

RANDALL B. GROSS

Profession: Economic, Development, & Strategic Planning Consultant
Position: Director/CEO
Expertise: *Local Economic & Community Development; Public Policy Analysis; Development Economics - Project Market & Financial Feasibility; Tourism Development; Economic & Fiscal Impact Analysis; Strategic Planning; Labour Force Economics; Public-Private Partnerships; Planning & Transportation Economics; Capacity-Building & Training*

Randall Gross has 20 years' experience providing strategic economic and development consulting services for local, regional and national governments; private companies; and non-profit agencies. He has worked closely with local government officials from the U.S., Russia, South Africa and other countries on 400 projects to enhance their capacity for sustainable community and economic development, citizen participation, asset management, and policy formation.

Mr. Gross brings particular expertise in market and development feasibility analysis to test the economic viability of projects; fiscal and economic impact analysis to gauge public costs and benefits; and public policy analysis to evaluate and monitor policy decisions. He also provides comprehensive implementation strategies that form the bases for industrial & economic development, tourism, and community revitalization.

Among his high-profile projects, he identified trade and investment opportunities in South Africa as Lead Consultant for the Gore-Mbeki trade talks; and he assisted the Development Bank of Southern Africa (DBSA) in conceptualizing the region's first economic development corridor. Recently, he assisted Gauteng Province with financial & CED work for the Cradle of Humankind World Heritage Site. In the Philippines, he worked with a world-renowned architect in determining the feasibility of the country's first "new urbanist" planned development. He worked with Airports Company South Africa on an economic development strategy for Cape Town International Airport environs. In Mozambique, he assessed the economic viability of redevelopment of a rail line and prepared an economic development strategy for the Zambezi River Valley.

In addition to his economic analyses, Mr. Gross helps build capacity through hands-on strategic planning and training worldwide. In London, Mr. Gross established the research program for BURA, the British Urban Regeneration Association. On USAID-funded projects, he has provided training in economic development, citizen participation, and urban revitalization for local government officials. He has trained South African local officials in financing infrastructure through Municipal Service Partnerships.

Mr. Gross is founder of a Division of the 30,000-member American Planning Association (APA), and was elected in 2004 to the National Capital APA Board as well as to the Board of the Georgetown Public Policy Institute. He was a speaker at the 2003 World Summit for Sustainable Development. He has worked in local government, deciding property tax appeals cases in Chicago for the world's largest tax appeals agency. He also worked for state and federal government and in the non-profit sector, before entering consulting.

Education

Masters in Public Policy, Georgetown University. – Washington, DC
BA Arts & Sciences, Northwestern Univ. (Poli. Sci. & Urban Studies) – Chicago, IL
Certificate in Urban Politics, Northwestern University.

Professional Experience

Director, Randall Gross / Development Economics, Washington, DC (1997--) & **Director, African Development Economic Consultants (ADEC), Johannesburg (2003-)**. Consultant specializing in development economics, municipal finance, and strategic planning. Provides economic and tourism development strategies, policy analysis, fiscal & economic impact assessments, targeted industrial and employment generation strategies, property development feasibility analyses, and community revitalization strategies. Provides training and management services for local governments. Clients are local, regional and national governments; universities; private developers; and non-profit agencies.

Senior Associate, Hammer, Siler, George Assoc., Silver Spring, MD (1988-1997). Managed, directed and/or consulted on over 110 economic consulting assignments for public and private clients ranging from the Town of Appalachia to the U.S. Department of Defense and XEROX Corporation. Specialized in project feasibility & fiscal impacts, urban revitalization, military base reuse, university research & technology development, tourism & economic development strategies. Assisted governments with program budgeting, financing strategies & asset management. Planned/managed conference events, directed membership development & edited newsletter as founder and chairman of APA Division.

Editor / Research Assistant, The Independent Sector, Washington, DC (1988). Edited *Research in Progress*, the international compendium of research on the not-for-profit and voluntary sectors. Identified and assessed research activities relating to the management, tax & legal status, development, financing, & impacts of NGOs & non-profits throughout the world.

Research Assistant, U.S. National Endowment for the Arts, Washington, DC (1987). Provided modeling & policy analysis for the National Survey of Public Participation in the Arts.

