid growth of cities).

So, in closing, South Africa and all its citizens can no longer afford to work in isolation; real change is needed in order to collaboratively find solutions that address the needs of our society as a whole.

The need for collaborative development is prescribed as one of the key elements to addressing spatial transformation. However, there's a critical need to address existing challenges, such as the parallel planning processes and the plethora of planning instruments and mechanisms

Draft Gauteng: guideline for implementation of sustainable development

By Mumtaz Moola

1 Background

The revised Guideline is developed with the aim of reminding and guiding developers and investors on how buildings (residential, commercial and manufacturing) should be designed, developed and operated, with a view to reducing environmental risks, and enhancing social benefits and financial sustainability.

The current state of most developments undertaken in the province is that they are demand-based, and they do not take into consideration the efficiency in terms of resources that will be utilised during the development and operation phases. The principles of greening the buildings are not integrated early enough (when the building plans are drawn up) to make a meaningful impact on the efficiency of the building during operation.

It is a general concern that incorporating green building designs will lead to cost escalation, which will deter clients from buying into development and expanding/improving the current infrastructure. More and more people are becoming aware of the environmental and economic risks of developing an infrastructure that is resource-intensive in the long run. The future generation of clients who will be acquiring homes and occupying offices is currently being alerted to the negative environmental impacts of inefficient buildings. This phenomenon is likely to attract or deter a certain calibre of future tenants based on the operational cost savings and positive contribution to the environment.

The African Union Vision 2063 and the SADC Treaty signed by all members refers to sustainable utilisation of natural resources and effective protection of the environment as one of the objectives. The African Union Vision also has an aspiration that, by 2063, the environment and ecosystems will be healthy and preserved, and will be backed by climate-resilient economies and communities.

Section 24 of the South African Constitution makes a provision for the protection of the environment from harm through legislative and other measures that secure ecological sustainable development

and use of natural resources while also promoting justifiable economic and social development for the benefit of present and future generations.

Chapter 1 of NEMA, the Environmental Management Principles, Subsection 2, 3 and 4 (a to r), refers to the principles of sustainable development, such as that environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interests equitably. Also, the development must be socially, environmentally and economically sustainable.

The intention of this guideline is aligned to the NDP vision 2030, as contained in Chapter 5. This chapter is dedicated to environmental sustainability, which promotes the use of South Africa's rich endowments to fund the transition to a low-carbon economy, build resilience to climate change, and create consumer awareness to drive behavioural change.

The objectives of this guideline are also in line with the provincial environmental and socioeconomic strategies and plans, such as the Gauteng Climate Change Mitigation Strategy, the Gauteng Economic Development Plan, the Gauteng Energy Security Strategy and the Gauteng Green Economy Strategy.

Alignment to sustainable development goals

SDG 6: Ensure availability and sustainable development of water and sanitation for all;
SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all;
SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation;
SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable;
SDG 13: Take urgent action to combat climate change and its impacts.

The stipulations of this guideline must be enforced during the approval of proposed site development plans at local government level, and also in the process of issuing licences, authorisations and permits for proposed developments. The intent is to cause alternative planning from investors and developers in the province, and it will be

done through the inclusion of sustainable development conditions that drive the developer to think differently and integrate sustainability principles in the development.

One of the objectives of the guideline is to develop better-performing buildings that deliver environmental efficiencies but that are also cost-effective. Whether designing affordable homes or high-end apartments, hotels or resorts, office buildings or commercial establishments, resource-conserving designs will deliver sustainable buildings or infrastructures.

GDARD officials will use this guideline when engaging with stakeholders such as environmental assessment practitioners and developers, who must incorporate the recommendations into the planning and design of any type of development.

It is envisaged that compliance with the Gauteng Province Sustainable Development Implementation Guideline should start at the planning stage, where the approvals of the development plans are undertaken before an application is lodged with GDARD. Spatial planners are a key stakeholder and can have a significant influence on the type of developments in the province by looking at the construction and architectural plans submitted for approval.

The integration of sustainability principles in the designs of proposed developments within the province cannot allow developers and investors to take a non-responsive approach any longer at the expense of the environment. We need to adopt best practices with tangible environmental and social benefits, and implement them. These best practices will be enabled by an obligation on the part of the developer to comply with the conditions of the Environmental Authorisation, which will include the Sustainable Development guidelines suggested below:

2 Objectives of the guideline

- To use the Local Council Site Development Plan Approval, EIA, waste permitting and atmospheric emission licensing processes to transform the manner in which infrastructure and buildings development is undertaken in the province;

- To influence the design of infrastructures and buildings as well as their development to conserve resources, specifically energy, water and material recovery;
- To create awareness among the people of Gauteng on the various approaches that can be explored in furtherance of sustainable development, such as greening of the buildings and the environmental and economic benefits;
- To engage the planners in Gauteng and to get their support for the implementation of the sustainable development guideline;
- To inspire the developers in the province to design resource-efficient structures that will benefit the occupants in years to come;
- To align the development approaches in the province with the national and international frameworks, protocols and agreements, such as the Paris Agreement on Climate Change Mitigation and Adaptation.

3 Influencing the design of the buildings

The guideline seeks to dispel the notion that incorporating green designs in a development plan will escalate the cost of the development and make it unaffordable. The financiers and developers need to acquire a transformative long-term sustainability mind-set to develop resilient structures that are able to deliver operational efficiencies and return on investment in future.

The Gauteng Provincial Government has made it its core mandate to support the economic development in the province, and this guideline is supported by various strategic plans that are being implemented. The government is mindful of the fact that economic growth should not be achieved at the expense of the environment and the people of Gauteng. It is against this background that GDARD seeks to influence the thinking behind, the design and the operation of the infrastructure and developments in the province to support sustainable development.

The developers and the investors are expected to invest in greener development technologies and approaches when they plan and design their developments. They must incorporate greening aspects that will be measurable at a specific phase of the development. In this manner, the developers

and investors will be prompted to think out of the box and develop infrastructure/developments that are safe and resilient for the uncertain future.

The GDARD needs to pay more attention to the resource-intensive type of proposed development in applications, and really activate the requirements for the resource-efficient development approach.

A clear and realistic plan of how the developer intends to meet the resource-efficiency proposition should be presented to the department during the application process, and be included as approval conditions or recommendations in the Environmental Authorisation. This will enable the GDARD Compliance Monitoring and Enforcement team to assess the facility's compliance with the commitments made to the department in line with this guideline.

As a department, GDARD must be willing to use our authority through the permits and licences we issue to change the land use patterns for the benefit of the environment and future generations. Directorates will have to agree on what they want to enforce through the licences/authorisation

The below are considered the minimum resource-efficient requirements/criteria to be implemented by the developers. The check list is by no means exhaustive; more must still be done over and above these requirements. This is intended to introduce the greening requirements for developments and achieve gradual behavioural changes over time. The design requirements for comfort and resource-efficiency are influenced by climatic considerations. Resource intervention measures will vary from region to region. To achieve the best results, building design and construction materials should be appropriate to the local climate.

3.1 For buildings (commercial and residential) *During the process of reviewing an EIA application, officials can assess the following from the application:*

1. Is the proposed development addressing efficiencies in relation to water conservation and demand management? (Commitment to install efficient shower heads, taps, collection system of grey water from the sinks, washing areas, rain-water harvesting systems for non-potable purposes such as flushing toilets, irrigation, laundry.)
2. Is the proposed development addressing efficiencies in relation to alternative energy sources? (Efficient geysers (solar/heat pumps), lights (CFLs, LEDs), use of renewable (solar) energy – installation of rooftops PV panels etc. Have they considered both passive (colour of the walls, orientation of the building, size of glass vs the walls etc.) and active energy solutions?)
3. Buildings larger than 5 000m² should have energy sub-metering in order to monitor and control energy use in the buildings. Data from the sub-metering systems should be captured over time and used to generate energy profiles for specific areas.
4. Are there plans to insulate (floor and roof) the buildings to maintain room temperature (reduce the need for heating and cooling)?
5. Is the proposed development addressing efficiencies in the design (roofing materials, window vs wall size, ventilation, heat-reflective colours, large verandas) or location of the development?
6. Is the proposed development addressing efficiencies in relation to the type and sourcing of construction materials?
7. Is there a waste management plan that seeks to achieve high levels of separation of waste at source to reduce quantities going to the landfill sites, especially for buildings with a gross floor area of more than 5 000m² or where the total cumulative gross floor area is more than 5 000m²?
8. Are the landscape designs accommodating the establishment of water-efficient indigenous plants gardens for greening the development?
9. Are the road construction designs incorporating safe routes for cyclists and pedestrians to encourage other forms of transport?

10. Infrastructure designs should incorporate green infrastructure to create corridors for animal movement where possible.
11. Is the proposed development located outside the 1:100-year flood line to ensure safety of the occupants or users from the impact of flash floods?
12. Is there a plan to plant indigenous trees to act as carbon sink and to contribute to climate mitigation strategies of the province?

3.2 For manufacturing processes
During the process of reviewing an application for an Atmospheric Emission Licence, officials can assess the following from the application:

1. Has the development considered establishing opportunities for integrating industrial symbiosis as part of the operational processes? (Sourcing of used materials for use as input materials into the process and other services like logistics etc.)
2. How is the design of the facility demonstrating resource efficiencies throughout the process?
3. What form of technology will be used in the operational process in relation to GHG emissions reduction?
4. What innovations will be used by the manufacturer to source renewable electricity? Which areas will be powered using this form of electricity?
5. Is there a waste management plan that seeks to achieve high levels of separation of waste at source (to support reuse and recycling of material) to reduce quantities landfilled?
6. The design of the materials or products handling, transportation and storage facilities, warehouses, etc. should be designed in an energy-efficient manner in terms of conveyor belts, pump motors etc. to save energy.
7. The design of the buildings should be customised for local environment and take into consideration the wall-to-window size to enable much daylight access into the building. (This will also assist in winter seasonal climate for heating purposes.)
8. Has the applicant provided the commissioning and decommissioning plans of the manufacturing processes
9. Is the proposed development located outside the 1:100-year flood line to

ensure safety of the occupants or users from the impact of flash floods?

10. Is there a plan to plant indigenous trees to act as carbon sink and to contribute to climate mitigation strategies of the province?

3.3 Waste management licensing
During the process of issuing a Waste Licence, officials can assess the following from the application:

1. Is there a plan to separate waste at source and establish formal partnerships with the local SMEs to collect recyclable materials from residential areas for further processing downstream (reuse, recycle, recover)?
2. For waste recovery facilities and landfill sites, are there long-term plans to generate electricity from renewable sources such as methane gas emissions, solar? Which areas of energy usage will be powered by this electricity?
3. Is there a commitment to collect and utilise grey water for dust suppression, flushing toilets and irrigation?
4. Are there plans to vegetate the bare soil in the landfill site using indigenous grass species for the closed cells and trees to reduce dust emissions?
5. Is the proposed development located outside the 1:100-year flood line to ensure safety of the occupants or users from the impact of flash floods?
6. Is there a plan to plant indigenous trees to act as carbon sink to contribute to climate mitigation strategies of the province?

As a department, GDARD must be willing to use our authority, through the permits and licences we issue, to change the land use patterns for the benefit of the environment and future generations. Directorates will have to agree on what they want to enforce through the licences/authorisation. GDARD should be committed to leading the change in the way developers go about executing their developments. The extent to which GDARD wants to see the changes on the proposed developments in the province should be seen in the authorisations' conditions that will drive the developers to support the priorities of the province. The risks of not supporting the sustainable development guidelines are vast and cannot be underestimated.

4 Envisaged long-term benefits for sustainable development

Sustainable development has many long-term benefits for the developers, the occupants and the environment. As stated above, the future occupants of the buildings developed today are being sensitised on the environmental management issues, the impacts and the mitigation measures. In the near future, they will be asking questions and demanding buildings that are built to be sustainable before they take occupation. Below are examples of benefits:

- Developers that develop sustainably (with foresight) will benefit from a market that has different mind-set compared to current clients;
- They will also benefit from the positive branding of their organisations as being pro-environment and building resource-efficient buildings;
- The occupants will enjoy reduced operational and maintenance costs of the building over an extended period of occupation;
- Investors will be getting value for money;
- Occupants will enjoy quality and liveable buildings;
- The environment will benefit from less waste produced and a reduced carbon footprint;
- Over-consumption of natural resources will be reduced because the developers will be open to using alternative (used or waste) materials in their processes to achieve the same results;
- Communities will also benefit from cleaner environmental systems that are less negatively impacted by unsustainable development activities.

