

**STUDY TO DETERMINE INVESTMENT
OPPORTUNITIES IN TSABONG**

**COMMISSIONED BY
BOCCIM AND USAID**

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INTRODUCTION

Tsabong is a relatively medium village in the heart of the Kgalagadi desert. It is the head quarters of the Kgalagadi District Council, with a population of about five Thousands (5000). It is an odd 540 kilometres west of Gaborone, the Capital City of Botswana. The inhabitants are called Bakgalagadi and their Language is Sekgalagadi. Most of the local people also speak Afrikaans.

Tsabong is regarded by some as the gateway to the Kgalagadi, as it is the shortest route between Capetown and Gaborone. Tsabong is therefore a vital link between Botswana and the Kgalagadi areas in particular, and the rest of the developed world.

As the Capital of the Kgalagadi District, Tsabong is highly populated with people of different origins and nationalities who have gone there to either work in the government departments or in the local government or in the private sectors. These are the people who form a greater portion of working population in Tsabong. They also constitute a greater population of the people with disposable income.

Although in the middle of the Kgalagadi desert, Tsabong prides itself with the availability of certain necessary infrastructures and services.

- a) There is a tarred road from Gaborone to Tsabong and through to the boarder with South Africa 23 Kilometres from Tsabong (McCarthy)
- b) There is a hospital which provides the necessary health facilities.
- c) There is electricity which is drawn from ESCOM in South Africa.
- d) There is a Primary and a Secondary School. Plans are on board to construct a brigade school in the area.
- e) Clean water is now available as there is a desalination plant to clean salty water that is every where in the area.

There are few business currently operating in Tsabong. There is a wholesale which supplies most of the businesses in the area.

There are about three butcheries in the area and two resturants. There is one supermarket although it is too small for the population of Tsabong. Majority of businesses are bottle stores and bars.

With regard to the government department, it is gratifying that most of them are available in Tsabong. These include; Labour Offices, Immigration, Police, Post Services, Health, Education, District Commissioner etc. Also available is the Power Corporation, Telecommunication and Water Affairs.

The presence of theses department has increased the population of Tsabong tremendously. Thereby increasing the market potential in the area.

INTERVIEWS

Interviews and meetings were held with the Local Government authorities, tribal authorities central Government authorities and the private sector and individuals. The purpose of the study was thoroughly introduced to them and most of them were open to the discussions and their input highly appreciated.

The following were visited and interviewed.

Kgosi Toto - Paramount Chief of Bakgalagadi
Village Development Committee
Immigration Department
Dental Clinic - Dentist
Oasis Wholesale - Managing Director
District Commissioner - Mr W. Ongadile
Labour Office
Tsabong Hospital - Matron/ Administrator
Council Secretary
Mr Gunter _ Senior Planning Office Council
Miss Gabaikhi - Integrated Field Services
Land Board Chief Executive
Mr. Maili - Business Man
Mr Gouws - Business Man
District Development Committee (Full meeting of 35 heads of department for Kgalagadi District.
Mr and Mrs DeKock - Business people
Mr. T. Mothelesi - Councillor and Business Man
Mr. R. Ipotseng - District Community Development Officer.

The following visits were undertaken

- a) Berry Bush farm; Poultry farming, piggery, Dairy and workshop for manufacturing water desalination plants.
- b) A tour of the village to assess the available services and infrastructure such as, roads network, electricity supply, village layout;
- c) Camel Kraal; owned and controlled by the Police Department.
- d) DeKock's farm - wildlife, Tourism and Ostrich farming, camping facilities.
- e) Leen's Workshop; Manufacturers of Coffins, Tables, Headboards, Beds and chairs.

From the discussions, the following raw materials were identified by almost all the people interviewed as being available in Tsabong.