Case Analyst & Assistant to the Commissioner, Cook County Board of Appeals, Chicago, IL (1985-1986). Decided over 100 individual property tax appeals cases ranging from single family homes to large commercial investment properties. Conducted citizen outreach as Board representative. Wrote press releases and acted as Media Liaison. Managed tax impact and investment studies. Assisted with program policy and strategy as Assistant to Commissioner.

Research Director, Democratic Campaign for Illinois State Treasurer, Chicago (1986). Managed/directed research on consumer banking & financial institution policy. Assisted in determining campaign strategy & electioneering. Developed the Illinois Citizens Insurance Board to represent insurance consumers before State government.

Professional Memberships and Honors

Division Chair, American Planning Association (APA), 1998-2003
Committee Member, American Economic Development Council (AEDC), 1996-1998
Nominated for Loeb Fellowship, Harvard University, 2000
Elected Board Member, National Capital American Planning Assn 2004-;
Elected Board Member, Georgetown Public Policy Institute 2004-
Project of the Year (Pen Lucy Neighbourhood), Neighbourhood Design Center (NDC), 1995
Editor, International Council for Urban Economic Development (CUED)
Base Reuse Newsletter, 1996-1997
Annual Project Award (Transit-Oriented Development), National Capital Chapter APA, 2001

Relevant ADEC Project Experience

ADEC and its Director Randall Gross together bring experience on almost 400 real estate analyses, local economic and community development strategies, fiscal and economic impact studies, property asset management assignments, urban regeneration strategies, and other projects during 20 years of consulting for public and private clients in southern Africa, the United States, and elsewhere. The company's relevant southern Africa project experience includes the following:

Informal Sector Economic Development Strategy Sedibeng District Municipality, Gauteng

ADEC is working on an informal sector development strategy for Sedibeng District Municipality. This work includes an economic analysis and identification of potential small business opportunities, as well as strategic recommendations for integration of the formal and informal small business sectors in the municipality.

Gautrain Transit-Oriented Development (TOD) Potentials, Johannesburg, Gauteng

ADEC has recently begun work on an assessment of the economic potentials and development concepts for areas surrounding transit stations along the new Gautrain rapid rail system. ADEC is also arranging a study tour of TOD locations based on best practices worldwide, and providing ongoing strategic development, financing, marketing and investment recruitment services to the City's Economic Development Department.

Agricultural Development Plan, uThukela, KZN

ADEC is completing work for uThukela Municipality on an agricultural development plan. As part of this work, ADEC is assessing the market potential for agricultural products and agribusiness in the municipality and determining the appropriate development and financing strategy for strengthening local agriculture as an employment centre.

Guba Farms Strategic Development Plan, Emalahleni Municipality

ADEC is beginning work for Chris Hani District and Emalahleni Local Municipality on a strategic development plan for the former Guba Farms area near Queenstown. The planning effort will include an extensive and intensive public participation process culminating in a three-day community "charrette." Leading up to the charrette, ADEC will be analyzing socio-economic conditions and assessing agricultural development potentials. ADEC team members will also be assessing environmental and agricultural conditions. The plan will ultimately include a statement of objectives, an agricultural development plan, and a conceptual settlement plan for this rural area.

Northcliff Recreation Facility Needs Assessment, Johannesburg, Gauteng

ADEC is working for Johannesburg Property Company on a needs assessment for the Northcliff Bowling Club and associated Northcliff Country Club recreation facilities, as part of a highest and best use analysis for the City-owned property.

Capacity Building for Network of Small Exporters, Mpumalanga Province, South Africa

ADEC is working as prime consultant for Mpumalanga Province on a capacity building effort on behalf of small apparel, textile, and craft exporters within the province. This effort will focus on identifying market and export opportunities for

Mpumalanga product and assisting small companies with product development and business & export training.

Urban Development Zone (UDZ) Impacts & Capacity Building Johannesburg, Gauteng

ADEC is completing work for City of Johannesburg on a series of metrics for measuring the economic benefits and other impacts of the city's Urban Development Zone. ADEC is also training City staff on the use of the metrics through a one-on-one capacity-building programme.