This legal opinion is only a guide and should not be copied with the expectation that it will serve specific individual circumstances. Most of these recommendations have not been tested in our courts. SAPOA cannot guarantee any success in any court if any of these recommendations are put to use.

Working towards an improved built environment landscape: SAPOA welcomes its new Education & Training Manager

SAPOA has announced the appointment of Portia Mkhabela as the Education & Training Manager at SAPOA

This forward-thinker has an impressive CV, holding a diploma in information technology, Occupational Directed Education and Training qualification and a certificate in project management, and has completed the Management Development Programme from the University of Stellenbosch. She is also currently in her third year of studies towards a bachelor's degree in training and development from the University of North West (Potchefstroom). Coupled with all her formal qualifications, is professionally registered with the South African Board of People Practices (SABPP) and is a Commissioner of Oaths.

Her extensive experience in training and development spans more than 20 years within the automotive, government, telecommunications and community development industries. From her early days working in community development to being appointed as an assistant to the Group Executive for Training and Development at Telkom and later as the Head of Special Projects at the Transport Education and Training Authority, her passion has always been about the upliftment of the workforce.

Prior to joining SAPOA, Mkhabela was Head of Skills Development & Training at the Automotive Industry Development Centre, a subsidiary to the Gauteng Growth Development Agency, where she managed to head up skills in the automotive sector and created synergy between industry, higher institutions of learning and further institutions of learning. Bursary and artisan development programmes were also some of the projects that she was responsible for. In addition, Mkhabela was instrumental to the establishment of the Automotive Industry Skills Forum, which created key projects for

the sector in lieu of improving the level of skills and relevancy to the automotive sector, which addresses the transformation agenda and compliance to the B-BBEE codes.

Her journey to this point as Education & Training Manager has been a long and extremely rewarding one.

In her role as Education & Training Manager, Mkhabela will be responsible for developing and delivering SAPOA's education, training and development strategy that supports the professionalisation of the commercial property sector in South Africa. She will also oversee the delivery of quality education and training for internal staff as well as the commercial property industry.

Her skills set and years of experience are an exceptional match for SAPOA, with education, training and development initiatives being the backbone of the association, ensuring that we continue delivering value to our members.

About her appointment, Mkhabela is ready for the challenge ahead, and hopes to influence the organisation in transforming the property sector, by using public and private partnerships to add value to not only our members, but also to the lives of ordinary South Africans. "I plan to make property a career of choice through my influence in the skills development arena," she says. "My wish is to create a centre of excellence that will open doors to the African continent, sharing best practice with our fellow African countries."

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Portia Mkhabela,
Education & Training Manager at SAPOA

Her extensive experience in training and development spans more than 20 years within the automotive, government, telecommunications and community development industries

The Blueprint for Real Estate Education

Education, training and development initiatives are the backbone of the Association and assist in the quest for an improved built environment landscape.

WITS (The University of Witwatersrand)

WITS is a world-class research university in Africa, is renowned for its commitment to academic and research excellence. It contributes to the global knowledge economy and local transformation through the generation of high level, scarce skills and innovative research. At the forefront of a changing society, WITS is an engaged institution, dedicated to advancing the public good. It promotes intellectual communities and attracts talented students, distinguished academics and thinkers from around the globe.

The Educational efforts of SAPOA are aimed at:

- Increasing knowledge and skills of the property industry amongst employees within the industry;
- Ensuring that the content of programmes / workshops and other educational interventions are aligned to industry needs; and,
- Raising employability and/or competence of the practitioners and professionals in the industry.

Accreditation

All SAPOA Education Courses are held nationally in partnership with The University of Witwatersrand.

The University obtains accreditation for their qualifications through the Higher Education Quality Committee of the Council for Higher Education (HEQC of the CHE), recognised by the South African Qualifications Authority (SAQA) as the Education and Training Quality Assurance body (ETQA).

This means that companies can claim money from their skills levy when their employees attend short courses presented by SAPOA through the University, if these courses are incorporated into their companies' skills plans which they submit to the SETA's.

The training programmes are accompanied by an assessment that promotes understanding and application of the information provided.

The SAPOA/WITS Real Estate Programme is the only programme in South Africa that has been benchmarked by independent international academics (who are experts in the field) and judged as comparable to similar programmes in Europe and North America.

This enables us to offer a world-class education featuring internationally trained staff as well as some of the leading experts in the local market. We have just moved to our own building and instructional spaces that are modern, housing state of the art facilities.

We offer you the opportunity to gain a real estate qualification at the doorsteps of the largest concentration of real estate employers on the African continent enabling you start a career in the most sophisticated real estate market in Africa.

Course Descriptions

IRE	Introduction to Real Estate
REMA	Real Estate Market Analysis
REIA	Real Estate Investment Analysis
CREV	Commercial Real Estate Valuation
PM	Property Management
RECF	Real Estate Corporate Finance
REF	Real Estate Finance
SCREM	Strategic Corporate Real Estate Management
MLBE	Management and Leadership in the Built Environment
FM	Facilities Management
BS	Building Services
OHSFM	Occupational Health and Safety in Facilities Management
PMPD	Project Management for Property Developers
LPDM	Law for Property Development and Management
AFM	Advanced Facilities Management
MDCP	Management Development in Commercial Property
SMDCP	Senior Managers Development on Commercial Property

Registration Details

To register for the Real Estate courses visit: www.wits-enterprise.co.za/real-estate

To view upcoming courses go to: www.wits-enterprise.co.za/upcoming

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CESA in the hands of a passionate and committed leader

Christopher Campbell, CEO of Consulting Engineers of South Africa, talks to *South African Property Review* about the challenges facing the organisation, joining forces with SAPOA, and the vital role of education for the future sustainability of the property industry and the country

By Mark Pettipher



Christopher Campbell, CEO of CESA

The Consulting Engineers of South Africa (CESA) – a representative body for consulting engineers that promotes members' interests and provides quality assurance for clients – is committed to the principles of sustainability and the promotion of engineering excellence. Christopher Campbell, CEO of the organisation, reflects on his first year in office and shares the organisation's plans to drive education.

"I am now one year into the role and it's been a mixed journey," he says. "When I took over the reins at CESA, the most important thing for me was to find and understand the issues – those from the past the and present. I looked at the history of the organisation and noted the thinking of the former members and leaders within CESA, and then I focused on how it was currently positioned and what challenges it was up against."

Relevance and perceptions: major challenges

"The biggest challenge for organisations such as CESA and other volunteer associations is to remain relevant. Organisations such as ours rely heavily on securing a stable member base, and if that isn't happening you have to ask and answer the value proposition: 'What has this organisation done for me lately?' During the past year, I was approached by a sister association of CESA, trying to find out what other organisations were doing to address the challenge of membership dropping. This is not a new challenge, nor is it a unique one; under tough economic circumstances membership subscriptions to volunteer and/or industry associations are the first to be dropped.

"The unfortunate thing about old and established associations is that, very often, clients and the public perceive them as being non-transformed organisations representing only one sector of society. At CESA, we have to communicate with the relevant decision-makers and help them understand that it is an industry association for consulting engineers.

The consulting engineering landscape is very mixed – there are small firms that may consist of either a sole practitioner or a small team of up to 10, or a large company with as many as 3 000 members. Another issue we grapple with is that smaller firms develop the perception that CESA tends to do things in the interest of larger firms – because they believe the larger firms are running the committees, which is not true. Yes, the larger firms have people who are active on the committees, but the decisions are made in the interest of the entire industry. Often a smaller firm doesn't have the capacity to participate in the committees; if they did, they would see and be convinced that actually the decisions are being made in respect of all the industry player."

Other issues and challenges that are demanding Campbell's attention include identifying the clients with whom CESA needs to network; and how CESA can give more life to its Memorandum of Understanding (MoU) with National Treasury in the new Standard for Infrastructure Procurement and Delivery Management.

Campbell explains: "With regard to the construction sector scorecard, a general perception was created that CESA was more representative of the established businesses rather than smaller, emerging consulting businesses. That is not true – but we have an unfortunate situation where people sit on opposite sides with different views and ways. We have to get them all together, argue, break bread and eventually find common ground. We are grateful to be part of the process to help those parties lose their lack of trust for each other and find a middle ground in the scorecard, which is currently up for comment and will, hopefully, be promulgated by at least the end of February 2017.

"There is an urgent need to get more women involved in the property and built environment sector, and CESA actively encourages and supports initiatives to ensure that such transformation is always sustainable.

"What CESA is happy about is that the scorecard doesn't seek to appease any one faction and is probably one of the better-negotiated agreements. Nobody walked away from it smiling, which is good negotiation. CESA was instrumental in negotiating this scorecard. As one of the prominent built environment professions, we provided input on making it a balanced transformation, not an overly ambitious transformation, as we are aiming to transform our industry and its landscape but are cautious about making promises that are not achievable.

During negotiations, the issue of raising the percentage of black women or women ownership in property and/or construction business came under discussion. The reality is that those businesses need to be viable and have actively practising practitioners, and they don't have much of an appetite for shareholders who are not directly adding value. For example, if you are a female practising architect, it makes sense to have some degree of ownership and shareholding – but to simply secure shares as a female figurehead costs the company money and makes business difficult.

"The biggest challenge for organisations such as CESA and other volunteer associations is remaining relevant. These organisations rely heavily on securing a stable member base, and if that isn't happening you have to ask and answer the value proposition: 'What has this organisation done for me lately?'"

"The point CESA made was that because the industry doesn't work that way and the built environment profession doesn't have sufficient women entering and practising in the engineering field, we should not be looking at force-feeding the system at the tail end, but rather looking at how we can influence transformation at an educational level, so competent practitioners can become shareholders in those businesses.

"It's about taking a long-term view. The purpose of the scorecard is not to benefit the individual businesses now, but rather to safeguard the industry within and the economy of South Africa for the future. We need to do more thinking about the country and the bigger picture, and then focus on how businesses will work within that big picture."

Working hand-in-hand with SAPOA

CESA recently signed an MoU with SAPOA. This joint venture will help both organisations reach their mutual objectives of advocacy with transformation and education.

"We are working on several fronts around the issue of education. Our larger member firms are mostly running their own bursary programmes for engineering practitioners at academic universities or universities of technology, and we are looking for ways to broaden that and consolidate efforts," says Campbell. "During the course of this year, we will be talking to the Institute of Chartered Accountants, which has a very well run bursary programme that starts nurturing talent at high school level and through the education system. So we are looking at an engineering programme along those lines, starting at a pre-tertiary level to benefit some of our smaller member firms that may not have the HR capacity to administer such bursaries. From a business perspective, they must leverage that kind of spend to get good scores on the skills development element of their scorecard.

"On another front, we provide training on our premises – CESA has a school for consulting engineers – and we also run in-house training on the premises of our various clients, either member firms or, in one particular case, a provincial department that wants to train a group of project managers in infrastructure (so we are putting together a programme designed specifically for them). We will also be combining and joining forces with a tertiary institution (such as Wits) that already has a similar programme, to assist professionals wishing to bolster their project-management skills in the infrastructure development space.

"On the third front, and probably the most exciting one, we have recognised that there are many qualified technical practitioners in the industry who are good at designing. They enter business with the goal of one day running a business, but they might not have the necessary business skills. To this end, we've developed an in-house programme – Business of Consulting Engineering (BCE). This one-year knowledge-based modular system will give its participants knowledge that can be developed into skills and competencies in law (such as contract law related to consulting and business engineering); human resources; financial management; and negotiation skills. These soft skills will round off the individual's skills and enable him or her to run their business effectively.

We are currently in the process of concluding an agreement with a university at which the BCE will form a partial credit towards a master's degree.

"We are excited about this opportunity because it removes CESA from arguments around portability of skills and SAQA accreditations, and allows many of our practitioners the opportunity to pursue this as opposed to doing a generic MBA. Our programme seeks to narrow things down to our industry; enabling participants to become knowledgeable and earn a master's degree that will make them better practitioners in our industry, and future CEOs or chairmen within the industry. I firmly believe that many members of SAPOA are eagerly anticipating these outcomes – and therein lies the opportunity of better synergies and greater trust in the business relationship in future."

According to Campbell, joining forces with SAPOA came about after CESA took stock of which associations it needed to get closer to. "CESA realised it tended to focus too largely on its public sector client body, while some members had a 50/50 split of work from the public and private sectors. It made sense to start with organisations like SAPOA, then look at how we could foster the trust between the members of SAPOA and CESA's members so that CESA becomes the go-to organisation for property developers, as well as engendering trust from the private sector.