- a) Skins and Hides
- b) Mositsane - (Tree) its fruits are used for changing the colour of skins

- c) Sengaparile - for Medicine
- d) Bones - Bone Meal
- e) Wildlife - Tame, breed and sell; use meat, skins and horns.
- f) Ostriches - Meat and feathers
- g) Melons and water melons for making jam
- h) Quarry stones
- i) Dry Wood
- j) Camels - for riding and racing, condensed milk, meat, wool.
- k) Wildlife and nature for tourism
- l) Oil/fat; for making polish, candles and soap

The following were identified as necessary services which are not available in Tsabong

- a) Banking
- b) Hotels/Motels/Resort
- c) Insurance
- d) Super Markets/Large Retail Shops/Bookshops, Baby Shops
- e) Legal Services (Law Firms)
- f) Repair services (Garages and Workshops)
- g) Dry Cleaning Services/Laundry
- h) Secretarial Services (Bookkeeping, Typing, Photocopying, Faxing, Company Secretaries
- i) Car dealers -authorised Car dealers/sellers and Car Workshops
- j) Mortuary and funeral undertakers

What now has to be considered is to how the locals can be encouraged and assisted to undertaken certain projects using, the available raw materials as shown above, and or undertaking businesses in the above listed services.

It must be noted however that certain projects like banking can not be undertaken by locals and or small business people, but reasons will be advanced to show why such services are needed in Tsabong.

PROJECTS

1. SKIN AND HIDES FACTORY

Tsabong and Kgalagadi are best known for wildlife and domestic animals. The inhabitants or locals are largely dependent on cattle and wildlife. As a result of this there is plenty of skins that are not utilized. There are available skins for wildlife, cattle, goats, sheep.

The project being recommendation therefore is one that will produce shoes, bags, belts wallets, and leather jackets.

Financial Aspect

This project can be financial through the FAP schemes. Although certain machineries will be required, which will cost a lot of money, the project will be labour intensive.

This will be a medium scale project, with an investment of between P25 000.00 and P90 000.00. The investor will be required to put up a certain amount of money in either money form or property value as part of his contribution towards the project. This will be in accordance with the FAP regulations.

Market Potential

The market potential for this project can best be determined by a comprehensive market study or research. However it has been pointed out that there is a market for such things like shoes, belts, wallet and bags. If the project is properly carried out and the best things produced, then, there could be an external market as well, that is, some of the products can be exported to places outside Tsabong and even internationally.

Employment

In its initial stages, the project will require about twenty four (24) people.

Two technical persons - one a Manger the other a supervisor. Then there will be need for one accounts clerk who will also perform the duties of a purchasing officer.

8 people will be needed as shoe makers

4 for making leather bags, wallets and belts

4 for jackets and trousers

2 persons will be needed as sales and marketing persons

3 people to dehair and prepare the

This project can be increased to two fold depending on the demand as well as the supply and quality of goods.

Expertise

As already pointed out, there were and there are people who produce or make leather bags, shoes, wallets, and belts from skins. This implies that there is some form of talent or knowledge. However, there is need to improve on this knowledge in order to produce commodities that are desirable and competitive in these modern times. The need to advance their skills will of necessity require further training in the leather industry. Technical and professional experts can be drawn from outside Tsabong to come and train people for a given period, and then on the job. These people will be trained through the FAP grant.

2. FUNERAL UNDERTAKERS

The other project is the Mortuary or Funeral undertakers. This project is very necessary as there is no mortuary in Tsabong owned by private entrepreneurs. The only mortuary in the village is at the Hospital. This mortuary does not serve the interest of the local community as the government policy is that corpses can only be kept there for a maximum of three days. Secondly it can only accept people who die in the hospital.

This service therefore becomes a necessity as the population grows, and more people get to work in different parts of the world. For example if Mr X dies, and some of his children work outside Tsabong then there is need to keep him in the mortuary until his children come to give him a decent burial.

Financial Aspect

The project involves the construction of a building to house all the necessary equipments and machineries; the installation of electricity, which is now available in Tsabong; The purchasing of motor vehicle (hears) for funeral undertaking together with all other equipments used therewith; The purchasing of the relevant deep freezers and their trays. Given all these, it will not be an easy task to say with certainty the cost of the project. Secondly, the absence of financial instructions which can be used to finance this project make it all the more difficult to determine the cost of this project.

Thirdly, the fact that it is not a manufacturing concern, excludes it from the FAP assistance.

It is recommended that a market study be conducted and cash flow analysis be carried out to determine the finances that will be required.

Market Potential

There is no doubt that the project can be fully utilized. The market is not only in Tsabong but also the neighbouring villages. It is an undisputable fact that people die and that is the market.

Estimated Employment

By its nature, this project does not employ a lot of people. It is estimated that at the most it can employ five people. These will include a driver, an accounts clerk, and the undertaker or undertakers.

