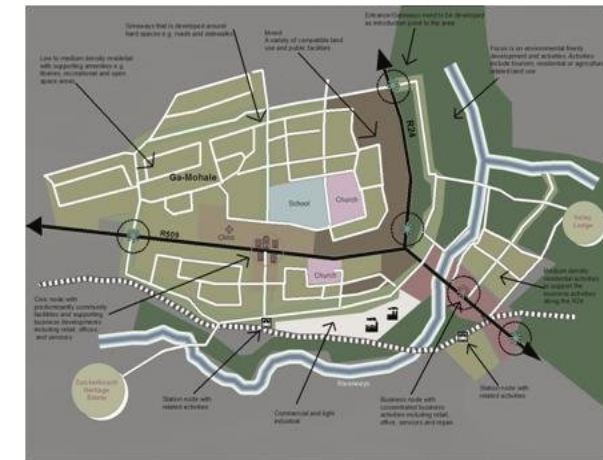


MAGALIESBURG PRECINCT PLAN



2011

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1. INTRODUCTION

Purpose

The town of Magaliesburg and its rural hinterlands form an integral and significant part of the untapped tourism, economic development and employment potential of the rural areas of Mogale City Local Municipality. In order for this potential to be realised, a number of key strategic interventions and initiatives should be identified and implemented by both the public and private sectors.

To facilitate this process, the focus of the Precinct Plan is to identify priority interventions in the Magaliesburg area for development of housing, places of employment and ancillary uses that will facilitate the development of sustainable human settlements and economic growth leading to the creation of jobs. This plan is a reflection of proposed and existing consolidated efforts between various spheres of government, the private sector, Non-governmental Organisations and Civil Society groups.

This Precinct Plan will set up a revitalisation programme based on mutually agreed development vision for Magaliesburg and its surrounding area, through the provision of a combination of long-term development guidance in terms of spatial structure, infrastructure provision, socio-economic development and environmental protection and management. It is envisaged that the plan will be widely used within the departments of Mogale City Local Municipality and the wider community in and around the study area including planners and rural development practitioners working in the public sector, public sector and NGO's.

The development of the area has to take place within the context of key issues and National and Provincial policy directives, particularly relating to rural development, which highlight among others the following:

- **Improved infrastructure and services provision**
- Integrated infrastructure planning and implementation that will positively impact on the lives of the communities and reduction on the infrastructure backlogs
- **Economic growth rate**– Economic development by diversifying the economy. Addressing the second economy
- **Limited resources** – Optimal usage of available resources to impact positively on lives of the people.
- **Prioritisation of Projects** - Focus spending to meet the National and Provincial goals objectives
- **Protect Biodiversity** – Promote sustainable developments
- **Protect Cultural heritage** – Promote and enhance different cultures
- **Comprehensive settlement planning** - Create sustainable neighbourhoods.
- **Land reform** – Address security of tenure.
- **Address Joblessness** – Address the intent of job creation.
- **Equality** – Ensuring equal access to services and amenities for all residents alike

Approach

The development of the Magaliesburg Precinct Plan followed a sequential process that is informed by collation and analysis of primary and secondary data (see **Figure 1.1**).

In addition to collating secondary data obtained from the municipality, interviews were conducted throughout the study area using two basic sets of questionnaires, aimed at analysing the key challenges to local economic development faced by the area’s entrepreneurs, as well as individual perceptions on quality of life within the local area.

A series of public meetings were also held to obtain direct stakeholder input on current conditions and issues in the area, as well as input on the future vision for the area and related development proposals.

Stakeholder meetings were held on the following dates:

Date	Purpose
26 January 2011	Introduction meeting
02 March 2011	Status quo presentation
22 March 2011	Discussions with business representatives
06 April 2011	Discussion of proposals

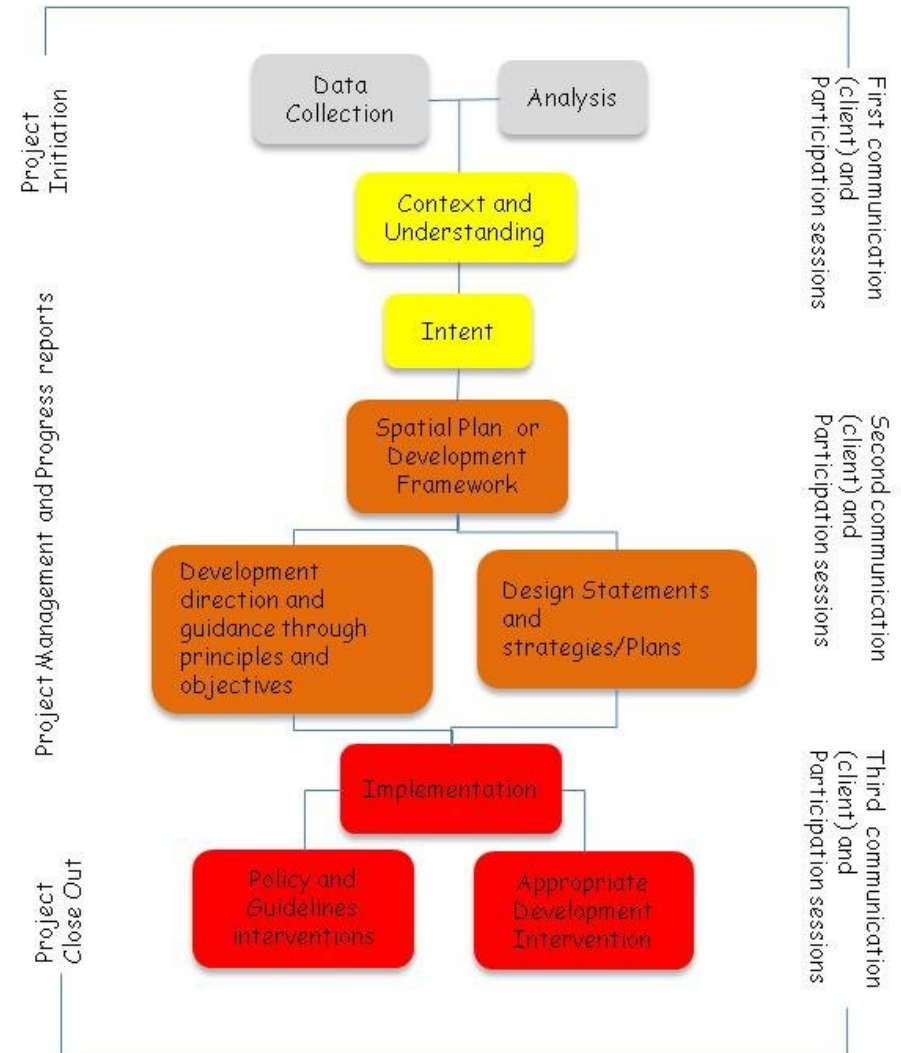


Figure 1: 1 Approach

During the compilation of the Magaliesburg Precinct Plan, a gap existed with regards to the availability of data. In developing rural development strategies of this nature, it is critical to have correct and up to date data available.

The most recent data available from a credible source is the 2007 Statistic South Africa Community Survey. The 2007 Statistics South Africa Community Survey posed a challenge in that data was only available at municipal level and did not go to Ward level.

As the availability of relevant data posed a challenge with regards to the planning process, it was critical that information be gathered from the various stakeholders identified. Dependent on the particular stakeholder, information was gathered through the following means:

- I. Focus group meetings: these meetings were mainly held with the business owners (particularly in the tourism sector) as well as Mogale City Local Municipality officials including but not limited to civil engineers, town and regional planners, rural development officers, ward councillors etc
- II. Desktop studies: Data was obtained and analysed from various plans and documents from all spheres of government as well as government parastatals, aerial photographs etc
- III. Public meetings: various public meetings were held whereby stakeholders from mainly the community members, business owners and farmers were invited to submit comments and provide local knowledge of the area.
- IV. Community questionnaire: this questionnaire was handed out to community members through community liaison officers to interview community stakeholders. The purpose of the questionnaire was to obtain perceptions of quality of life in the Magaliesburg area
- V. Business questionnaire: business questionnaires were also handed out to various business owners and managers in the areas to determine their common constraints with regard to doing business in the Magaliesburg area.

Study Area

“ The village of Magaliesburg is situated in a valley of the Magaliesberg mountain range, approximately 30 km from Krugersdorp. It’s scenic beauty, rugged mountains, kloofs, dams and many streams have resulted in the establishment of various lovely holiday resorts, hotels and guest farms, offering a popular escape from the cold winters of the Witwatersrand. The abundance of fauna and flora in the region makes it a haven for the outdoor enthusiasts.”

(From <http://www.countryroads.co.za/content/magaliesburg.html>)

Figure 1.2 reflects the study area of the Magaliesburg Precinct Plan. It is important to note that for the purposes of this study it was decided to rather use a soft boundary approach than to be very rigid in terms of the exact extent of the study area.

The study area is thus two-fold, with the broader study area being the ward boundary of Mogale City Ward 31, and the focused study area being around Magaliesburg and Ga-Mogale. The reason for this is the fact that part of the scope of this study would be to give strategic direction and assess the influence the development of the focused study area will have on the surrounding area, and *vice versa*.

It is therefore important to take a broader perspective and not only focus on a very tight boundary linked to the existing urban activities within the settlement.

The Magaliesburg development area is represented broadly by different rural land uses including agricultural areas, tourism related development, a low cost residential area and the core town area represented by businesses along the R24.

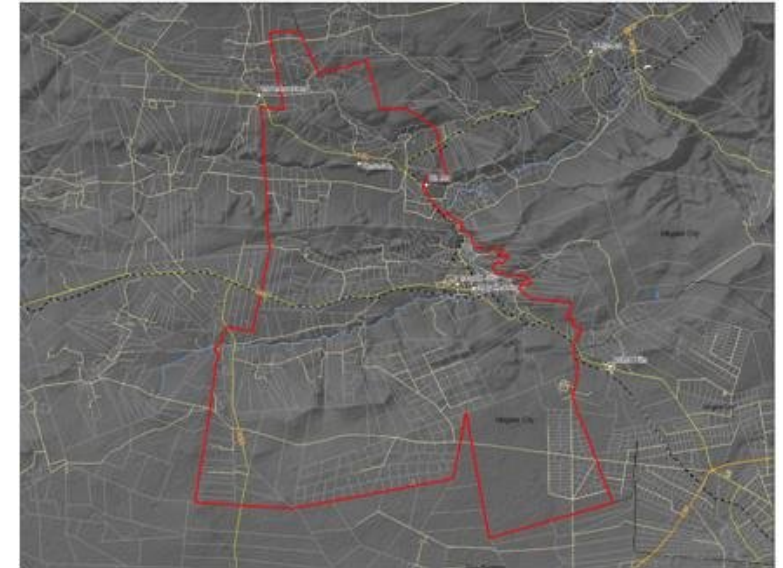
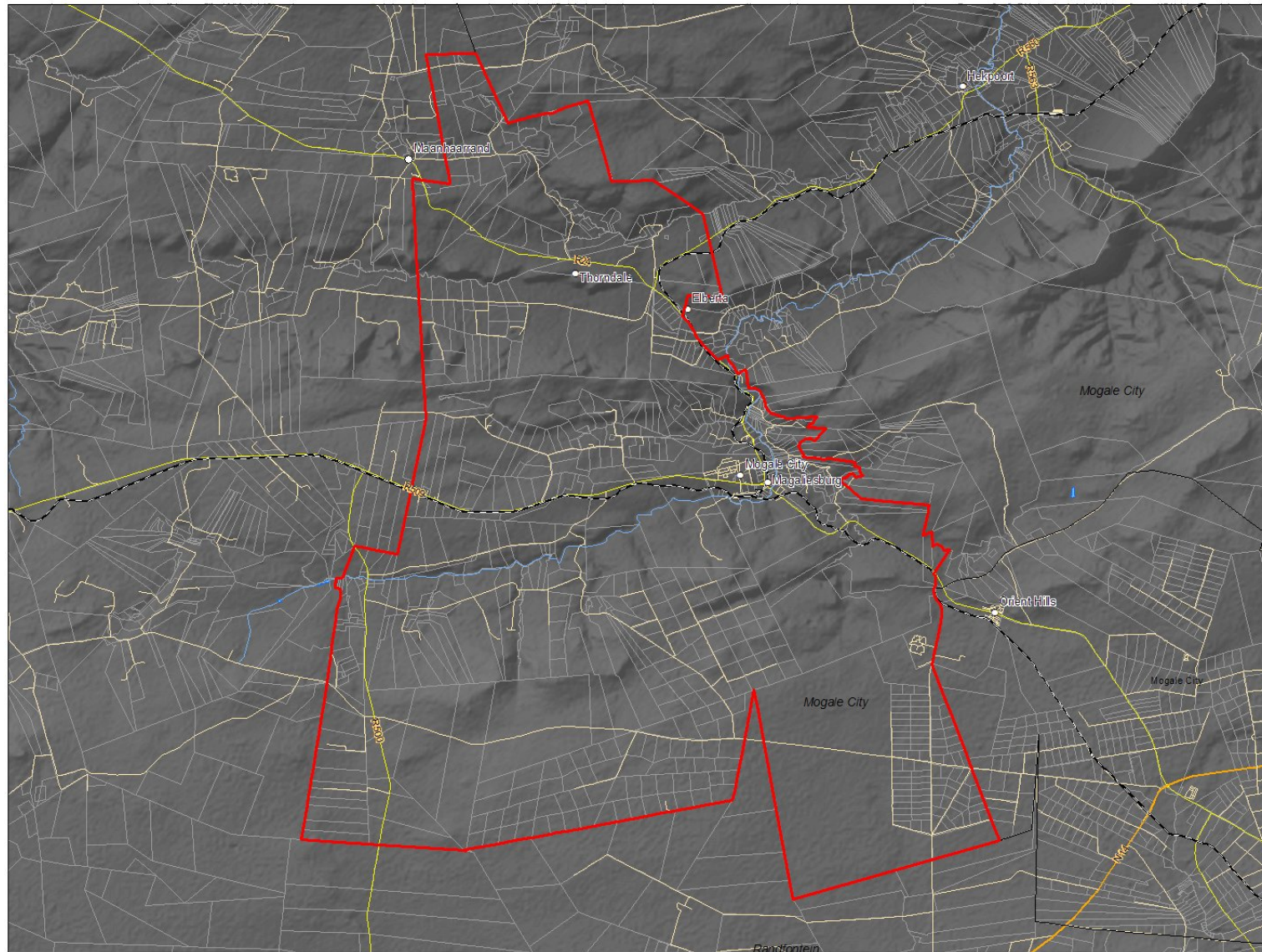


Figure 1: 2 Study area

MAGALIESBERG DEVELOPMENT PLAN



Base Plan

LEGEND

- Study Area

- Towns**

 - Capital
 - Major Town
 - Secondary Town
 - Settlement

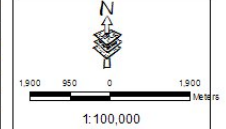
- Railway
- Rivers

- Roads**

 - Major Route
 - Main Route
 - Minor Route

- Wards
- Farm Boundaries
- Water

Geodetic Parameters
 Central Meridian: WGS 7
 Datum: WGS 84
 Projection: Transverse Mercator
 Map created by Akanya - April 2011



Applicable Policies and Legislation

National and Provincial Policy Directives

The new planning paradigm enshrined in legislation enacted since 1994, puts emphasis on spatial restructuring and sustainable development. Spatial planning is a key component of achieving these goals. **Diagram 1.1** indicates the policy and legislative framework for spatial planning. The detailed Magaliesburg Precinct Plan should provide an interface between the broad Mogale City Spatial Development Framework (also an integral part of the municipality’s Integrated Development Plan), and specific development projects or detailed layout plans prepared for township establishment.

As part of the Mogale City’s spatial planning package, the Precinct Plan for Magaliesburg should reflect the municipal’s response to the principles, policies and strategies as charted by national, provincial and the City government to better the lives of communities, and at the same time, promote economic and social growth, development and environmental sustainability.

There are a number of acts and policies from National and Provincial Government stretching across a range of sectors that provide directives or guidelines for the spatial and functional restructuring of the country’s space economy.

Within the planning environment, two acts are particularly important when addressing the issue of compaction and densification, namely the Development Facilitation Act, 1995 and the Gauteng Planning and Development Act, 2003.

The **Development Facilitation Act, 1995** sets out a series of normative principles that should guide development, including concepts such as Promoting residential and employment opportunities in close proximity or integrated with each other; optimising the use of existing

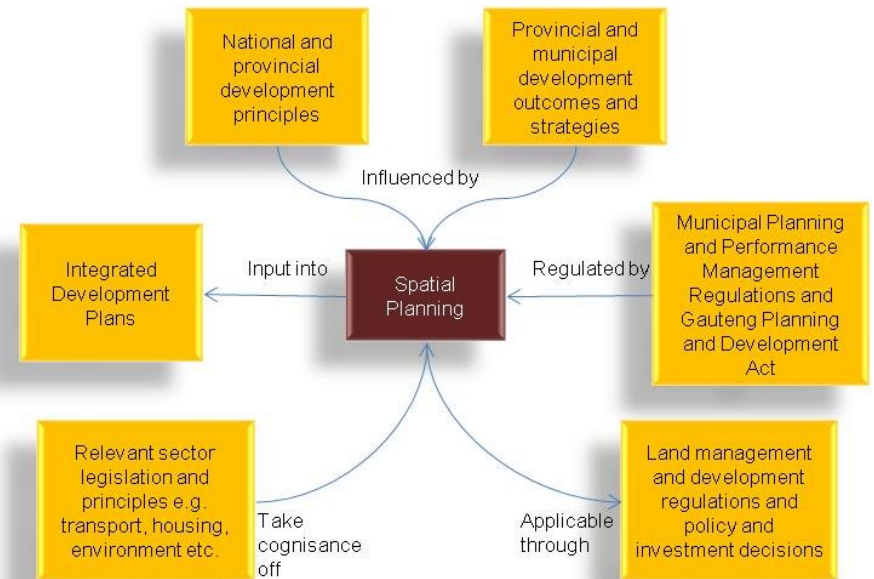


Diagram 1: 1 Policy and legislative framework

infrastructure including bulk infrastructure, roads, transportation and social facilities; promote a diverse combination of land uses, also at the level of individual erven ; contributing to more compact towns and cities; and encouraging environmental sustainable land development practices.

The **Gauteng Planning and Development Act, 2003** provides a number of principles to promote spatial restructuring and development. Key amongst these is that the Province shall encourage development and land use *which "... promotes the more compact development of urban areas and the limitation of urban sprawl and the protection of agricultural resources" and development that "results in the use and development of land that optimises the use of existing resources such as engineering services and social facilities..."*.

The **Gauteng Spatial Development Framework, 2010** identified five critical factors for development in the province namely:

- Contained urban growth;
- Resource based economic development (resulting in the identification of the economic core);
- Re-direction of urban growth (stabilise/limit growth in economically non-viable areas, achieve growth on the land within the economic growth sphere);
- Protection of rural areas and enhancement of tourism and agricultural related activities; and
- Increased access and mobility.

The **National Strategy for Sustainable Development (NSSD)** provides strategies to promote sustainable development in land development areas. The NSSD sets the following principles for development:

- People centred development
- Creating a sense of place
- Cultural diversity, self-improvement and enterprise
- Holistic approach to planning and development
- Alignment of global, national and local linkages
- Sustainable use of natural resources
- Improved access to opportunities
- Democratic, efficient governance
- Biodiversity Preservation

The **National Environmental Management Act, 1998 (NEMA)** provides principles for decision-making when dealing with development issues directly affecting the environment. It sets the following principles for development:

- Socially, environmentally and economically sustainable development.
- All factors to be considered in permitting "Greenfield" and "Brownfield" developments to avoid "harmful" activities.
- Ensuring that all inhabitants have access to the available environmental resources.
- Ensuring that proper Integrated Environmental Management (IEM) procedures are followed.

The **National Environmental Management: Protected Areas Act, 2003** provides principles for the protection and conservation of ecologically viable areas representative of South Africa's biological diversity. The objective of the Act that is relevant to the development of Magaliesburg is to promote sustainable utilisation of protected areas for the benefit of people.

The **New Growth Path** is a recent national policy framework which deals specifically with issues such as creating decent work, reducing inequality and defeating poverty through a "a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth". Of practical consequence to local government, are the specific job drivers that have been identified:

- 1 Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy.

- 2 Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services.
- 3 Taking advantage of new opportunities in the knowledge and green economies.
- 4 Leveraging social capital in the social economy and the public services.
- 5 Fostering rural development and regional integration.

As a first step, it is proposed that efforts to support employment creation in the following key sectors should be prioritised:

- Infrastructure,
- the agricultural value chain,
- the mining value chain,
- the green economy,
- manufacturing sectors, which are included in IPAP2, and
- tourism and certain high-level services.

The **Comprehensive Rural Development Programme**, 2009, “is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This will be achieved through a co-ordinated and integrated broad based agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities.” To ensure the achievement of rural development objective, a three pronged strategy including agrarian transformation, rural development and land reform is proposed.

Following from the above policy and planning context, the following development objectives will have to be addressed in the Magaliesburg Precinct Plan:

- To strengthen eco-tourism and agriculture (also beneficiation).
- To improve the quality of housing, social facilities and public infrastructure.
- To encourage economic development at strategic areas and increase their efficiency and productivity
- To rejuvenate and upgrade the urban environment and protect against urban decay and blight.
- To integrate urban areas and overcome apartheid-induced segregation
- To integrate land use and transport planning and ensure integration between public transport modes.
- To densify settlements and minimise urban sprawl and the adverse effects of transport and land development on the environment in all land development and redevelopment actions/interventions.

West Rand District Municipality and Mogale City Local Municipality Policy Directives

The **West Rand District Municipality Spatial Development Framework, 2010** provides principles that guide decisions on planning, transport and infrastructure investment and these are:

- Inclusive growth and development
- Quality designed developments and environments
- Clean and safe environments
- Viable infrastructure and service provision
- Adaptability; of settlements within the West Rand District area

Similarly, the **Mogale City Spatial Development Framework, 2010** advocates the following:

- The integration of various areas in Mogale City to form a well-functioning space economy;
- The development of sustainable human settlements and urban renewal of existing settlements;
- The promotion and facilitation of economic development;
- The sustainable management of the natural environmental assets and heritage;
- The promotion of tourism development;
- The promotion of sustainable rural development;
- The development and improvement of linkages with Johannesburg, Tshwane, Madibeng, the rest of Gauteng and the broader region; and
- Service delivery, specifically focusing on providing sufficient capacity in development priority areas.

The SDF of Mogale City identified the study area and the areas west of Magaliesberg as an 'Extensive Agricultural and Tourism Zone' and the areas to the east as 'Intensive Agriculture

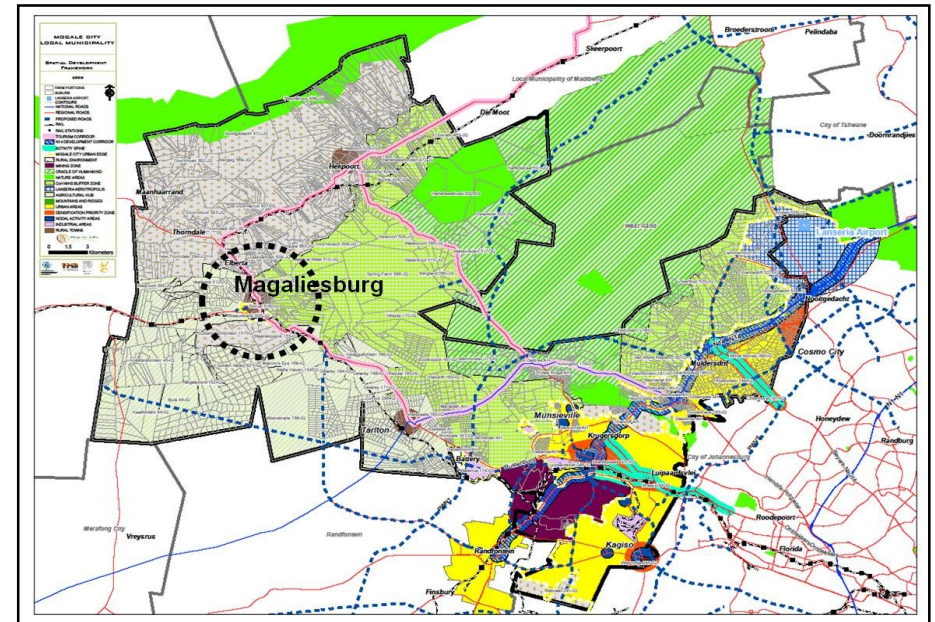


Figure 1: 3 Mogale City SDF, 2010

and Conservation Zone' with Magaliesberg as the rural services centre situated at the junction of mountainous areas and the agricultural hub (see **Figure 1.3**).

It is proposed in the Mogale City SDF that the identity of Magaliesberg should be further developed and strengthened and that it should also be developed as the primary rural service centre and should comprise all the basic social services such as clinics, libraries, police stations, primary schools, etc. As such, it is proposed in the SDF that Government investment in

social infrastructure in the rural environment should focus on Magaliesburg.

In terms of the rural areas outside the urban edge, the SDF states that the rural environment should be protected from development that is not in line with the rural character of the area.

The following principles are proposed for developments outside the urban edge / in rural areas:

- Uses should be rural in nature, or should require a rural setting in order to be functional or viable;
- The development should not require extensive service infrastructure
- The development should not have any negative environmental impact
- The development should not create possibilities for other developments to establish in the area
- Uses that primarily service the local market
- Uses which are resource based
- Uses which are located at a defined and approved service delivery centre
- Subdivisions of farm portions for exclusive rural residential use or so-called rural/country estates should only be permitted around and contiguous to existing urban areas.
- Country estates which are not situated adjacent to urban areas should be considered with great caution, as it results in permanent residential development in areas that are not integrated with main activity areas.
- Illegal land uses on farm portions, such as industrial and commercial developments that have no direct relation to agriculture, should be eradicated and moved to the urban areas or the rural towns.
- Mining activities in the rural environment may not be permitted within natural areas, high potential agricultural areas (Gauteng Agricultural Hub) or the Cradle of Humankind World Heritage Site and its Buffer Zone.

2. VISION AND INTENT

Vision

The overall vision is to establish Magaliesburg as an eco-venture destination which is sustainable in both environmental terms and is integrated with the community and social fabric of the region.

What should Magaliesburg and the surrounding area be like in 20 years into the future?

Magaliesburg and surrounds should be an up-market, high-quality eco-destination that attracts international visitors, but also caters for local tourists that wish to spend a weekend away from the busy city life. It should offer attractions that will encourage outdoor activities and a sense of ecological responsibility - "getting in touch with nature". The area should also cater for conferences and business tourism. Natural resources should be preserved, but also made accessible to visitors on a sustainable basis.

The town of Magaliesburg should be an attractive destination point that not only serves the local community but also visitors to the region. It should be a multi-use and diverse place that accommodates residents and related amenities, creative industries, and tourism and eco-type support services to the region.

Agricultural based operations should not only be production units aligned to sustainability principles but should support tourism by being places where visitors can stay or enjoy and be educated of the role of farming and sustainable food production.

Outcomes

By realising the vision, the outcomes of economic development and growth, improvement in living conditions, skills development and community involvement should be achieved.



3. PROFILE

3.1 Regional Profile

Mogale City, located in the western extent of Gauteng Province, also borders onto the North West Province in the west. The municipal area is home to a number of rural towns and service centres. It functions as a zone of transition between the strong urban core of Gauteng and an extended rural area to the west. The area is also traversed by main roads that serve as freight transport routes between the urban and industrial areas of Gauteng and mining areas in North West province.

In a regional context, the major service and economic centre in the immediate vicinity of the study area is Krugersdorp / Muldersdrift located on the south eastern side. The other major centre of economic activity is Rustenburg to the north west.

The largest part of Mogale City is rural in nature, with a specific urban concentration in the south-eastern part of the municipality where it interfaces with the Gauteng urban complex. The municipality also comprises the urban-rural transition zones typical of large urban areas. The spatial structure of Mogale City is made up of four major development/use zones, namely:

- An extensive rural environment, to the north and west;
- Rural service centres such as Magaliesburg, Tarlton and Hekpoort;
- The urban area that forms a functional part of the Gauteng urban region
- The Muldersdrift rural/urban transition zone ; and
- The Cradle of Humankind World Heritage Site and related buffer zone.