"This partnership will also strengthen the overall networking that is so important for both organisations. And the crucial component in this respect is that CESA represents the interests of our member firms. We do it with integrity and all our members subscribe to that, so we keep them honest and provide a client body with the opportunity to come to CESA if there are service providers who are not delivering the service they claim to provide. We can bring those providers in line. I think self-regulation is a whole lot better than having to resolve issues in a court of law.

"Experience has shown that many client bodies, especially those in the public sector, prefer to use consultants and engineering firms that are members of a professional body such as CESA. However, we are not the only body representing consulting engineering – but we are the only body that does what we do – which is everything.

"Other bodies may have a stronger lobbying objective – although we too do some lobbying, but only industry-wide, not for specific interests. We also do training; enable advocacy among various clients;

conduct worldwide research on best practice in procurement; and assist our members in areas of quality and risk management. That's how we differentiate ourselves from being simply a lobby group.

"SAPOA is very strong in the lobbying sphere. It represents the majority of the wealth – 90% of all property owners are members – so it aims to get the best out of it for its members through advocacy and through legislation. This will aid CESA's advocacy efforts. It's an absolute win-win situation.

"We need to demystify the notion that going to university is more important than artisan training. Many young people seem to think that going to university is the only means of securing a job, but university education is premised on critical thought and doesn't always ensure employment. We need a large segment of the population to be proud of and respected for following the artisan route"

"Things have changed over time, as have some of the perspectives of how to conduct a healthy business. It is understandable that parties have a strong commercial pursuit – but it is concerning when that commercial pursuit tends to have detrimental consequences in commoditising the professional services. Professional fees need to be based on sound principles, and healthy trust and respect among (and for) the various professions needs to be cultivated.

"These are some of the issues where we hope to get closer to new decision-makers in procurement and get them to understand the unintended consequences of commoditising professional services.

"For example, if a service provider is asked for a 10% discount, chances are they will up their price, and so the cost of business will go up. That is what many government and public procurement officials have not yet realised. Fortunately, the new Standard for Infrastructure Procurement and Delivery Management, drawn up by the National Treasury, requires procurement to be based on value for money and quality services. CESA is also looking at how to assist public sector practitioners to scope projects better and closely define what exactly they want."

Information sharing in the property development environment

"One of the other areas we hope to make a contribution to is greater information sharing and exchange in the property development environment, whereby a mix of built environment professions can come together to provide a service to a client. Let me sketch a scenario: the designated project manager or principal officer simply controls the process and the purse strings; then there's the quantity surveyor, the architect and the structural engineer. Without being biased, I believe the structural engineer carries the highest risk, as he is responsible for ensuring that a client's building stands up forever. Yet the proportioning of the fees is completely skewed – and, usually, the principal officer gets paid the most. It's an unfortunate situation that I think needs to be talked about, and a solution needs to be found without costing the client more.

"Client bodies need to have a greater understanding of what risk each of the parties carries and what level of expertise each brings, and then make sure that there's a more fair proportioning of the fees. For sustainability purposes, we need to look at – and place more value on – the professions or segments of professions that carry extreme risk. This will solve the possible future problem of young people not pursuing structural engineering as a career. The way things stand, we could lose them to the financial services sector, where they can earn a higher income; this would result in the country and industry having to import such services at very expensive rates. Client bodies also need to be aware of the unintended consequences of not having professionals playing fair."

Returning professionals

"For many years, many professionals were recruited to work overseas, resulting in a brain drain for South Africa. I think that the tide is slowly turning. There is very little activity in Europe and the US, and Africa remains the hub of potential growth. This is where the action and the work will be once the country is more stable and there is more political certainty in most of our environments to develop an investor appetite. And with a growing need for infrastructure development and property development, people will return.

"From my own experiences of travelling through countries such as Mauritius and Zambia, I notice a considerable amount of involvement from South African property development companies as well as the presence of many South African retail franchises. So while people leave to gain international exposure and experience, they generally tend to come back."

Education vital for a stable economy and growth of the property industry

"The South African property industry certainly seems to be stabilising and developing, with many manufacturing facilities and large-scale housing and mixed-use developments in planning. All of these will need structural engineers and consulting engineers, among other professionals. Education at grassroots level, education about the industry and education of future professionals in the industry is vital to reverse and address the country's challenges related to poverty and inequality. And the starting point has to be the education system – especially basic education. We have to fix what went wrong there because, without that as a base, things can only get worse. There are plenty of jobs available, but at a skills level there is a misfit between what the bulk of the population has to offer and what is required at the top end. The only way to make it possible for the two to come together is to ensure that basic education is right.

"We also need to demystify the notion that going to university is more important than artisan training. Many young people seem to think that going to university is the only means of securing a job, but university education is premised on critical thought and doesn't always ensure employment. We need a large segment of the population to be proud of and respected for following the artisan route – because learning to become a bricklayer or a plumber will give them skills that are currently in short supply.

We need to become a society that encourages opportunities for young people to become skilled and educated, and help themselves and their families out of the cycle of poverty. For this to work, there must be collaboration between government and the private sector.

"In this area, we and other organisations such as SAPOA are part of the construction SETA. Sadly, this is not working as well as we would like it to and is, in effect, limiting the ability of more becoming trained. Take as an example our involvement with a sister organisation, where we jointly ran a candidacy programme for new graduates wanting to become registered as professional practitioners. They are taken step by step through a process of evaluation and direction regarding the competencies they need to develop in a work environment to eventually be registered with the Engineering Council of South Africa as a professional engineer or a technologist, or with the Council for Project and Construction Managers as a professional construction manager. We had a huge intake – companies sent employees to attend and subscribe to the process, and could then claim back a certain amount of this expenditure from the SETA. Payment from the construction SETA has been pedestrian, to the point where the process is so dragged out that companies don't see it as an incentive, and some of the young practitioners move on without completing the programme."

We've developed an in-house programme, Business of Consulting Engineering (BCE). This one-year knowledge-based modular system will give participants knowledge that can be developed into skills and competencies in law (such as contract law related to consulting and business engineering); human resources; financial management; and negotiation skills. These soft skills will round off the individual's skills and enable him or her to run their business effectively"

Not your traditional engineer

Christopher Campbell is a qualified civil engineer who describes himself as "not a traditional engineer". Although he's been in consulting engineering for some time, he's never been directly involved in construction – but he's spent sufficient time around it to know what it's about. He's also been involved in the manufacturing of products used in the construction industry through the value chain, and even managed labour-based construction programmes to maximise labour utilisation on projects and offer employment to the local communities. Campbell has also worked in precast concrete manufacturing and Transnet Freight Rails Infrastructure Maintenance division, all of which afforded him experience in the fields of engineering and business management

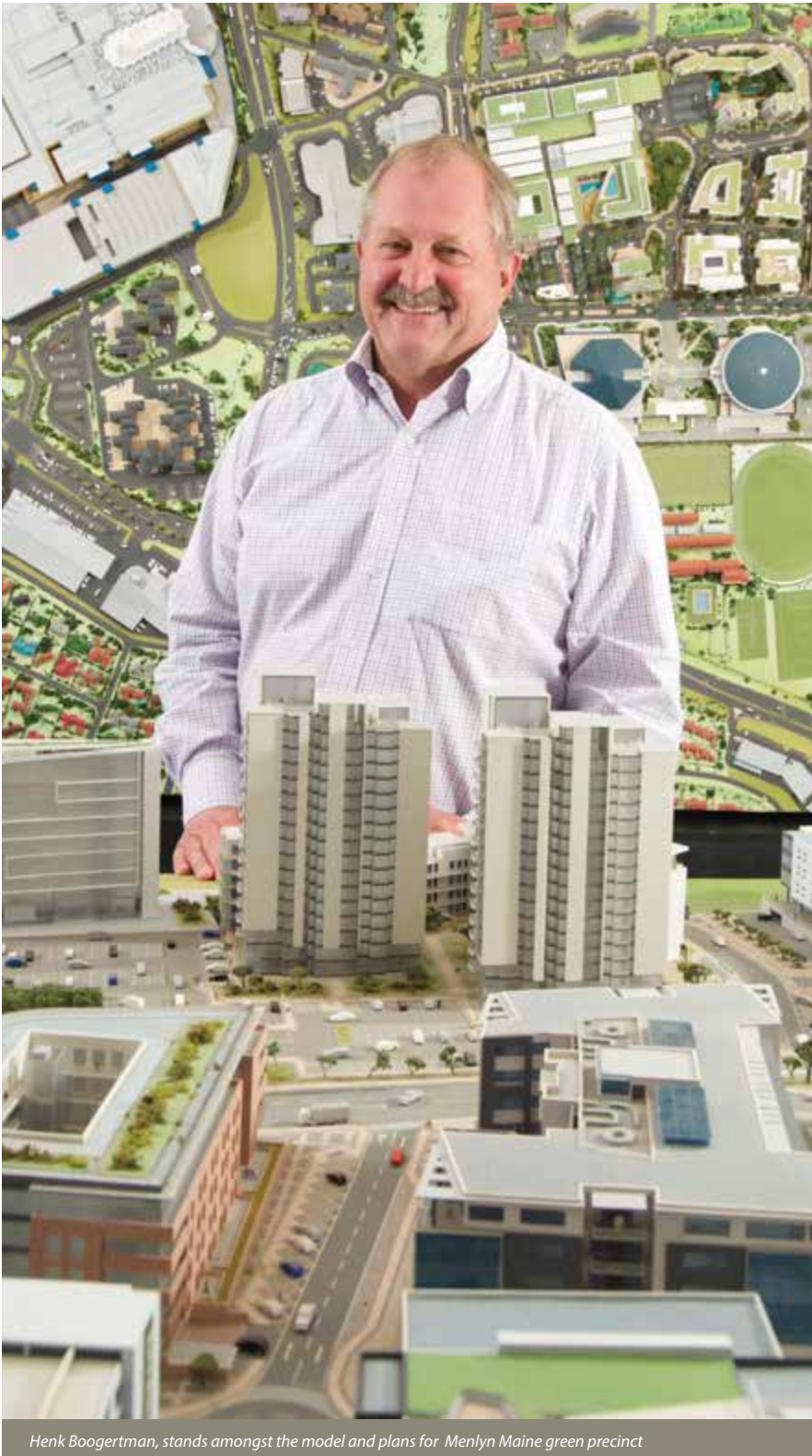
The skills and experience he has gained in his 30-year career are extremely broad. He has a keen interest in volunteer work

and would love to see involvement in this area beginning at high-school level. And by involvement, he means real involvement – going to an institution, and meeting and working with its people to gain a better understanding of their environment. He believes this will foster a culture of volunteerism that is sorely lacking in South African society. Over the years he has volunteered in many South African institutions, including acting as President of the African Students Society at a university in the US and as Vice President of the South African Institution of Civil Engineering for several years, before serving as President of the Engineering Council of South Africa. This, together with his knowledge and experience of consulting engineering, client bodies and the manufacturing business, has positioned him to make a meaningful contribution at CESA.

A man with a heart of green

Henk Boogertman, an experienced architect and now Director of Architecture and Design of Menlyn Maine – South Africa's first green mixed-use decentralised city centre – is the driving force behind this multibillion-rand mega-development that will see the greening of not only the city centre but also the surrounding business precinct

By Mark Pettipher



Henk Boogertman, stands amongst the model and plans for Menlyn Maine green precinct

As founder and senior partner of established Architectural practice Boogertman + Partners, and having years of experience as an architect and close relationships with many commercial property developers, Henk Boogertman was perfectly positioned to make a career change when approached by the Menlyn Maine team.

"In October 2011, during discussions with our then-client Menlyn Maine about taking the project further, the team approached me for advice and assistance in finding somebody to be the driving force behind making it happen, not only from a design point of view but also from a project management and marketing point of view," explains Boogertman. "At the time, the idea of a green city and surrounding precinct was still in concept stage, and the team was looking for someone to assist in developing it to its full potential and extent. Because our team was already working with several other successful commercial developers, the Menlyn Maine team was hoping I would introduce them to someone from my client base. After an interesting afternoon of long discussion, the team finally requested me to consider taking on the position myself. So I took up the challenge to move from being a professional architect to development, and joined Menlyn Maine as a shareholder and director responsible for architecture and urban design."

