

Economic Areas Management Programme (ECAMP)

A powerful data modelling tool to help plan the future development of business precincts



ECAMP provides powerful tools for guiding the development of the city's business precincts.

[SUMMARY]

The Economic Areas Management Programme (ECAMP) is an innovative response to the City's need for a flexible decision-making support tool to guide the strategic allocation of City resources across the 71 identified business precincts which anchor Cape Town's economy.

ECAMP boasts 'design-led thinking' in its user-centric focus by shifting the emphasis from outdated supply-side master planning towards demand-side planning, placing business location decision-making at the centre of its analysis. This user-centric focus, which will contribute to the City's planning and local business area management processes, has culminated in the creative and innovative use of City and proprietary data for purposes of enquiry. ECAMP has been successful in capturing design-led thinking in principle, with its strong user-centric, collaborative focus and innovative approach to policy formulation.

In addition, ECAMP employs mapping and data visualisation methods to make concepts and empirical findings regarding local and citywide economic trends accessible, engaging and actionable to local stakeholders and public officials alike.

[BACKGROUND]

Intensified global competition and structural instability following the 2008 global financial crisis has weakened Cape Town's traditional industries and aggravated unemployment and poverty. Whereas the resilience and competitiveness of Cape Town's economic sectors are constrained by the city's spatial form,

[IDP LINKAGES]



Opportunity city



Well-run city

The Integrated Development Plan (IDP) is a plan for how the City will prioritise its budget spending for the next five years. The IDP is agreed between local government and residents, and is adjusted to accommodate changing needs.

[ENABLERS]

Economic,
Environmental and
Spatial Planning
Directorate

Spatial Planning and
Urban Design
Department



This case study describes one of the City of Cape Town's innovative projects that demonstrates how the City applies **design-led-thinking** to support City strategies and goals and help to improve the lives of residents. For more, scan the QR code alongside or see www.capetown.gov.za/en/DesignCapital/

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its spatial form is simultaneously being shaped by market forces.

Therefore, a clear understanding of the city's economic geography is critical in shaping interventions that enhance the performance of the city's economy and result in a more efficient and equitable urban form. Credible and current information about area-specific business conditions and intra-metropolitan demand trends is essential in order to understand investment trends and anticipate future shifts.

What distinguishes ECAMP from other City initiatives as a decision-making and analytical support tool is the data-driven approach underpinning the iterative process of developing market intelligence. This process is fundamental to developing ECAMP as a dynamic knowledge platform to improve the City's planning and local business area management processes.

ECAMP uses raw City data, and by means of a purpose-built diagnostic model, transforms that into actionable information. The systematic use of City data, together with open source and proprietary data, has proven to overcome the drawbacks of using a single data source or method to inform policy.

This initiative is supporting a pronounced shift – from a top-down normative planning approach to a bottom-up data driven approach to planning by developing a more nuanced and comparative perspective on the current performance and potential of Cape Town's business precincts.

This tool therefore boasts three areas of innovation: a shift from opinion-based towards evidence-led decision-making, made possible by turning the City's vast pool of raw data into actionable information; a shift from outdated supply-side master planning towards demand-side planning which places business location decision-making at the centre of its analysis; and finally a shift from mainstream programmes towards an area-based approach which creates the space for the City to experiment with innovative, cross-sectoral instruments, track their impact and ultimately influence the design of mainstream policies.

[INTEGRATED DEVELOPMENT PLAN LINKAGES]

➊ **OPPORTUNITY CITY:** Key Strategy 1 of the Cape Town Spatial Development Framework requires the City to 'support investors through improved information and cross-sectoral planning'. This strategy is strongly aligned with the City's vision to be a thriving opportunity city, which has been identified as a strategic focus area in the City's Integrated Development Plan.

ECAMP aims to contribute to the creation of an economically enabling environment in which investment can grow and jobs can be created in two ways. Firstly, by utilising City data and disseminating it as market intelligence to investors on a web based public user interface, which is currently in the process of being developed by the IS&T department. Secondly, through the formulation of area based intervention strategies which are tailored to local business constraints and opportunities, the framework's innovative methodology is able to track their (i.e. intervention strategies) impact. Furthermore, ECAMP aims to position the city's business precincts in terms of the location requirements of city's priority sectors, as identified by the Economic Growth Strategy.