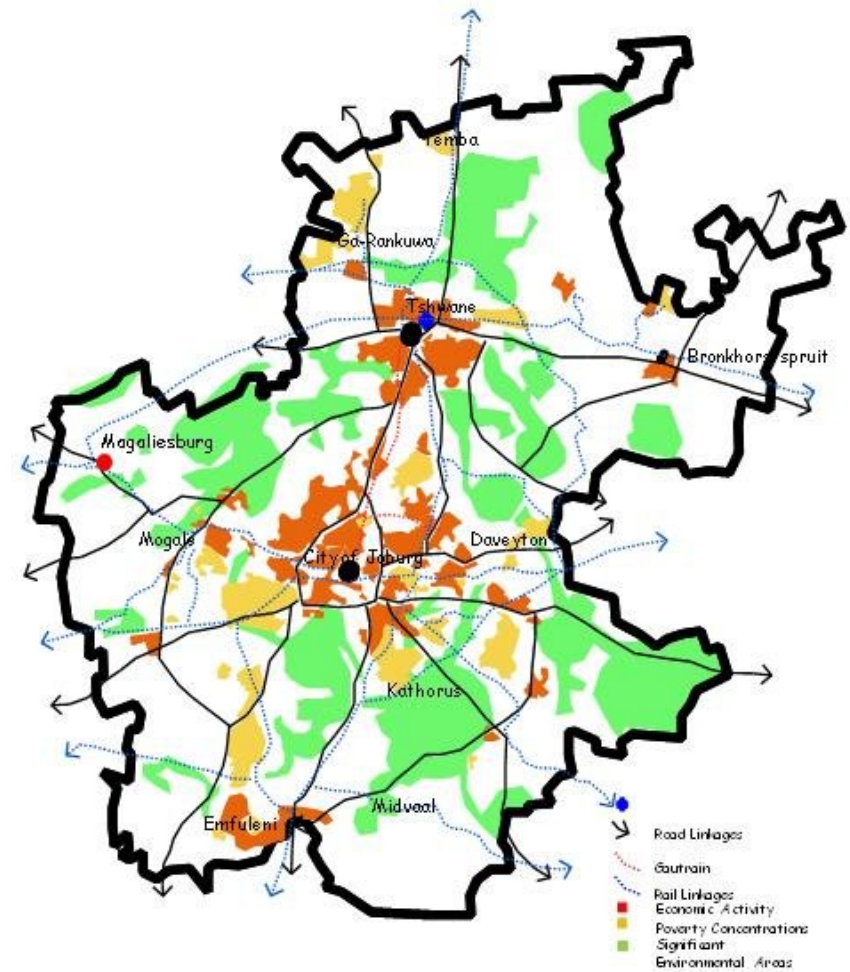


Figure 3: 1 Regional context

The Magaliesburg area is considered to be a tourist attraction with its many landmarks and places of interests in and around the town, such as the Cradle of Humankind, the scenic mountains and accommodation facilities they host, the steam train that arrives every week from Joburg central's Park Station and many more. The town of Magaliesburg and surrounding attractions are being marketed as part of the Magalies Meander initiative.

Due to urban blight and external factors such as being a major freight through-route, the town and surrounding area is however starting to lose its appeal as a regional attraction, as is evident from some of the outlets catering for tourists in and around town closing down in recent years.

In spite of the above, there is a strong and growing presence of conference and spa facilities in the greater area surrounding Magaliesburg. These facilities are not functionally integrated with the town, but do enhance the profile of the larger area as a destination point.

The town also plays a role as a service centre for surrounding agricultural and rural residential areas. The larger area surrounding Magaliesburg is an established agricultural area including prominent vegetable farming and horticulture ventures. Various educational facilities serving a regional function are located in the surrounding area, e.g. the Bekker Agricultural Schools, Boys Town, environmental training establishments, etc.



Figure 3: 2 Regional tourism attractions (Source: Magalies Meander)

3.2 Local Profile

Population Dynamics and Settlements

In terms of total population numbers, in 2001 the study area (calculated as Ward 31 of Mogale City Local Municipality) was 4 651, which represented only 1.6% of the total population of Mogale City. This figure could be realistic based on the fact that the study area is mostly rural and less densely settled than the urban core areas around Krugersdorp. If the same percentage is applied to the 2007 StatSA Community Survey, the population in the study area can be estimated to be 5129 (see **Table 3.1**). This estimate may however be undercounting the current population, as it may not represent possible inflows of people into the area to settle in an around the Ga-Mohale residential area.

Another Population Estimate is presented in the Mogale City Integrated Infrastructure Master Plan, breaking down the estimated population per area, as shown in **Table 3.2**. This data shows an expected increase in total population over the next few years, but not in the farming / agricultural or informal settlement areas of which the study area forms part.

In terms of spatial distribution, the majority of the population in the study area live in the Ga-Mohale residential area to the west of the old Magaliesburg central town. The formal Magaliesburg town area has a very low population, with some old residential areas being decayed and used for non-residential purposes.

The Tshwelopele settlement is outside of the core area and should be upgraded but contained.

A possible influx of people into the area may occur in future if the planned ‘Suikerbosch’ and “Maloney’s Eye” residential developments go ahead.

Estimated population, StatsSA 2001 & 2007					
Mogale City 2001	Study Area 2001	Mogale City 2007	Study Area 2007*		
289834	4651	319633	5129		
Estimated number of households, StatsSA 2001 & 2007					
Mogale City 2001	Study Area 2001	Mogale City 2007	Study Area 2007*		
89688	1435	94288	1508		

*Based on same percentage of households living in the study area as population in 2001, i.e. 1.6%; average household size for Mogale City 2007: 2.4

Table 3.1 Estimated population / number of households

Community Type	2008/9		2013/14	
	Population	Househ	Population	Househ
Farming / Agriculture	73 000	20 300	73 000	20 500
Informal Settlements	60 000	16 700	30 000	8 300
Metropolitan Area	75 000	21 000	90 000	25 200
Service Cent / Mines / Industrial	1 000	300	1 000	300
Urban Former Townships	131 000	36 700	171 000	47 700
TOTAL	340 000	95 000	365 000	102 000

Table 3.2: Alternative population estimate

A survey was conducted among residents in the study area in February-March 2011 to gain greater insight of people's experience of the area, how they perceive their quality of life and where they find employment. It should be emphasised that this was not a detailed scientific survey in terms of sampling, and does not necessarily reflect the status quo in the area. The following issues emerged from this survey:

Opportunities and education.

33% of those interviewed were employed (either fulltime or part time). This reflects an unemployment rate of 67% in the study area. The study determined that the average distance that people had to travel to access employment opportunities is 45km.

It can therefore be assumed that employment opportunities in Magaliesburg are very low or that there is a lack of skills of people residing in the area. The latter statement is supported by a number of respondents stating that technical skills need to be introduced.

It was also determined from the study that job creation initiatives should also shift focus from blue collar to white collar industries. Training initiatives should also have a larger emphasis on farm workers and dwellers as they are perceived to be the most vulnerable in terms of job opportunities and having access to formal education.

Of those interviewed that were employed, the majority were semi-skilled employees such as shop workers and domestic workers. 80% of the respondents also indicated that they were unsatisfied with education facilities in their area. Schools should be equipped with proper facilities, especially highly specialised facilities such as proper laboratories.

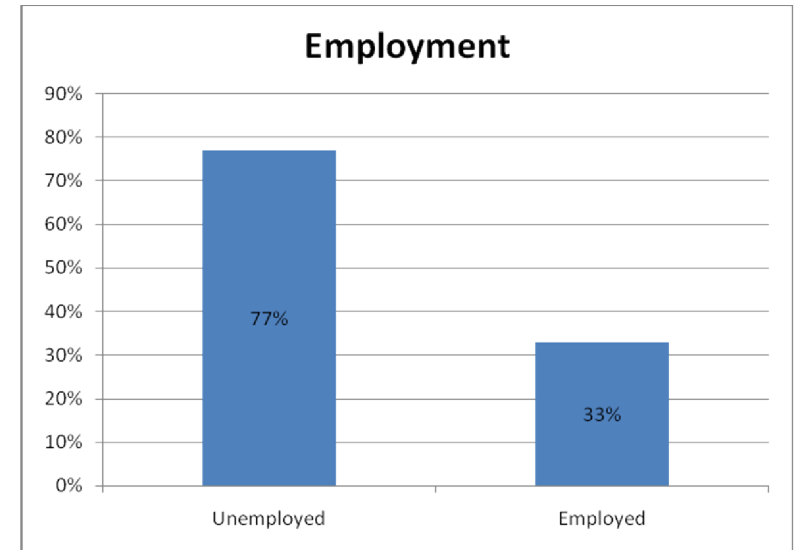


Diagram 3: 1 Employment

Municipal Services, Public Participation & Public Transport

Issues raised with regards to municipal services included the quality and frequency at which municipal services were provided to communities and the business owners and managers.

From the questionnaires, an average rating of 75% was given to the municipality with regards to the quality of water provided. It should be noted that this was exclusive to households provided with potable water either to the house/stand or communal taps.

With regards to farming, farmers raised the issue of a depleting water table as a constraint to access water for household and commercial purposes. Another key issue identified is that of underground and surface water pollution by mining activities, which is a threat to farm crops and health to communities that rely on these water resources as well as the animal population in the area.

One other highlighted concern is that of litter, specifically within the urban areas and within rivers and streams. Given the area's history and its potential as a tourist destination, the community questionnaires highlighted this issue as important as it could act as a deterrent to potential visitors and investors. The questionnaires concluded an average rating of 51% with regards to the perceived willingness/capacity of the local municipality to address the challenge of litter in the area.

As highlighted before, the average distance that community members have to travel to access employment opportunities is 45km. This statistic also highlights the significant value that efficient public transport can add in the lives of community members. The majority of respondents were unsatisfied with the lack of proper public transport facilities. Respondents listed rated the importance of required facilities in terms of public transport. (Diagram 3.2)

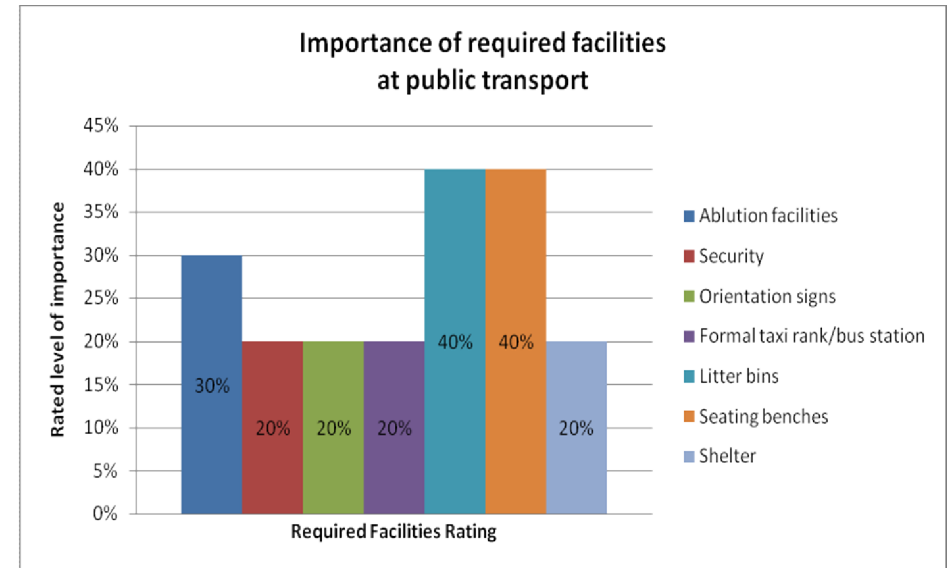


Diagram 3: 2 Public transport facilities

With regards to public participation, both residents and business owners expressed that public meetings were not advertised in good time nor through the preferred media.

The most preferred methods of advertising public meetings is through loud hailers through-out communities, as well as through local newspapers and putting up notices at public places.

In terms of health services, respondents of the questionnaires also noted that that waiting periods at the clinic were too long.

Community Safety

One of the overall aims of the **Magaliesburg Precinct Plan** is to rejuvenate the tourism industry that was once a key industry in the area as Magaliesburg was a local and regional tourist destination. As discussed above (Municipal Services and Public Transport), issues of urban management need to be addressed to make the area a pleasant destination to visit, live in as well as make it “marketable” for business people in and outside of the area to invest in.

Hence, crime becomes an important factor in the realisation of this aim. Crime has the potential to be a deterrent to potential business people.

With regards to community safety, certain crimes were highlighted in the community questionnaire. From the questionnaires, crimes were rated according to their prevalence in the area. Furthermore, interviewees also rated the service that they received from the SAPS in Mogale City. Overall, the prevalence of crime in the area were indicated in the following order:

1. Muggings
2. House and/or farm break-ins
3. Theft from business premises
4. Theft of motor vehicles

The community gave the Magaliesburg Police Station a rating of 70% with regards to their effectiveness of dealing with crime in the area.

An additional issue raised was the lack of privacy when reporting a crime at the police station. Privacy booths should be erected at the counter where crimes are reported to ensure confidentiality and reduce intimidation.

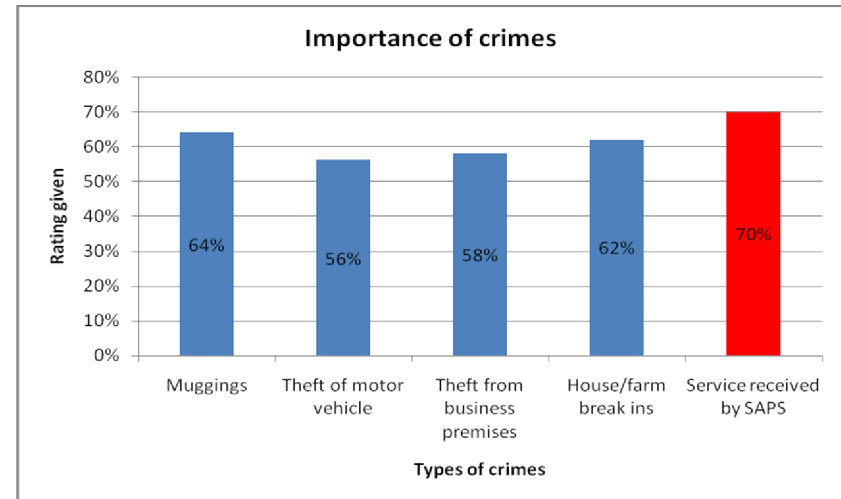


Diagram 3: 3 Community safety

Overall Conclusion

In Conclusion, it can be noted that a lot of challenges exist in the study area, but there also lies great opportunity to rejuvenate the area. Most of the problems begin with firstly the issues of general urban management and maintenance of infrastructure and social institutions that are existing.

Secondly is the extension of these services to all community members and businesses, as well as the provision of additional services as required by the communities and business organisations. Investment needs to be made both in hard and soft infrastructure.

Employment and Economics

Detailed employment or economics statistics are not available for the study area. To address this gap, a broad land use survey of the study area was undertaken to get a sense of what economic activity currently exists. A questionnaire was also distributed to the local business community to establish current dynamics and perceptions. Thirdly, overall StatsSA statistics for the Mogale City area were used to obtain some level of quantitative estimate of activity in the area.

The focus of the **business survey** was to gain an understanding into the challenges and opportunities experienced by business/farm owners and managers. This would ensure an alignment between the Magaliesburg Precinct Plan objectives and the day to day operations businesses and farms in the area.

The survey comprises a total of 27 businesses in the area. From Diagram 3.4, it can be seen that the majority of the surveyed businesses are trading in the Tourism, accommodation and outdoor activities sector (61%).

The survey indicated that the average number of years that all existing businesses operating in the area is 10 years. The reasons for locating in Magalies is indicated in Diagram 3.4.

In order to establish movement patterns in and out of the area, surveyed businesses were also asked to indicate where the majority of their clients were based, figure..... displays these results. Local residents and businesses account for 34% of the customer base, while the remaining 66% is customers located outside the study area. This gives us an indication that there are significant movement patterns of customers moving into and outside the area. This also indicates that the majority income generated by the private sector comes from outside the study area, meaning that external factors will have a bearing on the local economy of Magaliesburg.

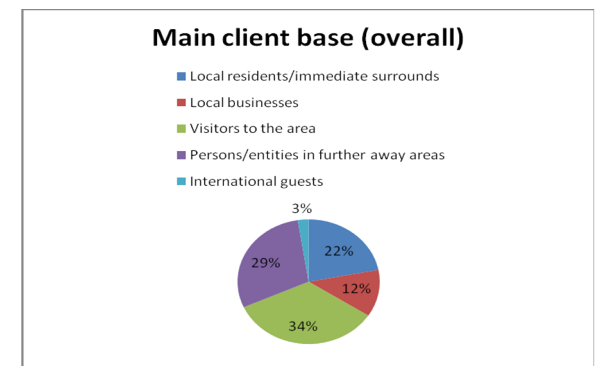
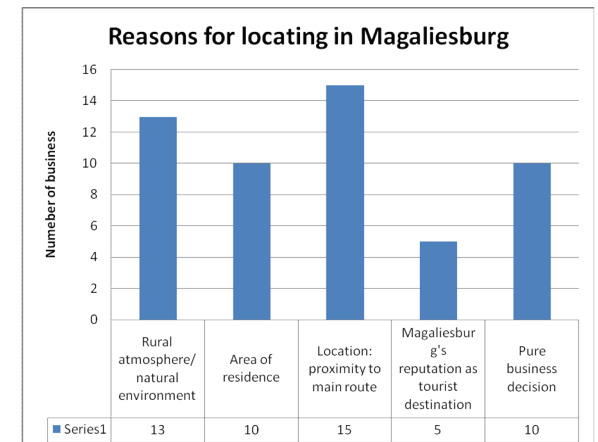
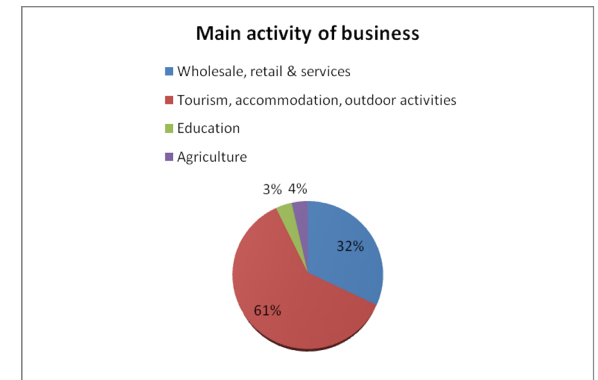


Diagram 3: 4 Business survey outcomes

Regarding the sustainability of running a business in the area, it was determined that a total of 39 business have closed down in the last 5 years (Diagram 3.5b). 61% of these businesses are in the restaurant and fast food business, which is related to the Tourism, accommodation and outdoor activities industry,

With regards to employment, Diagram 3.5b, indicates the number of employees employed by those surveyed business. It can be seen that the vast majority of businesses' employees are semi skilled, with the majority only having a primary or secondary school education.

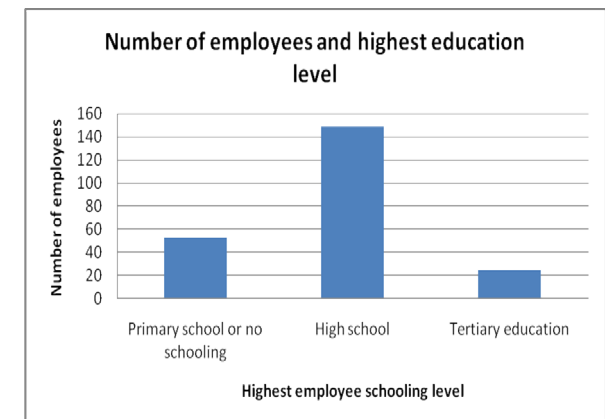
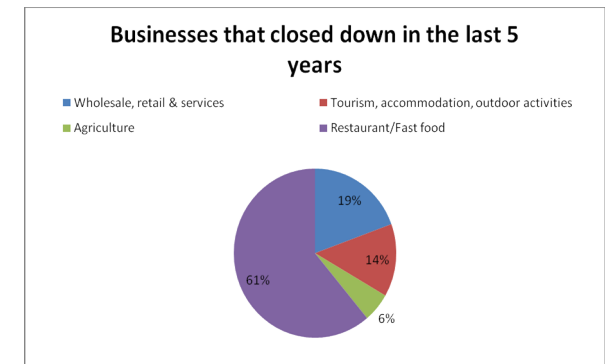
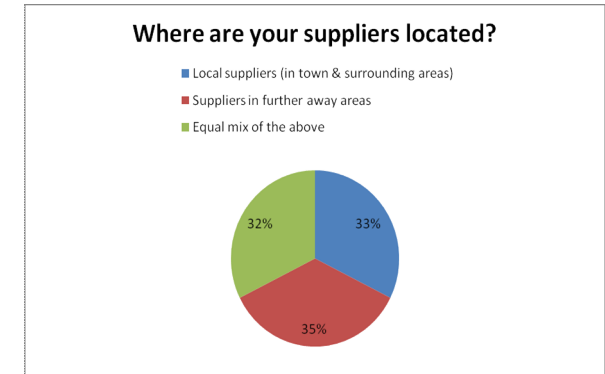


Diagram 3: 5 Business survey outcomes (b)

The broader study area are characterised by agricultural activities, interspersed by tourist accommodation facilities / conference facilities. Retail and support services concentrate in the town of Magaliesburg.

Community services such as a clinic, police station and municipal offices are also located in Magaliesburg. There are no major manufacturing or higher order services (e.g. financial services) activities in the study area.

Although transport is prominent in the study area, the area is most used as a through-route and does not have major distribution or logistics functions. A summary per sector is contained in **Table 3.4** (overleaf).

Employment in the Mogale City municipal area are mostly concentrated in the following sectors (see **Diagram 3.6**): manufacturing; community, social and personal services; financial and business services; and retail and wholesale trade.

The study area however are more agricultural and rural in nature, so it can be assumed that agriculture is and tourism related services are more prominent here than in the rest of Mogale City. None of the main employment sectors are dominant in the study area itself, as discussed in Table 3.4 overleaf.

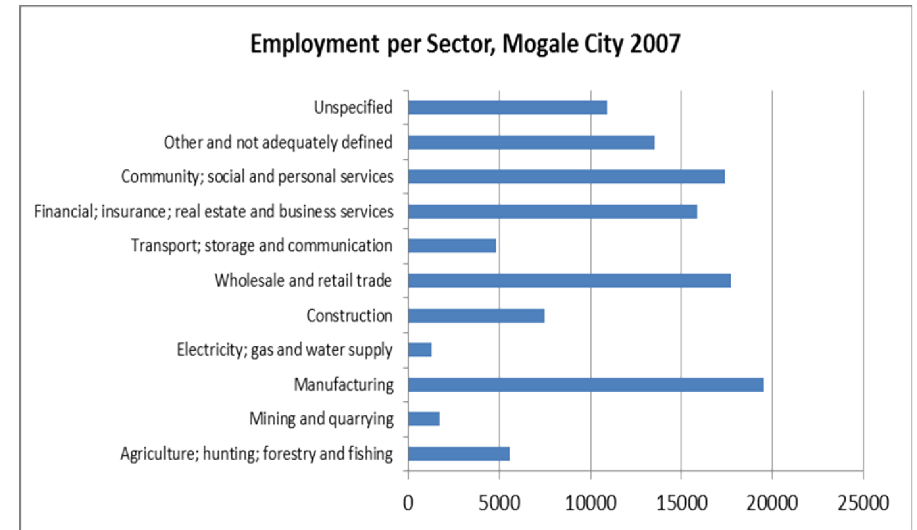


Diagram 3: 6 Employment per sector (SASTats Community Survey)

Relevance of economic sectors to the study area:

Sector	Comments
Agriculture	There relatively large tracks of agricultural land in the study area and the greater region, although it could be argued that in the study area itself, agricultural potential is not fully utilised. Apart from the primary agricultural activities, there exist agro-industrial activities as a secondary sector, including agro-packaging and processing facilities.
Mining	There are isolated mining activities in the study area
Manufacturing	There are no industrial activities in the study area. However, from the surveys conducted it could be deduced that the community in the informal settlement do work in the manufacturing industry in the rest of the West Rand District. Manufacturing still remains the largest single economic activity in the West Rand. Manufacturing is the economic sector with one of the highest employment and income multiplier effects.
Building and Construction	The building and construction sector's role in the study area's economy could be of significance in the short term. This is related to the envisaged installation of services and construction of houses that are envisaged to address the informal settlements in the study area. New construction activities could take place in other areas in the vicinity, notably in the Muldersdrift area, Tarlton and Krugersdorp.
Trade, Wholesale and Accommodation	The main centres where these trade and wholesale activities are being accommodated are Magaliesburg to a limited extent, as well as

	Krugersdorp and Randfontein. Due to the main attraction of the Magalies River, the Magalies mountain range and the Cradle of Human Kind World Heritage site, the area has developed various conference and accommodation facilities, which provide job opportunities in the hospitality industry.
Transport, Storage and Communication	The Lanseria Airport is in the vicinity of the study area, and is used for export of agricultural (including horticultural) products from the larger region. A distribution facility of bottled beverages is being established in Magaliesburg (confirm ABI centre??)
Government Services	Government services could contribute towards the total economy of the study area.
Financing, Business and Real Estate Services	This sector is not prominent in the study area, although proposed new development may stimulate some real estate activities.

From the analysis of uses in and around the study area, it can be concluded that the economic base of the study area comprises the following economic activities:

- Agriculture (intensive, including vegetables and horticulture)
- Tourism related accommodation, facilities and activities
- Manufacturing, albeit outside the study area

Agricultural Potential

The study area has generally very high agricultural potential. It is thus very important to note that the high agricultural potential can contribute to the much needed employment and food security in the area. **Figure 3.3** shows the agricultural potential of the study area. There is also much land that is not used for agricultural purposes.

There are isolated areas to the south that are high to medium cultivated with isolated area to the west that are medium cultivated, with the lowest areas to the north and central areas. Most of the areas where intensive development has taken place, including the core business area in the town of Magaliesburg and Ga-Mohale are not cultivated.