Equipped with knowledge and experience

"For my entire career, I have been on the conceptual design side of architecture, not so much on the production of documentation side. This was a big career change for me but the many changes I had to make over the years to remain relevant, as well as the many exciting projects I have been involved in, equipped me to take on my new role at Menlyn Maine," says Boogertman. "When I left Boogertman + Partners, I was a senior partner and had worked on numerous commercial architecture projects. One of my passions has, however, remained to design special houses, which I had been involved in while being trained as an architect by Peter Hattingh,

an almost-exclusively home and church architect. One of the highlights of my career was the privilege of designing a house in Maputo for former president Nelson Mandela and his wife, Graça."

"Although I'm primarily a commercial architect, I enjoy creating attractive, quality, sustainable architecture. I've always maintained that we have to build 'Champagne-quality buildings with beer money', meaning that although the brief is for commercial architecture, the client wants and needs something special and unique – but it also has to be cost-effective.

"Over the years, our architectural practice has executed many corporate head office buildings, and I was always present on the front end, either competing for building projects for our clients or working on retail, commercial and even some industrial buildings. I was always heavily involved in the concept design, but also responsible for tenant coordination, tenant management, marketing, local council interface, rezoning applications, servitude documentations and legal contracts. I've attended many financial discussions with clients and their financiers. Over the years, my scope of work moved from pure design into development coordination, all of which has equipped me to take on the position as Director for Architecture and Urban Design of Menlyn Maine."

New role, new challenges

"The whole idea was that once I was on board at Menlyn Maine, I'd attend to the commercial aspects pertaining to the design of the entire project, and do the very basic architectural and conceptual interpretation of what I thought was needed to brief our professionals correctly. My first task was to revisit the master plan to ensure the project could develop piecemeal – it is a 315 000m² development based on a 10-year roll-out plan. I had to figure out how to build this mammoth-sized city centre and the surrounding precinct bit by bit. Fortunately, we were able to learn from the experience of other developments in South Africa, such as Canal Walk, Umhlanga Ridge and Melrose Arch, and Boogertman + Partners had also worked on similar projects in Dubai and the Middle East – although projects there seem to progress more rapidly than here in SA!

"Currently, we are building Menlyn Maine and are close to 60% of the way. By the end of 2017, we'll have finished the casino development, which is being developed by Sun International. We just launched our residential development consisting of 520 units (construction of the first phase is

planned to start in April this year), and we still need to build another five office buildings before we can say Menlyn Maine is complete. Meanwhile, we're also developing a 75 000m² regional shopping mall in Ballito in partnership with well-known shopping centre developers Flanagan and Gerard. Flanagan and Gerard have also been our advisors and leasing agents for Menlyn Maine."

"We say that green is good, green is important and green is the future, and we emphasise this to our tenants and partners, all of whom have to buy into our vision"

A unique development

Menlyn Maine is unique in several ways, first as a mixed-use decentralised city centre, and as a completely green precinct.

According to Boogertman, Menlyn Maine is the first mixed-use decentralised centre precinct in the country that is Green Star-rated. "Our Central Square is not just a shopping centre, but rather a 'city centre', with an unusual approach," he says. "We chose not to build the mall in the style of ordinary malls with shiny floors and all shopfronts looking the same. We wanted to create a city centre that was like a street scene of a city; basically open to the sky and resembling a high street with specialist shops. So we designed a boutique mall with a glazed roof, with a large outdoor open piazza and two smaller indoor piazzas with sliding roofs that open to bring in as much natural light as possible. Every shopfront was designed differently by an interior designer, with input from myself and our project architect, to make it as exclusive as possible.

"We tried to use natural materials such as floors of granite, like you would typically find in a small town street; then we added natural wood and steel to the shopfronts to ensure natural sustainability. Our tenants are different to those usually found in shopping malls: we concentrated on smaller, boutique-style and speciality shops, with an emphasis on convenience for food and daily shopping. So although the development has a retail aspect, it is not a traditional shopping centre.

"Menlyn Maine offers 35 000m² of retail and business premises, a Virgin Classic gym, a Bounce trampoline experience, and a 240-

room five-star hotel as well as a 14 500m² corporate head office building, all integrated into a parkade with 2 000 parking bays. The residential component of 525 apartments consists of units from 35m² to 120m². We are also planning to include a specialist hospital, which may become the first Green Star 4-star rated specialist hospital in the country. We have taken great care to ensure that Menlyn Maine offers a balanced mix of food, services and other speciality stores to cater to the needs of the residential and office population (about 20 000 people) located in close proximity to the centre.

"Menlyn Maine will be the first green city precinct in the country. Not only has every commercial building, residential development and entertainment and leisure establishment been designed and built to meet the stringent requirements for a 4-star rating from the Green Building Council of South Africa, we are also creating history by ensuring that all public spaces – parks, squares, pavements – are green and promote sustainable, responsible living."

Green is good

"We say that green is good, green is important and green is the future, and we emphasise this to our tenants and partners, all of whom have to buy into our vision," says Boogertman. "There is also a big emphasis on public art, and we have placed several big sculptures around the precinct, in the parks and piazzas. Almost 40% of the open areas are covered by trees, which makes for a pedestrian and people-friendly place. All our walkways have been designed to accommodate people who are blind or use walking aids. Walkability is an important aspect of the sustainable lifestyle that Menlyn Maine is promoting. Residents and office employees will be encouraged to make use of the pavements and other public spaces to walk from one location to another within the precinct. The development's convenient location close to three Gautrain bus stops, the new BRT system, city bus stations and taxi facilities means that people can rely on public transport. In so doing, the number of cars on the roads will be greatly reduced, resulting in lower carbon emissions.

"We have taken great care to ensure that all our buildings are occupied and activated on ground/street level, and that there are no dead spaces between the buildings. I believe the spaces between the buildings are sometimes even more important than the buildings themselves. The spaces between the buildings should provide a great outdoor ambience of fresh air, sound, smell, greenery and light.

"Menlyn Maine represents a refreshing approach to new urbanism, based on how the cities of old used to function. It offers people the chance to live in a high-density city environment without the urban sprawl, and in a natural and green environment where the motor car is subservient to pedestrians."

Ensuring longevity

Boogertman is also committed to ensuring that good quality and sustainable buildings are designed and developed. "We don't want any funky buildings here! We use good-quality materials and construct buildings to last. We've decided to complete the whole Menlyn Maine precinct ourselves without selling off too much land, and so we're keen on joint ventures where we can stay in control of the design and rollout process to make sure the aesthetics and design quality are compatible with other buildings in the development. This will result in a vibrant city centre with an attractive variance in architecture that also blends in with the development's overall appearance. Hopefully, Menlyn Maine's aesthetics and design standards will stand the test of time."

Future plans

When asked about possible plans to retire, Boogertman claims it will difficult for him to just stop doing something that he has done his whole life – and that he really enjoys.

"If possible, I definitely want to finish the entire Menlyn Maine centre project as I was contracted to do. I am also a shareholder and director in the development, so I have a vested interest in the project. I also assist my son, Henk Boogertman Jr, who qualified as an architect three years ago. He has a small one-man practice that mainly tackles smaller projects. From time to time I give talks and the odd lecture to architecture students. I sometimes also mentor young architects who seek advice on where to work, and who require recommendations as to the best firms in the business. So I remain involved in the industry and will continue to do so, although not in the mainstream.

"Like all professionals who sell time, I hope to have more free time to travel, fish, play golf ride my bike and read. I still love drawing – I still have three drawing boards: one at home, one at the office, and one at our holiday cottage by the sea. While I'm not a very good artist in terms of doing oil or watercolour paintings, I am artistically orientated – so, with a bit more time on hand, I hope to do more drawings and improve my watercolour painting!"



More about Henk Boogertman

Boogertman originally wanted to become a veterinary surgeon, but after spending time in his architect father's office and seeing the young architects at work building models for a competition, he changed his mind and decided to study architecture at the University of Pretoria. To support his studies financially, Boogertman spent seven years working in a steakhouse while studying, as well as building models for the senior students.

After completing his studies, he did his military service in the Engineers Corp. On his return in 1981, he took his first job as an architect with a friend of his dad's, Peter Hattingh. It was there that he met his wife-to-be, Florrie, then secretary to the boss.

Also working at Peter Hattingh's firm was a young architect, Andre Krige, with whom Boogertman struck up a friendship that would later translate into their own architectural practice, Boogertman and Krige. The practice, now called Boogertman + Partners, opened in 1982 and continues to operate today, with 20 partners and about 200 staff working out of five offices in and outside of South Africa.

Boogertman recently retired as a member of the Pretoria Institute of Architects, the South African Institute of Architects and the South African Council for Architectural Professionals, as well as a member of the South African Property Owners Association.

MASTER OF CEREMONIES

Eusebius McKaiser, well known author, political analyst and broadcaster will preside as the Master of Ceremonies for the SAPOA Annual Convention, as we unpack insights and trends that are rapidly **DISRUPTING** the Real Estate sector.



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Commercial real estate trend forecast: developing Africa's future cities

Cities are "smart" when infrastructure, urban assets, public services, human and social capital, mobility systems and other forces are improved and optimised under ICT

By Nadir Jeeva, CEO of Afri-Corp Properties International



The important benefit is higher economic growth, a better quality of life for citizens and a more responsible form of stewardship over natural resources. However, the creation of such futuristic cosmopolitan utopias is often complex because of variables and variances in development levels, resource availability, technological infrastructure, innovation, cultural systems and issues such as the digital divide. While other non-African nations are successful in building future cities, their templates simply cannot be cast over the cities of this continent, each of which has its own unique set of challenges, opportunities, urban development maps, and local economic development plans.

Commercial real estate developers, investors, property owners and facility managers are a critical link in casting a vision and blueprint for future African cities, especially because they provide the spaces and sites for profitability, productivity, sustainability, innovation, cultural cohesion and heritage preservation.

There is a misunderstanding that mega-cities are the engines of global growth. According to a McKinsey Global Institute report, the 23 mega-cities in the world – with populations exceeding the 10-million mark – will only contribute about 10% of global growth 10 years from now. Growth will come from mid-sized cities with populations of between 150 000 and 10-million.

To achieve this growth, role-players in the commercial real estate value chain have shaped developmental narratives with local planning authorities.

However, the South African commercial real estate sector is faced with a set of challenges: on the one hand, there is sluggish economic growth; on the other hand, we have the slow-burning and very real transmutation of physical spaces into virtual sites of economic productivity as a result of technological innovation.

Since the great recession of 2008/2009, South Africa's national vacancy rate has hovered between 9,8% and 10,6% – and it is likely to be frozen at the same level or increase further unless South Africa's economic growth prospects improve. Workplace flexibility, virtual working and telecommuting – as a result of technological innovation and shifts in organisational policies – can put the national vacancy rate under further pressure in the not-too-distant future.

In the age of economic uncertainty and neoliberal economic volatility, new alternatives to traditional models of commercial real estate economics are a reality that needs to be embraced, understood and explored.

In order to prepare for the future, commercial property owners, investors and developers should turn the focus to a growing, important but often neglected segment of the market: the country's small and micro-enterprises, as well as emergent entrepreneurs. It is estimated that by 2030, no less than 90% of new jobs will be created by small and expanding firms. Thus a huge opportunity exists to offer solutions to real estate products and solutions to new company start-ups for relatively young and small businesses. This segment of the market comprises 2,8-million businesses

that are responsible for between 52% and 57% of South Africa's GDP.

Landlords and tenants in South Africa are effectively placed between a knowledge-intensive economy that permits development of the smart city, and the shadow or sharing economy, which is a direct result of slower economic growth and a response to neoliberal economic globalisation.

In particular, South Africa's commercial real estate will be affected more by the sharing economy in the future than by ultra-modern and ultra-sterile urban design with smart technologies and the Internet of Things.

If we are committed to smaller and micro-enterprises, there will be a greater demand for shared space, flexible office work spaces, and a mix of fixed and variable spaces from tenants. Furthermore, a lease agreement will become more layered, with arrangements for flexible space designed to meet either peak demands or the needs of short-term special projects.

Importantly, this requires a new model of design and lettable space. New or existing office developments will need to be forged with design principles of incubation centres, start-up innovation labs and flexible work spaces in mind. These spaces are productivity sites and are purpose-built for the sharing economy; they will create opportunities for people to interact and collaborate in creative ways. Thus, the future of commercial real estate in terms of office space will definitely borrow from centres with shared and communal resources.

In such a configuration, landlords and tenants will need a new approach and will need to be more open to more flexible arrangements. Of course, a major challenge for landlords and facility managers is the challenge of vetting companies that are in start-up phase or relatively young, but yet the lifeblood of the economy and commercial real estate in the future. This will probably result in higher rentals as part of the risk management for property owners, and is likely to affect pricing dynamics in the future.