Expertise

There is no expertise required in the technical sense. However the person who performs the duties of operating the machines to lower down the coffins need some training in the field. For this she/he can be attached to one of the existing undertakers to be trained on the job.

3 STONE CRUSHING

Next is the stone crushing project. This is necessary because Tsabong is in the middle of the desert, where there are very few stones and rocks, or mountains. But due to developments in the area, there is a high demand for crushed stones, for construction of houses, roads and dams. Currently all the crushed stones are imported from Kuruman in South Africa. Therefore it is necessary that the available stones in Tsabong could be fully utilised.

The nature of the project is that one has to buy a crusher or crushers and then employ a few people to collect the stones or to operate the graders for crushing the stones.

These crushed stones would be sold to companies and individuals engaged in construction. The delivery could either be by the producer himself or consumers could come and collect for themselves.

Market

It is already pointed out there is a market for crushed stones. Construction is going on in Tsabong as more people build their own houses. Government, local authorities and private companies also need crushed stones. Road construction needs crushed stones. Every body needs stones for one thing or the other.

Finance

As is the case with other project, there is a problem with finance in the form of borrowing. This is due to lack of financial institutions in Tsabong. However the project can be financed through FAP.

Expertise

This project will need people who can operate and drive or control some heavy machineries like the crushers, front load operators, dipper truck drivers and some labourers. All these people can be obtained locally and therefore there is no need for training. The project was once carried out by one of the locals, hence the availability of the relevant personnel.

4 BONEMEAL AND OIL PRODUCTS

Some of the available raw materials are bones and fats from both wildlife and cattle. There is plenty of bones just lying all over the places. These bones can be grinded or crushed to make bonemeal for animal feed. The fats on the other hand can be used to make candles, polish, and soap.

In a predominantly cattle owned location like Tsabong, the market for bonemeal is unquestionable. Secondly due to the insufficient rains in the area, and the need to supplement the feed there is therefore greater need for such a commodity like bone meal

This is one of the projects that is not easy to determine the labour force requirement for it. The people need this project, but as to the technical and professional expertise, it is recommended that a comprehensive market study be undertaken.

However the project can benefit from the FAP schemes as it is a production/manufacturing concern. Being in the rural west, the project can benefit more from FAP in terms of the grant percentage allocated to it.

It is recommended that the fats can be used for making soap, candles and polish. These two projects (Bone meal and Oil) can be undertaken together as a lot of fat is produced during the process when bone meal is being produced. It has been pointed out that during the production stage, bones are exposed to extreme heat, and as a result fat/oil comes out which can be used together with other animal fats to produce soap.

However each of these can be undertaken separately.

Because of the technical nature of the project, it is recommended that a thorough study be undertaken to determine with certainty the expertise required and the number of employees required as well as their categories.

5 TOURIST VILLAGE

The other project which seems to be favoured by all, including the VDC and the Local BOCCIM Committee is the Tourist Village.

It has been suggested that a traditional "tourist" village should be built, in the town at a prominent site. The huts could be built by the community as a competition for the "best" hut. Donations could provide prize money. Each hut would accommodate a facet of traditional life in Botswana e.g. traditional food, traditional beer, a Sangoma, crafts and curios, one hut would be used as an Information centre with advice on road conditions, currency regulations, trips available etc. etc. These interesting aspects of traditional life would all bring revenue and recognition to the participants. The huts could surround a dance floor for traditional dancing and singing, during peak tourist periods.

Adjacent to the traditional village would be a more "modern" situation, with stalls built for hawkers, a "western" type restaurant/bar/shop and Conference centre. Factory-lets would be built to accommodate the very small manufacturer, these would afford exposure of their goods and a chance to market with very little cost. An ablution block, worked on a coin-operated system would bring employment and revenue. The construction of the modern complex could be done at minimal cost by appealing to companies for donations to cover material costs only, the actual constructions would be done by having experts seconded by training institutions for short periods, to train selected local volunteers. The practical part of the course would be to construct the required buildings. This would also apply to the training of bartenders, waitresses, chefs etc. The fully equipped restaurant/bar complex would be rented out on a yearly basis, by tender. This would ensure that many different proprietors would have the opportunity to learn the skills and services necessary to operate such a business. Advertising space could be sold to interested parties and brightly coloured billboards erected to accommodate them and to brighten the complex.