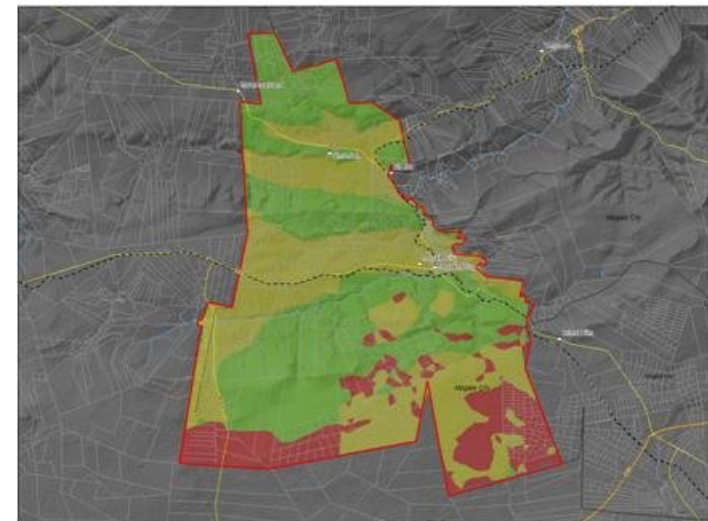
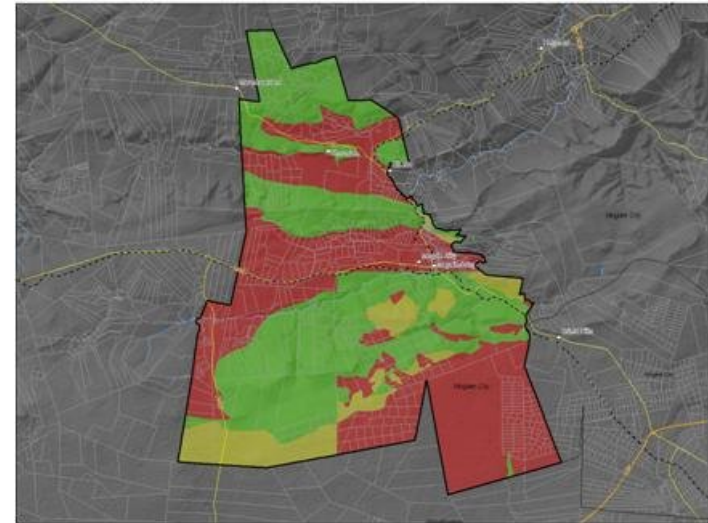
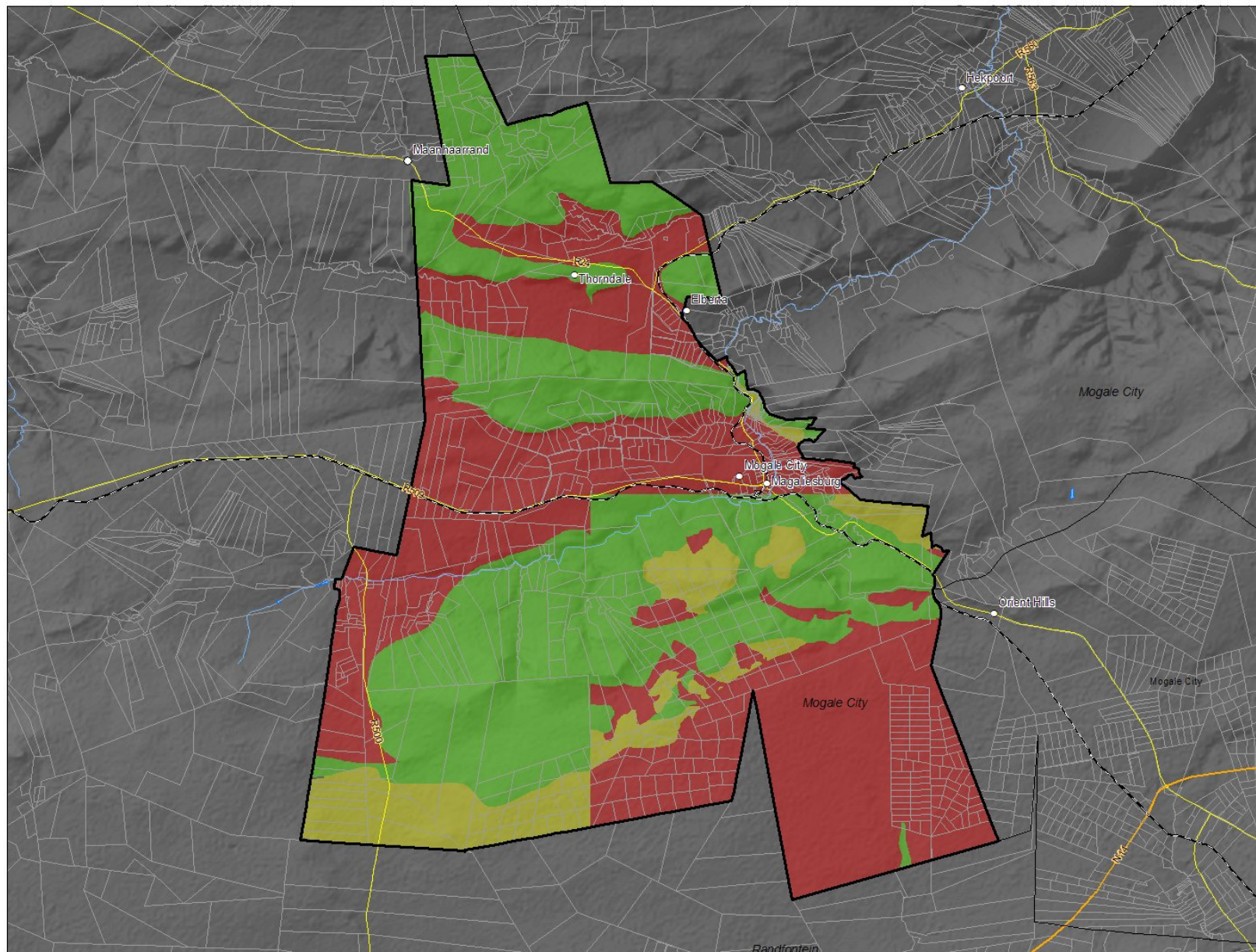


Figure 3: 3 Agriculture potential

MAGALIESBERG DEVELOPMENT PLAN

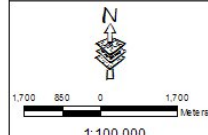


Agricultural Important Rating

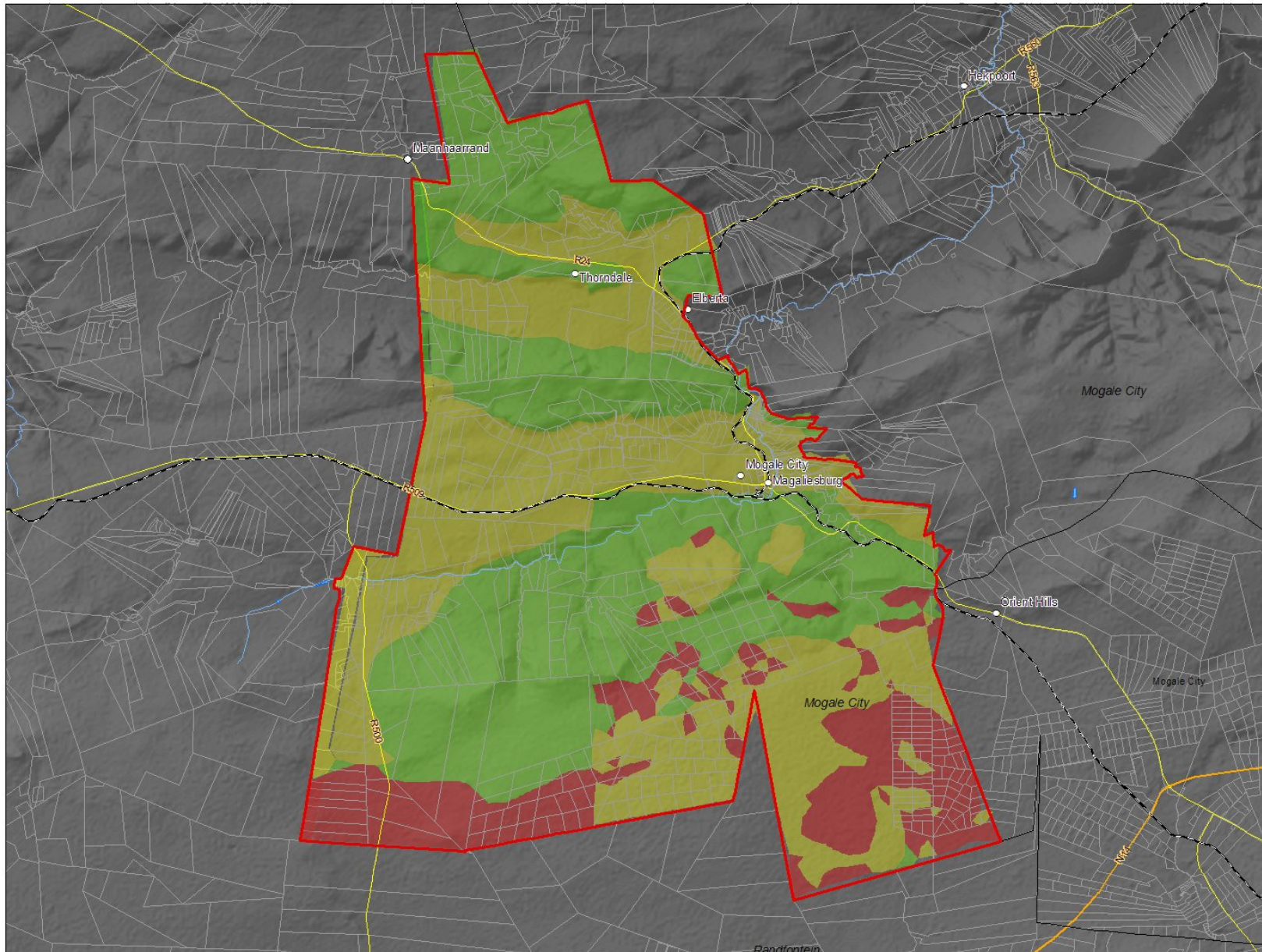
LEGEND

- Study Area
- Towns**
- Capital
- Major Town
- Secondary Town
- Settlement
- Railway
- Rivers
- Roads**
- Major Route
- Main Route
- Wards
- Farm Boundaries
- Water
- Agricultural IR**
- High
- Medium
- Low

Geodetic Parameters
 Central Meridian: WGS 7
 Datum: WGS 84
 Projection: Transverse Mercator
 Map created by Akanya - April 2011



MAGALIESBERG DEVELOPMENT PLAN



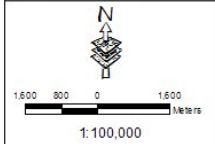
High Agricultural Potential Vegetables (Cabbage, Maize & Spinach)

LEGEND

- Study Area
- Towns**
- Capital
- Major Town
- Secondary Town
- Settlement
- Railway
- Rivers
- Roads**
- Major Route
- Main Route
- Wards
- Farm Boundaries
- Water

- Potential for Cabbage, Spinach & Maize**
- High
- Moderate
- Low to None

Geodetic Parameters
 Central Meridian: WGS 7
 Datum: WGS 84
 Projection: Transverse Mercator
 Map created by Akanya - April 2011



Tourism Facilities

Magaliesburg and its surrounding areas are renowned for their hospitality industry. The greater region boasts a number of these facilities which the majority located along the Magalies River and close to the Cradle of Human Kind World Heritage Site.

Accommodation facilities and other tourist attractions are dispersed throughout the area. Some of these facilities are well known land marks in their own right. However, there are no distinguishable gateways or well indicated routes giving a specific identity to the area as a whole. The establishment of the Magalies Meander goes some way in defining the area as an integrated destination, and more should be done to support this initiative.

Though Magaliesburg owes its current identity as a tourist attraction to its rich history and heritage, it falls short in displaying a distinct or memorable architectural identity. This can be attributed to the lack of robustness in building character both in commercial and residential buildings. The town centre of Magaliesburg has lost its once held small town charm, and the design of buildings, treatment of streetscapes and land uses no longer holds much visual appeal not displays a unique, distinguishable character.

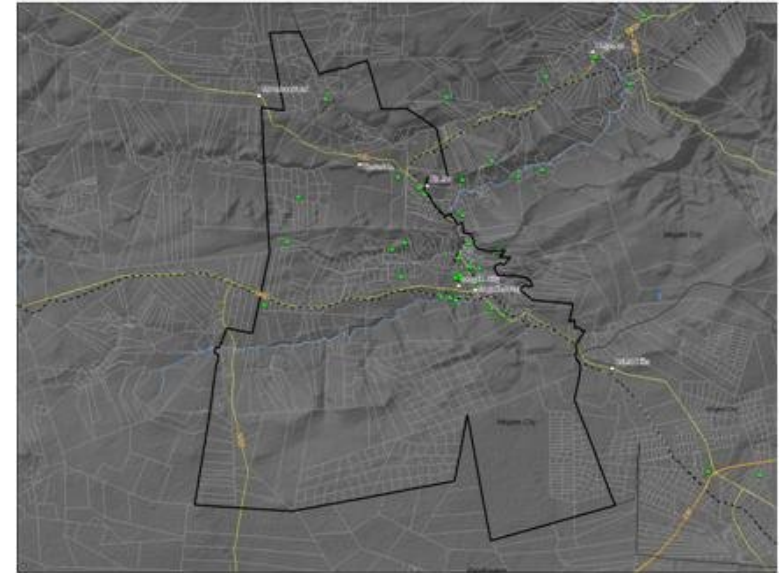


Figure 3: 4 Tourism facilities

Land use and Activities

The residential buildings within and around Magaliesburg town centre and Ga-Mohale are predominantly occupied by low-income households.

Residential buildings within the town are typically single storey red brick or plastered buildings of early 1930s architecture, built with the development of the railway system. They have saddle roofs of s-profile corrugated sheeting with gables and verandas that stretch in front of the buildings facing the street. In majority, these houses are dilapidated and sub-leased by, on average, two low income households per unit.

Residential buildings within and around the Ga-Mohale settlement are typical of low cost housing design in South Africa for low income households. They are designed to be small (35sqm/unit).

They lack robustness in terms of flexibility as they do not promote sustainable communities. They are designed to be inflexible to change hence they do not promote alterations and additions that would create opportunities for these households to better themselves financially or extend should their financial condition improve.

The distance of Ga-Mohale from the main town provides the opportunity for small retail and rental businesses that allow these household to generate additional incomes. To capitalise on these opportunities, the residents have used informal structures built of corrugated iron sheeting and containers as additions to the initial brick units from which these small informal businesses are run, essentially turning these residential units into live-work units.

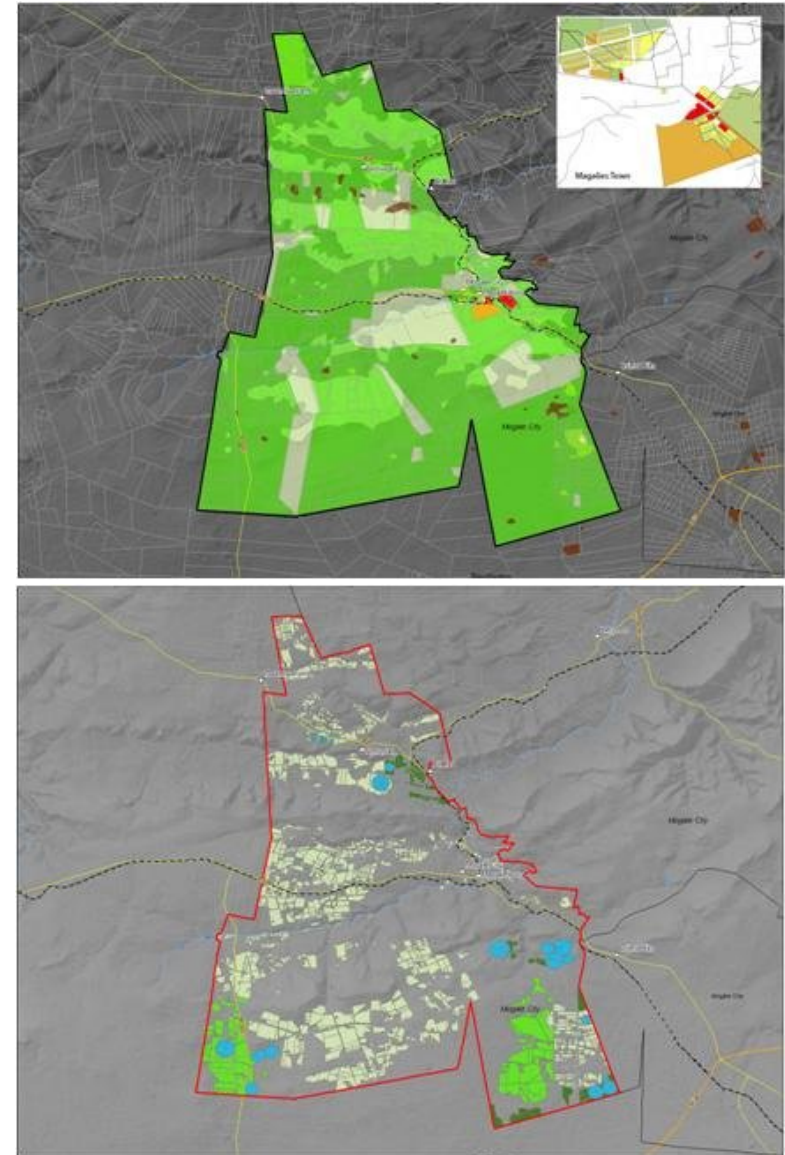


Figure 3: 5 Land use and activities

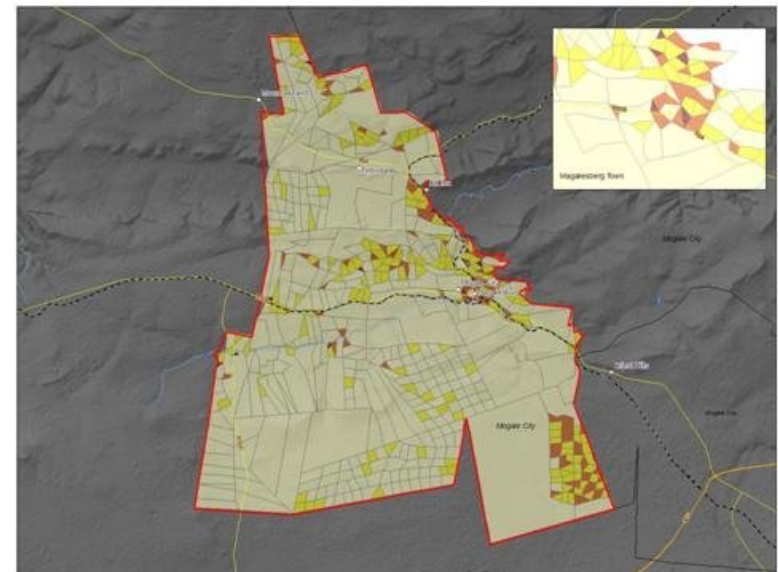
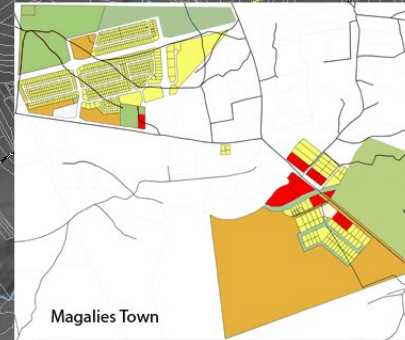
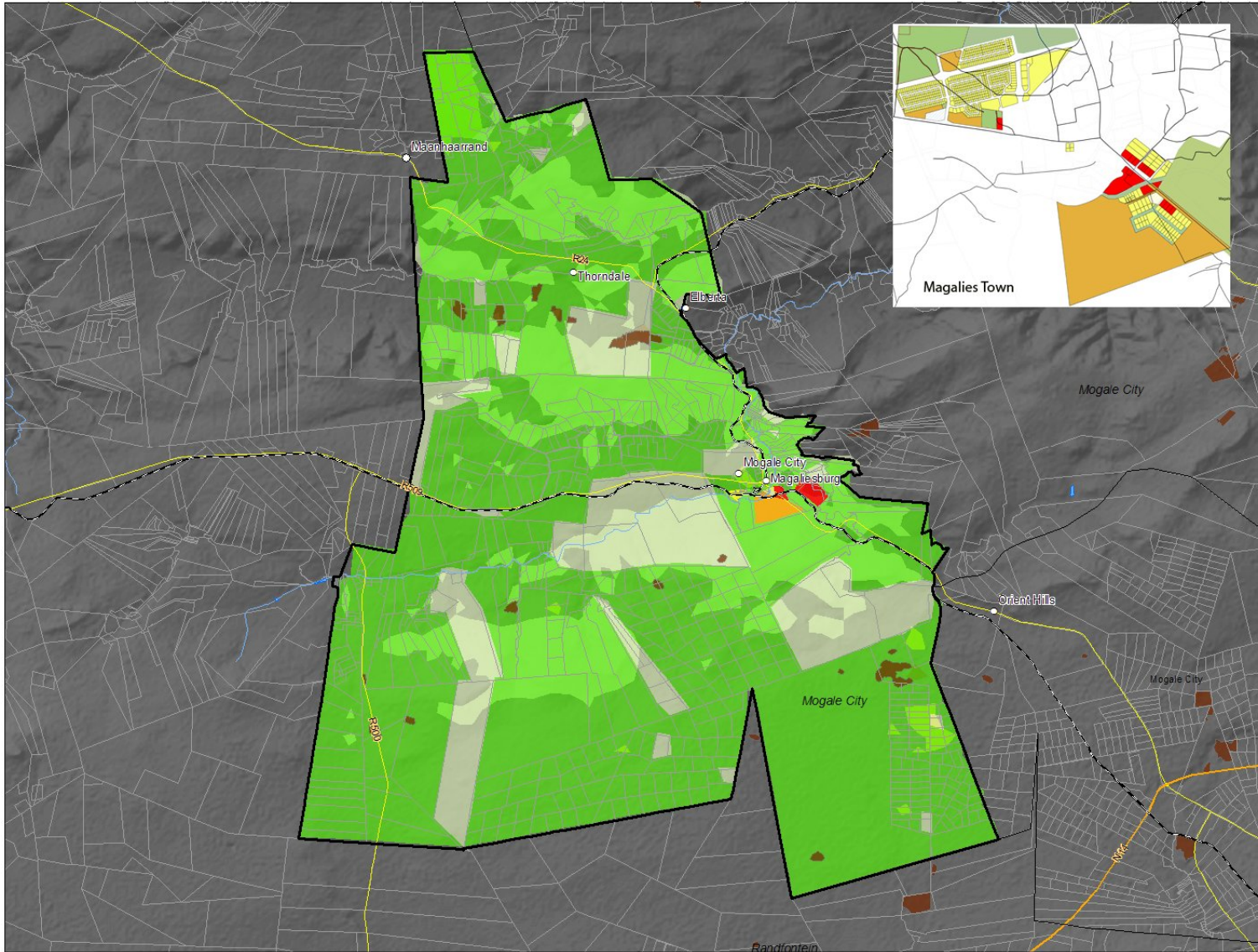


Figure 3: 6 Ownership and size of land parcels

MAGALIESBERG DEVELOPMENT PLAN

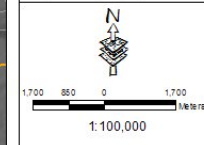


Land Use/ Land Cover

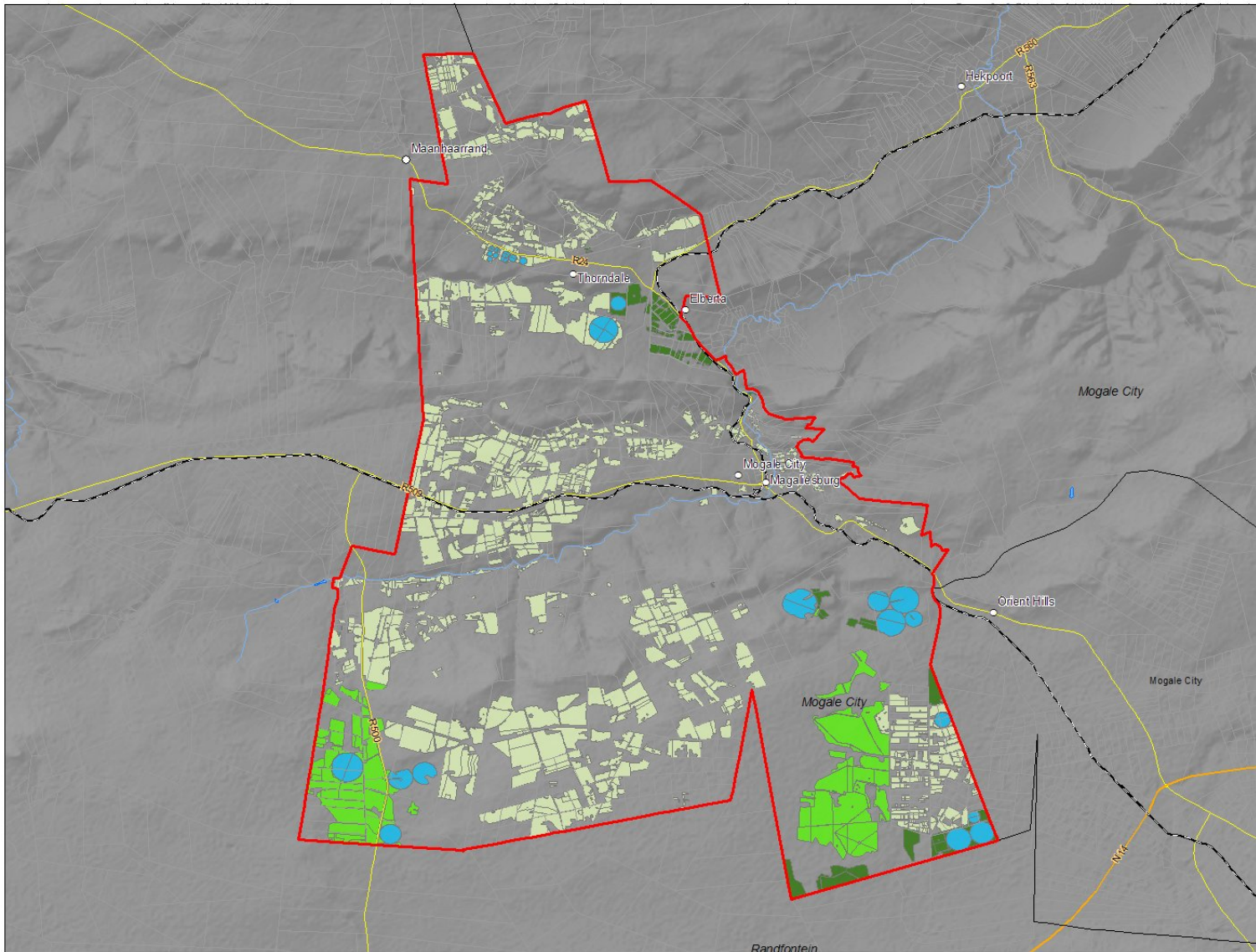
LEGEND

- Study Area
- Towns**
 - Capital
 - Major Town
 - Secondary Town
 - Settlement
 - Railway
 - Rivers
- Roads**
 - Major Route
 - Main Route
 - Wards
 - Farm Boundaries
 - Water
- Categories**
 - Commercial
 - Residential/Settlements
 - Industrial
 - Mine Quarries
 - Cultivation
 - Scatter Bush/Open Areas
 - Municipal

Geodetic Parameters
 Central Meridian: WGT
 Datum: WGS84
 Projection: Transverse Mercator
 Map created by Akanya - April 2011



MAGALIESBERG DEVELOPMENT PLAN



Agricultural Crop Boundaries

LEGEND

- Study Area

Towns

- Capital
- Major Town
- Secondary Town
- Settlement
- Railway
- Rivers

Roads


- Major Route
- Main Route
- Wards
- Farm Boundaries
- Water

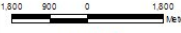
Type

- High Cultivation
- Medium Cultivation
- Low Cultivation
- Pivot Irrigation


Geodetic Parameters
 Central Meridian: WG7
 Datum: WGS84
 Projections: Transverse Mercator