Tourism Development Strategy, Dannhauser, KZN

ADEC is completing a tourism development strategy for Dannhauser Municipality, just south of Newcastle. Dannhauser has suffered a significant employment loss as the result of closure at its main mining facilities. The tourism strategy focuses on identifying economically viable opportunities for development that will help generate long-term investment and job creation. The strategy will also provide specific recommendations for marketing, organizational development, and project implementation.

Decentralization, & Urban Revitalization Training & Capacity-Building, Southern Africa

ADEC's Director has provided training and capacity building for local and national government officials from South Africa, Swaziland, Tanzania, Malawi, Botswana, Kenya, and other countries in the region and worldwide. His topics range from urban revitalization to fiscal impact analysis and decentralization of planning.

Marlboro Industrial Park Business Plan Alexandra, Gauteng

ADEC completed a Business Plan for redevelopment of the Marlboro Business Park in Alexandra. ADEC was lead consultant for a team including architects, traffic engineers, planners, and others, with a primary focus on testing the market potentials and determining a creative strategy for redevelopment of the industrial park as a job-generating node. ADEC also designed an Action Plan and implementation strategy with input from stakeholders that focused on creation of an equity partnership. This work was being completed for the Alexandra Renewal Programme planning team on behalf of the Department of Housing.

Municipal Service Partnership Capacity Building, Durban (KZN), East London (PEC), and Cape Town (PWC)

ADEC's Director provided training and technical assistance in transport & infrastructure financing through Municipal Service Partnerships (MSPs) to local government officials. The training sessions were held at locations in Durban, East London (Bisho), and Cape Town and funded through the US Agency for International Development (USAID). He determined financing and development approaches ranging from build-operate-transfer models and other public-private partnerships to full privatization. He completed this work as a sub-contractor, on behalf of the former South Africa Department for Constitutional Development (DCD).

Main Road SDF Corridor Development Forecasts, Cape Peninsula, PWC

As a sub-consultant to MCA Planners, ADEC's Director forecasted land demand by use within a 26-mile corridor formed by Main Road, the primary route to Cape Point. This information was used by the South Peninsula Municipality as a guide for land use zoning and development over a 20-year period.

**Muden Art & Craft Centre Feasibility,
uMvoti, uMzinyathi District Municipality**

ADEC is working for uMzinyathi District Municipality on a feasibility study for a proposed art & craft centre in Muden. ADEC is testing the market potential for the facility and determining whether it is financial sustainable and viable.

**Newtown Cultural District Tenanting & Marketing Strategy,
Johannesburg**

ADEC has completed work on a tenanting strategy and strategic revitalization plan for the Newtown Cultural Precinct in the Johannesburg CBD. ADEC prepared retail and commercial market potentials analyses and recommended a supportable business and entertainment mix for the re-establishment of this important centre for cultural heritage and entertainment. ADEC also examined the existing cultural resources and provided recommendations on strategic re-development and re-programming. These recommendations formed part of an overall marketing strategy created by ADEC to assist the Johannesburg Development Agency (JDA) in marketing the precinct. ADEC also provided direct outreach to potential tenants consistent with the firm's market recommendations.

**Carlton Centre / Johannesburg CBD Potentials,
Johannesburg**

ADEC's Director worked for Transnet on the re-use of the Carlton Hotel. He conducted office, hotel, conference, and retail market potentials analyses; determined the highest-and-best use for redevelopment of the former hotel building; and recommended a preferred financial solution for Transnet's use or disposal of the property. In addition, he recommended approaches for maximising the building's positive impact on redevelopment of the Johannesburg CBD.

**Local Economic & Industrial Development Strategy
Metsweding District Municipality (Gauteng)**

ADEC's Director assisted the new Metsweding District Municipality on an economic development strategy as part of its IDP process. He completed an economic overview and identified marketing opportunities. He also prepared detailed recommendations on specific key projects to enhance the municipality's economic and fiscal base. Among these projects were rehabilitation of an existing industrial park on the border of Mpumalanga and Gauteng, as well as development of a new industrial park in the area. He worked as a consortium member with Sirius Development Foundation.