This project or failure be enhanced by having donkey, horse and camel rides available at a small fee to the tourists. A small museum could be a very interesting addition.

The success could of this or any similar project depends almost entirely on the co-operation of the community, Government officials, the Council and all residents of the district.

The objectives of this proposal are:

- 1) To make people aware of Tsabong and the district
- 2) To attract tourists, and make them want to stay and spend more money in Tsabong
- 3) To increase rural development
- 4) To increase the business sector
- 5) To attract investors
- 6) Most importantly - to create employment in Tsabong, and have the wealth distributed to the local community.

Although this project can not be recommended as viable investment opportunity for individuals, it is very important and should be encouraged. However we are not ruling out the possibility if an individual investor or company, but there is need for community involvement in development, and this one project is recommended for such.

This then brings us to the idea of Tourism and Hotels.

6 TOURISM

One of the things Tsabong and indeed Kgalagadi is rich in, and should probably pride itself with is the desert and the untamed nature. Tsabong is situated next to two main game parks in the Kgalagadi district, namely Gemsbok and Mabuasehuba parks. This makes or would make Tsabong more attractive to tourists.

Other than the wildlife, there are some sand dunes which create an attraction to tourists especially in the Southern Part of Africa. These sand dunes can be used for sports, such as racing and camel riding. Sports of this nature can even attract international camel riding organisations to hold their competitions in Tsabong or Kgalagadi.

Individuals or group can be encouraged to own and breed camels, train them and use then for riding by tourists through the desert and for racing in sports.

A camel racing event can be held every year as a form of sport on the one hand and as a way of attracting the flow in of currency and other essential services to Tsabong on the other.

All these activities can be undertaken by locals, with the assistance of the government through FAP and other relevant schemes, as well as the assistance of other organisations.

Individuals and small groups can be encouraged to carry on the business of tourism on a low and medium scale. This will help motivate the locals to realise that they have a contribution to make in society.

Finances

Tourism is one of the industries that can be very expensive and at the same time be very cheap. It all depends on the approach. A more traditional approach, based on the tourist village will be less expensive. It is disheartening however to note that the government has not, to this date come up with a policy stand regarding financial assistance to tourism.

Banks on the other hand are still reluctant to finance tourism based on the concept of traditional approach.

At this point, it is worth stating that, every crucial information relating to this industry will require a serious and thorough market research. Hence a study of tourism in Tsabong is recommended.

7. HOTELS AND LODGES

For tourism to be successful, there is need for accommodation for tourists. This can be in the form of Hotels, lodges, or simply camping sites with all the necessary facilities such as ablutions, water and restaurants.

As the capital of Kgalagadi, this village is growing very fast. Many people visit this place on government assignments, local government and tribal assignments and on private assignments. There are already good signs of people who visit the place for own pleasure, or say as tourists.

It has been found out that there were more than fifteen (15) people in Tsabong looking for accommodation in one week (13th - 20th August 1995). This is an indication of the seriousness of the problem of lack of accommodation in Tsabong.

A small hotel of about 20 to 30 beds will be essential. The market is there, as already pointed out. In turn this project will create employment to no less than 30 people, including those working in the kitchen, restaurant, bar, laundry, room attendants and the management.

Although there is no expertise for this project in Tsabong, this can be drawn from the other sectors of the economy, whereas those who constitute the unskilled labour force will be the locals.

8. WATER DESALINATION PLANTS

This is one of the most interesting project that could be undertaken in Tsabong. It is more interesting in that already in Tsabong these is a person who has invented this plant and is currently using it in his farm to get clean water.

In Tsabong and the neighbouring villages, the water is very salty (Saline). In some instances the water is so salty that birds die when they drink it. As a result of this, the government has installed a desalination plant in the village in order to supply people with clean water. However the farms and the neighbouring villages, are not supplies with this clean water. It is said that the water is so salty that birds die when they drink it.

This plant can supply up to 4500 litres of fresh water every day.

For animal consumption, this fresh water can then be diluted with salty water to make it more tasty for animals which are now used to salty water. This will also reduce the costs of purifying plenty of water.

As already pointed out the project has already been tested and has been working very well for the past three years.