Map created by Akanya - April 2011

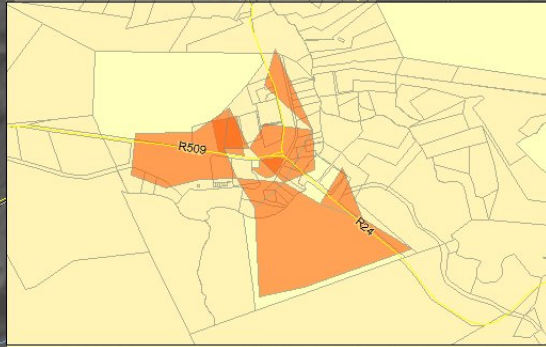
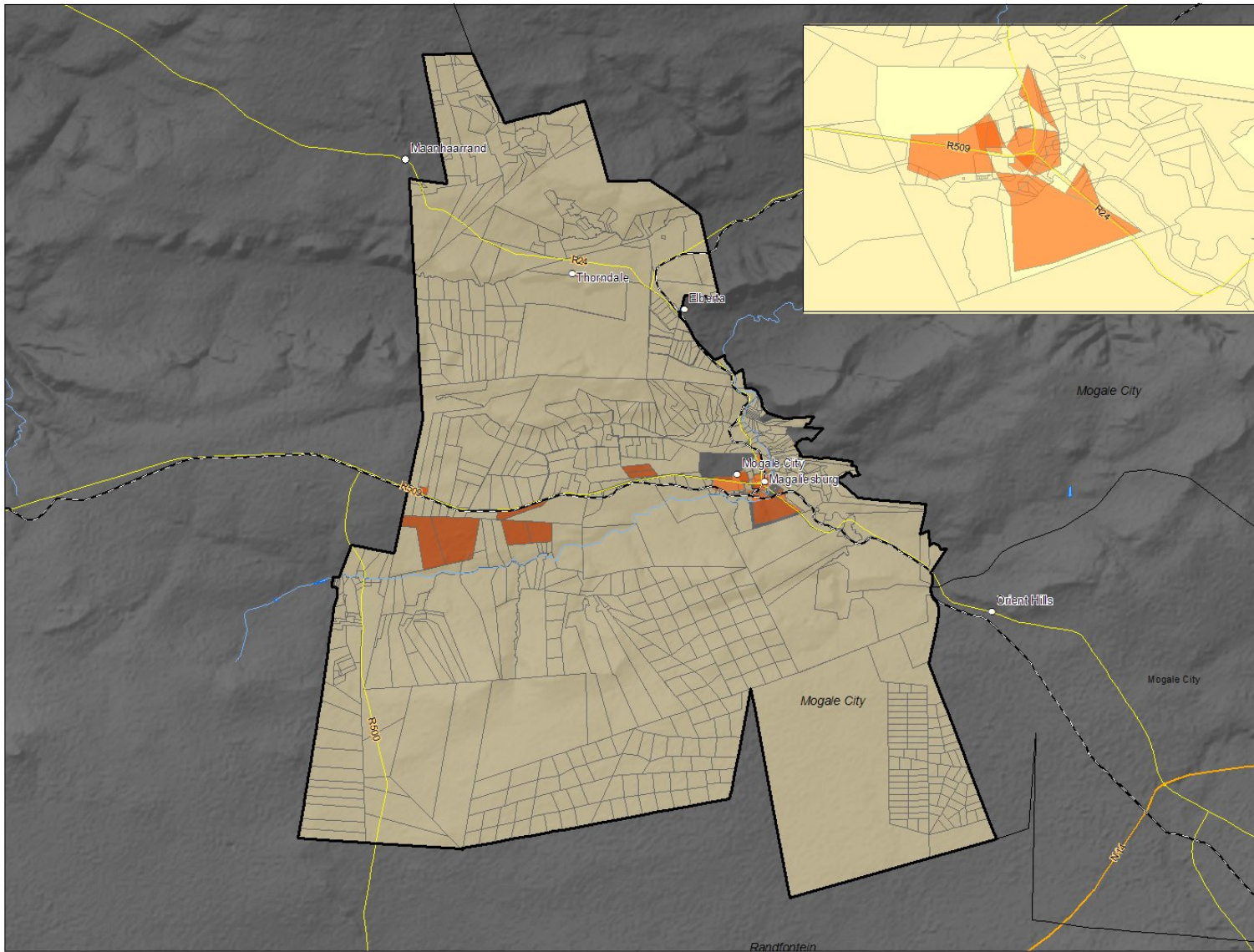




 1:100,000



MAGALIESBERG PRECINT PLAN

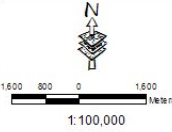


Land Owner

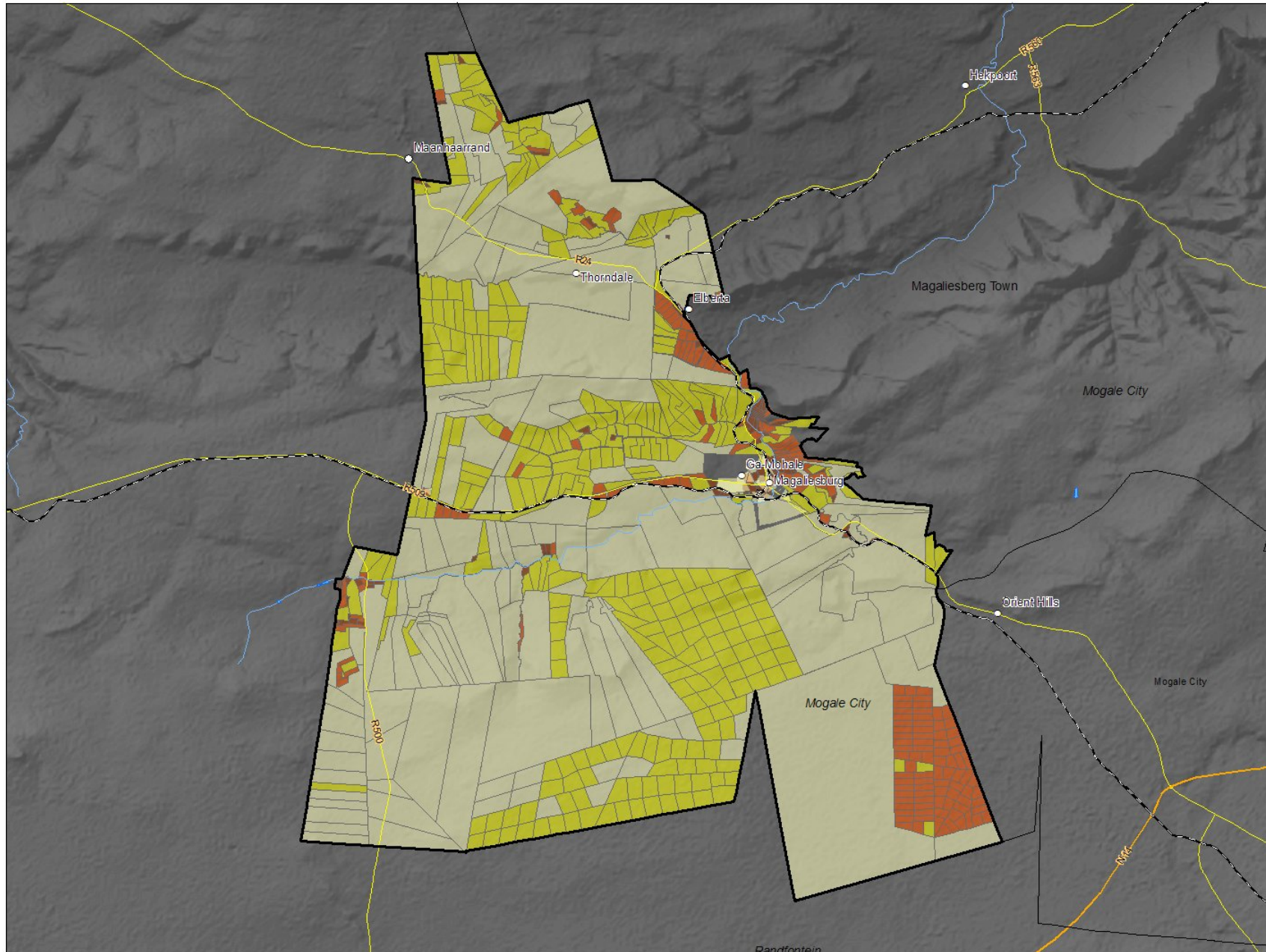
LEGEND

- Study Area
- Towns**
 - Capital
 - Major Town
 - Secondary Town
 - Settlement
- Railway
- Rivers
- Roads**
 - Major Route
 - Main Route
- Wards
- Farm Boundaries
- Water
- Land Owner**
 - Private Owned
 - Government Owned

Geodetic Parameters
 Central Meridian: WGS7
 Datum: WGS84
 Projection: Transverse Mercator
 Map created by Akanya - April 2011



MAGALIESBERG PRECINT PLAN



Land Size (Ha)

LEGEND

Study Area

Towns

- Capital
- Major Town
- Secondary Town
- Settlement
- Railway
- Rivers

Roads

- Major Route
- Main Route

- Wards
- Farm Boundaries
- Water

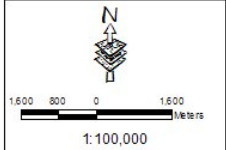
Size of Land (ha)

- 0-4ha
- 5-10ha
- 11-30ha
- >20ha

Geodetic Parameters

Central Meridian: WGS7
Datum: WGS84
Projection: Transverse Mercator

Map created by Akanya - April 2011



Movement and Accessibility

At a regional scale, the most prominent movement lines are the R24 providing north-south linkage, and the R509 providing east-west linkage.

The core business area of Magaliesburg is accessible from the R24 that leads in traffic from the following areas: Tarlton, Krugersdorp and Randfontein southwards and Rustenburg northwards, as well as the R509 that leads in traffic from Derby and Koster from the west.

Internally, the current settlement pattern hampers movement and accessibility between the retail uses and government services located mostly in the old town centre of Magaliesburg, and the majority of local residents who are located in the Ga-Mohale settlement with the main access road more than (x) km from the town centre.

Figure 3.7 indicates current main movement lines.

The internal road network is not well defined with the majority of the roads in the rural areas being gravel roads. It is characterized by right of way (RoW) servitudes giving access to the individual properties. Ga-Mohale township's roads network is defined by the layout plan of the township. It is also noted that there are very limited linkages with the rest of the area due to water courses and sensitive areas. The Magaliesburg area is traversed by water courses making the area prone to high runoff. During rainy seasons the surface water causes a substantial volume of grit on the gravel roads that will quickly silt up and reduce the efficiency of runoff courses and stormwater drains. Road upgrading and estimated costs set for 2012 that relate to the study area include:

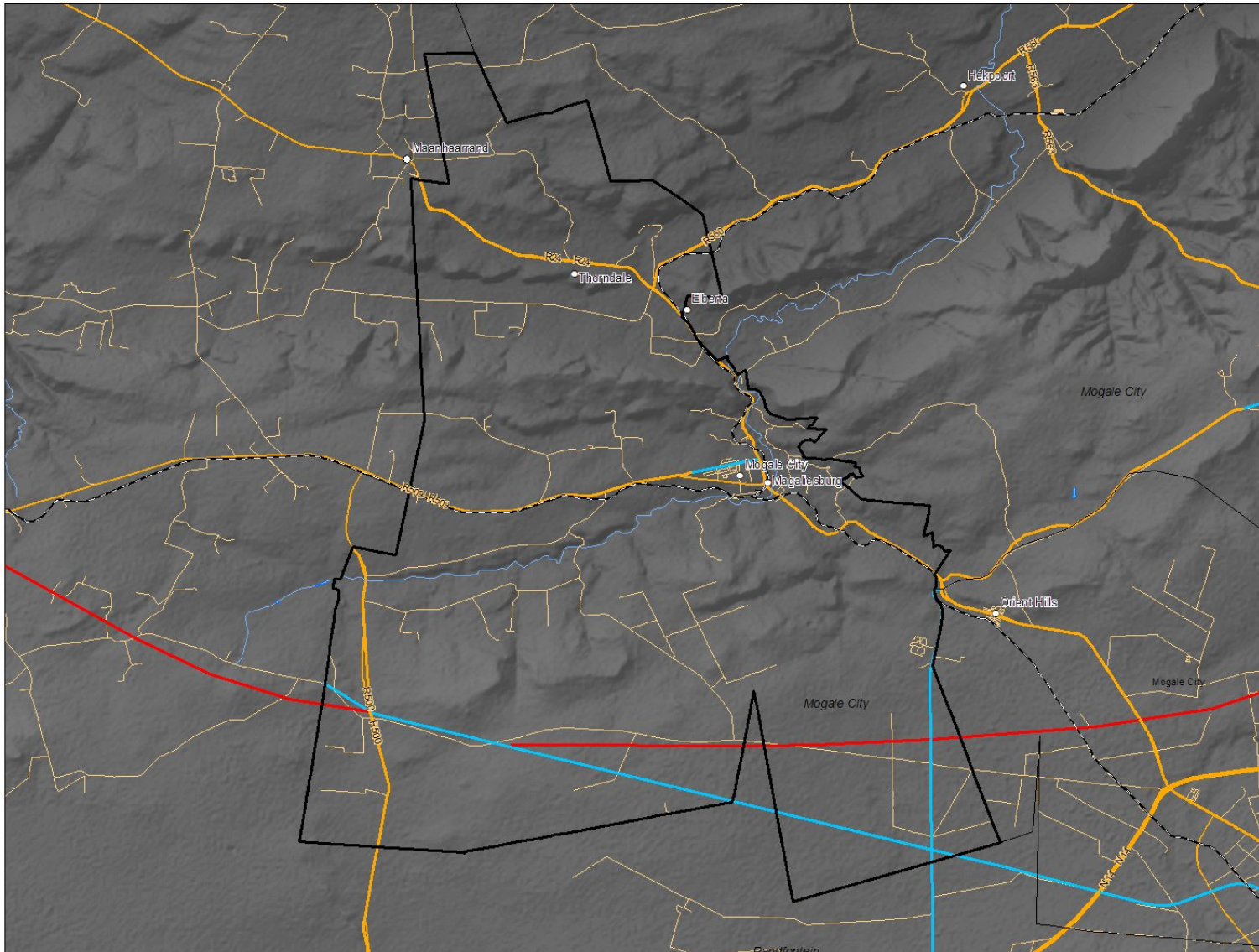
- Ga-Mohale, 1200 km at cost of R2 000 000
- Agricultural / rural roads (entire Mogale City area): 120 000 km at cost of R240 000 000

(Source: Mogale City Local Municipality, Integrated Infrastructure Master Plan)



Figure 3: 7 Movement

MAGALIESBERG DEVELOPMENT PLAN



Future Roads

LEGEND

Study Area

Towns

- Capital
- Major Town
- Secondary Town
- Settlement

- Railway
- Rivers

Road Classes

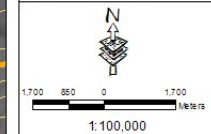
- Existing road
- Possible road
- Proposed road

Wards

Farm Boundaries

Water

Geodetic Parameters
 Central Meridian: WGT
 Datum: WGS84
 Projections: Transverse Mercator
 Map created by Akanya - April 2011



Engineering Services

Adequate and reliable engineering infrastructure plays an important role in the facilitation of development and ensuring that basic needs are met, also in the context of rural development in South Africa. Access to bulk infrastructure, such as water, electricity, sanitation and roads, determines the location, direction and intensity of development. Infrastructure is used as one of the important criteria to evaluate the possibility and readiness of a particular proposed development area.

Any proposed land development area should not be addressed in isolation with regards to infrastructure, but should be addressed in the broader developmental context. The limited availability of engineering services in the Magaliesburg area will have dire consequences in the short to medium term, and new development will depend on when major engineering infrastructure investment take place in this area.

i) Water

Water provision in the study area is via a 200mm Rand Water pipe line, feeding into the magaliesburg Reservoir (current 1Ml capacity) on the south-western side of the study area. No water treatment facility exists in the area. The capacity of the reservoir is not sufficient to cater for all new proposed development in the area.

ii) Sewer

The minimum acceptable basic level of sanitation is set out in the Water Services Act of 1998. This Act inter alia directs that each household should have a basic sanitation facility that adheres and promotes the appropriate health and hygiene behaviours. The area is served by a treatment plant, but due to the rural nature of the Magaliesburg area, some sanitation consists of on-site treatment, ranging from package plants to conservancy tanks. Considering the pollution threats associated with the package plants, the conservancy sewer tank system is the preferred option from an environmental point of view.

The sewer gravitational facility in the study area links to the Magaliesburg Waste Water Treatment Works is located on the north. The sewer treatment works has reached capacity and any additional development will need additional capacity or a new

treatment work will have to be built. It drains into the Magalies River (Crocodile River) at a rate of 330 kl/d (Infrastructure Master Plan 2009). It has been set as a strategic goal to increase the capacity of the treatment works by 6Ml and improve inlet works and construct a balancing dam, as well as to ensure compliance with effluent discharge standards (Infrastructure Master Plan 2009).

iii) Electricity

The supply authority in the Magaliesburg area is Eskom. Mogale City is responsible to supply public lighting. There are no high voltage stations in the study area and a number of medium voltage stations throughout the study area. The location of infrastructure is indicated in **Figure 3.8**.

iv) Solid Waste

Formal refuse removal occurs in the core business area of Magaliesburg and in Ga-Mohale township. The informal settlements do receive refuse removal through skips that are collected or cleaned every week. The formal rural areas use private solid waste methods. However, due to the fact that there is no proper waste management policies in Mogale City, improper practices occur. These practices result in the pollution of underground fresh water systems and subsequently disrupt the ecosystems and eventually affect people's lives. There is no recorded recycling or composting areas. The landfill site in Ga-Mohale is the only one in the study area.

MAGALIESBERG DEVELOPMENT PLAN

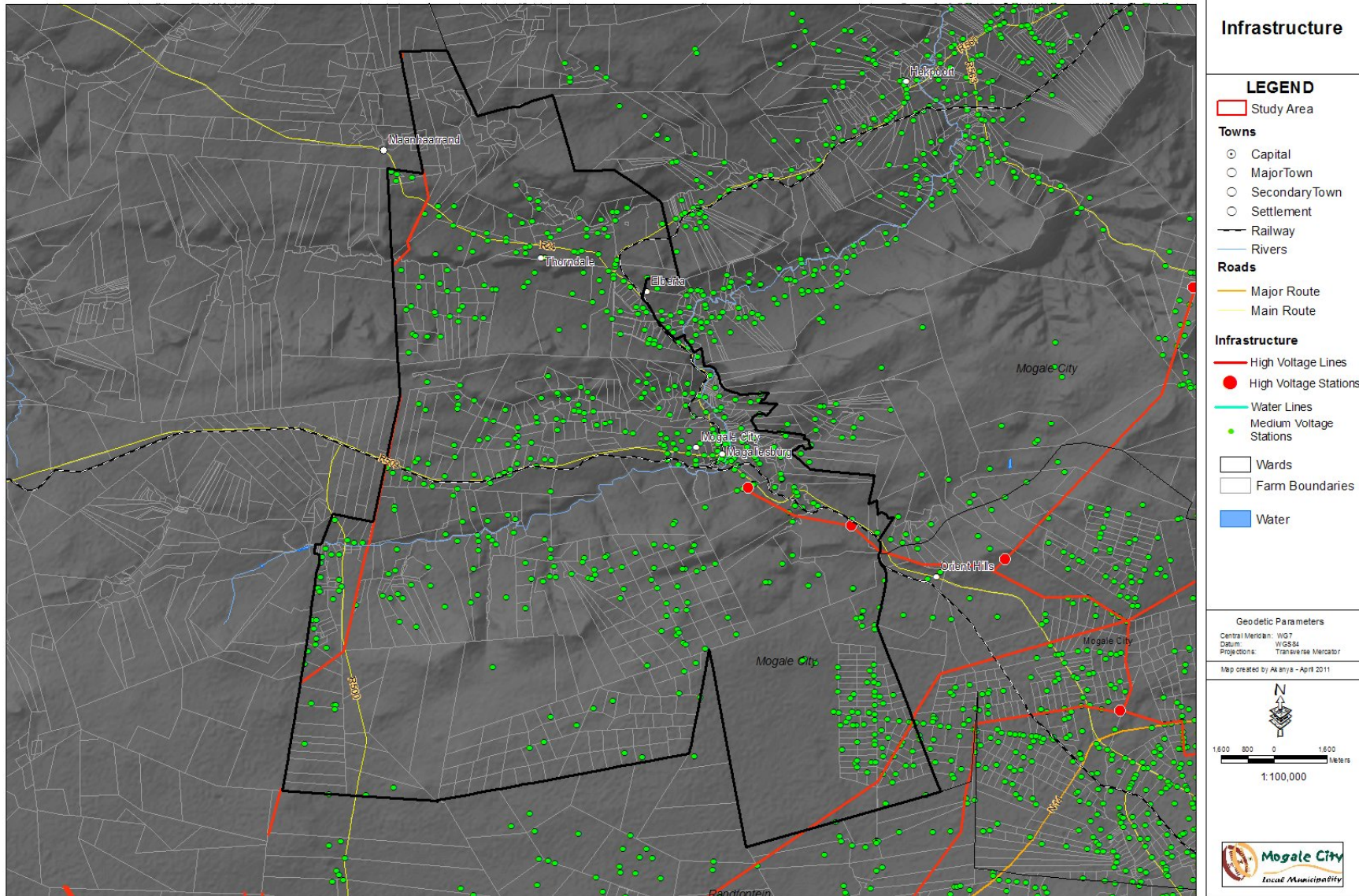


Figure 3: 8 Electricity infrastructures

Social Facilities

There are social facilities located in the study area. These facilities serve different communities and purposes. In the core area of Magaliesburg, there are no facilities. There is an unused old camping site to the north of the core area, which may be used for future residential redevelopment. There are also facilities within the Ga-Mohale township. The most eminent social facilities are located along the R509 in close proximity to the Ga-Mohale. These facilities include the community centre located at the entrance of the township. This centre caters for the community hall, arts and craft centre and a library. A police is located along the R509 at the southern boundary of the Ga-Mohale township. Facilities in an around Ga-Mohale is indicated on **Figure 3.9**.

i) Education

A primary school is located in the south east of Ga-Mohale and on the southern side of the study area. A technical school is located on the northern site of Ga-Mohale. There are a number of pre-school facilities scattered around Ga-Mohale.

ii) Health Facilities

Magaliesburg Clinic is the only health facility in the study area. The people rely of health facilities in Krugersdorp.

iii) Recreation Facilities

The Ga-Mohale sports facilities are located on the north western site of Magaliesburg. The Ga-Mohale Community Centre is the only community centre located in the study area. Located along the R24, the community centre caters for the community of Ga-Mohale and the surrounding rural communities. Other facilities located in the study area are of a private nature in that they are located within the accommodation facilities that are scattered throughout the study area. These facilities are not accessible to the general public.

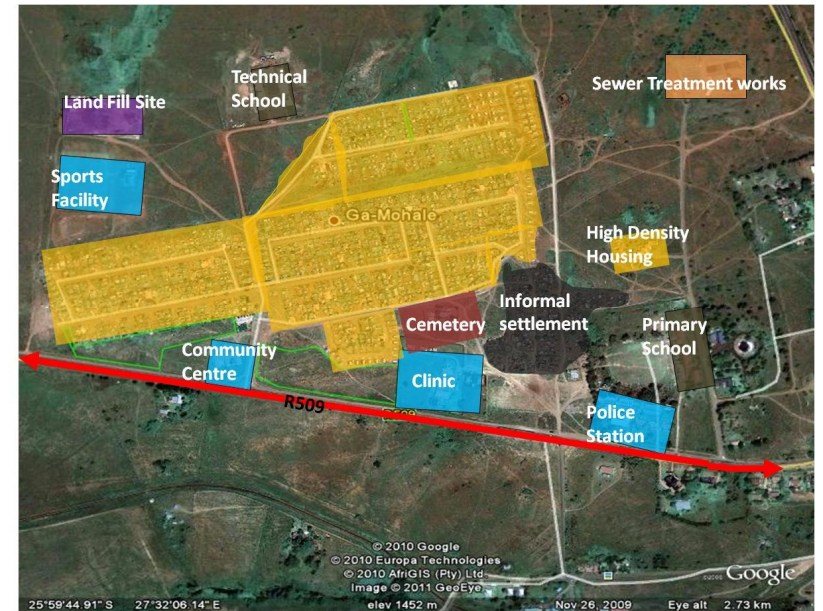


Figure 3: 9 Facilities in and around Ga-Mohale

Environmental Issues

Magaliesburg, like many areas to the west of Mogale City, has high quality environmental areas. Magaliesburg is an important area with regards to the natural environment and particularly agriculture.

i) Geotechnical Conditions

More details studies are required for any site specific development. The **Figure 3.14** shows that the study area is mostly not suitable for urban development on the southern side and less suitable in the central areas of the study area. The area where Ga-Mohale is situated is not suitable for urban development.

ii) Ecological Conditions

Figure 3.15 shows that there are numerous high to medium ecologically important areas in the study area. There are a number of tributaries to the Magalies River across the study area. The most important ecological area is the Magalies River situated on the north western side of the study area.

iii) Ridges and Sensitive Areas

Figure 3.10 shows that the core area of Magaliesburg town is within an enclave of ridges to the north and to the south. To the south east is a conservancy. The proposed buffer zone to the Cradle of Human Kind WHS is located to the west of the study area study.

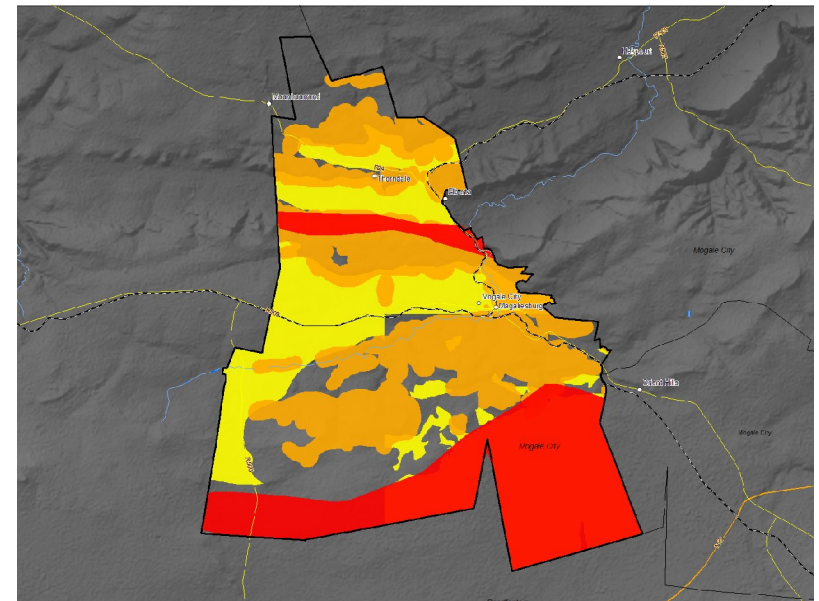
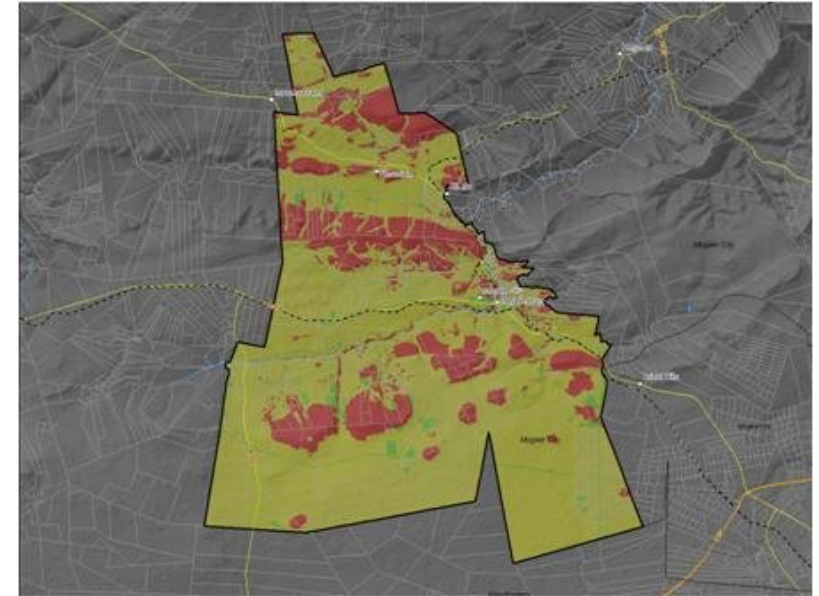
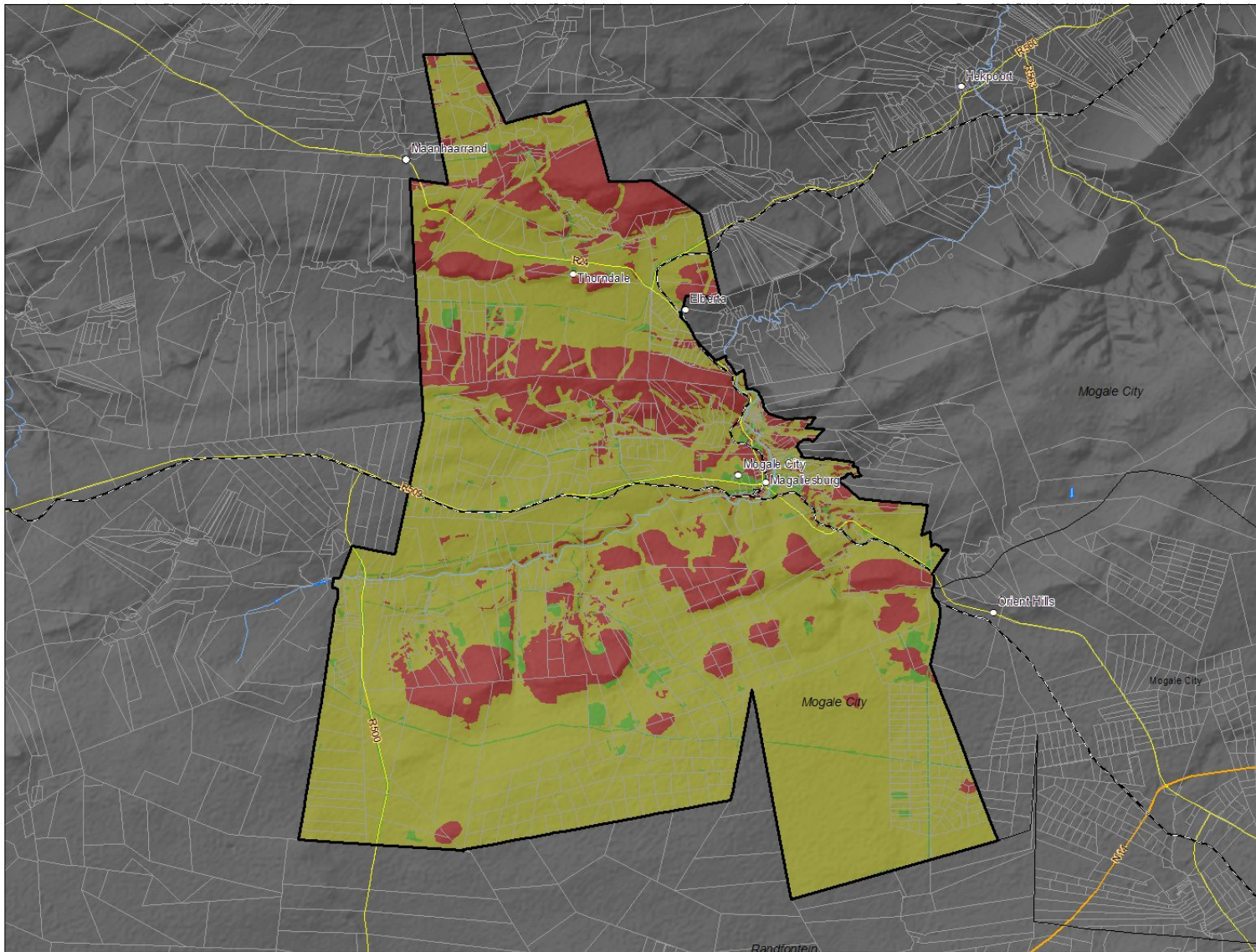