➋ **WELL-RUN CITY:** This framework contributes to achieving a well-run City by establishing an evidence-based tool to assist in decision-making - and which improves transparency - in the interests of effective and efficient resource allocation.

[HOW HAS DESIGN BEEN APPLIED?]

Of the key tools which support design-led thinking in project conception, design and implementation, the following have been fundamental to ECAMP's success as a work in progress:

- + **INNOVATION CO** ECAMP uses the City's vast pool of raw data – a by-product of increasingly centralised and automated administrative processes – in an innovative way. This has become possible due to the City's implementation of SAP software, which has replaced more than 100 legacy systems and provides a single view of the city and its residents.
- + **DREAM TEAM** ECAMP represents a collaborative initiative undertaken between the City's planning, economic development and information technology departments. The central focus of this collaborative initiative was to understand the drivers of the demand for space/ location choices relevant to business

DESIGN THINKING

Design-led-thinking is not 'design' in the obvious sense, but a process of creating and developing innovative ideas, and finding solutions to problems and challenges. In a city administration context, these solutions are ones that improve the quality of the lives of its residents in one way or another, the ethos that underpins the World Design Capital programme.

DESIGN TOOLS

For an explanation of the key constructs which support design-led-thinking in project conception, design and implementation, see the [Toolbox](#).

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demand decision making in Cape Town's space economy. In order to place business demand decision making at the heart of the analysis required the expertise and collaboration of subject matter experts (SMEs) in the field which took the form of an expert panel. This expert panel comprised of SMEs from the public and private sector as well as academia. This collaborative approach has led to the development (i.e. co-design) and continual refinement of the expert verified indicators which cumulatively provide a real-time snapshot of the current business conditions and long-term potential of the identified business precincts in Cape Town.

- + **CONSULTATION** To date, much emphasis is placed on engaging with relevant stakeholders to gain the necessary input from end users of the eventual framework. To this end a consultative process was undertaken earlier this year throughout the City's eight administrative districts and well as via three channels, (a) inter-departmental working group and steering committee, (b) expert round-tables and (c) local verification process. Through consultation, valuable input is continually gained to refine and strengthen ECAMP's methodological rigour and enhance its efficacy as a pragmatic decision making tool.
- + **EVOLUTIONARY APPROACH** A robust and transparent verification process lies at the heart of ensuring ECAMP's credibility and relevance to end-users, especially given its exploratory nature. Verification is not a discrete, once-off task; it constitutes a critical feedback mechanism whereby the programme's approach, methodology and model outputs are continuously refined on the basis of emerging information arising from the City's extensive primary research streams and engagement with officials, practitioners and experts across the private, public and academic sphere.
In addition, ECAMP's iterative approach to space-economic knowledge management enables the City to routinely profile and comparatively assess the locational potential and development performance of its 71 identified business nodes by harnessing the diverse and growing pool of City-held and proprietary data. These area profiles allow for the formulation of area-based intervention strategies that are tailored to locally-specific business conditions on the one hand and the development of an open source space-economic information and analytics platform on the other.
- + **INNOVATION CHAMPS** Developing ECAMP as a credible and publicly accessible market intelligence platform and area-based management framework for Cape Town's business precincts required a sound knowledge base from which to start. The Mistra Urban Futures Knowledge Transfer Project (MUFKTP)* has been instrumental in sparking innovative thought, as it has provided the intellectual space for collaboration and critical engagement between the subject matter experts championing ECAMP. This partnership continues to play a pivotal role in facilitating the co-production of knowledge between city officials, academics and industry experts, to undertake specific research into the nature, location and structure of Cape Town's economy as a driver of the demand for space and the refinement of ECAMP as a flexible decision making tool.
- * Mistra Urban Futures is an international centre for sustainable urban development which recognises that local expertise is required to address city-level challenges. It is in operation in five cities, including Cape Town. In 2012, the City entered a three-year partnership with the University of Cape Town's African Centre for Cities as part of the Mistra Urban Futures Knowledge Transfer Project (MUFKTP).

[FURTHER INFORMATION]

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