It is therefore recommended that this local business man be encouraged and assisted to build more plants. Interestingly, many farmers need this plant. For instance one farmer has drilled twenty one (21) holes in his farm and all have salty water. He now buys clean water from South Africa, and this is very expensive. He believes that if he could have got such a plant then he only needed to have drilled two holes and save on the nineteen holes.

This project has a capacity to employ twenty people, who will all be locals. The training will be done on the job by the manager who is also the engineer.

Finance can be obtained through the FAP scheme - But paramount is that the government must subsidise the formers to purchase these plants.

9. SENGAPARILE - DEVILS CLAWS

This is a well known project in Botswana. Sengaparile is mostly found in the Kgalagadi district. However the benefit to the locals is minimal.

It is recommended that the locals should be encouraged to own land and plant this Sengaparile. But then instead of selling it raw and bulky, a project could be undertaken in Tsabong to process this Sengaparile to a powder form, then sell it as a finished product.

In this way, employment will be created locally. First through self employment in their own farms or being employed in someone else's farm. Secondly at the plant that processes this product.

It is not yet clear what expertise will be needed and the number o people to be employed, and how and where they will get their training.

It is therefore recommended that a study be conducted to determine how all these will be achieved.

10. SERVICES

Other than the production sector, there is the service sector which can create employment and investment opportunities for the locals. Given the size and scope of the service sector, it may not create as much employment as the production sector. Whatever the number of people that can be employed, it is still beneficial to the economy.

We have already indicated that the following are not available in Tsabong,

1. Dry Cleaners
2. Mortuary and Funeral Undertakers
3. Secretarial Services
4. Legal Services
5. Saloons
6. Accounting Services
7. Retail businesses such as supermarkets, baby shops and clothing shops.

All these can be carried about the local investors in Tsabong. However there are problems that the local investor will have to settle with.

The first problem is that these projects are not covered by the FAP schemes. As a result, investors need to look somewhere for financing and normally it is to the financial institutions such as commercial banks.

The second problem is the absence of commercial banks in Tsabong. This is the single biggest problem in the village when it comes to investment and borrowing. The absence of banks mean that business people and everybody cannot maintain a proper bank account with regular deposit and withdrawals. People keep their moneys under the pillows for a period of a month before they go to Gaborone, Lobatse, Jwaneng or Kanye to deposit. Barclays bank has a monthly flight to Tsabong. However this does not solve the problem, because in between the flight periods, people, especially the business people need to transact, they have to buy stocks, pay creditors, pay employees, pay mortgages and so forth. They can not wait for a period of a month without transacting one way or other.

The other problem with this monthly banking facility is that it does not provide the customer with all the necessary services needed. The only things that can be done are depositing and withdrawing. They (customers) can not be given their bank statements. They can not buy and sell foreign currency. They can not negotiate and obtain loans. They can not effect bank transfers. For the customers to do any business with the bank they must travel to Kanye or Gaborone.

Therefore banking is central to the question of investment in the private sector.

Most people are willing to invest in many types of businesses, but are enable to realise their objectives.

It is therefore recommended that at least one of the banks be encouraged to set up a branch in Tsabong which can offer the locals the necessary services that go together with a modern bank.

There is no doubt the market is available. If one considers that Tsabong is the head quarters of the Kgalagadi District, and that the Council has a budget that runs into millions, then there is need for a bank. In addition to the council, there is the District Commissioner's office also based in Tsabong with a budget running in millions of Pula. Add to the list all other government departments, such as police, Botswana Defence Force, Agriculture Schools e.t.c. There is also the presence of corporations, such as power and telecommunications. The list can not be concluded without the inclusions of private sector and individuals. All people working in these departments do their banking in Gaborone or Lobatse and Kanye. Every month end they have to travel to these places to either deposit or withdraw their moneys. Then they do all their buying in those place. As a result they do not spend their incomes in Tsabong. Hence a blow on the disposal income on Tsabong.

With respect to the number of people likely to be employed in each sector, there is need to do a market study directed at each sector. This also goes for the necessary and needed expertise, as well as the training required

A market study, sector by sector or business by business, with a comprehensive cash flow analysis is therefore recommended.

CONCLUSION

Tsabong offers the local investor an opportunity to take advantage of the lack of foreign investor at this time. Given proper advice and guidance on investment opportunities, the local investor can benefit from the available government schemes on investment and business opportunities.