Real estate owners and facility managers will have to invest in evolving technologies that can improve interactions with tenants and customers if they are committed to offer smart real estate solutions for the smart city.

This will require putting technology strategies in place for newly built and existing real estate assets. Investment in technologies to obtain, manage and exploit

can offer rich information layers for the management of buildings to control or reduce operational costs. It will find its way into facilities management at both an operational and a strategic level.

Investment and exploration of new technologies is important not only for the core business, but also as part of change management and innovation. Effectively, such investments are important for change but also as a possible value-added service for clients and tenants.

Tech and creative economies are spreading to emerging-market cities like wildfire. In fact, the technology and innovation are the lifeblood of economic growth for the future. For the economies of regional municipalities, it is critical that commercial real-estate planning and development are anchored in a social-centric paradigm. This means that office spaces with facilities and amenities that support the wellness of their social capital can unleash productivity, and increase levels of profitability and exceptional innovation. In a setup of global economic competition, the competitiveness of regional economies relies on the ability to attract and retain top talent and creative minds. Cities that succeed in repositioning themselves away from manufacturing towards creative services will be economic engines generating future growth.

We should also expect a drastic overhaul of urban retail spaces in the not-too-distant future. As we have seen in South Africa recently, major retailers are downsizing and shutting the doors of their presence in the real world, with some even opting to move to purely online spaces. The result of this is that brick-and-mortar stores and physical shopping malls are being re-imagined as experiential sites. Thus, malls of the future will focus more on mixed-use experiences.

Clearly, a compelling vision, a clear roadmap and creativity are required to build Africa's urban utopias of the future.

And, while smart city planning and development are often led by municipalities and development in response to pressures such as increased urbanisation, city management, challenges, rising population and climate change, role-players such as commercial real estate developers, investors and facility managers – through smart commercial real estate planning, development, investment and upgrading – should also take part in laying the foundation of future cities.

It is estimated that by 2030, no less than 90% of new jobs will be created by small and expanding firms. Thus a huge opportunity exists to offer solutions to real estate products and solutions to new company start-ups for relatively young and small businesses

If we are committed to smaller and micro-enterprises, there will be a greater demand for shared space, flexible office work spaces and a mix of fixed and variable spaces from tenants

From green fields to green buildings:

the history and legacy of Sandton Central

"In economic circles, the attractiveness and economic health of an area are measured by a simple guideline – the number of cranes that can be seen on the skyline. Right now, the Sandton Central skyline shows an impressive cluster of cranes," says Elaine Jack, City Improvement District Manager for Sandton Central Management District

Sandton was promulgated in July 1969 and, at that time, there were about "30 000 whites in the town and 15 000 horses", according to former town planner Barry Bristow.

And, while scarcely populated in the years before that, Sandton has a rich, albeit largely uneventful, early history.

Greater Sandton's first residents were middle Stone Age hunters who arrived about 30 000 years ago, establishing communities on the granite outcrops of Witkoppen, Lonehill and Norscot Koppies. About 10 000 years ago, ancestors of the San people settled there. Then, about four centuries ago, Bantu-speaking communities of the Iron Age inhabited the rocky ridges of the area, essentially becoming Sandton's first industrialists, with an economy based principally on agriculture and metalwork.

The first settlers moved to Sandton after Britain annexed Natal in 1843. Every original Voortrekker male settler who came to the South African Republic (later Transvaal, now Gauteng), was entitled to a farm of his own. Sandfontein was the farm area around Sandton. The Esterhuysens were a well-known Voortrekker family who lived on the farm Sandfontein, close to where Sandown High School is today, on the corner of Grayston and Rivonia Drive.

A wave of urbanisation in the 1930s was driven by widespread poverty in South Africa, as the world suffered one of its worst economic depressions. Many people abandoned the traditional rural lifestyle for opportunities in the industrial Witwatersrand.

The "southern suburbs" of Sandton were laid out quite early on in the century, and by the 1930s they were well established as "gentleman estate" areas, with most of the

properties being one morgen or larger. At this stage, they formed the "northern" suburbs of Johannesburg and in some cases extended beyond the boundaries of the city. The rural "horsey" lifestyle of Sandton led to the area being dubbed the "Mink and Manure Belt" – and it was considered a desirable address.

During the 1940s and 1950s, Sandton became increasingly residential and wanted independence from the government's Peri-Urban Areas Health Board, which had control over services such as water. The local population regarded themselves as an entity separate from Johannesburg. The first moves by Sandton to achieve independence from Johannesburg go back to the early 1960s. When the area was eventually promulgated as a municipality in 1969, its name was formed from a combination of the names Sandfontein, Bryanston and Sandown.

The first few years of Sandton's existence were dominated by the question of whether Sandton should remain a quite semi-rural dormitory town or become a more balanced entity with significant business and higher density residential components. Bristow reports that this split the town council apart.

In 1956, the Peri-Urban board had bought large tracts of land for municipal purposes, one of these being the 11-hectare site in Sandown where the Civic Centre now stands. Of this, 3,4ha was sold to the Transvaal Provincial Administration for the building of Sandown Primary School, and in 1965 the land directly south of the Civic Centre area was allocated extensive retail and flat rights. At that stage, the land



Sandton City office towers

belonged to Bob Edmunds, the chairman of Standard Bank, and was sold to property developers Rapp and Maister – now Liberty Properties – in 1968.

The first step in transforming Sandton from a farming community to a bustling business district came with Sandton City, which was developed and constructed by Rapp and Maister on this site during the early 1970s, opening for trade in 1974.

The rush of commercial space began in the mid- to late 1980s, when land in Sandton was cheaper than that in the Johannesburg CBD and could also offer a lifestyle with rolling lawns, fountains and low-density, affordable-to-own office space that could not be accommodated in the CBD.

The council agreed to approximately 200 000m² of office space; today, the figure for central Sandton alone stands at more than 1,5-million square metres – and it is still growing.

Sandton is the second-largest office node in South Africa, hot on the heels of the Johannesburg CBD. It has an exceptionally high proportion of prime quality office space. Sandton Central is also said to be the epicentre of green building in Africa, with what is possibly the highest number of certified green buildings of any



Oxen photographed in William Nicol drive in Sandton

business district. It is also home to some of the continent's finest contemporary business buildings.

Yet, even with its rapid development and new office and apartment towers on the rise, there are still charming traces of Sandton's relatively brief modern history to be found – like “the little church under the pines” in Stella Street in Sandown, right behind Growthpoint Properties' 138 West Street and diagonally across the road from the Sandton Gautrain Station.

This was the first church in the district, inspired by Anna Notten (nee Wierda), who arrived with her parents and three sisters from Holland in 1887. Her father Sytze Wierda was a distinguished architect who designed Amsterdam's central railway station and was then recruited to organise the public works department. The interdenominational church's cornerstone was laid on 11 July 1925. Today, it stands among Sandton Central's bustling high-rise buildings.



Thirty-two hectares of land in Sandhurst

on show

It's big, iconic, bright and beautiful



Sasol Place, Sasol's new multibillion-rand hi-tech head office in Sandton's booming commercial property zone, is turning heads – and warming the hearts of the employees of the chemical and energy company

By Mark Pettipher



Sasol Place, situated in Katherine Street, is an iconic, bright and prominent addition to the Sandton skyline. Designed by Paragon Architects and Paragon interface, this 67 000m², 11-storey, 47m-high building accommodates more than 2 500 employees who were previously spread across 17 Sasol offices in the greater Johannesburg area, effectively reducing the company's office rental expenditure. Built at a cost of about R2-billion, Sasol Place, owned by the Sasol Pension Fund and its partner, The Elixir Trust, is a 5-star Green Star-rated architectural masterpiece that's set to produce a substantial return on investment in the next 15 years. A multinational team of architects, designers, construction companies and project managers was employed on the project, which was spearheaded by Fay Hoosain, Senior Vice President: Strategic Projects at Sasol. She is responsible for strategic initiatives in the group that have a material, financial, reputational or change impact for the organisation. Hoosain spoke to *South African Property Review* about the project.

"One of my roles at Sasol was to lead the group's Johannesburg commercial property portfolio consolidation, to drive efficiencies, and to effectively leverage economies of scale across the various service categories. We recognised the need to consolidate our business and functional support teams into a single office complex, and debated whether to focus on modernising and upgrading our former headquarters in Rosebank, or to build a modern building that would prove cost-effective while enhancing the Sasol brand. It was equally important that the chosen location would suit both our immediate requirements as well as those we would have over the next 10 to 20 years. Taking into account our employee value proposition, Sasol's brand image and optimisation opportunities, we decided to construct a new global headquarters.

"Part of the reasoning behind our decision was to bring the various aspects of our business together and to create a single corporate culture. After consultation with our senior leadership across the organisation, including those based in our international offices as well as our group executive committee, we eventually settled on Sandton because of its booming commercial property development, the infrastructure supporting the area and the environment, which we believed would benefit our Sasol colleagues. This exercise coincided with discussions around the Sasol corporate culture.

"Next, we turned our focus to the design of the building – it needed to be quietly elegant, "not flashy or ostentatious", iconic, comfortable,





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professional and timeless; something that we could sustain and eventually introduce to our global offices over time. Eight design principles were agreed on with our professional team of advisers – project managers, interior architects, space planners and the like – including that it had to be contained within a single location, which would enable us to leverage economies of scale and drive a unified corporate culture. It had to be easily accessible from a transportation perspective and, very importantly, it had to be a 5-star Green Star-rated building. The architectural design inspiration was the linked particles of our logo and the letter ‘S’.

The importance of looking after our employees

“Our employees are our most valuable asset,” says Hoosain, “therefore we wanted to ensure that the design and facilities would excite and inspire our workforce. Our new head office offers a variety of dining facilities, a fitness

centre, a pastry shop, an art gallery, work cafés, an acoustically enhanced auditorium, a wellness centre, a car wash, and much more. All these facilities work harmoniously together to create organisational efficiency.

“In addition, we are developing a holistic employee wellbeing programme that is supported by the wellness centre, which is staffed by doctors, nurses and a range of specialists; the fitness centre with personal trainers on hand to support; and the restaurant, focusing on healthy nutrition – all conveniently located within the building.

“In addition to Sasol’s concern for wellness, one can’t overlook the importance of providing employees with ergonomically designed office furniture to prevent fatigue resulting from postural issues. We have invested in ergonomically designed chairs as well as introduced some sit-to-stand desks to assist in this regard.

“The building has been designed and landscaped to maximise the use of natural

light, reduce glare and facilitate outdoor activity. Some of the innovations include an integration of water in the workplace and specially designed façade glass that reduces glare into the property.

“Sasol already had a flexible working hours policy, which allows our personnel to optimise their travel time while benefiting from our well-situated location, close to the Gautrain, and taxi and bus services.”

Innovation is an important element

At the outset, Sasol emphasised the importance of an innovative design and the use of innovative materials to differentiate the building from others in the area. Thus there is a significant amount of glass in the building. “We wanted the building to be reflective, and showcase its ‘S’ shape design,” says Hoosain. “There were many discussions around the issue of glare, and how best to reduce this while still allowing for plenty of natural light.



"The glass needed to perform to a certain standard. This required advanced engineering, and thanks to the input of the multiple stakeholders, we were able to achieve our vision. The glass panels were manufactured and processed in Germany, Johannesburg and Bloemfontein, and then transported and installed. The façades have many interesting shapes and curves with interlinking bridges."

This was a complex engineering feat that was successfully pulled off. Many believe the project is on a par with anything that has been done anywhere in the world.

"We had to make sure that the right type of blinds were used not only to complement the façade aesthetically, but also to comply with Green Star rating requirements, as well as allow largely uninterrupted views," says Hoosain. "This required a lot of time and effort spent to find the optimal solution. In the end, we used three different types of blinds which are integrating well. The blind manufacturer is a German company – we relied heavily on its

technical expertise – and it continues to monitor the performance of the blinds and make adjustments as needed."

More about Betapoint

Betapoint played an instrumental role in ensuring a spirit of partnership was fostered between the co-owners, Sasol, and the other professional teams and sub-contractors. A collaborative and disciplined approach was essential in ensuring a multinational team, based across Africa, Europe, the Middle East, North America and Asia, delivered on Sasol's vision.

Betapoint continues to develop a high-calibre and diverse team of professionals with a growing international client base. "As an independent professional-services firm with a specialisation in real estate, facilities management and project management, we are passionate about unlocking bottom line business value for our clients," says Adam Sargent, Betapoint's Chief Executive Officer.