**Aviation & Airport Commercial Potentials,
Richard's Bay, KZN**

ADEC recently completed an assessment of the aviation potentials for the Richard's Bay Airport in Kwazulu-Natal, on behalf of the private operating company (Turnaround Management). This assessment included an analysis of potential for passengers, freight, hangar facilities, and other direct aviation-related activity, as well as advertising.

**Industrial Land Use Strategic Planning,
Johannesburg, Gauteng**

ADEC completed work on an industrial land use strategic development plan as part of a team with Blueprint Holdings for the Johannesburg Economic Development Unit. ADEC is projecting future industrial land demand and providing strategic recommendations for industrial development policy and programming throughout Johannesburg Metro.

**Kagiso Integrated Mixed-Income Housing Analysis,
Mogale City, Gauteng**

ADEC is currently working for Bigen Africa on behalf of ABSA, Mogale City, and Provincial Department of Housing on a market assessment for an integrated, mixed-income housing development near Kagiso and Azaadville. This unique project would incorporate both subsidized and bonded housing in an integrated development linking formerly segregated communities. ADEC is assessing the market opportunities and defining an appropriate mixed-income housing product and development strategy for the area.

**Terenure LSDF Economic Analysis,
Ekurhuleni, Gauteng**

ADEC worked with Urban Dynamics on a Local Spatial Development Framework in Ekurhuleni. ADEC provided market reconnaissance and strategic input regarding the redevelopment of China Gate commercial centre as part of the planning effort.

**Maputo Transport Corridor Conceptualization,
South Africa-Mozambique**

ADEC's Director assisted the Development Bank of Southern Africa (DBSA) with conceptualization of transport development corridors, and specifically, with the creation of the Maputo Corridor. He also determined industrial absorption trends in the corridor region and assessed basic infrastructure requirements in each of the municipalities along the route. He assisted in preparation of the tourism, agriculture, and manufacturing briefing documents for the Corridor and his work was published in the Corridor's investment materials. The Maputo Corridor was the first of several Spatial Development Initiatives (SDIs) initiated by the South African government.

**Cape Town International Airport Economic Development Strategy,
Cape Town**

The Director of ADEC completed three phases of an economic development strategy for building on the strengths and growth opportunities associated with Cape Town International Airport (CTIA), for Airports Company South Africa, City of Cape Town, and Western Cape Provincial Government. For this work, the Director assessed airport market growth opportunities as well as property development spin-off potentials on or near airport property. He also provided strategic recommendations for regional economic development and growth policies related to airport potential.

**Masiyonge Tourism Project Pre-Feasibility Assessment,
Mananga, Mpumalanga**

ADEC recently tested the pre-feasibility of a multi-cultural village, lodging, and related tourist facilities at the Mananga Border Post near Swaziland. ADEC assessed tourism market potentials and prepared a financial pro forma for the site. This work was completed for the SA Department of Environment and Tourism (DEAT).

**Industrial Park Feasibility Assessment,
Polokwane, Limpopo**

ADEC is currently working on an industrial park feasibility study and economic development strategy at Polokwane, in Limpopo Province. ADEC is part of a team consortium led by Murray & Roberts, Turner & Townsend, and SFA.

**Kirkney Mixed-Income Housing Market Potentials Analysis,
Tshwane, Gauteng**

ADEC provided a mixed-income housing market assessment for ABSA Bank for a proposed housing development in the Kirkney area of west Pretoria. This work was

completed by ADEC as sub-consultants to Bigen-Africa, the engineers responsible for the planning of the site.

Community Development Strategic Plan

Central Tygerberg, PWC

ADEC's Director led a team of economists, planners, and facilitation specialists in developing a strategic economic plan for the Central Services Area (CSA) of Tygerberg. He completed this work on behalf of the City of Tygerberg's Directorate of Planning and Economic Development. He identified the CSA's socio-economic problems, which have been prioritized through a community participation process. He also completed an analysis of the underlying market and economic factors and prepared a strategic plan for addressing these problems. Housing is at the focus of this strategy, since many of the area's problems can be traced to over-crowded and poorly-functioning housing stock. Mr. Gross proposed creative alternatives for the financing and development of housing, in light of the country's centrally-controlled housing policy. His analysis will ensure that partnerships can be created that enhance opportunities for cross-subsidization.