Figure 3: 10 Ridges and constraints

MAGALIESBERG DEVELOPMENT PLAN



Ecological Importance Rating (EIR)

LEGEND

- Study Area

Towns

- Capital
- Major Town
- Secondary Town
- Settlement

Roads

- Major Route
- Main Route

Other Features

- Wards
- Farm Boundaries
- Water

EIR

- High
- Medium
- Low

Geodetic Parameters

Central Meridian: WG7
Datum: WGS84
Projection: Transverse Mercator

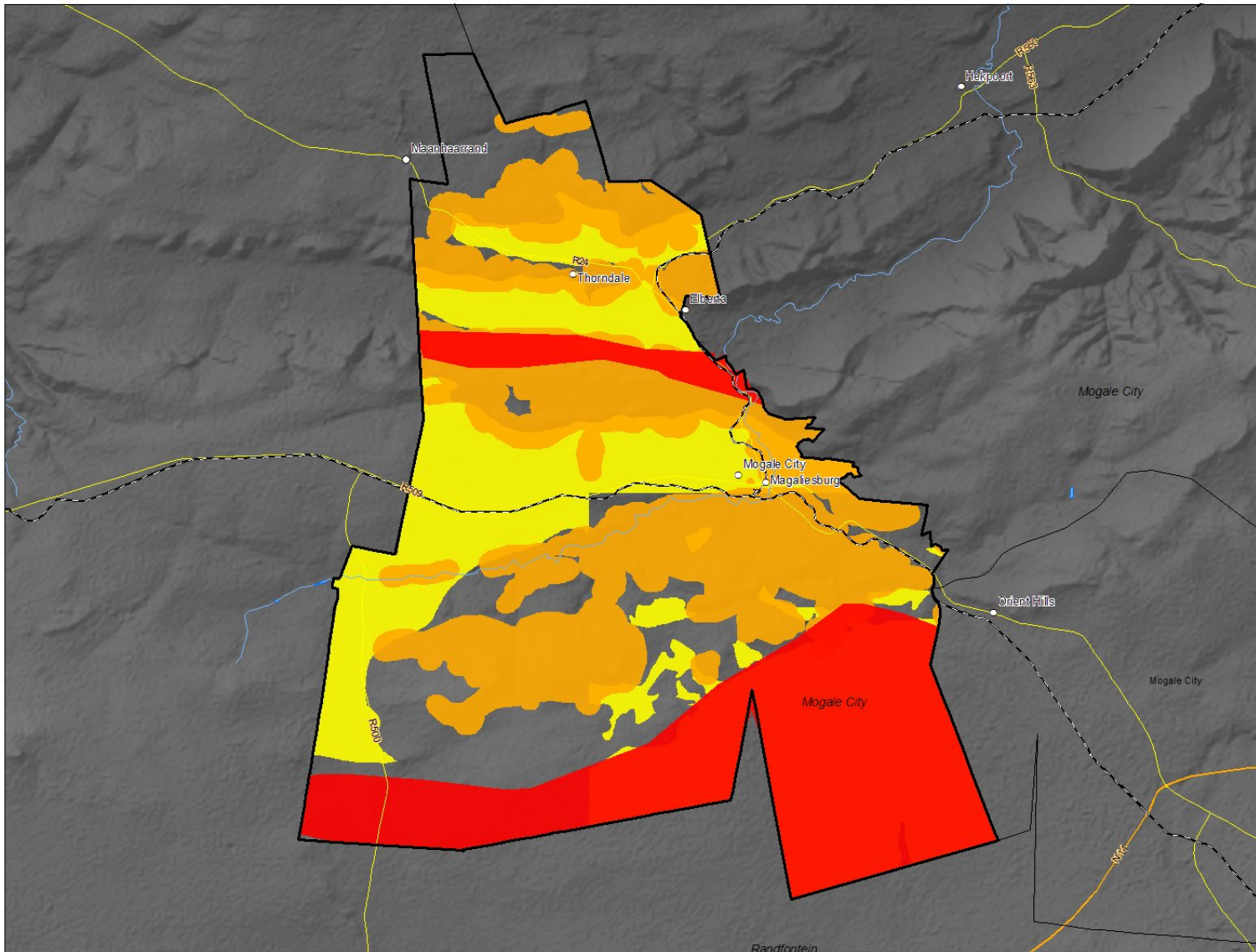
Map created by Akanya - April 2011

Scale

1:100,000

Mogale City Local Municipality

MAGALIESBERG DEVELOPMENT PLAN



Development Constrains

LEGEND

Study Area

Towns

- Capital
- MajorTown
- SecondaryTown
- Settlement
- Railway
- Rivers

Roads

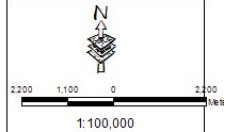
- Major Route
- Main Route

- Wards
- Farm Boundaries
- Water

Development Constrains

- High
- Medium
- Low

Geodetic Parameters
 Central Meridian: WGS7
 Datum: WGS84
 Projection: Transverse Mercator
 Map created by Akanya - April 2011



Conclusion

The information presented and analysed in the previous sections, points out that Magaliesburg as a rural centre has a number of challenges to be addressed, as summarised in **Figure 3.11**. These are:

- Magaliesburg town core business area is the heart of economic development in the area. Although experiencing challenges such as urban decay, there is potential for economic growth especially in tourism related uses. To regain its former position as a tourism destination point, issues such as urban management, creating a distinguishable identity, the establishment of appropriate attractions and the heavy through-traffic of freight trucks will have to be addressed.
- There is a lack of bulk infrastructure to support the already existing communities, as well as future growth.
- The socio-economic conditions and resources in the area are not favourable for any major industrialisation and similar economic development. Such development may also damage the natural resource base and agricultural / tourism identity of the area.
- The majority of the study area is environmentally sensitive, and the natural resources available holds potential for both agriculture and tourism development. Any development and/or change in land use must be done in such a way as to protect these natural resources.
- The current agricultural usage of the land should be managed and the high potential for agriculture in the area should be utilised.
- The geotechnical unstable conditions suggest that very limited development should take place, managed by mechanisms such as an urban edge. Any development should take due cognisance of environmental and geotechnical conditions, and should enhance the rural character of the area.

	PRESERVE (Strengths) <ul style="list-style-type: none"> Natural environment Existing tourism and agri activities Stakeholders Land availability Ownership Adventure events Existing education facilities Community structures Municipal planning processes 	REMOVE (Weaknesses) <ul style="list-style-type: none"> Lack of Infrastructure Heavy Traffic Ad hoc development Ad hoc maintenance Inconsistent communication Branding Available employment/jobs Skills levels Management of tourism routes General maintenance of infrastructure and facilities Local access and road network
ACHIEVE (Opportunities) <ul style="list-style-type: none"> Regional tourism New generation policies, interventions e.g. CRDS Rail Housing provision Agri processing Corporate Social Investment Existing development interests Alternative infrastructure provision National funding Current focus on rural/agri developments 	Preserve/Achieve Options <ul style="list-style-type: none"> Manage and conserve natural resources to promote regional tourism Increase promotion of rail as an important tourism element Well designed and strategic located housing provision Repositioning of tourism offer Promote agri developments also as part of tourism product Joint development focus Investigate appropriate agri use of available land Identify land for small scale manufacturing/process plants and service industry activities 	Remove/Achieve Options <ul style="list-style-type: none"> Business plans for national funding to eradicate lack of infrastructure Target CSI funds to address skills development Partnership development to manage development and maintenance issues Investigate alternative infrastructure provision Reposition existing training activities to include tourism sector skills development
AVOID (Threats) <ul style="list-style-type: none"> Development pressure Depletion of natural resources Housing provision Regional heavy vehicle movements Alternative infrastructure provision 	Preserve/Avoid Options <ul style="list-style-type: none"> Manage and conserve natural resources Protect waterways and river sources Use municipal planning processes to achieve quality developments Investigate alternative routes for heavy vehicles Develop a land release/growth strategy to avoid ad hoc development pressures Investigate partnerships for quality housing provision 	Remove/Avoid Options <ul style="list-style-type: none"> Manage development pressures through continuous planning and land management processes Ensure that development does not occur in an ad hoc manner All infrastructure (including alternative methods) should be done in accordance with an integrated master plan process

Figure 3: 11 Main issues and conclusions

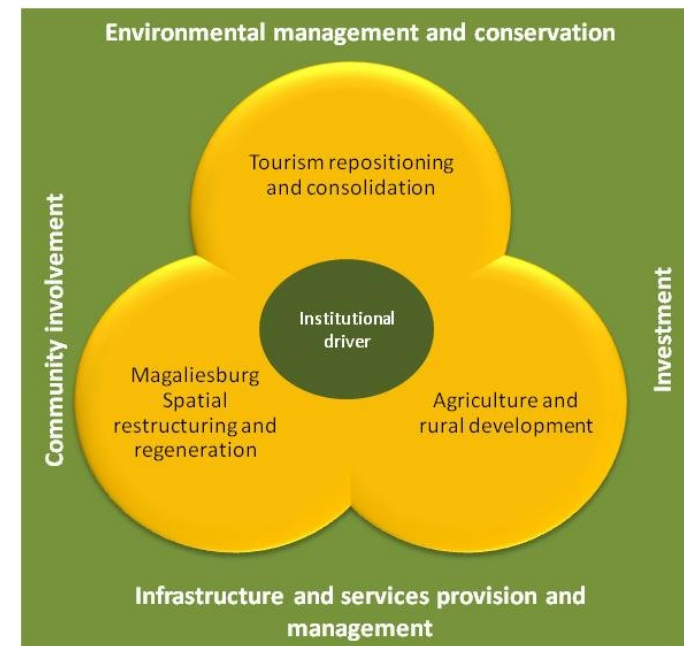
4. STRATEGY

The strategy for the development of the Magaliesburg area points to how the development vision for the area can be achieved taking the issues and options as discussed in Section 3 into account. The strategy focuses on three key developmental drivers for the area to promote economic growth and employment creation. These drivers are however dependant on and need the support of certain enabling elements. As such, the development strategy for the area is made up of the following components :

- Three **driver strategies** that focuses on (1) tourism development, (2) agricultural and rural development and (3) the spatial restructuring and regeneration of the town of Magaliesburg.
- Five **enabler strategies** that are interwoven with, and in support of, the drivers. These are two physical enablers, based on (1) the conservation and management of all natural resources and (2) on continuous management and provision of appropriate infrastructure and services. The physical development aspects are supported by three institutional enabler strategies that comprise (1) an institutional driver, (2) community and skills development and (3) investment facilitation.

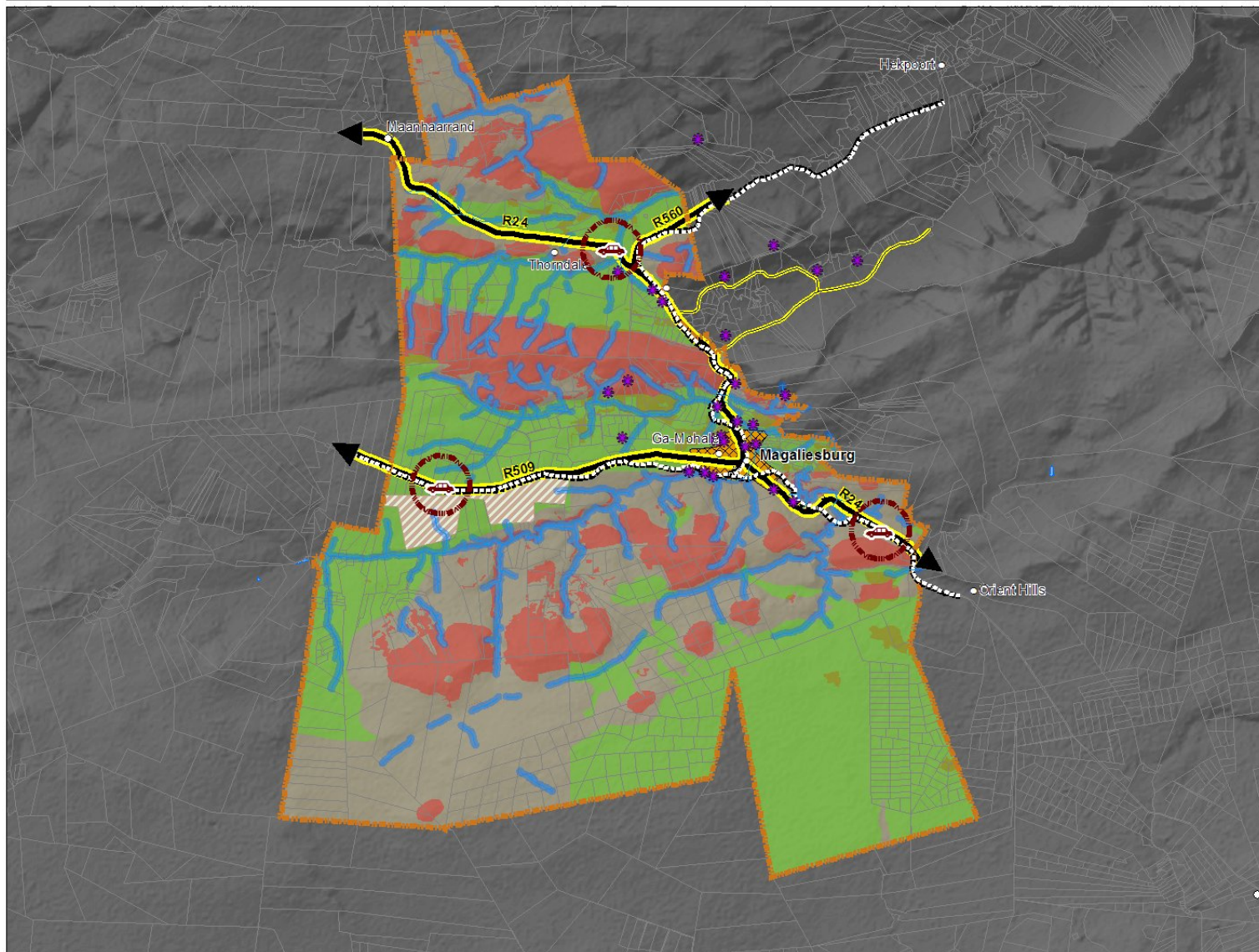
The enabler strategies are key to any development initiative in the area. The environment must be looked after and relevant infrastructure is needed to create a situation where development can occur.

The spatial dimensions of these strategies are reflected in the regional development framework. The spatial context is important as it translates the intention of the strategies to a physical reality that occurs in the space economy of the area. **Figure 4.2** illustrates the Regional Development Framework.



Magaliesburg Development Strategy

MAGALIESBURG PRECINT PLAN



Regional Spatial Framework

Legend

- Regional Linkages
- Primary Tourism Routes
- Secondary Tourism Routes
- Railway & Stations
- Riverway with Buffer
- Commonage Project Area
- Rural Service Centre
- (Note: See Magaliesburg Framework for detail boundaries)*
- Study Area
- Main Tourism Destinations
- Tourism Entry Points
- Ecological Areas (Conservation areas)
- Agricultural Potential
- General Rural Area

Geodesic Parameters
 Central Meridian: WG7
 Datum: WGS84
 Projections: Transverse Mercator

Map created by Akanya - April 2011

1:100,000

Figure 4: 1 Regional framework

Regional transport and movement of goods and people is a critical element influencing the development of the area. Magaliesburg is located on an important transport route between Rustenburg and the far northern areas and the Gauteng region. Good inter-regional accessibility will help the area to export goods to other regions and markets. The objectives include:

- Prevent bottlenecks
- Investigate rerouting of regional movement through Magaliesburg.
- Maintain and protect condition of roads

It is also important to note that Magaliesburg acts as a service centre to two sub-regions i.e. a more agriculture region to the south and west and a intense tourism and agriculture region to the north and east. Although the latter is not part of the study area, it will influence the planning and development of the general Magaliesburg area.

The regional role of Magaliesburg as a service centre/node will be further discussed in the section that deals with the local planning of the area (Chapter 5, Sector Guidelines and Statements).

The development of both the agriculture and tourism sectors should be seen in terms of regional dynamics e.g. linkages to Maropeng and the rest of Gauteng. Both these sectors have also linkages beyond Gauteng in terms of market and exports.

5. STRATEGY GUIDELINES AND STATEMENTS

This section contains the detail of the **Magaliesburg precinct plan**. It spells out the guidelines and statements that support and implement the key strategies as discussed in Section 4.

The proposed development **guidelines** and **statements** act as a guide to future action and decision-making as well as indicating certain development interventions in terms of:

- Growth management and spatial regeneration
- Support eco focussed tourism
- Promote sustainable agricultural development
- Conserve and manage environmental resources

The above addresses three driver strategies and one enabler strategy as discussed in chapter 4. The other three enabler strategies that are discussed in Chapter 4 will be discussed in the implementation chapter, Chapter 6.

5.1 Driver 1: Growth Management and Spatial Regeneration

Driver one comprise of two main components:

1. Delineating a growth and development area in order to ensure orderly and sustainable growth
2. Defining proposed developments at a growth area and local precinct level

5.1.1 Growth and development area

The following objectives of the Urban Edge¹ remain important for the management of growth in the area:

- Conservation of Environmental Resources – specifically conservation areas, heritage sites, open space and sensitive areas e.g. the Magaliesberg ridges;
- Prevention of urban decay. By identifying a core development area, development is focused inward, resulting in all opportunities being explored, especially the regeneration of decaying areas;
- Creating affordable places for residents - shorter travelling distances (costs) and efficient use of infrastructure. The long term cost to end-users in terms of commuting costs and obtaining goods and services not available in peripheral areas often outweigh the short term cost of cheap land;
- Upgrading/re-use of infrastructure. Proper maintenance and upgrading of existing infrastructure is more cost-efficient than expanding and creating more maintenance costs;
- Improving economy of scale - more people/km² imply more business opportunities and efficient use of community facilities.

Within the context of the guidelines contained in the above section, the following generic criteria has been taken into account to identify Magaliesburg's growth development area:

- The existing border of urban activity (e.g. residential towns and other urban features). Agricultural holdings (rural residential uses) to be in principle excluded from the urban area;
- Existing, approved development rights;
- Natural features such as rivers and mountains and other conservation areas. In this regard the environmental management tools developed by GDACE may be used, such as C-Plan, GAPA etc. Watersheds and catchment areas may also be used as these are determining factors in bulk service provision.
- Municipal and ward boundaries. In this regard co-ordination with the adjoining municipalities is of extreme importance.
- Functional boundaries such as major roads, strategic development areas etc. In the case of roads development should be permitted on both sides of the road to at least one cadastral boundary depth.
- The availability / lack of bulk infrastructure, as well as the functional service areas e.g. sewer catchment areas, water tower service areas etc.
- Growth pressures and future development trends.

¹ Provincial policy

Taking the above into account, the proposed Magaliesburg development and growth area

is illustrated in Figure 5.1.

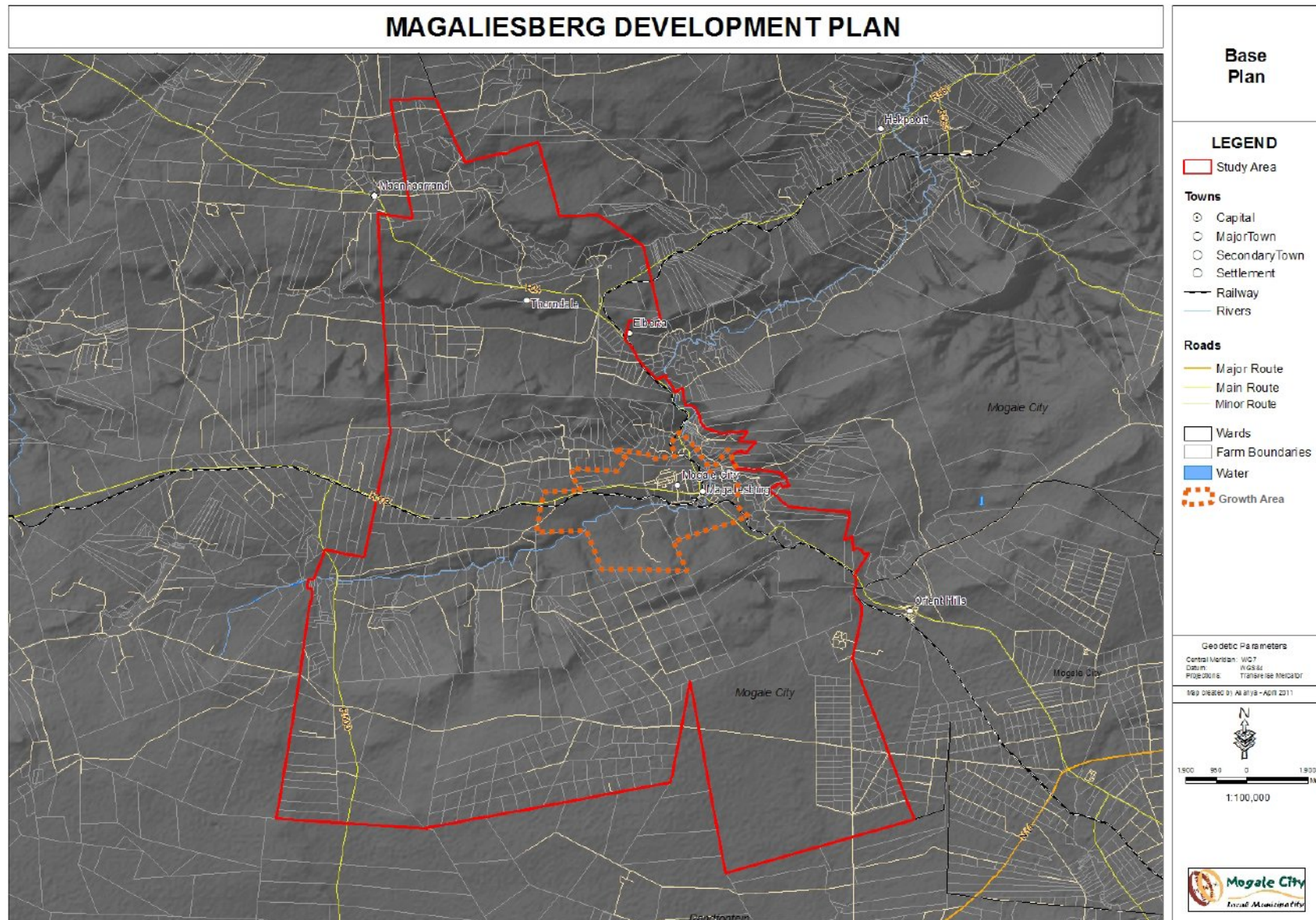


Figure 5: 1 Growth area

5.1.2 Spatial regeneration

The proposed spatial development approach is dealt with in the following manner:

1. Proposing a growth management area with certain broad level development proposals.
2. Defining a core development area with more specific development proposals and guidelines in terms of movement, land use and activity and place making.

A. Proposed growth management area

Purpose: The proposed growth area provides medium to long terms development options and allows the municipality to plan and manage growth in a viable and sustainable manner.

Comprises: The area comprises of the following main development options:

1. A core development area that will be discussed in the next section.
2. An area earmarked for environmental orientated development.
3. The purpose of the area earmarked for future development is to accommodate a mix of formal housing, appropriate retail/business and transition housing. This area also includes some of the proposed Zuickerbosch Heritage Estate activities.
4. The Zuickerbosch Heritage Estate.

As was indicated, the **Core Development Area (CDA)** will be discussed in more detail in the next section. The Tshwelopele settlement is outside of the CDA and ought to be provided with basic services but be contained.

The following are key development principles regarding the **Environmental Oriented Development (EOD)** area:

- The river ways and other conservation areas are no-go areas for development.
- The preferred activities include residential, agriculture, tourism related activities (including arts and crafts centres and related manufacturing) and environmental types of industries. All of these activities should adhere to strict environmental guidelines (see section) with a focus of conserving and protecting the environment.
- Activities ought to promote tourism and include development elements that can attract tourists to the area.
- The design of structures, landscaping and developments in general should be of a high quality.