Although Tsabong is in the desert and does not have much to offer, the place can be harnessed and turned into a highly industrialised and modern desert town.

However the main obstacles are lack of skilled manpower locally. Most people still lead a primitive live. But due to the influx of civil servants and local government authorities, the intellect population is fast growing. The place is not as backward as many may have thought. It is very interesting to note that even an ordinary man in the streets knows something about business. Thus is the result of lack of businesses and the high cost of living due to high prices.

Everybody wants to see more business coming to Tsabong. This will create competition and thus a possible reduction in the price of commodities.

The key word is that there is the potential for business in Tsabong. People there need assistance and guidance.

QUESTIONNAIRE

STUDY TO DETERMINE INVESTMENT OPPORTUNITIES IN SELECTED VILLAGES

Introduction

This study is being carried out on behalf of the Botswana Confederation of Commerce, Industry and Manpower (BOCCIM). The background to the study is ~~very~~ stated in the Terms of Reference overview, and the relevant section is reproduced ~~below~~.

Generally, Botswana still suffers from the situation of a dual economy where the rural areas are somehow depressed while the urban areas are enjoying some ~~degree~~ of modernity. Consequently the problem of rural urban drift continues. With ~~the~~ slowing down of the economy and the accompanying scarcity of jobs in the urban areas, ~~something~~ must be done to create jobs in the rural areas if Botswana is to maintain a ~~stable and~~ peaceful society. However, there seems to be a problem with the identification of ~~projects~~ or project ideas in the villages. People tend to copy whatever somebody can initiate. ~~This results~~ in overtrading and destructive competition.

The Purpose of this Study

The purpose of this study is to identify investment opportunities in ~~the~~ village and thereby creating a shopping basket of project ideas for local and other ~~investors~~.

Please study the questions carefully and answer them as best you can. ~~Attach~~ a separate sheet if the space provided is not adequate.

We would like to assure you that your responses will remain ~~confidential~~ and will not be used for any other purpose other than this study.

NAME:.....DEPT/COMPANY.....

POSITION.....

1. List as many raw materials as possible which are available in your village which you feel can be turned into consumable products.

2. Suggest ways in which each raw material listed at 1. above can be used to produce a given a locally processed product.

3. Do you think there is a market for each of the said products?

4. Who do you think are the possible consumers for each product/ commodity?

5. Do you think it is worthwhile to produce the commodities locally?
6. If the answer to 5 above is yes, suggest a possible location for each product, and give a reason why you have picked that particular location.

7. Who do you think the investor should be for each commodity?
 - (a) Individuals
 - (b) Cooperatives
 - (c) Groups

8. List the services, according to priority, that you feel are most needed locally but are not available.
9. Explain why you think each of the services listed at 8 above is necessary.
10. Do you think there is a local market for each service/product? Specify who you think are the possible consumers for each service.
11. Are the skills required for providing the services listed above available locally?
12. If the answer to 11 above is No, suggest ways in which such skills can be acquired.

FOR FINANCIAL INSTITUTIONS ONLY

13. What type of businesses would you be willing to assist financially in the form of loans? (Please specify nature and type of business, and give reasons)
14. What are the conditions for such loans, if any?
15. What would you, as a financial institution, want to do or to be done to boost investment levels in the village?

FOR EXISTING BUSINESSES

16. Do you feel there is room for expanding you company or business?
17. If the answer to 16 is Yes, how would you want to expand your business?
 - (a) Get a Bank loan
 - (b) Get a partner
 - (c) Go for a financial assistance scheme.

Give reasons for your choice.

18. How many people do you currently employ?
19. If you expand, how many more people would you employ?
20. If you are a producer, list the products you produce, and the quantities per month.
21. Who do you sell your products to, and what is your sales volume per month?
22. List your existing and potential competitors.
23. Suggest some other projects that you think would be commercially viable within the village.
24. In your opinion, what are the main contstraints to investments in the village?

To
DORSET

To
McCARTHY
BOULEVARD

SECONDARY
SCHOOL

ART
STUDIO

PRIMARY
SCHOOL

HOSPITAL

DISTRICT
ADMIN
OFFICES

FUTURE
RESIDENTIAL

COMMERCIAL
AREA

CIVIC and
COMMUNITY

Industrial
Area

FUTURE
EXISTENTIAL
EXPANSION

To
15th