Medical Industry Cluster Analysis,

Tygerberg, PWC

As a sub-contractor to Urban-Econ, ADEC's Director assessed the components of the medical industry cluster based on international models and experience. He determined the competitive features of locations that have attracted a concentration of the medical industries and he recommended management and marketing mechanisms for promoting the development of these industries.

Doornkop Low-Cost Housing Cost-Benefit Analysis,

Johannesburg, Gauteng

ADEC provided a cost-benefit analysis of the Doornkop low-cost housing site on behalf of Bigen-Africa. This analysis constituted a follow-up assignment based on ADEC's work completed on the cost-benefits of low-cost housing sites for Gauteng Provincial Government.

Maphungubwe Cultural Heritage Tourism Assessment,

Limpopo Province

ADEC recently completed an assessment of the requirements for tourism planning that would include mapping cultural heritage sites, preparing a tourism awareness campaign, and establishing a cultural heritage tourism route. This work was completed for the SA Department of Environment and Tourism (DEAT).

Capital Improvements Planning,

W Rand District Municipality, Gauteng

The Director of ADEC recently provided guidance to the new West Rand municipality on the development of a capital improvements plan (CIP) for infrastructure as part of its IDP planning process, on behalf of Sirius Development Foundation.

Film Industry Cluster Assessment,

Culemburg, PWC

As a sub-consultant to Urban-Econ, ADEC's Director determined the sector components of a film industry cluster and determined the site and location requirements for the development of such industries as input to a site analysis for a private developer.

**Zambezi Valley Agricultural Development Strategy,
Mozambique**

ADEC's Director prepared an analysis of the market potentials for the Sena Line railroad and determined a strategy for agricultural and economic development in the Zambezi Valley region surrounding the railroad. He assessed the market potentials for agricultural products and agri-industry in the region, in addition to mining, tourism, manufacturing and other economic sectors that could depend on the use of the rail line. Specific potentials for agricultural products and processes were tested. He also assessed potentials in Malawi and north-eastern Zambia, as they relate to the development of the rail line and its extension into those countries. This work was completed for an engineering firm working for Gabinete do Plano de Desenvolvimento da Regiao do Zambeze (GPZ), a cabinet-level administration in Mozambique.

**CBD Revitalisation Strategy,
Lenasia (Johannesburg), Gauteng**

ADEC recently completed a market potentials analysis and revitalization strategy for the Lenasia central business district, on behalf of the Johannesburg Economic Development Unit (EDU). The focus of this work was to determine the long-term potential for the business district and to identify specific anchor projects and programmes geared towards strengthening the node in the face of a rapidly growing competitive environment (including the development of a new shopping mall on the outskirts of Lenasia). Recommendations included better physical integration of a new shopping centre under development adjacent to the CBD, creation of a more formal market and entertainment centre, and re-establishment of a marketing entity to work on implementation of identity marketing concepts as identified in the report.

**Conference Centre Feasibility,
Mpumalanga**

ADEC has been selected as part of a team led by Sivest to complete a feasibility study for a proposed conference centre at Skukuza in Kruger National Park. The work would be completed on behalf of SANPARKS.

**Low-Cost Housing Cost-Benefit Analysis,
Gauteng Province**

ADEC's is completing a cost-benefit analysis of the locations for low-cost housing, for Gauteng's departments of Housing, DPLG, DACE, and Transport. The analysis tests the fiscal and economic costs and benefits of 30 locations for low-cost housing throughout Gauteng in order to determine the costs and benefits of "better"-located (more urban) housing sites versus those in more peripheral locations. Based on the analysis, ADEC and CSIR are determining potential cross-subsidy and financing strategies.