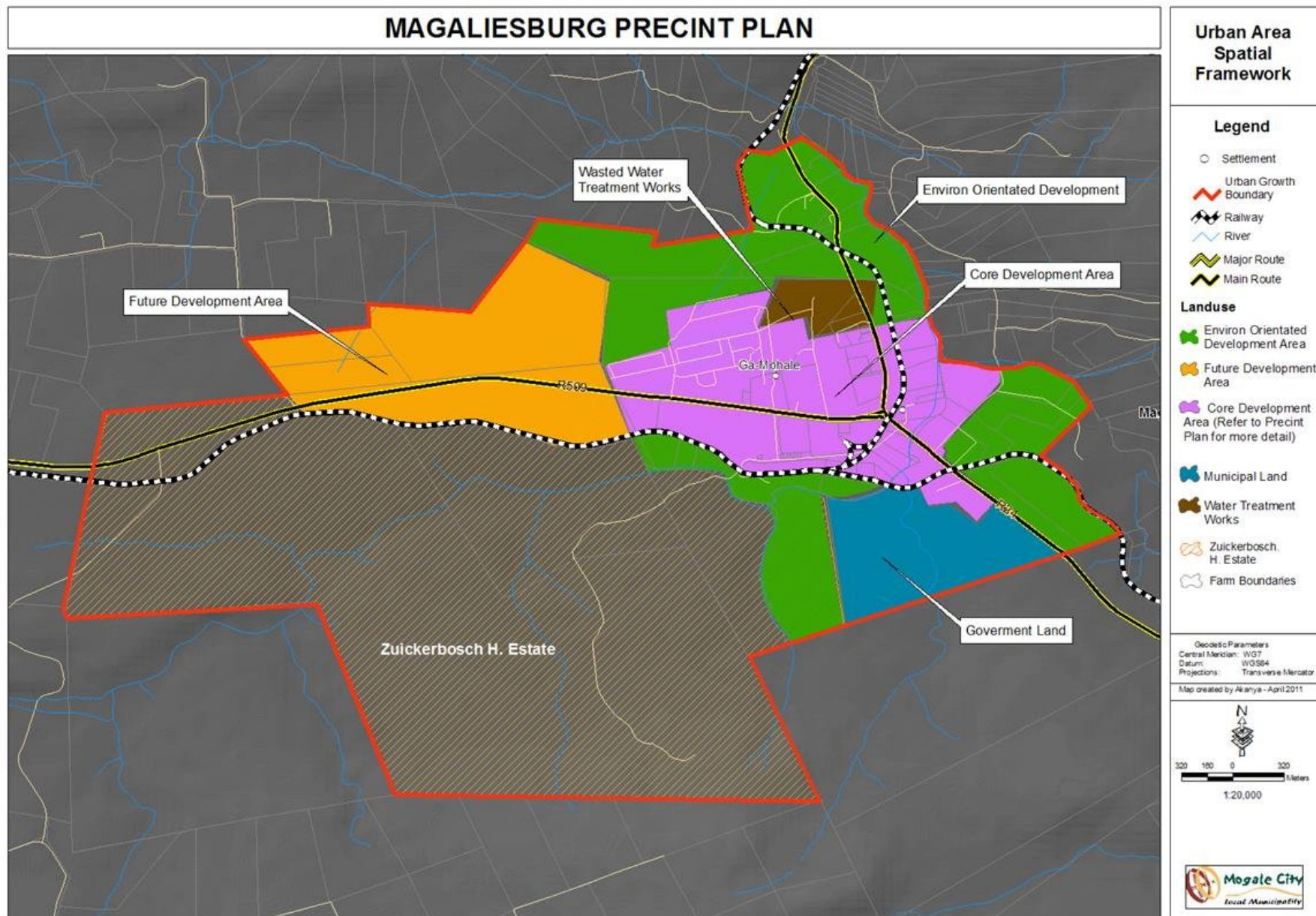


Figure 5: 2 Growth and development area

The **future development area** has been identified to afford the municipality the opportunity to plan and develop an area that should contain developments that cannot be accommodated in the CDA. It also provides an opportunity to utilize parts of this area to accommodate transition uses that can develop over time into formal urban type activities. All development proposals should comply with the overall development principles and guidelines including:

- The area should be planned and developed with full services and specific parcels within the area should not be released for development if services and amenities are not installed.
- Areas facing onto the R 509 ought to be well designed and be of a formal nature with quality top structures.
- A roads master plan should be developed to ensure that the area is connected to the CDA.
- Appropriate facilities and services, including recreation and public open space, need to be developed in support of residential developments.
- Rural residential type housing can be accommodated on parts of the development.
- Development should be pedestrian friendly.
- Commercial/business type developments can be accommodated directly north and south of the R 509.

The Zuickerbosch Heritage Estate is to be developed in terms of the approval conditions.

Note : If infrastructure is not availability, development proposals should not be supported until evidence is provided that the required infrastructure can be provided in a sustainable and viable manner without any negative impact on natural resources.

B. Local Precinct Plan (Core Development Area)

This section of the document serves to define various development and land use principles and proposals to be applied in the CDA. These proposal should inform the municipality's development decisions, as well as proposals made by private developers to build and invest in the area.

Planning elements that is addressed for the CDA includes:

- Land use and activity
- Movement and accessibility
- Place making and;
- Urban Management

The proposals regarding the above are presented in Figure.... The detail of each is discussed in the sections that follow.

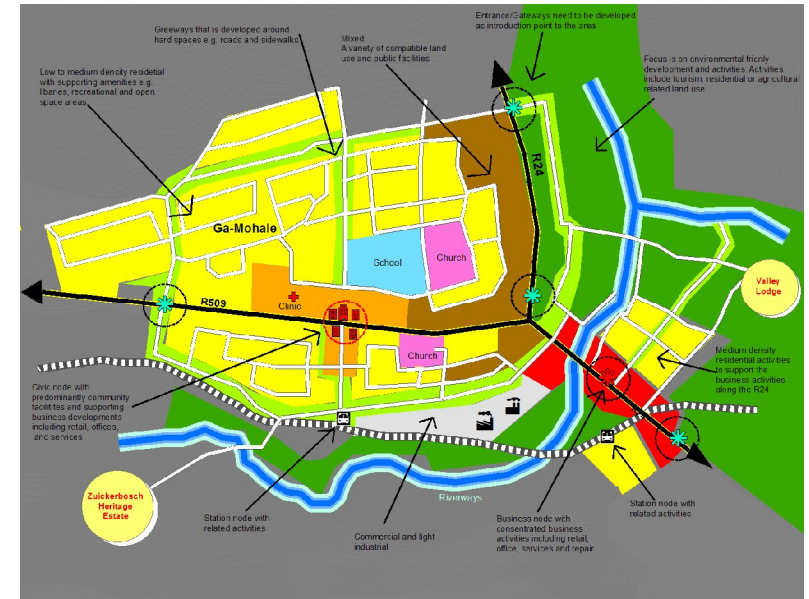
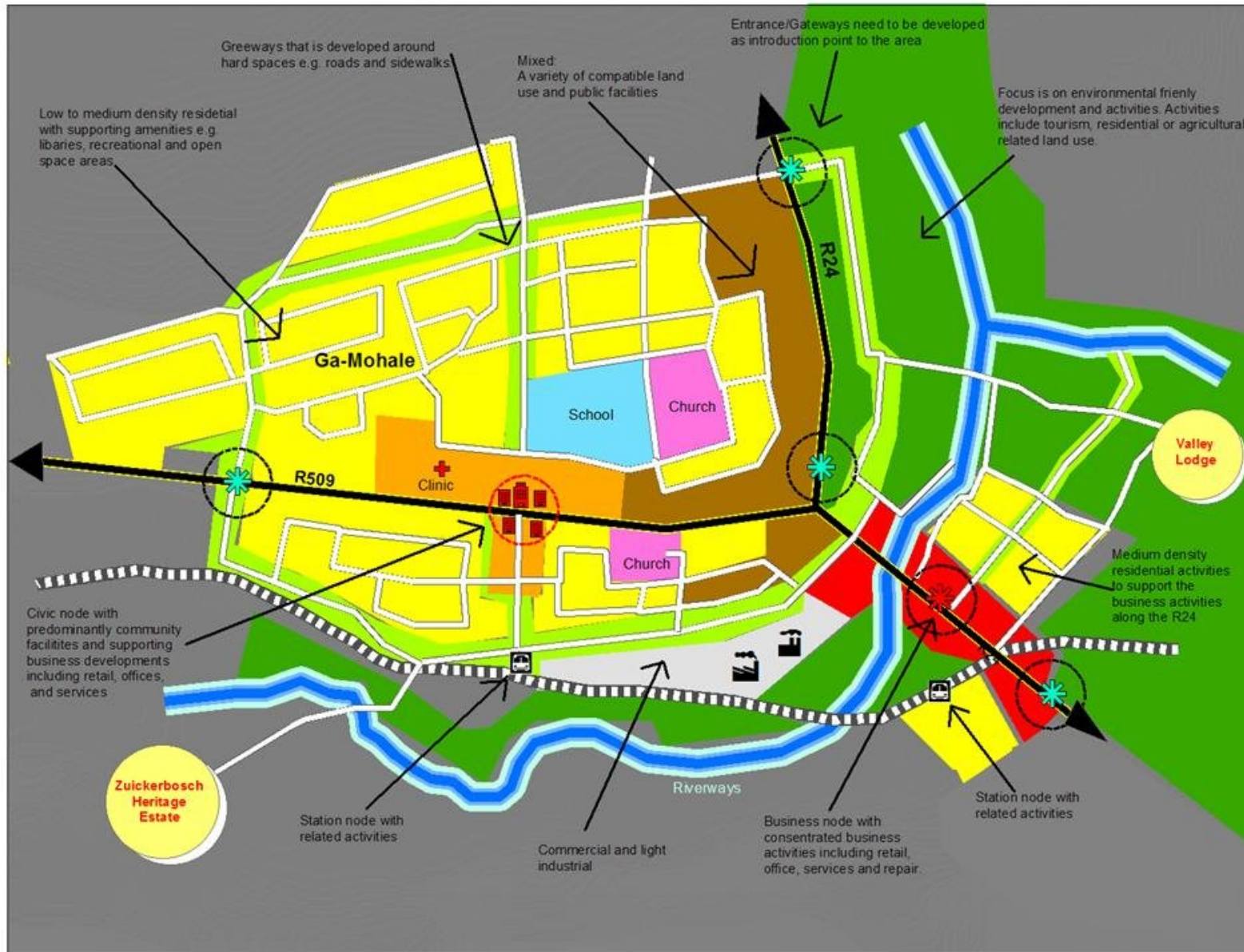


Figure 5: 3 Local precinct plan

MAGALIESBURG PRECINT PLAN



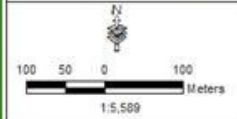
Precinct Plan Spatial Development Framework

Legend

- Entrance/Gateways need to be developed as introduction points to the area
- Civic Node with predominantly community facilities and supporting local business developments including retail, office and services
- Business node with concentrated business activities including retail, office, service and repair
- Business Node
- Commercial/Light Industrial
- Educational
- Civic node
- Religion/Church
- Residential
- Mixed Land Used
- Environmental Orientated Development Activities
- Railway Line
- Primary Route
- Minor Route
- Riverways

Geodetic Parameters
 Central Meridian: WG7
 Datum: WGS84
 Projections: Transverse Mercator

Map created by Akanya - April 2011



Land Use and Activity

The various preferred land uses are as follows:

Land use	Description
Residential	All types of residential including low to medium densities. Residential areas should include community facilities .i.e. clinics, libraries, parks and sidewalks. Residential developments in the identified EOD areas ought to be designed with the environment in mind and should contribute to a positive tourism experience.
Business	Promote the intensification of business activities (retail, services, offices, restaurant etc.) at identified nodal points. The nodes should not be seen in isolation, but all attempts should be made to ensure that the combined resources of the municipality and the private sector are focussed on stimulating the growth and development of these areas.
Institutional	Institutional facilities i.e. schools, churches, community centres etc. plays an important role in the development of the area.
Environmental Orientated Development	Areas in close proximity to environmental sensitive areas e.g. the river ways, should be developed with residential, agriculture and tourism related activities and must be designed in an environmental friendly way. The design should also create a positive tourism experience. Activities that is excluded include any manufacturing, industrial or repair and engineering type works(unless it is related to a craft or art industry in support of tourism).
Commercial/	Include small manufacturing, warehousing and

light manufacturing	supporting facilities and offices. Care should be taken regarding the type of activities allowed, location of buildings, run-off and provision of appropriate landscaping. Where possible, developments need to seek to minimize waste generation, energy use and other environmental impacts. Noxious activities should not be supported.
Mixed use	The intention of development in the high intensity mixed use area is to create a vibrant, 24 hour use area that is focused on bringing together a variety of compatible land use and public facilities at various scales. This is based on creating pedestrian friendly environments and high intensity developments. Activities include business, retail, residential, community uses and compatible low intensity manufacturing, processing, repair and packaging activities that do not cause a nuisance to the immediate surrounding environments. Where possible, developments need to seek to minimize waste generation, energy use and other environmental impacts. Noxious activities are not supported.

Note: Height, coverage and FAR should be applied in terms of the relevant Town Planning Scheme.

Each of the above land uses and activities has a specific function to fulfil in the development of the Magaliesburg area. The design and quality of the developments of each will also influence the future of the area to a large degree. The following sections will provide basic guidelines for the development of the individual land uses.

Residential

The precinct plan provides a unique opportunity to develop sustainable settlements.

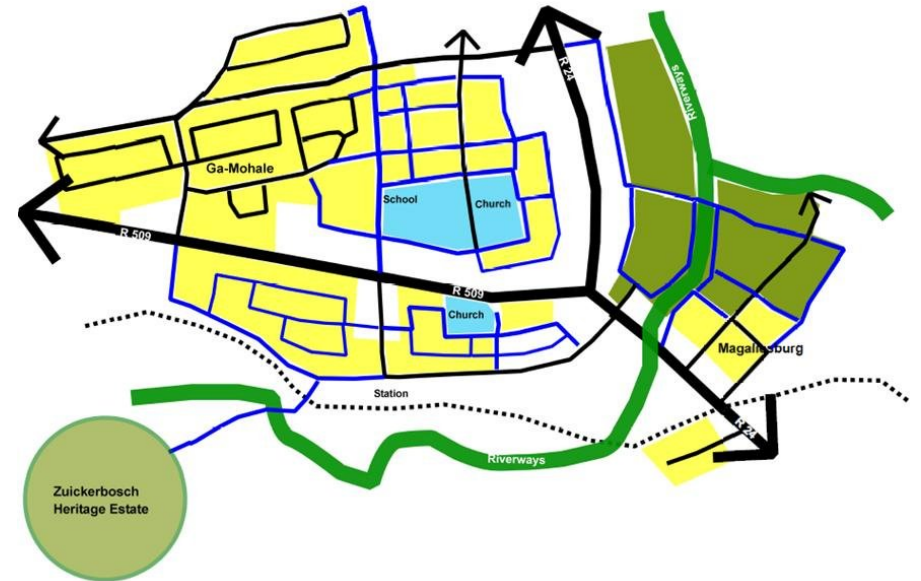
It is proposed that the Ga-Mohale, exiting Magaliesburg residential areas and the proposed extensions south of the R 509 ought to be developed as sustainable communities that are compact, pedestrian-friendly and characterised by mixed uses with many activities of daily life available within walking distance. Because they operate at a scale where people can walk and interact, sustainable settlements offer vitality and diverse opportunity as part of residents' everyday lives.

Some of the key issues to take into account include:

- The level of participation by community members and the manner in which stakeholders are consulted in the area
- The promotion of a broad range of housing types, pricing levels and densities
- The presence of a mix of uses available to support daily life, i.e. employment, recreation, retail, etc.
- Whether or not the settlements are connected to regional transportation networks, land uses and open spaces
- The existence, or not, of an interconnected network of streets and open spaces
- The level of service provision in relation to the locality and development context of the settlement.

Sustainable settlements do not occur automatically but their development and growth need to be supported by appropriate planning and design measurements and standards. Measures for establishing integrated and sustainable neighborhoods include:

- The provision of a range of housing environments that will provide local residents with a choice of residential location, housing typology and density.



- Developing local neighbourhoods e.g. Ga-Mohale as self-contained units with unique identities.
- Creating neighbourhoods conducive to social harmony by providing social facilities, cultural activities, safety and recreation.

The following page provides a few examples of possible results if the principles and guidelines are followed.

The existing landfill state for example is an issue that needs to be addressed. Currently it has a negative impact on the residential community (see implementation chapter).



Example of different housing typologies (Ikwezi Precinct plan)



Example of creation of pedestrian friendly streetscapes (Ikwezi Precinct Plan)



Example of how areas can develop over time if services and facilities are provided and development is well managed.

Business and Community Services

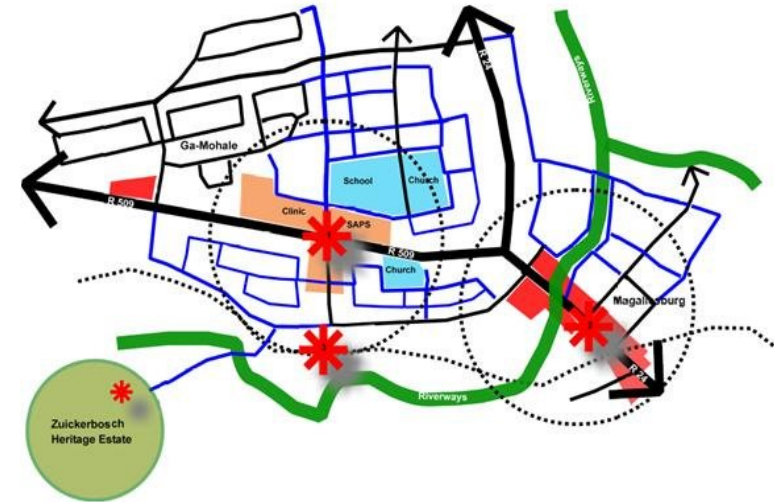
There are three proposed places < nodes, for community and business activities.

Node 1 as indicated on the adjacent figure and comprises of predominantly community activities i.e. the clinic and SAPS with a small business component to serve the immediate area. The node might extend across the R 509. The area to the south of the R 509 need to relate to the station nodal area.

Node 2 as indicated on the adjacent figure comprise of the existing business strip along the R 24. Business activities should be promoted in this area with the necessary design improvements and regeneration interventions. A refocus on tourism related activities should be promoted.

Node 3 as indicated on the adjacent figure relates to the opportunities around the existing station site.

Other smaller business activity areas include the proposed retail facility in the Zuickerbosch Estate and the Ubuntu Arts and Craft Centre.



Existing business strip development



Possible site for a community node with a small business centre

Commercial/Light Manufacturing

The following guidelines should direct commercial/manufacturing type developments. The intention is to ensure that all development support the overall strategy of creating quality, environmental friendly developments that can support a positive tourism environment.

Storage:

As far as possible, storage should occur indoors or in screened areas. Perimeter blocks on larger stands can also be utilised as a screening method.

Materials stored in the open within stands should not be stacked above boundaries or be visible to the public.

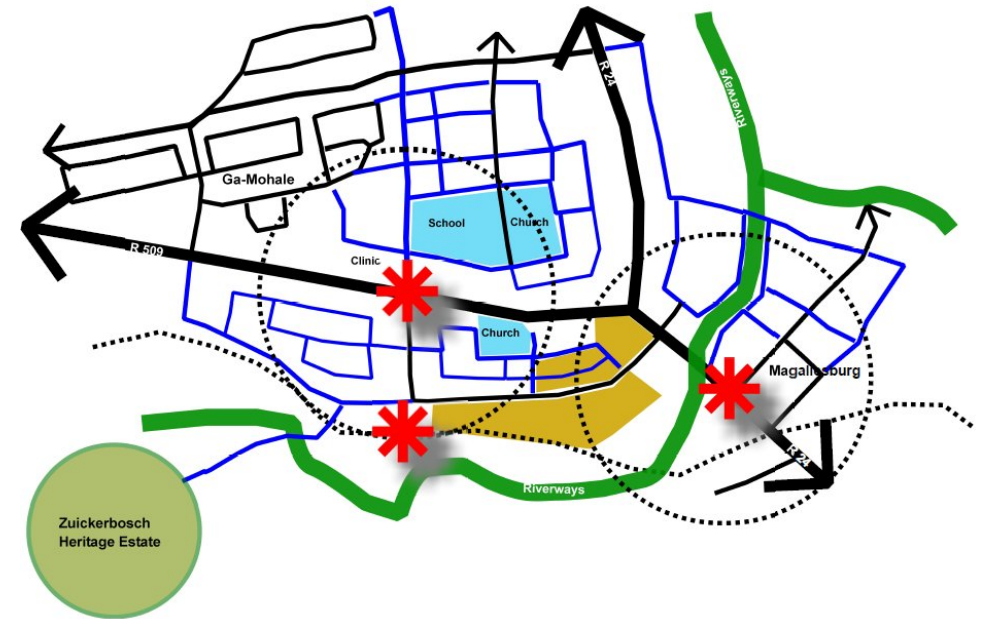
If applications are submitted for open storage, applicants ought to provide adequate information to demonstrate that measures will provide effective, long-term screening from public viewpoints. In extreme cases, conditions to limit the height of stacked or stored material could form part of approval conditions.

Landscaping:

The type of landscaping should be in relation to the type and scale of industrial and commercial development. Small and isolated planted areas are of very little value on large scale industrial stands.

Tree planting should be used as a landscape structure along roads to provide “green ways”. The requirements of underground services should, however, be taken into account.

Landscaping is especially important where industrial developments abut other less intensive developments. Landscaping is seen as an interface between these land uses.



The buildings should also complement landscaping, in that the setback of buildings should allow for intense landscaping in the street level.

Landscaping is a measure to soften large vehicle parking areas that exist in industrial areas and should subdivide large parking areas into smaller blocks.

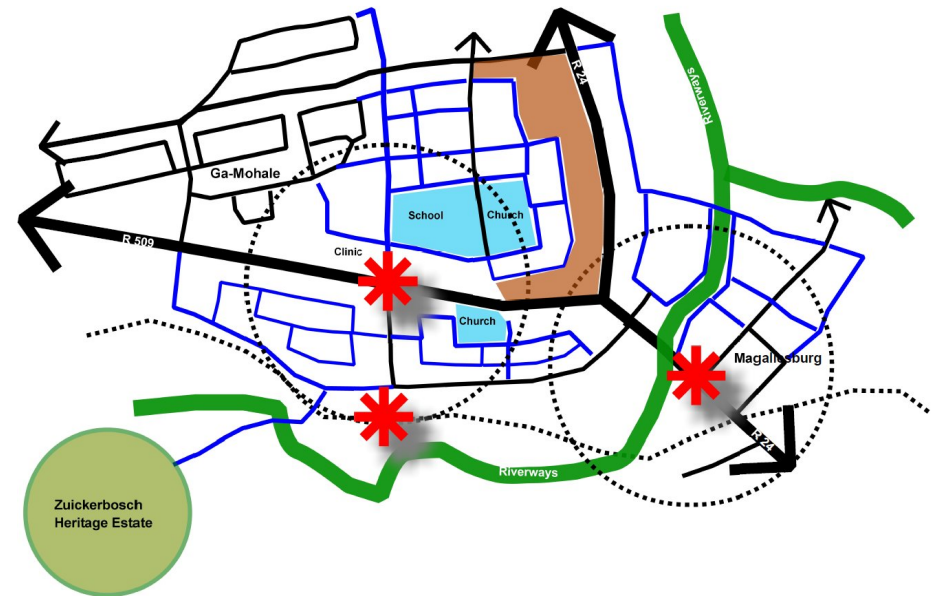
Design of Buildings:

More focus ought to be placed on good design of buildings and the argument that these are “only industrial buildings”, actually places even more emphasis on the necessity to design good industrial environments, especially to attract quality investors.

The underlying objective for the architectural design of industrial buildings should be the same as for all new development, which is to make public places as attractive and welcoming as possible.

Mixed Use

The intention of development in the high intensity mixed use area is to create a vibrant, 24 hour use area that is focused on bringing together a variety of compatible land use and public facilities at various scales. This is based on creating pedestrian friendly environments and high intensity developments. Activities include business, retail, residential, community uses and compatible low intensity manufacturing, processing, repair and packaging activities that do not cause a nuisance to the immediate surrounding environments. Where possible, developments need to seek to minimize waste generation, energy use and other environmental impacts. Noxious activities is not supported.



- Adjacent properties shall have views out onto the ridge
- No solid walls or structures facing away from the ridge

Environmental Orientated Development

This category of activity includes:

- Green way
- River ways
- Environmental Orientated Development areas

Green ways

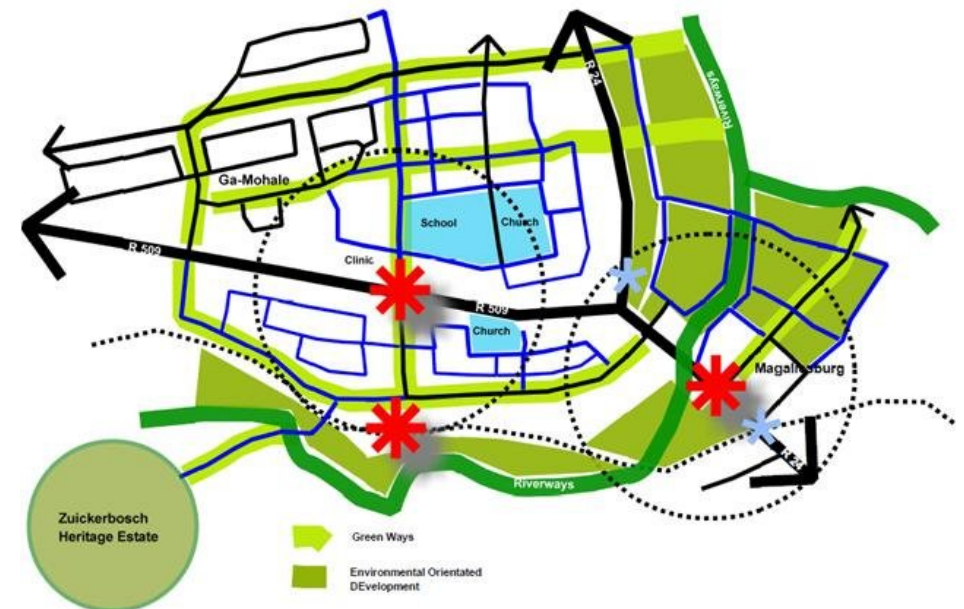
Green ways is not always natural, follows the road network and act as link between the various other green areas. It includes mostly streetscapes and landscaping of roads and sidewalks and walkways. In Magaliesburg these are very important as it will again contribute to a quality environment that supports tourism.

EOD and River ways

The development in this area should be focused on the protection and conservation of the environment. Proposed activities include residential, agriculture, recreation and tourism related uses that will not have a negative effect on the natural environment in terms of e.g. dust, noise, ground and water pollution etc. The area should be viewed as being part of the overall open space network for magaliesburg. This will prevent the fragmentation of an important habitat area and the loss of biodiversity.

The following basic guidelines are used in development decision-making :

- The ridge and river system shall be contained within the proclaimed nature reserve or buffer areas, preventing encroachment of development onto the ridges and river ways
- No development shall be allowed on slopes steeper than five degrees



system or river ways shall be allowed

- Where possible streets shall be placed adjacent to the ridge and river system
- Promote and encourage low density developments and parks adjacent to the ridge and river system
- All areas disturbed by complying developments shall be rehabilitated prior to the issuing of occupational certificates
- Developers and builders will be required to submit a detailed rehabilitation plan and SDP prior to commencement of construction

Movement

Transportation is one of the key structuring elements that influence the spatial and economic development of the area. It is essential to ensure that the opportunity exists for goods and people to be transported and that linkages are created between the different activity areas.

Some of the key issues to take into account include:

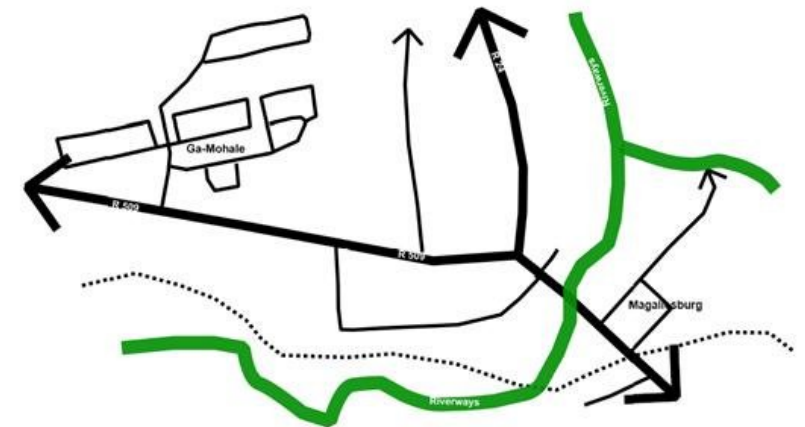
- Transport exchange points should be accessible to the widest possible range of users.
- Road and rail infrastructure should be appropriately developed for the needs of users and the infrastructure should be managed in terms of a life-cycle approach.
- Transport exchange points could serve as a catalyst for more intensive activity and some level of economic development.
- Transportation strategies should include all modes of transport.