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What were some of the challenges that Aveng Grinaker-LTA faced during the construction of the building?

The coordination of approximately 150 subcontracting companies appointed for the various trades was quite challenging in terms of planning the sequence and timing of the works. The large open atriums implied fragmented floor plates for the office areas, which required careful consideration of logistics during the construction process. The design of the superstructure also consisted of cantilevering floor plates for each level above, implying that during the construction of the slabs on the various levels, work was always being done with no edge support structure directly below the construction face.

This posed quite a challenge in terms of safety risks, but through the due diligence of all role-players and living the Aveng Grinaker-LTA motto of "Home without harm, Everyone, Every day", this was successfully managed over the project duration.

The installation of the external façade was quite intricate in that during the project planning process, the façade installation was programmed to commence while the concrete structure was still being constructed above. Again, proper planning allowed for this to be successfully coordinated and executed. Certain panels of glass were also imported from Germany, and careful planning was required to ensure that these were available when needed during the installation process. All of the curved sections of glass were also manufactured in their entirety prior to the commencement of installation in order to minimise the risk of delays during construction. The construction of the overhanging roof slab over one of the internal link bridges meant providing a formwork solution for a slab that was 11 levels above the podium slab (approximately 45m high). Because of the height involved, any formwork solution established from the podium level upwards proved to be too slender for the design loading, and a system of "hanging" the slab formwork (from the adjacent slabs on either end) was decided upon, meaning that the slab was constructed in a similar way to how one would construct a bridge over a carriageway.

How many man hours did it take to construct the building?

A total of 6 134 903 man hours were worked on the project from mid-January 2014 to mid-December 2016.

How many construction personnel were on site at the height of Sasol Place's construction?

At peak, there were 1 892 personnel under the management of Aveng Grinaker-LTA on the project. This total excludes the developers' consultants and Sasol's consultants, as well as their direct sub-contractors.

How do you feel about the building now that it is complete?

Given the fact that this is such an unusual and striking building in a prime real estate area, the building is definitely attention-grabbing. Its size and complexity is clear even to the general public, and Aveng Grinaker-LTA is extremely proud to be associated with this iconic development. This building definitely "raises the bar" in terms of construction in South Africa, and showcases perfectly the capabilities of Aveng Grinaker-LTA as one of the leading construction companies in the country.

Were there any buildings outside of South Africa that helped with the understanding of the construction of Sasol Place?

All of the planning and construction methodologies were developed internally by Aveng Grinaker-LTA and their sub-contractors/suppliers, in consultation with the principal agent and consulting team.

Working towards a 5-star Green Star rating, what innovation did Aveng Grinaker-LTA come up with to meet the criteria?

The most important innovation was the use of a specialised concrete mix design to meet the 5-star Green Star rating requirements. This proved challenging because the "behaviour" of this particular concrete differed from the norm, and careful planning had to be done to achieve the successful construction of the reinforced concrete structure. Further to this, an on-site concrete batching plant was established to minimise the carbon footprint by largely reducing the need for vertical transportation of concrete from an off-site ready-mix supplier. Aveng Grinaker-LTA also invested in a lightweight formwork system that minimised the use of timber, thus minimising the waste product generated. A full-time environmental officer was appointed on the project to monitor and manage the Green Star requirements, including a dedicated waste separation area to ensure correct disposal of same.

An independent consultant was appointed on the project to conduct monthly audits to verify that all requirements were being met.

How did Aveng Grinaker-LTA come to be awarded the Sasol Place project?

The project was awarded on a tender basis, with Aveng Grinaker-LTA Building being the successful tenderer. Follow-up meetings were held prior to the project award to confirm construction methodology, resourcing, etc – and once all stakeholders were completely satisfied, Aveng Grinaker-LTA was appointed as the principal contractor for the project.

Sasol Place is a highly complex building. What was its biggest structural challenge?

The biggest structural challenge was the construction of the main cantilevered section on the northwest corner of the building, facing Katherine Street. This cantilever is about 13m long and 25m above the podium level. The cantilever also "carries" four levels of office space above. Aside from the external façade, this is the next most striking feature of the building. During construction, apart from the complex support work required, the design necessitated the installation of a temporary concrete column to support the levels above until the completion of the roof slab. This column then needed to be demolished once the structure was completed. With proper communication and planning between Aveng Grinaker-LTA and the structural engineer during the process, this element was successfully constructed.

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"We achieve this by ensuring real estate and facilities management strategies are aligned to corporate strategy, culture and brand objectives."

Betapoint has offices in Johannesburg and London.

Teamwork a key performance area

The Sasol Place project involved a multinational team of professionals who succeeded in bringing the job in on budget, and who adhered to Sasol's stringent safety regulations. According to Hoosain, in 2014, when macroeconomic changes had an impact on Sasol, the project team was instructed to reduce budgets and effect additional cost savings. Senior executives of Sasol drove the project, believing that Sasol as a company needed their involvement at the highest level to ensure cultural alignment and integration.

Partnerships with external professionals were a very important part of the process. This included partnerships with professional advisers, architects, interior designers, and furniture and technology suppliers.

"Of major importance to Sasol was the need to ensure that the companies with whom we partnered could, in the future, leverage their services wherever Sasol operates, and to know that they would deliver continually improved

standards," says Hoosain. "This factor influenced the debate around the selection of an international service provider versus a local service provider, and we weighed these decisions up carefully. We are very proud to say that, in total, 90% of the expenditure was ploughed back into the South African economy.

"From the outset, Sasol was adamant that the building had to comply with all the requirements of the Green Building Council of South Africa to be awarded a 5-star Green Star rating. This requirement was included in the initial planning, and included sustainable design elements such as water recycling and LED lighting. It was made very clear to all contractors that they had to commit to working towards achieving this. We also wanted an operational green lease, and will be working closely with the landlords to achieve this.

"Aveng Grinaker-LTA, the construction company that undertook the building of Sasol Place, began construction on the complex project in 2013. Working with teams based around the country and even abroad, Aveng Grinaker-LTA successfully managed to complete the project and manage expectations. It has definitely been a team effort characterised by good spirits as well as a willingness to understand and work through any obstacles

or challenges. At one point, the construction team had almost 2 000 people on site, working in shifts, in addition to the sub-contractors.

"We also had our own installation teams on site during the height of construction. Overall, the time and effort that went into ensuring that decisions concerning the site, the design, the furniture, as well as the major technology choices, were an example of successful teamwork. Teams worked at a frenetic pace around the clock, often putting in extremely long hours to meet deadlines. In the end, we have succeeded in creating a dynamic work space that can be adjusted, and adapted, as Sasol's operational needs determine."

Looking after Sasol's interests

Sasol appointed Betapoint as its tenant representative, ensuring the development of a strong relationship between landlord/co-owner, the developer and the tenants. As Sasol's tenant representative, Sargent explains the company's involvement and role.

"As Sasol's tenant representative, project manager and real estate advisory partner, we were involved in the conception of the idea to consolidate the 17 offices, and then assisted in structuring and putting the deal together," he says. "We also safeguarded Sasol interests throughout the delivery of the project.

"When we started this project, we invested heavily in gaining an understanding of what Sasol was hoping to achieve so we could ensure that the landlords, developer, architects, interior designers and other contractors all understood exactly what was expected. Our overall objective was to ensure that everyone had what was needed, that they worked within their budgets and that they delivered quality on time. Betapoint blended disciplined project management with rigorous analytical methodologies and a client-centric approach.

"Sasol Place was always based on a business strategy, not as a building for its own sake or for winning an architectural award. Sasol Place is an asset that needs to drive the client's business agenda.

"Productivity, communication, decision-making and people-performance is what it is designed to support, to allow employees to focus on their job and not be distracted by technology that does not work, temperatures that are not comfortable, a lack of parking, or any other inconveniences. We firmly believe that this work space will have a huge impact on employee engagement and productivity.

"Betapoint advised the internal facilities management team on their operational setup and structure, so that Sasol is well equipped





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to manage new service providers and ensure operational excellence is maintained.”

Rationalising Sasol’s decision to vacate its 17 offices and move its operations into owned space, Sargent says: “We looked at it holistically, and financially there was a strong case for consolidation. The office buildings Sasol was working out of were ageing, not particularly comfortable or efficient, and with limited branding potential. For a high-performance company such as Sasol that employs many talented people internationally, those properties were not aligned with the business of collaboration and teamwork, and fast decision-making.

“We looked at all these satellite pockets of space from different angles – the property perspective, the people perspective, the financial perspective, and the benchmarks – and discussed what was possible.”

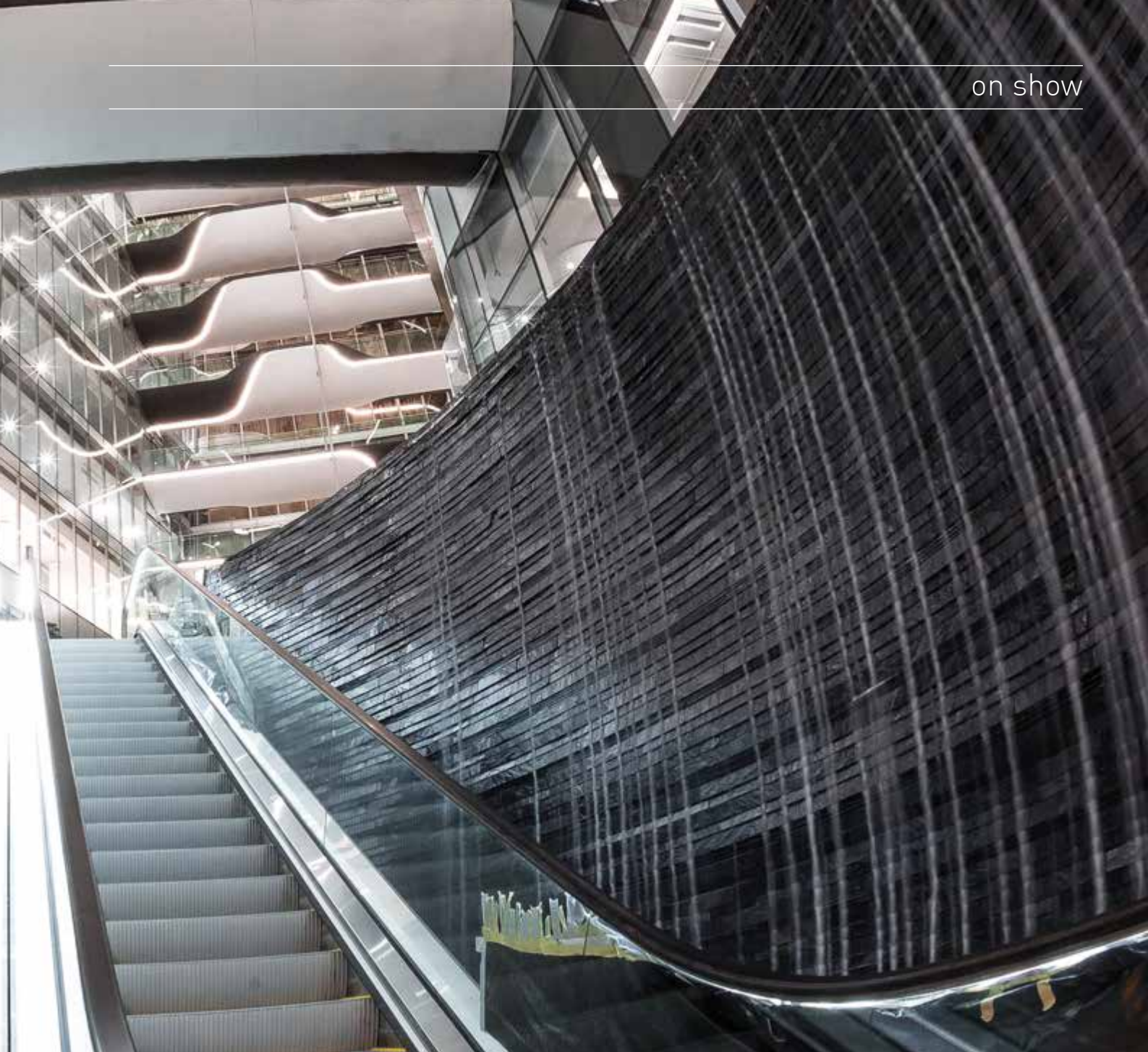
Fast facts about Sasol Place

- Initial studies related to the project started in 2010.
- Construction began in 2013.
- Sasol employees completed occupation in December 2016.
- The building’s rentable space is 67 000m².
- The parking area is seven floors deep, and cover an area 100 000m².
- The podium space occupies close to 4 000m².
- An art gallery and a beautifully established sculpture garden house and showcase Sasol’s impressive art collection.
- There are indigenous biomes situated on the podium.