**Cradle of Humankind World Heritage Site Financial Plan, Economic Impacts, &
Community Development Strategy, Sterkfontein (Gauteng)**

On behalf of Gauteng Department of Agriculture, Conservation and the Environment (DACEL), ADEC's Director completed work on a Financial Plan for the nominated United Nations World Heritage Site at Sterkfontein and surrounding palaeo-anthropological sites. He assessed indicative operating and capital costs and determined an appropriate budgeting plan for conservation management and tourism development of the area. He has also recommended approaches for maximising the community economic benefits and skillsbase generated by the site. As part of his analysis, he reviewed tourism market potentials prepared by Kessel Feinstein/Grant Thornton and he recommended a possible tourism "product" for the sites, including a major interpretive and research centre. Based on the proposal that included this

Financial Plan, the site was selected by UNESCO as one of South Africa's first World Heritage Sites. ADEC's Director also assisted DACEL in completing the site's Financial Plan and Community Impacts Analysis as part of the Master Planning process. The resulting financial analysis was included in DACEL's Request for Proposals to potential developers, one of which was recently selected to follow through on the plans.

Woodstock Economic Potentials, Cape Town

The Director of ADEC worked for a planning team led by NM Associates to determine economic opportunities within the Woodstock-Salt River area in Cape Town. NM Associates used these findings as input to its master plan for the area.

Lower Halt Road Corridor Revitalization Plan, Tygerberg, PWC

ADEC's Director worked as part of a team led by planning firm Urban Dynamics on a revitalization strategy for lower Halt Road in Elsie's River. He prepared retail and commercial market potentials analysis and provided strategic recommendations for marketing, management, and redevelopment within this road corridor. The work was completed for the Tygerberg Municipality.

Suikerbosrand Nature Reserve Financial Plan, Gauteng

ADEC's Director assisted Gauteng Department of Agriculture, Conservation and Environment (DACE) on indicative costing and financial planning for the extension of the Suikerbosrand Nature Reserve. He determined generalised capital and operating costs for extension of the reserve based on a marketing plan developed by IUCN.

Mixed-Income Housing Assessments, Tshwane (Pretoria)

ADEC recently completed a preliminary market assessment of opportunities for development of mixed-income housing in Kirkney, a suburb of Tshwane. Kirkney is situated on the western fringe of Tshwane Metro and key market questions related to the relationship of the proposed site to surrounding industrial uses on the urban edge. This work was completed on behalf of ABSA Bank, as a sub-consultant to Bigen Africa. ADEC is now working on a similar assignment at two sites in the **Brits area of North-West Province**.

Military Base Reuse Potentials, Cape Town & Mpumalanga

As a sub-consultant for SA Department of Public Works, ADEC's Director provided economic inputs to reuse plans for Wingfield Air Base, Ysterplaat Air Force Base, and Bourke's Luck military base. He assessed the overall market for uses of base facilities, including aviation facilities. He also provided strategic recommendations for reuse of the base facilities. The Director has provided similar assessments & strategic plans for 15+ bases in the United States.

Filling Station Economic Impact Assessments, Nationwide

ADEC has been working on assessments of the socio-economic impacts of proposed new filling stations in a number of cities nationwide. ADEC analyses the market potentials for the filling station and assesses the turnover impacts of the station on existing, competitive stations in or near the trade area. These turnover impacts are also translated into employment impacts to determine whether development of a new

station would adversely impact overall employment base among competitive stations. This work is typically completed as part of an Environmental Impact Assessment (EIA) by environmental consulting firms (e.g., Sivest, SEC) and submitted to provincial government by the oil companies. ADEC has worked or is working on these assignments at the following locations:

- SASOL Swartzkop Raceway, Tshwane (Gauteng)
- ENGEN Platteklouf (Western Cape)
- SASOL Riverside Shopping Centre, Vanderbijlpark (Gauteng)
- SASOL Witbank Mall, Witbank (Mpumalanga)
- SHELL Mkuze (KZN)
- SHELL Phoenix (KZN)
- ENGEN New Germany (KZN)
- SASOL Mossel Bay (Western Cape)
- SASOL Klipmuts – Stellenbosch (Western Cape)
- ENGEN Pinetown (KZN)

Socio-Economic Impact Assessment, Milnerton, Western Cape

ADEC conducting a socio-economic analysis of the expansion of the PetroSA fuel storage facilities in the Western Cape, as part of an Environmental Impact Assessment team led by SIVEST.