Elements to be addressed include:

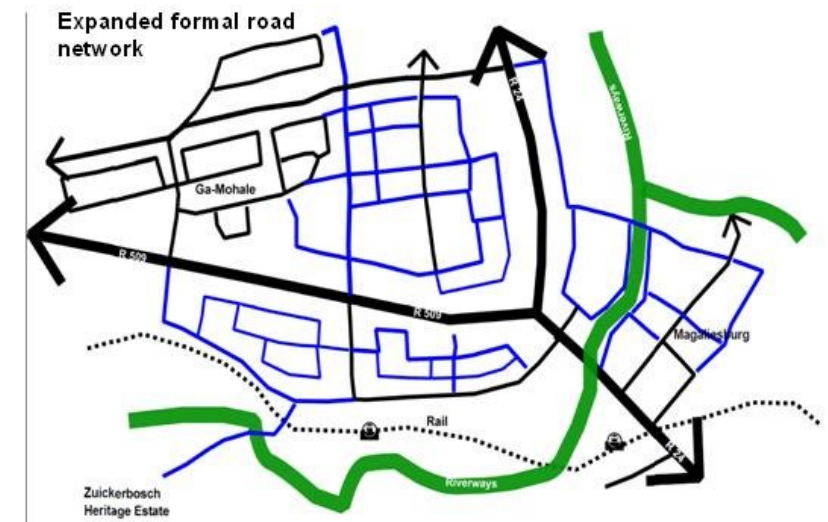
- Movement network
- Public transport and Rail
- Pedestrians

Movement Network

- Protect regional mobility
- Promote continuity in the network
- Roads is an important element of place making



Existing formal road network



Expanded formal road network

The table below depicts the typical road classification related to the R24 and R 509.

Road Hierarchy	Streets in Precinct	Description of Road Class
Class 2: Arterial	R24, R509,	Primary arterial routes providing vehicular mobility with limited off-street access. These roads are generally the ring roads around districts providing external circulation but can also traverse the district itself.
Class 3: Distributor	Still to be determined in terms of the extended proposed road network.	Minor arterial road / collector road serving as internal vehicular circulation road within the study area. These roads have a greater balance between mobility and access. The roads serve the internal circulation of the districts as well as the relatively few trips wishing to travel through the precinct, as opposed to travelling around the district on the Class 3 Arterial Routes.
Class 4: Collector	Still to be determined in terms of the extended proposed road network.	Residential collector / access roads serving properties within the district. These roads are mainly utilised as access routes with little mobility. pedestrian movement is key in these roads
Class 5: Local Streets	All other lower order roads in the area	These roads have direct accesses to all property and link developed clusters, such as a residential area, to the Class 4, collector roads.

Public Transport

Over time public transport's role in the local and regional transport of people will increase. Some principles for efficient operation and maximising the demand for services include:

- Higher intensity development should be located along public transport routes. The proposed modal interchange points are for example located where future business and civic activities are proposed in Magaliesburg, Ga-Mohale and at the Magaliesburg station.
- Provide public transport and pedestrian access at and within key destinations such as the indicated modal interchanges and activity centres in Magaliesburg, Ga-Mohale that are suitable for high volume and high frequency passenger movements.
- Encouraging public transport use by providing convenient, prominent and active environments around the Magaliesburg railway stations and modal interchanges in Magaliesburg, Ga-Mohale.
- Providing safe, attractive and direct pedestrian access to railway stations, interchanges and bus stops. The identified local public transport service routes ought to, as a basic service, be provided with sidewalks where appropriate.
- High standard facilities for walking will support an increase in public transport patronage. Paths should be legible, smooth, uncluttered, well lit, overlooked by active land uses, have places to rest and include safe crossing points.

Stations and their buildings ought to be major place-making elements and focal points in the area. As such, it is important that the design has significant place-making qualities. The station building should have a unique design, with the potential to create a landmark and "icon" for the Magaliesburg area. To enhance imaginability, the station should have an open area as reception space in front of the building welcoming people². There should be a human scaled pedestrian space (similar to a station square) as opposed to a vehicular space (e.g. parking area).

The benefits of better station design include:



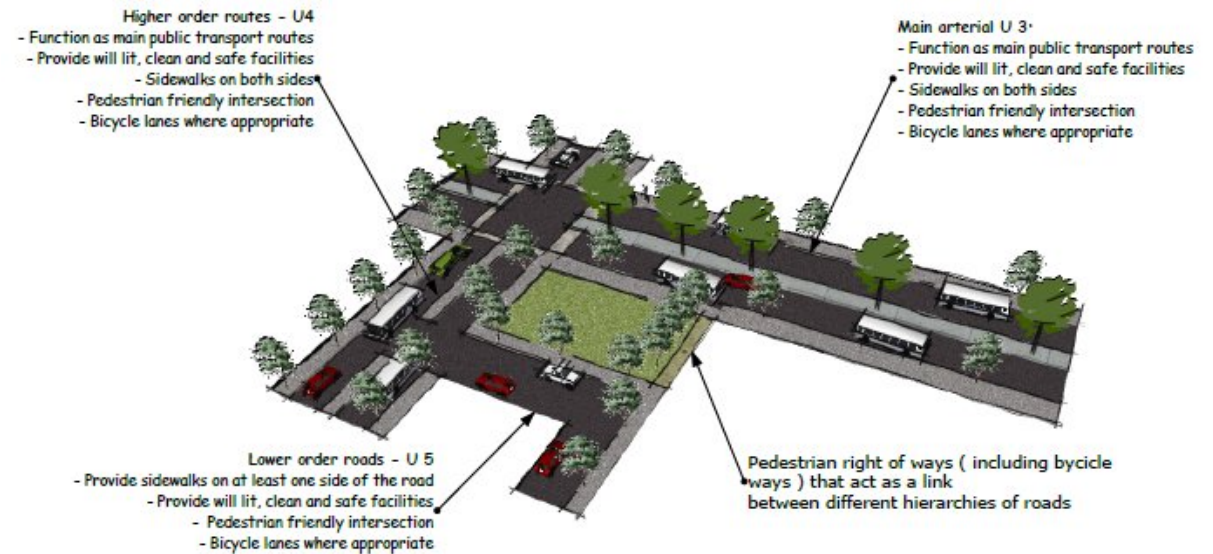
- Quality built and pedestrian environments
- Better legibility
- Clarity on movement
- Opportunities for densification and economic activities

² Marlboro Urban Development Framework, 2008

Pedestrians

Pedestrianisation is a key element of an efficient movement system. It is important to acknowledge that although the provision of sidewalks and pedestrian ways are predominantly linked to the road hierarchy, it can also be provided as a separate but linked network.

The adjacent figure illustrates a conceptual network that comprises a vehicle movement network and a pedestrian network, as well as certain requirements and standards. This configuration is most effective in areas where medium to high density activity is prevalent.



Place making

Place making is about creating places that are valued and have identity. There are many factors that influence the outcome of the planning process and the type of place that is envisaged through the framework. In the context of Magaliesburg, place-making is viewed as the detail design and aesthetic elements that promote a specific type of place or experience.

Such an experience of a place is created through e.g. the streetscape elements, streets, benches, lights, etc. It also relates to the way open spaces, trading spaces and private spaces are designed and filled with cultural elements. This section therefore discusses the following:

- Intersections and sidewalks
- Urban open spaces including e.g. squares, parking areas, trading areas
- Landmarks and public art.

Walking within the precinct should place more emphasis on **pedestrian experience** and establishing stronger linkages between the commercial areas and communities.

Sidewalks improve mobility for pedestrians and provide access for all types of pedestrian travel to schools, as well as work, parks, shopping areas, transit stops and other destinations. Sidewalks, provided on both sides of a street, are generally the preferred pedestrian facility. They provide the greatest degree of comfort for pedestrians and the presence of sidewalks has been associated with increased safety for pedestrians.

Some of the key issues to take into account include:

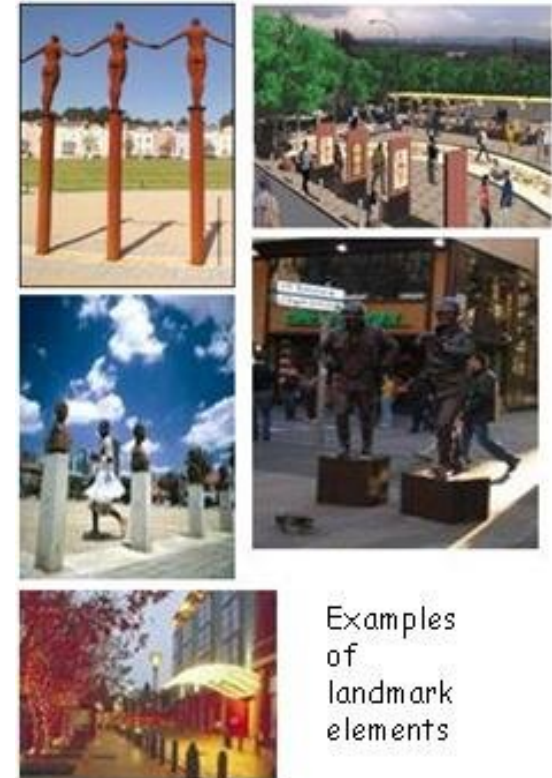
- Establishing entrance points – gateways and landmarks
- The availability of high quality outdoor recreation which is accessible to all citizens
- The protection and enhancement of readily identifiable scenic, historic and cultural resources
- The maintenance of critical natural resource-based industries e.g. tourism



- The provision of places providing the opportunity for education and research on ecological, environmental and appropriate cultural resources
- The preservation of open space for the protection and enhancement of air quality
- The enhancement and promotion of the area’s tourism potential.

Important issues that need to be taken into account in the placing and design of **gateways and/or landmarks** are:

- Do not try to over-design and “box” the area. The specific character of Magaliesburg and its community needs to be taken into account – people enjoy places in different ways.
- Buildings at intersections and corners can act as landmarks.
- The detail and look of building material can improve legibility and ease of movement.



Examples of landmark elements



Example of typical open space elements and design

Urban Management

In general terms, the purpose of urban management interventions is to create a high-quality urban environment that contributes towards:

- A clean, attractive and well-maintained urban area that will enhance quality of life for all
- The enhancement of property values.
- The protection of the Council's assets and rates base
- Creating public awareness and dissemination of information.

An effective urban management response to the above issues is based on three strategies:

1. Effective planning
2. Effective service delivery
3. Effective communication

The above response is explained in more detail in **Figure 5.4**.

Effective planning comprises:

- Appropriate information management systems
- Strategic planning based on monitoring, evaluation and trends analysis
- Ensuring alignment with and influence of City policies, standards and budgeting processes.

Effective service delivery will be done through the following mechanisms:

- Following an area-based delivery approach
- Development of operation and action plans
- Frequent inspections
- Special operations.



Urban Management issues that need to be addressed include sidewalks, signage, grass cutting, road conditions, management of green – and water ways, road markings, litter etc.

Co-ordinating all these responsibilities for the good of communities requires leadership and direction. The different entities involved need to work together to get the best value for their funds, their materials and the community. This avoids duplicating work, speeds up progress, brings a co-ordinated approach to solving problems and produces better outcomes.

Table 1 starts to highlight certain issues that should be addressed as part of an overall implementation programme for the precinct.

Table 1: Urban Management

Urban Management	
Elements	Maintenance/operational issues that, as a minimum, should be monitored and dealt with as part of the Region's urban management function
Water and Sewer	<ul style="list-style-type: none"> ▪ Bulk capacities, reticulation capacities and condition of the infrastructure
Roads and sidewalks	<ul style="list-style-type: none"> ▪ Repair sidewalks and kerbing ▪ Provide and repair road signs, names and markings as well as traffic signals ▪ Maintain medians, shoulders, gutters and manhole covers
Electricity	<ul style="list-style-type: none"> ▪ Ensure adequate bulk capacities and reticulation capacities and see to the condition of the infrastructure and street lights
Open space	<ul style="list-style-type: none"> ▪ Provide relevant street furniture, flower beds, pruning, irrigation, pathways, grass areas and lawns
Waste management	<ul style="list-style-type: none"> ▪ Cleansing, collection of waste and frequent routine collection ▪ Address illegal dumping
Illegal uses	<ul style="list-style-type: none"> ▪ Enforce policies and by-laws
Community involvement/facilities	<ul style="list-style-type: none"> ▪ Public services' building maintenance ▪ Ensure viable operational levels ▪ Ensure safe and inviting environments
Safety	<ul style="list-style-type: none"> ▪ Ensure adequate and visible policing ▪ Implement design for safety guidelines ▪ Promote community policing

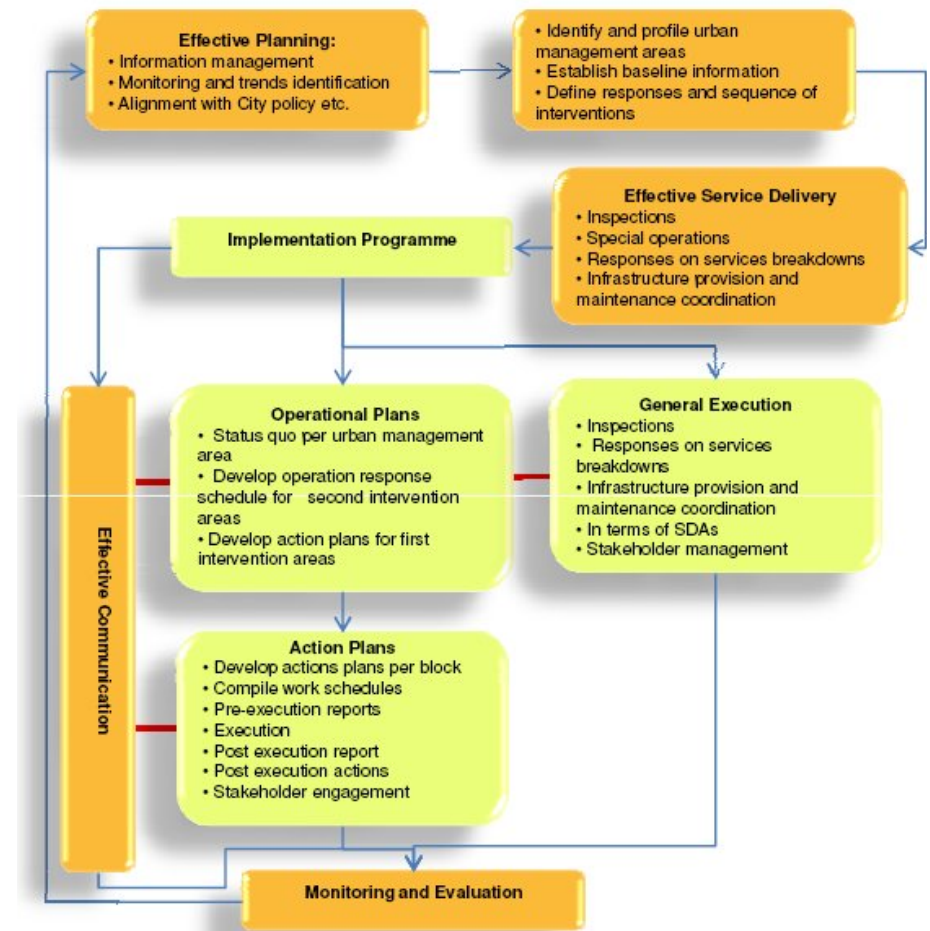


Figure 5: 4: Urban management process

5.2 Driver 2: Tourism Repositioning

An important first step is therefore to understand the tourism journey. Key points in this journey include:

- **Gateways and entry points** – access points usually in the form of airports or border posts (but could also be the entry to a destination).
- **Routes** – tourists travel along routes to reach their destinations. They don't necessarily take the shortest and quickest route, but rather tend to balance the 'effort of getting there' with the quality of the experience and safety.
- **Staging posts** – places where tourists stay overnight for the journey ahead.
- **Destinations** – destinations are usually a cluster of different nodes consisting of attractions, accommodation, amenities and support infrastructure. A destination needs to have compelling product, access and viable support infrastructure.
- **Distribution points** – tourists need to travel to 'something' in a destination. The distribution point within the destination becomes a critical link within the overall experience as it serves as the major source of information, direction and focus.

From discussions with stakeholders and an assessment of the current status of the Magalies tourism industry the following recommendations should be considered as part of a comprehensive tourism implementation plan.



Existing tourism entry points



Organisational and legal actions

- Accord tourism portfolio status within the local authority;
- Review municipal by-laws and regulations relevant to inhibiting the sustainable growth of the tourism industry in Magalies;
- Pass and enforce local and provincial bylaws, respectively, to ensure controlled development and accreditation of all tourism facilities and attractions;
- Encourage increased tourism co-ordination:
 - Research options to achieve co-ordination and identify a lead agency;
- Co-ordinate tourism and non-tourism development;
- Encourage the development of closer linkages between tourism and other sectors of the economy;
- Encourage public participation in municipal planning processes:
 - Liaise with municipal planners and elected officials by respecting planning policies and potential tourism development;
 - Work with staff in developing and updating tourism policies;
 - Implement a referral process whereby an established Tourism Co-ordinating Committee is consulted on tourism initiatives;
- Investigate partnerships with the private sector;
- Investigate partnerships with neighbouring regions;
- Revisit and adapt tourism strategy framework every five years;

Tourism training and awareness actions

- Develop a communication framework to improve the range and effectiveness of internal marketing effects in Magalies;
- Organise and co-ordinate hospitality, public relations and promotion activities:
 - Develop a public information plan for tourism;
 - Develop “superhost” and “spirit” programmes for residents;
- Organise public meetings to introduce the framework and the “new way” of tourism thinking;

- Create a plan to improve information provision for tourists by distributing tourism information, directories, etc. to business merchants – the local tourism bureau is not the only point of tourism information distribution;
- Analyse distribution channels to ensure the effective and efficient use of appropriate channels to generate community awareness for tourism;
- Co-ordinate with local schools to examine the potential of student employment related to tourism;
- Plan workshops/fairs on options for tourism development in Magalies;
- Develop a strong brand and identity for the tourism industry in Magalies (e.g. eco-tourism vs. mass tourism);
- Develop unique images (sub-brands or unique selling propositions) for different nodes by aligning with the primary brand/theme created for Magalies;
- Compile and introduce a system of service excellence auditing and monitoring where services and facilities are rated on a regular basis.

Actions related to research and a data base system for tourism

- Introduce a tourism statistical database;
- Develop a data collection and dissemination plan for Magalies;
- Do an annual cost-effective survey of tourism demand and supply in Magalies
- Compile a visitor questionnaire and place on the Magalies website:- “Encourage people to talk about Magalies and environs”, i.e. reignite the enthusiasm;
- Adopt a computerised reservation system linking accommodation establishments;

- Develop a biannual survey which is used to ascertain the business confidence levels within the tourism industry in Magalies.

Community involvement, participation and benefits

- Create a Tourism Forum that includes previously marginalised communities;
- Conduct a study of special needs of communities that do not form part of the main stream tourism sector in the area, i.e. future participation in tourist activity;
- Identify potential Unique Selling Products (USPs) among local communities;
- Support and enhance community-based tourism through education, marketing and other initiatives geared at formal, informal and service market areas;
- Introduce seminars on entrepreneurial skills for tourism among communities in existing non-mainstream tourist flow areas.

Marketing

- Effect a plan to encourage and maximise the spread of nodal tourism marketing efforts (for greater spread of tourist flows) in the Magalies area;
- A strategic marketing action programme should be developed to focus on specific identified target markets (see marketing framework);
- Regulate tourism flows in the destination by using effective promotional campaigns;
- Exploit heritage, culture and nature more fully and build on their collective attractiveness;
- Widen marketing activities with a greater focus on eco-tourism and not mass leisure tourism;
- Package alternative tourism routes and promote aggressively to encourage divergent flows of tourists in the Magalies area;
- Establish stronger links with regional and provincial tourism marketing organisations.

Economic and business development

- Conduct a tourism capacity analysis which highlights key density measures and implement a monitoring programme to ensure the spread of tourism;
- Compile an inventory of assets (and potential tourism attractions) associated with special skills, unique activities and ceremonies of distinctive ethnic groups;
- Examine the impacts associated with tourism growth, define limits and processes for addressing large projects;
- Identify and market an inventory of small business opportunities and services required to support the sustainable development of the Magalies tourism industry;
 - Identify and package selective larger tourism development opportunities for investment in Magalies;
- Prepare an “opportunities profile” for public distribution;
- Encourage, organise community events and festivals in different nodes:
 - Identify new opportunities and sponsors
 - Develop a plan to involve the community
 - Align new associations, societies and committee structures

Action related to financial issues

- Determine the extent/size/amount of finance needed to implement and sustain a tourism plan, but specifically the action flowing from the plan in terms of development, marketing, administration, training and education;
- Prepare a funding structure which is realistic and deliverable (i.e. public versus private sector funding, incentives, donations, sponsorships);

- Develop a pro-active financial strategy to include region-specific incentives (fiscal and monetary, financing mechanisms (e.g. possible levies, entrance fees to attraction, taxes, sale of goods and services, etc.). Criteria for implementation include equability, effectiveness and efficiency.

Actions related to environmental issues

- Develop and implement a programme which maintains and improves both the scenic qualities of the natural environment as well as the heritage value of the environment, and also contributes towards the attraction base of Magalies;
- Develop a programme which promotes the effective utilisation of exiting natural and built environment and awareness and ethic within the host community (read together with point 6).

Infrastructure and amenities

- Identify infrastructure required to support tourism development in different nodes and particularly precincts (e.g. walkways and route development);
- Implement a signposting plan which extends beyond the study area by linking into a tourism signposting plan for the greater area.

Tourist attraction and activities

- Identify and develop existing under-developed tourism attractions
- Better interpretation of existing attractions is required
- Capitalise on local resources and maximise opportunity
- Create new plant (where applicable) in tourist propagation areas to build critical mass
- Develop new creative and innovative tourism activities

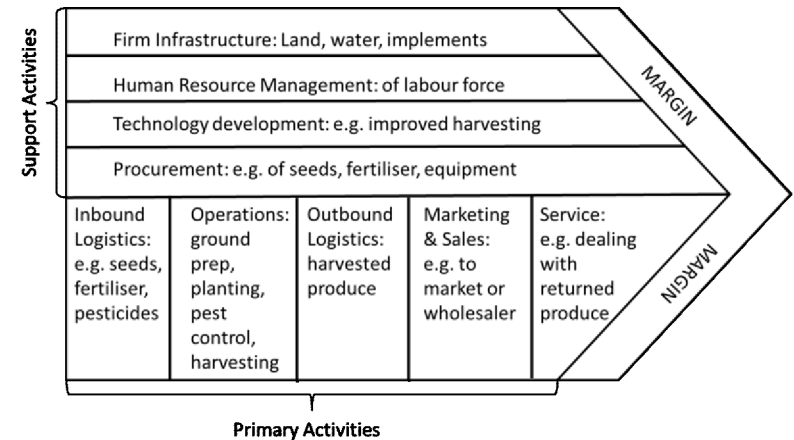
5.3 Driver 3: Agriculture

Magaliesburg is located in a greater region with some significant agricultural activity. Investment in agricultural development is key to stimulate the economy as a whole. As found by Bezemer and Headly (2008), “all cross-country studies which attempt to gauge the sectoral source of aggregate growth in least developed countries find that agricultural gains have the strongest linkages of all sectors to growth in other sectors and to aggregate growth.” Although the latter may not be relevant for a country of South Africa’s development status. The strong linkages and multiplier effect of the sector remains significant.

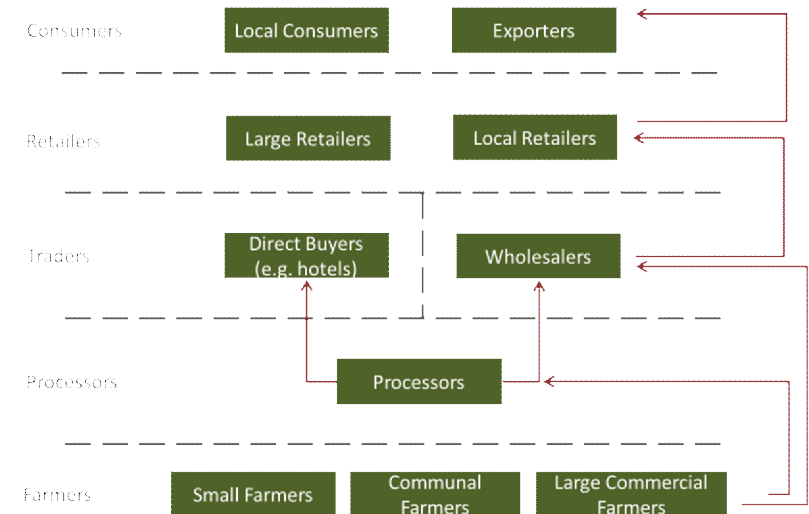
Primary agricultural activity, as well as related secondary activities such as agri-processing should be considered as one of the key agricultural drivers in the area.

Agriculture Value Chains

The value chain concept is proposed as a more integrated approach towards agricultural development. By using this approach, a range of areas can be identified where the municipality and various other stakeholders can be involved. Two levels of value chain are relevant for this approach, i.e. the firm / producer value chain and the sector value chain. In the context of this report, the firm value chain describes the activities of the individual farmer or farming cooperative. Applying this generic principle to a farming business, would typically entail the activities illustrated in Figure xx. The overall sector value chain could be described generically, but would differ for every specific product, e.g. fresh produce such as vegetables that would go, unprocessed, directly to the market vs. products such a bulbs that are packed and exported. The proposed interventions will be discussed according to the main components of each of these generic value chains.



Generic Farm Value Chain



Generic Agricultural Product Value Chain

Support to Farming Activities:

Suggest support activities per value chain element will be discussed in this section

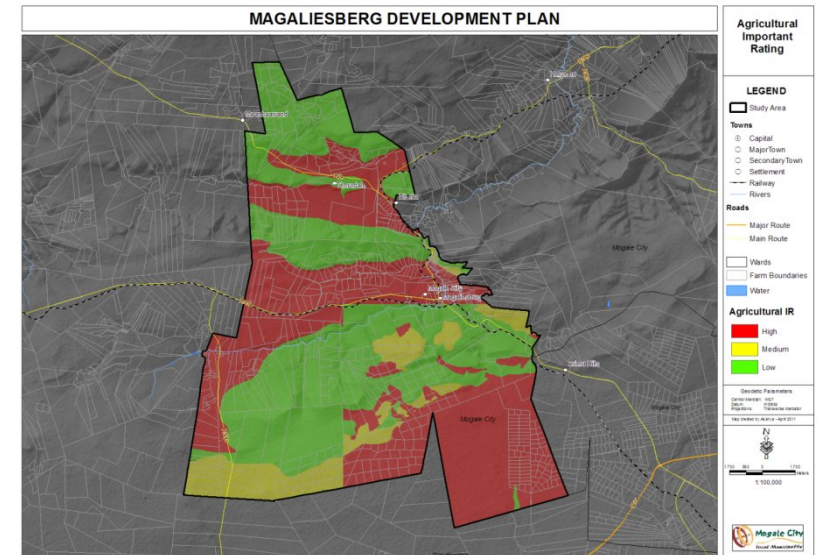
Firm Infrastructure: Land

Land is the main infrastructure need for farming. In addition to availability, the suitability of land for a specific product needs to be investigated. Map xx shows general agricultural importance rating of land in the study area, showing clear strips through the centre of the study area, in the south eastern corner as well as in the top part of the study area.

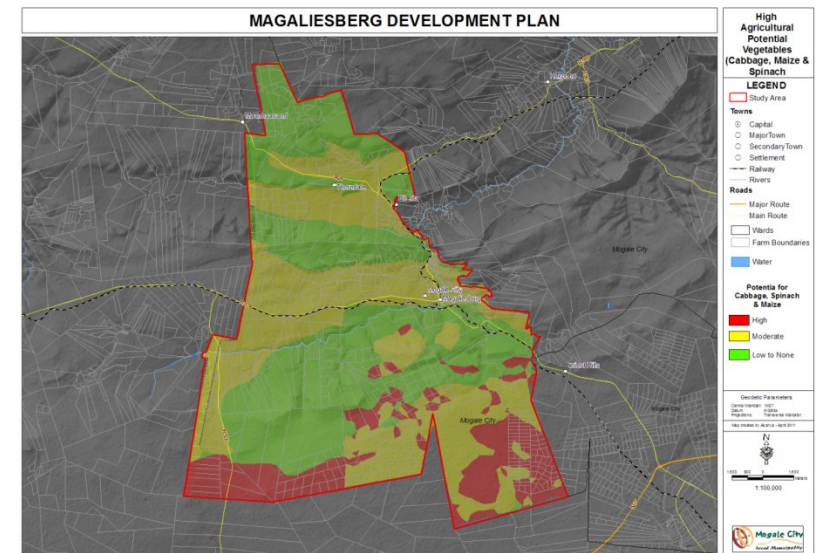
In terms of specific crop suitability, the land with the highest suitability for cabbage, spinach and maize are located in the southern portions of the study area, relatively far from the town of Magaliesburg.