Betapoint runs a highly competitive market process for Sasol from the outset

“We went out broadly into the market and gave a large number of people the opportunity to participate and bid,” says Sargent. “This created plenty of competition and achieved excellent commercial terms for Sasol. As a result, we succeeded in achieving a bespoke design and a building that actually works for Sasol, and delivers on its requirements for its employees and visitors.

“Betapoint was also actively involved in the change management and relocation process, working closely with Sasol to assist employees to adjust to the change. We helped facilitate communication with employees so they could better understand the need for change, and managed expectations and transitions. When preparing to move to a new office environment,



we had to take into consideration how it affected individuals who had bought homes near their old office locations, their children's schooling and transport needs, and other factors. Employees were understanding and supportive, and fully grasped the benefits that the move would bring to both Sasol and to them personally.

"I think most people have really embraced and settled into their new space. Many came from cellular offices into open-plan, and from various locations, without complaining. It has pleasantly surprised us how smoothly the final moves have gone."

Big move, few problems

Moving 2 500 people plus office equipment and documentation gathered over the years is no mean feat, but Sargent says the operation was smoothly and successfully

executed thanks to meticulous planning. "We undertook a big exercise on paper and storage reduction, and thereafter moved thousands and thousands of boxes – but we ended up with significant savings," he says. "It was a thorough clean-up exercise. The move was seamless and hassle-free – not one document or box went missing from any of the buildings, and every crate was accounted for.

"It was a great team effort and well organised. Employees left their offices on a Friday afternoon, and arrived at Sasol Place on the following Monday morning to fully equipped and functional work spaces.

Happy employees, successful organisation

Sargent claims that uniting employees into one central workplace situated in a vibrant

business hub, and taking their needs and wellbeing into account, provides a solid foundation for Sasol.

"Providing an excellent environment in a well-designed building drives employee engagement, which in turn drives organisational performance," he says. "In terms of attracting and attaining talent, people are extremely impressed with the building. Sasol Place makes a clear statement about the company's investment in its future. This sends a strong message to prospective employees. I think people are inspired to be here, and it says something about the company's ambition."

According to Sargent, this multibillion-rand project will deliver significant savings and benefits to Sasol by reducing commercial office costs and improving productivity, collaboration and communication among colleagues.

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"It is so much easier to communicate now, and people are finding it easier to collaborate and make decisions," he says. "There is definitely an improvement in camaraderie in this building because of the flexible design as well as the facilities that offer employees opportunities to interact with their colleagues.

"Another big benefit from the employee perspective is that the offices are conveniently located and close to transport, effectively reducing travel time.

"Sasol Place offers a very convenient workplace. Many of the employees are making great use of the fitness, wellness and culinary facilities on the premises. Case studies have also proved that a building of this quality with natural light, great views, excellent air quality, a range of value-adding facilities, and a focus on comfort and ergonomics, will result in a reduction in absenteeism. This is something that will be monitored closely.

"Sasol runs several employee engagement initiatives which we shall use to identify the impacts of the move, and to see where improvements or refinements are required. This will also identify ways in which to do things better, and provide a strong platform for the future."

How did Paragon come to be awarded the Sasol Place Architectural project?

It was an invited competition based on site selection, and then driven by quality of design, and cemented by the financial terms. After a very tough competitive process spanning many months, our client Alchemy was successful. The Interior Architecture was also an invited competition and although we were the base build architects, once again we were subjected to a rigorous selection process. It was very satisfying to be awarded both projects. Ultimately, we used this design opportunity to re-explore the idea of corporate space and how it can be used to unify organisational culture. This One Paragon/One Sasol approach ultimately led to our success.

What were some of the challenges that Paragon faced in the design of the building?

One of the most challenging issues with regards to the building's design was resolving how to create a unifying environment for Sasol on such an extremely large floor plate. This was imperative for an organisation with multiple cultures/business units housed in 17 different locations. The resolution of this issue pivoted around the idea of a single central megacore linked to the plate by bridges. This design allowed for

an incredibly efficient plate, and future-proofed the building against the effects of sustained churn.

Keeping in mind working towards a five-star green rating, what innovation did Paragon come up with to meet those criteria?

We worked closely with PJ Carew Consulting to create a five-star green-rated building.

How many man-hours did it take to design the building?

Paragon Architects spent 71,000 hours (17 staff members) and Paragon Interface spent 33,000 hours (11 staff members) delivering the job, and it is still ongoing.

What inspired you to come up with the look and feel of the building?

The façade was modelled parametrically by adjusting the vision and spandrel sections of the façade to respond to the buildings orientation. There is very little frivolity in the building's design. This design really does embody the notion of form versus function.

Were there any buildings outside South Africa that helped with the inspiration of Sasol Place?

At Paragon we are continually developing and evolving the art of corporate design.



Anthony Orelowitz

The ideas embodied in Sasol were developed from predecessors like Alexander Forbes, Norton Rose, The New Bowman's Building and the Marsh Building. Sasol will, in turn, be part of a greater learning process carrying our practice into the future.

How do you feel about the building now that it is complete?

It's fantastic to see how our design philosophy can have such a direct impact on corporate efficiency and enhance organisational culture.

Sasol Place is a highly complex building. What was its biggest structural challenge?

One of the largest challenges in term of design was the 10m cantilever on the north-west corner of the building. The rebar in this portion of the slab had to be inverted so that when the sacrificial column was removed, the slab would be in tension. When the column was removed, the five-storey structure deflected by only 13mm.



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Professional team

- **Developer** Alchemy: Greg Sacks, Arthur Davies
- **Architects** Paragon Architects: Anthony Orelowitz, Tershia Habbitts, Jose Ferreira
- **Construction** Aveng Grinaker-LTA: Vincent Wiggins, Reon Govender, Richard Amm
- **Interiors** Paragon Interface: Claire D'Adorante, Dale Friedman, Kirsty Schoombie
- **Structural engineers** Sotiralis: Andries Denner, Stefan Bothé
- **Mechanical** Adaptive Resources: Carel Schaap
- **Fire** TWCE: Andre Steyn, Zach Masinga, Trevor Williams
- **Electrical** Quad Africa: Roger de Souza
- **Plumbing** Izazi: Trinesh Chaka
- **Quantity surveyors** Pentad: Frans de Jager, Gillian Healey
- **TP** Gavin Williams
- **Landscape** Insite: Karen James, Ferdie Häefele
- **Green consultants** PJC: Paul Carew, Alison Channing
- **Project managers** Capex: Stuart Walls, Peter Laurence
- **Façade engineers** Pure Consulting: Sean Couzyn, Warren Wessen
- **Safety officer** Cairnmead: Chris Lourens
- **Acoustic consultant** Ivan Lin
- **Kitchen consultant** Dewar Hastings



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people in profile



Buhle Mathole

Company Director
Kabu Design Architects

Buhle Mathole started Kabu Design Architects after a few disappointing experiences in the industry. She started and registered the firm in 2007 and has grown it a brick at a time to where it is now.

Mathole studied her BAS degree at the UCT and completed her master's degree – MArch (Prof) – at the University of Pretoria. She later wrote the PrArch board exam to become a professional architect.

The road was not smooth – but it has certainly been fun and worthwhile. The challenges included not being taken seriously as a professional, but the firm has proven naysayers wrong with its excellent and creative work.

The current challenge she is facing with developers is that they are not willing to give new firms a chance to prove themselves and tend to gravitate towards familiar firms. Reputation and being able to perform is key, and as Kabu celebrates its first decade, the firm prides itself on being able to perform with excellence.

Kabu is proud to have worked on all of the VBS Mutual Banks branch renovations and the new Madison Shoes branches in South Africa, among other projects. It has also completed JVs with Activate Architects, including Inners Chambers, and layouts with Paragon Architects on the new Sasol head office in Sandton.

New adventures are on the cards for Kabu: the firm recently opened a branch in Cape Town, and is ready with exciting new designs in the commercial and residential sector.



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Adrian Maserow

Director
AMA Architects

Adrian Maserow is privileged to have been influenced in the art of architecture by the head of the Wits faculty, Pancho Guedes. He did a bachelor of architecture degree, then obtained a master's degree in architecture at the height of Guedes's leadership. The degree was a unique exploration of the architectural design process, generating a lifetime of respect for the power of visionary architecture.

The AMA group was established in 1993 and has since completed notable works of architecture of the highest standard of design skill, employing efficient and viable design solutions through an innovative spatial intelligence. The firm considers the uniqueness of a place and the client's individual requirements in order to fully evaluate each distinctive brief through an engaging design process.

AMA's visionary thinking and innovative approach to design involves high levels of collaboration with other built environment professionals. From its Sandton offices, with Gerald Pereira, Marco Fanucchi, Bryna Hearmon and a powerful team of architects and designers, AMA espouses a contemporary ethos and philosophy of design.

AMA seeks like-minded clients, developers, project financiers, local authorities and built environment professionals committed to promoting well-considered innovative and sustainable buildings.

AMA's creative, visionary team of talented architects supports the primary goals of the programme, the budget, and the surpassing of all expectations of the architectural design.



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Bryna Hearmon

Associate

AMA Architects

Bryna Hearmon says that studying art at school, including modern architecture and the great masters, was the inspiration behind her career choice. She obtained a bachelor's degree in architectural studies and in architecture at the University of the Witwatersrand, and is a registered professional architect in South Africa and New South Wales, Australia.

According to Hearmon, a career in architecture has enabled her to indulge her love of travel. She has worked in many different cities, including New York, Rotterdam and Sydney. Combined with her local South African experience, this has helped her to develop a well-rounded understanding of architecture in the global context.

She lists successfully executing projects and striving to achieve poetry in architecture despite the inherent challenges in the construction industry as personal highlights. "Striving for beauty and poetry in design and embedding this into completed architectural projects, as well as perseverance in ideals, are the keys to success," she claims.

Hearmon enjoys the diversity of skills required in her work and realising architecture from sketch design to construction completion, especially when working collaboratively with multidisciplinary colleagues, consultants and contractors to realise a successful architectural project.

She joined AMA Architects in 2012 and became an associate of the company in 2016.



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Gerald Pereira

Director

AMA Architects

Gerald Pereira holds a bachelor's degree in architecture from the University of Pretoria. He began his professional career at the Department of Public Works, before being seconded to BILD architects (formerly Burg Dougherty Bryant). He also had a brief stint at METROARC before joining AMA in 2004.

Architecture was always his career of choice, with his inspiration coming from the works of Alvaro Siza, Claudio Silvestrin, Tadao Ando and Shigeru Ban. He says architecture is a daily opportunity to create meaningful, useful spaces for people to enjoy. He relishes the challenge of balancing various factors relating to market demand, costs and a feasible product, and maintains that the opportunity of a valuable spatial experience should never be overlooked within that process. He says every completed building produces a sense of accomplishment and pleasure, not only for AMA but also for the developers and end-users.

The design and construction of the VWSA head office building in Sandton, and the new Block 7 building for Clientele in its existing office park, rank among his greatest achievements. He is eagerly anticipating the completion of various projects AMA has undertaken that will become landmark buildings. AMA has completed two 4- and 5-star green rated office buildings, which are responsive to both the environment and the cost-driven aspect of utilities and consumption.

AMA is a medium-sized practice that follows a balanced approach to proposals and developments.



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Marco Fanucchi

Director

AMA Architects

Marco Fanucchi obtained his bachelor's degrees in architectural studies and in architecture from Wits. His professional career began at Meyer Pienaar Architects, working on the Mpumalanga Provincial Legislature Complex. He joined AMA in 2005.

He has been involved in a wide range of project typologies, including commercial residential, offices, mixed-use complexes, industrial and major refurbishments.

He has actively contributed towards growing the practice into a firm that is recognised as a leading contemporary commercial design firm in South Africa.

Fanucchi approaches each new project with a fresh perspective, always pushing to maintain the balance between innovation and the essential requirement of satisfying the client's expectations. "Buildings are ultimately the stage set for everyday life, and architects have a considerable responsibility to deliver an architecture of generosity that elevates the day-to-day experience of their projects from pure cost-driven functionality into a more memorable narrative," he says.