Johannesburg International Airport SDI Economic Development Strategy, Johannesburg

The ADEC Director helped determine the appropriate management and marketing entity for leveraging airport-related growth to create jobs in surrounding neighbourhoods and throughout Johannesburg. He assessed economic development efforts at other airports globally and identified the key factors affecting job creation and the key components of an “airport industrial cluster.” He also helped develop a survey instrument and airport industrial sector database for assessing marketing opportunities in Johannesburg. The work was prepared for the JIA Spatial Development Initiative, as a sub-contractor for Urban-Econ.

North-East Gauteng Initiative (NEGI) Financial Plan, Gauteng Province

ADEC’s Director assisted Gauteng Government in preparation of a financial plan for creation of a regional conservation and development area in north-east Gauteng later known as “Dinokeng.” He reviewed marketing strategies proposed by the IUCN and identified indicative operating and capital costs for specific projects within the NEGI area. He also assessed funding opportunities and will be examining community equity participation models as a way of promoting economic development through conservation in the area.

CBD Development Strategy, Delft (Tygerberg), PWC

As a sub-consultant to MCA, ADEC’s Director provided commercial market potential forecasts and a development strategy for the creation of a central business district in the community of Delft. He worked as part of a team of planners led by MCA to create a logical plan for bringing jobs and trade to this newly developed housing area. He also provided a development strategy and input to the city’s developer tender process in order to attract a higher level of anchor tenant and investor interest.

**U.S.-South Africa Trade & Investment,
South Africa and United States**

The Director of ADEC was Lead Consultant in preparation of the Briefing Book for the Gore-Mbeki Trade and Investment Conference. He selected the 45 top trade and investment projects in South Africa and assessed these projects in terms of their overall market potential, financial viability, government prioritization, and institutional support. He wrote project briefs for each of the selected ventures and prepared the Briefing Book for the conference. He also identified the five highest-ranked projects for attracting U.S. investment and wrote detailed proposals for additional U.S. Trade & Development Agency funding. Three of the projects were selected and each received up to \$1 million in TDA feasibility funding.

**Kruger Mpumalanga International Airport Industrial Park Feasibility,
Nelspruit, Mpumalanga (SA)**

ADEC is beginning work on an industrial park feasibility study in joint venture with Urban Econ, on behalf of Mpumalanga's economic development agency. This work will include an analysis of property market potentials as well as the airport-generated opportunities for business development in the area. ADEC will also prepare a financial feasibility analysis to test the financial viability of project concepts.

**Power Plant Environmental Economic Impacts
Limpopo Province**

ADEC recently completed work on an assessment of the economic impacts on the environment of the expansion of an ESKOM power plant on a game farm and eco-tourism area in Limpopo. This work was completed as part of the EIA for the expansion project.

**Abattoir Feasibility Assessment
Waterburg District Municipality**

ADEC is working as part of a team led by Agrivet to determine the economic and financial feasibility of reinvestment in an abattoir owned by Waterburg District Municipality. The ultimate purpose is to determine the economic viability of an expanded abattoir that can serve as a venue for expanding the black-owned cattle farms in the area. ADEC is also beginning work on a **game meat study** to examine export opportunities for this product.

**Mass Market & Leisure Retail Projects
Port St. Johns, Eastern Cape**

ADEC has completed work on market feasibility studies for two retail projects in a relatively isolated tourism region of the Eastern Cape. The work was completed for the Hluma Development organization and focused on economic development projects to spur infrastructure improvements and job creation. ADEC is now completing additional work on a feasibility study for **resort hotel** and **office developments** in Port St. Johns.

**Heliciculture Farm Feasibility Study
Western Cape**

As part of a team led by environmental planners SEC, ADEC completed a feasibility study for a heliciculture (snail farming) operation in the western Cape. The purpose of the facility was to enhance employment opportunities for area residents.

**Role of Provincial Government
Western Cape**

ADEC recently worked for Western Cape Province on a review of provincial policy positions with respect to clarification of roles for provincial, district, and municipal

government. Of particular importance was the formula for distribution of national government funds for specific programmes.

**Region G Catalytic Projects Identification,
Johannesburg, Gauteng**

ADEC is beginning work for the Johannesburg Department of Economic Development to identify catalytic projects in the economically-depressed southern tier of the city in Region G.