Fanucchi is passionate about ensuring that AMA Architects is always up to date with the latest sustainable construction methods and leading computer technology. Full REVIT implementation at the office ensures that his teams are able to offer a competitive edge in exploring and resolving design solutions, producing accurate documentation, meeting time constraints, and ultimately ensuring the successful delivery of projects.



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Michael Wagner

Director and Principal Architect

Activate Architects

Michael Wagner grew up in Centurion and went to high school in Pretoria. He relocated to Johannesburg to study architecture at Wits in 1992, graduating in 1997. He'd decided he wanted to be an architect in primary school. His grandfather was a builder, and he'd always liked drawing and making things.

Magner says architecture makes a profound contribution to people's lives and lifestyle, both on the urban scale and on the home scale. Green building is offering wonderful opportunities to break old habits and imagine better buildings and cities. It has brought new vigour to a very old profession.

Activate Architects is a firm that's always been interested in green design. Notable projects in this regard include Forum Homini Hotel and Lebone College. The interest in green design gained momentum once the Green Building Council of South Africa (GBCSA) was established. This momentum has allowed much higher levels of acceptance of new technologies and energy-efficient design. SANRAL HQ and the Bay West project are both Green Star-rated.

The firm believes in teamwork, both within the office and between the consultant and the client. A good team is far more than the sum of its parts, and developing buildings is a team sport.

Activate Architects aims to design high-performance architecture, whether it is a student res or an AAA-grade office.

When Magner isn't at the office, his recreational activities include mountain biking, golf and sailing.



Edward Brooks

Director and Principal Architect

Activate Architects

Edward Brooks studied architecture at Wits, graduating in 1997 with a distinction in design. Before starting up Activate Architecture in 1998, he worked at architectural practices in Johannesburg and Lisbon, Portugal, as well as for the city planning department of The Hague, Netherlands. He was a second-year design external examiner at Wits from 2002 to 2008.

Brooks is a GBCSA-accredited professional since 2009. He also participated in the GIBS Nexus programme in 2005.

In 1998, Activate was formed as a close corporation called "Johannesburg Studio for Architecture". During the first two years, the practice underwent a number of important changes, eventually consolidating in 2000 as an established small practice of two partners (Edward Brooks and Michael Magner), a couple of staff and the Activate brand. In 2009, Activate was converted to a Pty company to accommodate the firm's anticipated growth.

With a passion for architecture, good design and attention to detail, the firm has grown steadily to take on a variety of larger projects for a broad spectrum of private, institutional and commercial clients. Brooks was the project architect for the SANRAL head office in Pretoria. For him, the biggest challenge of being a professional architect is the pressure of delivering projects on time.

Brooks has a keen interest in travel and property, and is an avid wine and coffee connoisseur. To keep fit and blow off steam, he enjoys running and squash.



Reon van der Wiel

Director and Principal Architect

Activate Architects

Reon van der Wiel matriculated from Potchefstroom Boys High School in 1994. He also studied architecture at Wits, graduating in 2002. He worked for Activate Architecture as a student, and joined the firm in 2002 as a qualified architect. He has proved to be an invaluable asset to the firm, becoming a partner in 2006.

His family has a long history in the building industry. His grandfather was a contracts manager, so Van der Wiel was exposed to the building environment early.

He believes in designing and putting out into the world something that was not there before.

Van der Wiel helped the CIDA University set up its MACC course, and presented the architecture and construction component of it. He also lectured at Wits in the architectural representation elective from 2006 to 2007.

He believes in teamwork and accountability in the workplace. The biggest challenge of being a professional architect is balancing the time and cost of designing and constructing a building. Budget and time versus quality always need to be in balance.

Activate focuses on each client's specific needs, the physical and financial context, and using the latest building-information modelling software to design evidence-based, up-to-date and appropriate high-performance architecture. It has developed as a forerunner in green building design in South Africa.

Outside of the office, Van der Wiel loves sculpting and mountaineering; in his spare time – when needed – he is a DIY boffin.

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UPCOMING EVENTS & TRAINING PROGRAMMES 2017

FEBRUARY

06-10 FEB	Gauteng	Real Estate Market Analysis (REMA) Course
09 FEB	KZN	KZN Cocktail Networking Event
15 FEB	Cape Town	Sectional Title Workshop
23 FEB	Gauteng	PMP Dinner
24 FEB	Gauteng	Post-Budget Power Hour Breakfast (<i>TBC</i>)
30 FEB	Port Elizabeth	Introduction to Brokering Seminar

MARCH

01 MAR	KZN	Introduction to Brokering Seminar
03 MAR	Gauteng	SANS 10400 workshop
07 MAR	Gauteng	Research Breakfast
09 MAR	Gauteng	Legal Broker Forum

MARCH

09 MAR	KZN	KZN Breakfast Presentation
10 MAR	Gauteng	Introduction to Brokering Seminar
13-17 MAR	Gauteng	Facilities Management (FM) Course
14-15 MAR	Gauteng	Negotiation Skills Masterclass Programme (NSMP)
14-15 MAR	Cape Town	Negotiation Skills Masterclass Programme (NSMP)
24-25 MAR	Gauteng	Introduction to Brokering Seminar
27-31 MAR	Gauteng	Real Estate Investment Analysis (REIA) Course
28 MAR	Gauteng	New Members Welcome Cocktails
29 MAR	Port Elizabeth	PE Networking Event
TBC	Gauteng	Gauteng Networking Event

APRIL

03-07 APR	Gauteng	Commercial Real Estate Valuation (CREV) Course
28 APR	MP	Mpumalanga Networking Event
TBC	Gauteng	Gauteng Golf Day

Dates are subject to change. Please see Sapoa.org.za for regular updates.

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With a South African property market value in excess of R250-billion, SAPOA members control in the region of 90% of South Africa's private sector commercial land and building stock, and manage the majority of property funds listed on the JSE.

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These members – company chairmen, CEOs and MDs – often control massive companies and their associated budgets. As true decision-makers, some of the brightest and most talented people in the sector occupy senior roles in the SAPOA member organisations.

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Architect and urban designer Wessel van Dyk is going places – with a passion

We posed some tongue-in-cheek questions to 44-year-old Wessel van Dyk, recently appointed partner at Nsika Architecture and Design, who believes an essential ingredient in the recipe for personal happiness is to really love the job you do

By Mark Pettipher



Biography

Wessel van Dyk has always loved a challenge and views his recent move to a partnership at Nsika Architecture and Design as an opportunity to make an important mid-career change – and to start a new venture.

His speciality is design, with a focus on urban design and mixed-use developments. In addition to his various projects in South Africa, he has done work in Saudi Arabia, Dubai, Egypt and Sudan. He is passionate about urban growth and the potential on the African continent, and is currently busy with projects in Mauritius, Kenya and Uganda. He's also studying towards a master's degree in urban design at the University of the Witwatersrand.

Formerly a Director at Boogertman + Partners Architects, and a Principal Design Director at Bentel Associates International, Van Dyk considers the master planning for the Steyn City project and the Steyn City clubhouse to be the highlight of his architectural career.

Q If we came to your home and looked inside your fridge, what would we find?

It depends which fridge you open. In the food fridge, you'll always find cheese (my wife is Dutch), milk, cold meats, veggies, jams and all sorts of sauces. The drinks fridge I hope will never be without wooded Chardonnay.

Q Are you a good cook?

I love to cook but I'm a poor baker. I'm only good at pancakes and flapjacks, but I mostly leave the serious baking to my wife.

Q What is your favourite eating place?

Dutchies restaurant at Grotto Beach in Hermanus. It has a relaxed atmosphere with a beautiful setting on the beach, and their *bitterballen* are my favourite.

Q If we gave you a camel, what would you do with it?

Definitely sell it immediately! I've worked in the Middle East, and while there I quickly learnt from the locals how to negotiate fees. We jokingly called it "camel trading"! So I'd definitely trade it. Interestingly, one of the places I enjoyed spending time in most was Damascus – but it will be quite some time before anyone can visit there again...

Q Does your family have a pet? Do you talk to it?

We have an elderly, much-loved dachshund called Bella. We took her with us to the coast this year, knowing it might be her last holiday with the family ... and yes, she talks back.

Q You studied architecture. What is the funkiest building that you like and why?

The Rietveld Schroder house in Utrecht, designed by Gerrit Rietveld in 1916, would be my choice. It is a remarkable building for many reasons – not least because of the time around which it was built, and its location. It was designed on a grand scale, right down to the last detail. There was also an amazing client-architect relationship in its history.

Q What keeps you motivated?

In order to stay motivated, you simply need to love your work. I cannot imagine getting up in the morning and saying, "I hate my job." I love my job. Design and drawing are real therapy for me. I can forget all my problems when I'm drawing. Family, work, art and drawing – and of course good food and wine. Even better if you can draw with a glass of wine next to you – but the wine is at the weekend only!

Q If you weren't in property what would you do for a living?

Perhaps I'd be an orthopaedic surgeon – although I feel there is a chance that I might not have stuck it out all the way through medical school. Orthopaedic surgeons are required to sculpt, and that must demand a high personal level of creativity.

Q Would a 21-year-old Wessel be proud of you?

At 21, you know nothing. At the moment I'm in the middle of my career, and I believe I've achieved more than I thought I would at 21. You need to grow constantly and not stagnate – which is the reason why I decided to do a master's in urban design through Wits. I'm busy with final corrections to my thesis and should graduate by midyear.

Q What is your favourite shirt colour and why?

I like white. It goes with everything, it's cool and it's practical. Very occasionally I'll step out in something more colourful ... but then it's always back to white.

Q Would Nelson Mandela have made a good architect?

Yes. He would have made a great architect. What he achieved was very creative in terms of the need to build and to create a new nation, so he certainly had to think "out of the box". I do think this must have given him an excellent foundation for becoming an architect.

Getting in on the act

Built at a cost of more than US\$468,7-million, the National Grand Theatre by French architect Paul Andreu is situated in the heart of Beijing on Chang'an Avenue, next to the Great Hall of the People and about 500m from Tiananmen Square and the Forbidden City

Compiled by Phil Ruimte

The National Centre for the Performing Arts is a curved building, with a total surface area of 149 500m², that emerges like an island at the centre of a lake. Its titanium shell is in the shape of a super-ellipsoid, with a maximum span of 213m, a minimum span of 144m and a height of 46m. It is divided in two by a curved glass covering, 100m wide at the base.

During the day, light flows through the glass roof into the building. At night, the movements within can be seen from outside. The building houses three performance auditoriums – a 2 416-seat opera house, a 2 017-seat concert hall and a 1 040-seat theatre – as well as art and exhibition spaces open to the public and integrated into the city.

A 60m-long transparent underpass connects the theatre to the shore. This entrance leaves the exterior of the building intact (without any openings) and mysterious-looking, while providing the public with a passage from the daily world to a world of opera and dreams.

Those areas inside that are open to the general public take the form of an urban district with a succession of different spaces: streets, plazas, shopping areas, restaurants,

restful spaces and waiting lounges. The complex is purposefully designed as an open forum, not a place for elitist shows. The different performance auditoriums open onto this common concourse. Their entrances are positioned to ensure an even distribution of people and a smooth, easy flow everywhere, while giving each element of the project a distinctive character.

The opera house is at the centre. It is the single most important element in the project. The concert hall and the theatre are situated on either side of the opera house.

The performance halls and public areas are built on a base that houses all operating and support facilities in a complex designed to be as efficiently and economically organised as an industrial production area.

The opera house is covered in a gilt metal mesh. It is opaque over the walls and when the areas behind it are unlit, but becomes partially transparent when there is light.

The whole project can be defined as a play on successive envelopes, passages and crossings, on transparency and light.

A lounge on the highest level under the roof affords the general public and theatre-goers a view of Beijing.

The decision to build the National Grand Theatre in a place of such historical and symbolic importance is testimony to the importance given to culture in its relationship with history and the contemporary world.

According to architect Paul Andreu, "In such a context, it was out of the question to make an obscure, less prominent building of lesser importance. But neither could it pretend to be an isolated structure onto itself. For this reason, we strove to create a building that shows respect for the buildings around it, each of which marks in varying degrees the history of architecture in China, but that also demonstrates the vitality of modern architecture by being as bold as they were in their day.

"We have sought to achieve this harmony through a combination of modesty and ambition as well as agreement and opposition, and have made improvements at every stage after the valuable comments and suggestions we received. But we never lost sight of what we considered essential from the start: that the Beijing National Grand Theatre be part of the fabric of the city – a theatre in the city, a new district of spectacles and dreams open to one and all."



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