The Municipality has already identified and procured a 422ha portion of land for communal agriculture – the Camel Estate Agricultural Commonage Project just to the south of the R509 on the western side of the study area. A detailed feasibility study and implementation plan for this initiative has been completed. The recommended practices in Camel Estate comprise largely intensive agricultural production processes focusing on grain, flower and livestock production. For this project, associated infrastructure development such as farm houses, fences, broiler unit, beef cattle handling facility, etc. have also been recommended. It is proposed that this project be used as a pilot, and if successful that it be replicated on other suitable land around Magaliesburg.

It is proposed that the medium to high potential land to the north of the R509 be prioritised in this respect, due to its high levels of physical accessibility and also because in general these are not of the highest environmental importance in the study area. This area is currently use for low levels of crop cultivation.



Agricultural Potential



Potential for cabbage, spinach and maize

Firm Infrastructure: Water

Water availability is a key consideration in the establishment of agricultural activities, especially in the South African Context. For the Camel Estate Agricultural Commonage Project, it has been found a recent feasibility study that existing borehole yield is very low and inadequate for irrigation agriculture.

In terms of establishing more productive agriculture in the area, the water aspect will have to be given the same priority as land provision, whether water is provided newly developed infrastructure or alternative measures such as rainwater harvesting.

Firm Infrastructure: Equipment and Other Infrastructure

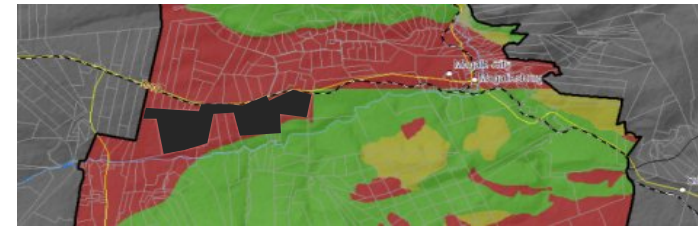
Relevant moveable equipment and infrastructure such as broilers, tunnels, etc. is another focus area of support in the establishment of agriculture activities.

Procurement

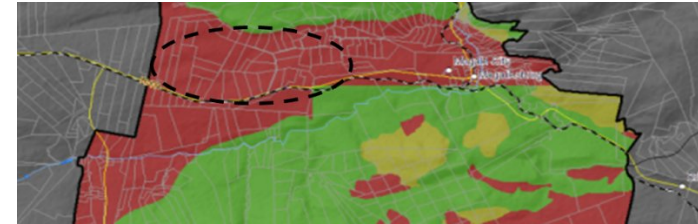
Procurement is an area where a structured intervention in agriculture in the area could yield results. Organising both commonage farmers and smaller commercial farmers in the area to bargain collectively for special deals from e.g. suppliers of raw materials, feeds or fertilisers could result in cost savings.

Technology Development

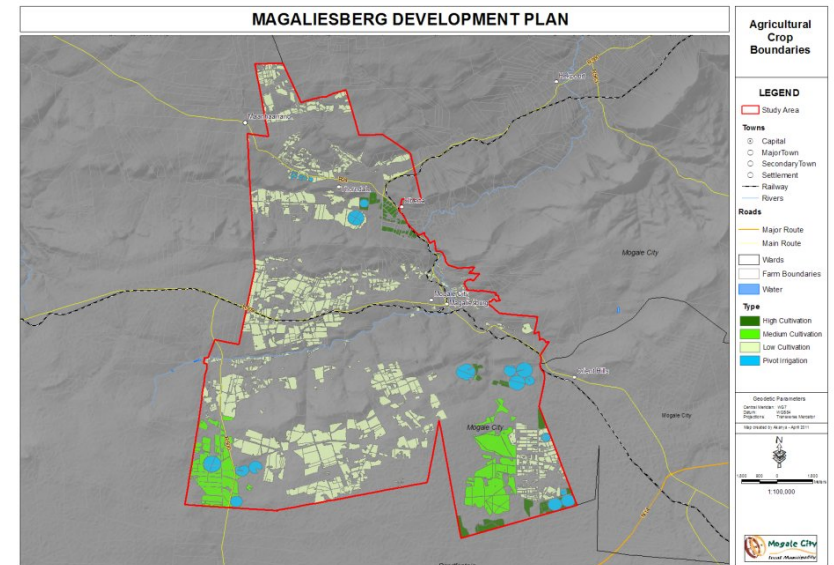
The same applies to technology development, or obtaining improved technology input. In the case of technology development, specific support programmes offered by the state could also be accessed.



Location of Camel Estate Agricultural Commonage



Proposed priority area for further investigations for communal agriculture establishment



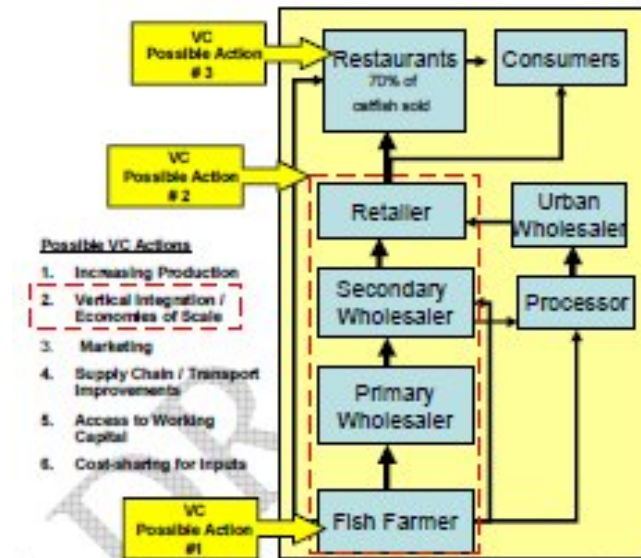
Current agricultural crops

Understanding Product Value Chains

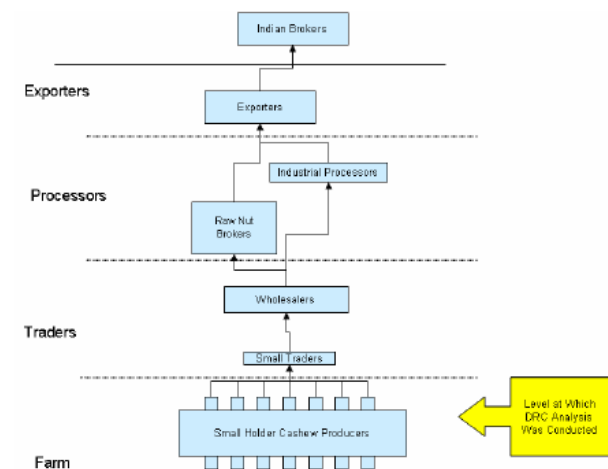
In addition to support to the farms / commonage as 'firms', it would be important to also map the specific product value chains, in order to identify the exact point of intervention / support. E.g. the maize value chain may require an intervention in terms of establishing a cooperation for sales of product, while the weak link in the beef value chain may be transport to market.

It is therefore recommended that in addition to aspects such as land identification and water resource management, a better understanding be developed through studies of the key agricultural product value chains in the area to better focus support and interventions.

A few examples of specific product value chains³ identified in a World Bank report are included to serve as illustration of the concept.



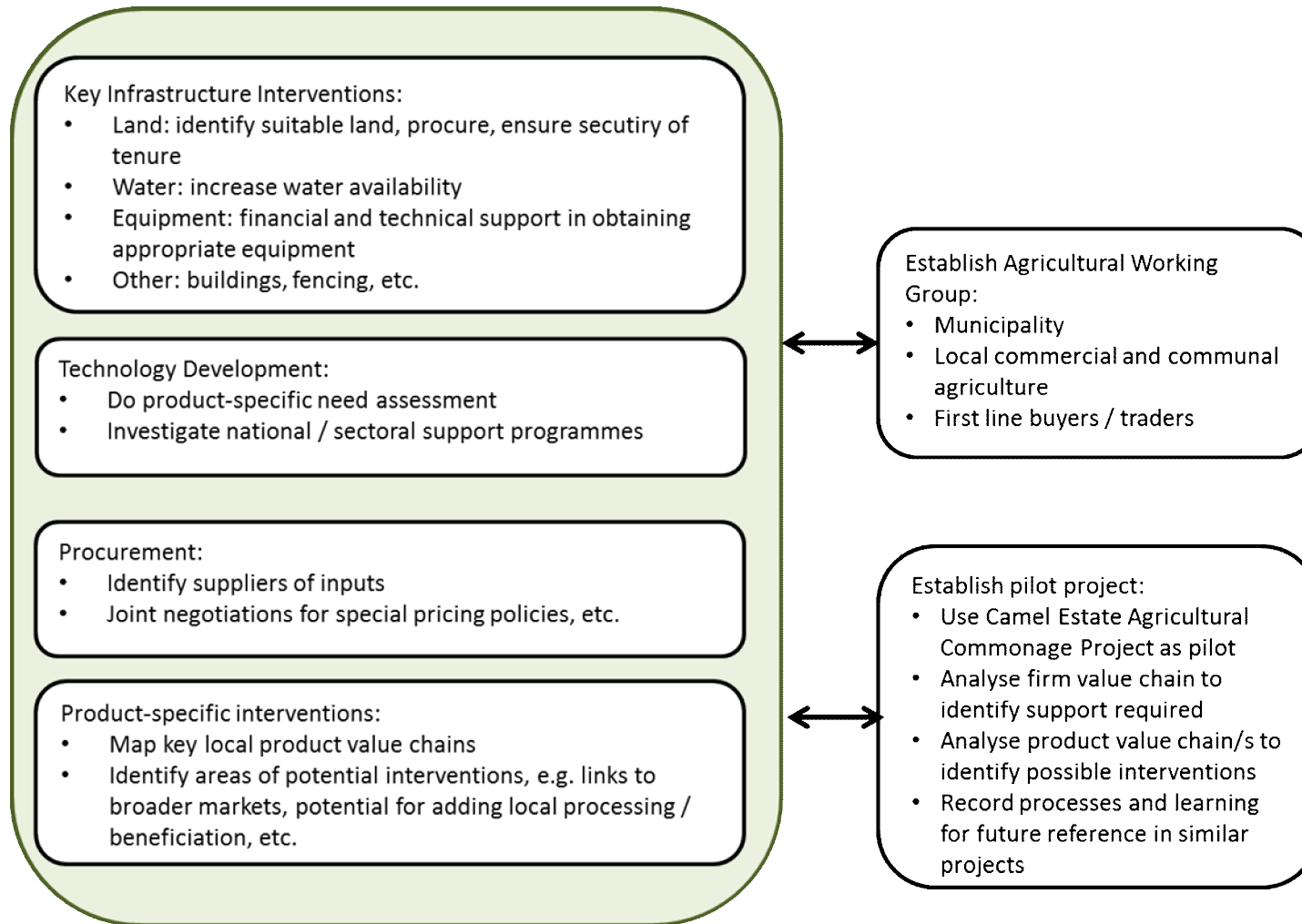
Nigerian Domestic Catfish Farmer Value Chain



Mozambique Cashew Domestic Value Chain

³ USING VALUE CHAIN APPROACHES IN AGRIBUSINESS AND AGRICULTURE IN SUB-SAHARAN AFRICA. Prepared for the World Bank by J.E. Austin Associates, Inc. Principal Author: Martin Webber, J.E. Austin Associates, Inc. Program Director: Patrick Labaste, The World Bank

In summary, an the key aspects of an agricultural strategy should be:



5.4 Enabler 1: Natural Resources

The following basic guidelines are used in development decision-making:

- The ridge system shall be contained within the proclaimed nature reserve or buffer areas, preventing encroachment of development onto the ridges
- No development shall be allowed on slopes steeper than five degrees
- Adjacent properties shall have views out onto the ridge
- No solid walls or structures facing away from the ridge system or river ways shall be allowed
- Where possible streets shall be placed adjacent to the ridge system, as opposed to structures and buildings
- Visual links towards the ridge system shall be ensured in the design of appropriate developments
- Promote and encourage low density developments and parks adjacent to the ridge system
- All areas disturbed by complying developments shall be rehabilitated prior to the issuing of occupational certificates
- Developers and builders will be required to submit a detailed rehabilitation plan and SDP prior to commencement of construction

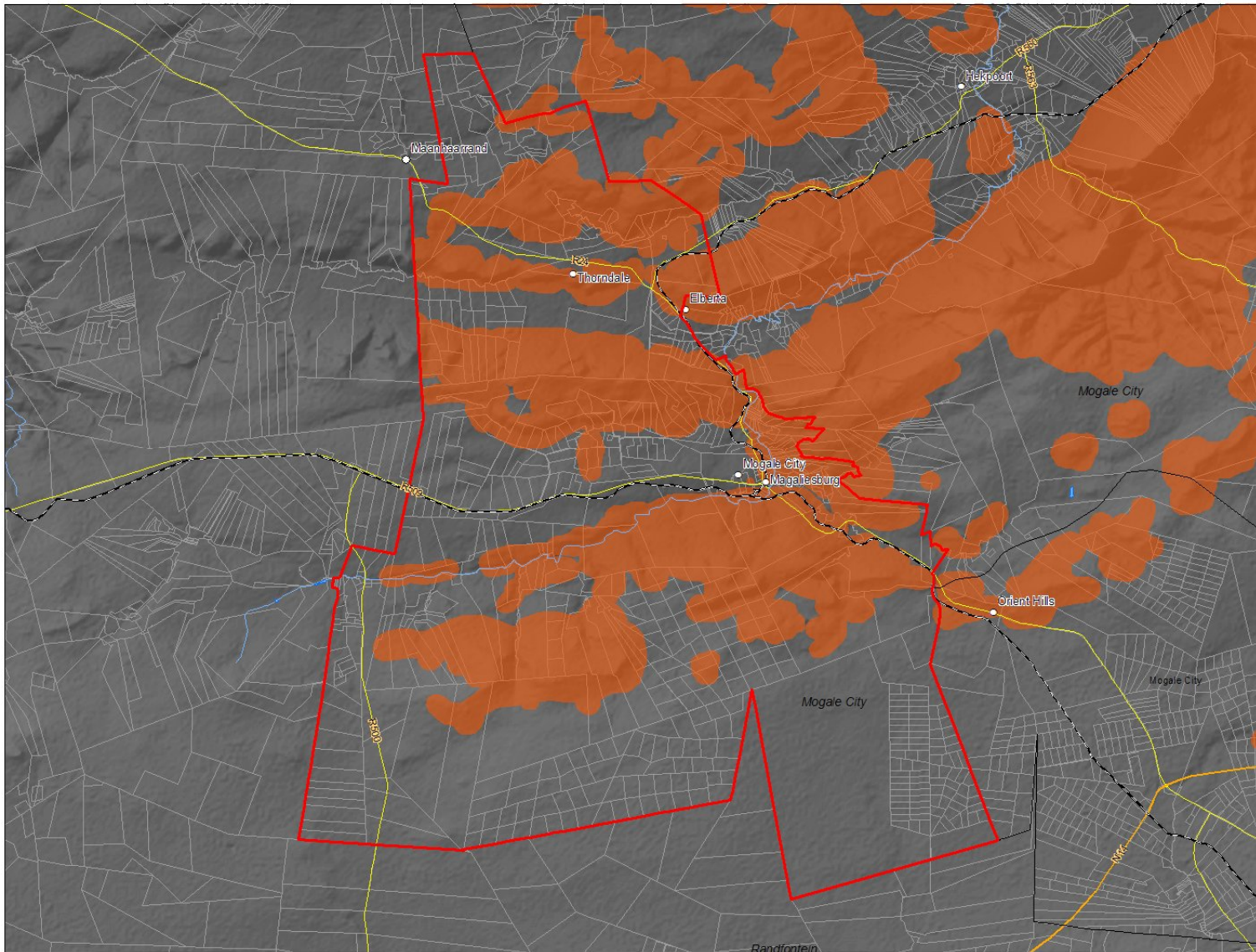
The following issues and principles are regarded as integral to the environmental management of the district:

- The ridges divide the district area into two by creating pockets of homogenous composition, and are environmentally sensitive. These in turn determine growth and development potential of the area and form an integral link in open space planning and maintaining the existing high levels of biodiversity.
- Because of its importance, the rivers and dams are regarded as zones of conservation. By implication it suggests that no major settlement should take place

around rivers, and where these do occur they should be carefully managed, especially where sewage disposal is concerned to ensure that there is no pollution. The unmanaged tapping of water from the rivers for mining, farming or own use should be managed to ensure the sustainability of the water source and availability thereof for the general public.

- The setting up of a network system of open space areas at a local municipal level helps to address some of the ecological issues at hand and help to ensure that, in particular, river corridors are able to function ecologically. The safeguarding of the bio-physical environment is likely to have a positive impact on social, cultural and economic aspects of the environment.
- Where possible, the open space areas within the nodes and settlements should be developed to as to ensure safety for users. This can be achieved by creating overlooking structures such as housing on the edge, lighting and security personnel. Security awareness and encouraging people to take precautions should also be prioritised.
- Detailed management programmes need to be compiled at a local level in an effort to co-ordinate planners, managers, local authority departments , surrounding communities and the private sector to improve funding, staff resource problems, and planning encountered in the different functions relating to the management and maintenance of open spaces.
- The district and local municipalities should initiate environmental education programmes to mobilise community support in not only the development and upkeep of community parks but also the conservation and rehabilitation of potential open space areas.

MAGALIESBERG DEVELOPMENT PLAN



Ridges Sensitivity

LEGEND

- Study Area

- Towns**

 - Capital
 - Major Town
 - Secondary Town
 - Settlement
 - Railway
 - Rivers

- Roads**

 - Major Route
 - Main Route

- Wards
- Farm Boundaries
- Water
- Ridges Buffer

Geodetic Parameters

Central Meridian: WGS7
 Datum: WGS84
 Projections: Transverse Mercator

Map created by Akanya - April 2011

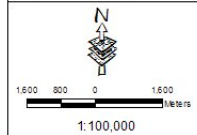


Figure 5: 5 Ridges

6. IMPLEMENTATION PLAN

The intention of the Magaliesburg Precinct Plan is to be a policy and implementation framework that will guide decision making over the short to medium term. Ensuring that the plan remains robust and relevant to public and private decision-makers is an on-going task, that will require regular monitoring and review of trends.

The implementation section comprises:

- **Land use budgets, and requirements in terms of services and amenities**
- **Interventions and phasing**
- **Institutional arrangements**

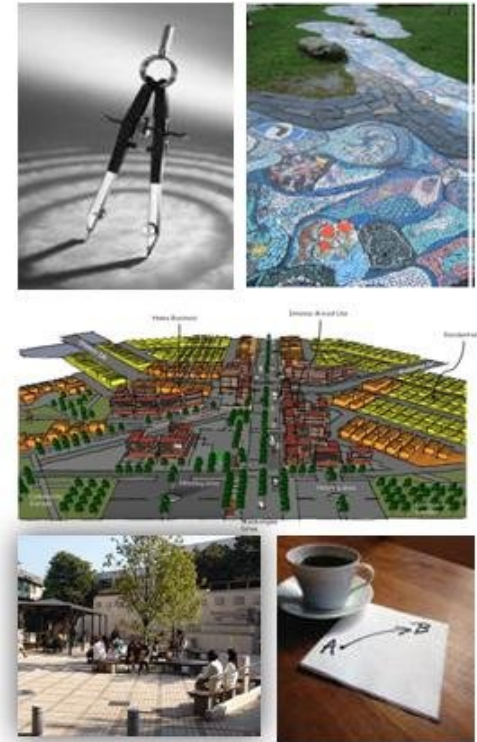
The interventions that are proposed relate to two levels.

Firstly, all precinct proposals and guidelines as discussed in **Section 5.1** must be addressed as a basic set of implementation mechanisms. The basic set of implementation mechanisms include:

- Land use management in terms of the proposed guidelines and principles.
- Place making in terms of the development of the proposed gateways and landmarks and the provision of open space and sidewalks.
- Addressing day to day maintenance and operational issues.

Secondly, the interventions that are discussed in this section are of a strategic nature and are based on:

- Their ability to leverage regional economic growth and development.
- The opportunity to unlock development opportunities, e.g. new housing at strategic locations.
- Requirement of public investment in most instances.
- Their catalytic nature.



6.1 Land use implications

The following table provides estimates regarding a possible scenario for residential development in the Core Development Area as well as the approximate number of facilities needed if the area is completely developed.

Zone	Use	Land Use Budget (ha)	Density/Coverage	Yield (gross units)	Projected population (3.5 persons per unit)	Number of public facilities required	Cost per facility	Total required
Medium density residential	Total	48.65	30-50 du/ha	1946	7200.2			
	Primary School	4.32012				2	R 50,000,000	R 90,002,500
	Secondary School	3.312092				1	R 60,000,000	R 43,201,200
	Chreche	0.72002				1	R 1,500,000	R 2,160,060
	Clinic	0.288008				1	R 5,000,000	R 7,200,200
	Hospital	0.216006				0	R -	R -
	Places of worship	0.3				1	R 1,500,000	R 1,800,050
	Community halls	0.36001				1	R 12,000,000	R 8,640,240
	Library	0.0936026				1	R 4,000,000	R 2,880,080
	Post office	0.0327282				1	R 1,500,000	R 981,845
	Police station	0.0028801				0	R 34,000,000	R 9,792,272
	Emergency services	0.144004				0	R 7,000,000	R 840,023
	Cemetery	1				1	R 21,000,000	R 21,000,000

Zone	Use	Land Use Budget (ha)	Density/Coverage	Yield (gross units)	Projected population (3.5 persons per unit)	Number of public facilities required	Cost per facility	Total required
	Municipal Pay points						R 5,600,000	R -
	Roads							

The following table provides estimates regarding a possible scenario for residential development in the Future Development Area as well as the approximate number of facilities needed if the area is completely developed.

Zone	Use	Land Use Budget (ha)	Density/Coverage	Yield (gross units)	Projected population (3.5 persons per unit)	Number of public facilities required	Cost per facility	Total required
Future Development Area	Total	150.68						
	<i>Housing @ 60%</i>	90.408	50- 70 du/ha	2712.24	9492.84			
	Primary School	361.632				2	R 50,000,000	R 118,660,500
	Secondary School	216.9792				1	R 60,000,000	R 56,957,040
	Chreche	867.9168				2	R 1,500,000	R 2,847,852
	Clinic	520.75008				2	R 5,000,000	R 9,492,840
	Hospital	2083.00032				0	R -	R -
	Places of worship	1249.800192					R 1,500,000	R 2,373,210

Zone	Use	Land Use Budget (ha)	Density/Coverage	Yield (gross units)	Projected population (3.5 persons per unit)	Number of public facilities required	Cost per facility	Total required
						2		
	Community halls	4999.200768				1	R 12,000,000	R 11,391,408
	Library	2999.520461				1	R 4,000,000	R 3,797,136
	Post office	11998.08184				1	R 1,500,000	R 1,294,478
	Police station	7198.849106				0	R 34,000,000	R 12,910,262
	Emergency services	28795.39642				0	R 7,000,000	R 1,107,498
	Cemetery	17277.23785				-	R 21,000,000	R -
	Municipal Pay points	69108.95142				0	R 5,600,000	R 1,063,198
	Roads	12.6	10% of total area					

6.2 Phasing and Interventions Infrastructure and facilities

To deliver and catalyse development in line with the strategies and precinct proposals as discussed in the previous section, certain interventions are proposed.

Element	Description	Timeframe
Roads	<ul style="list-style-type: none"> Upgrade of roads in Magaliesburg and Ga-Mohale after a detailed roads conditions survey. The identified tourism routes should be surveyed in terms of their condition and upgraded where needed 	Short to Medium
	The possible reroute of heavy trucks must be investigated and recommendations made on viable options	Short to Medium
	A maintenance programme ought to be developed for all infrastructure to guide budget allocation and implementation	Ongoing
Infrastructure	A Water and sanitation master plan need to be developed in terms of the precinct plan proposals. The master plan should guide budget and implementation efforts. Included in the master plan is a survey on the condition of exiting infrastructure.	Short
	An Electricity master plan need to be developed in terms of the precinct plan proposals. The master plan should guide budget and implementation efforts. Included in the master plan is a survey on the condition of exiting infrastructure.	Short
	Identify infrastructure required to support tourism development in different nodes and particularly precincts (e.g. walkways and route development)	Short
Community facilities	The needs of the existing community should be confirmed and appropriate project and budget planning completed. The provision of needed facilities could form part of a wider partnership development strategy with the private sector.	Short
	The needs of future development areas must be confirmed and appropriate project and budget planning completed. This should be part of a comprehensive planning exercise for the future development area.	Short to Medium
Conservation and Open space	A comprehensive conservation and open space framework and plan needs to be completed including a detailed capital works programme.	Short to Medium

Element	Description	Timeframe
	Develop and implement a programme which maintains and improves both the scenic qualities of the natural environment as well as the heritage value of the environment, and also contributes towards the attraction base of Magalies Develop a programme which promotes the effective utilisation of exiting natural and built environment and awareness and ethic within the host community	
Place making	Gateways/Landmarks should be designed and constructed at the identified points.	Medium
	A comprehensive pedestrianisation strategy ought to be completed including a capital works programme.	Medium
Tourism	The identified tourism entry points must be confirmed and developed.	Medium
	A tourism routes development strategy and plan ought to be completed in conjunction with relevant tourism stakeholders. The development and management of these routes is an ongoing intervention.	Ongoing
	Agree on the proposed organisational and legal actions as identified in section 5.2 and compile an action plan.	Short
	Tourism training and awareness as discussed in section 5.2 can be an important catalyst. A final action plan must be completed and agreed to together with all relevant education and tourism stakeholders.	Short to Medium
	The existing marketing efforts ought to be strengthened and complimented by actions related to research and a data base system development.	Short to medium
	<p>Actions related to financial issues could include:</p> <ul style="list-style-type: none"> • Determine the extent/size/amount of finance needed to implement and sustain a tourism plan, but specifically the action flowing from the plan in terms of development, marketing, administration, training and education; • Prepare a funding structure which is realistic and deliverable (i.e. public versus private sector funding, incentives, donations, sponsorships); • Develop a pro-active financial strategy to include region-specific incentives (fiscal and monetary, financing mechanisms (e.g. possible levies, entrance fees to attraction, taxes, sale of goods and services, etc.). Criteria for implementation include equability, effectiveness and efficiency. 	
Agriculture	Confirm all infrastructure requirements of the Camel estate project and complete a	Short

Element	Description	Timeframe
	comprehensive capital works programme.	
	Support the Camel estate projects in terms of the proposed strategy in section 5.3.	Short
	Complete a comprehensive agriculture development strategy as proposed in section 5.3.	Short
Land-fill site	The existing landfill site does not have a operations licence. In terms of the relevant environmental legislation it is also to close to the existing residential areas. There is therefore a need to find a new location for a landfill site and close and rehabilitate the existing one.	Short

6.3 Institutional arrangements (Enablers)

6.3.1 Community Development

The following proposals intend to interactively bring together the local communities, the municipality and all the other relevant stakeholders to identify sustainable projects and initiatives that are aimed at empowering local communities. This is not to say that the 'baton' is shifted from the local government back to local communities, but instead it aims at assisting local communities to take onus in identifying those initiatives that can be developed and supported through collaborative actions in the communities themselves.

Objectives	Strategy to counter the issues	Project
To promote high levels of child care, education and skills development	○ Provide appropriate choices when addressing childcare, education and skills development needs	○ Encourage the young adults to continue with Adult Based Education (ABED),
	○ Ensure that childcare, education and skills development facilities and programmes are available	○ Provide career guidance and information on bursaries and support
	○ Ensure the quality of childcare, education and skills development facilities and programmes	○ Initiate workshops on skills development
	○ Ensure that childcare, education and skills development facilities and programmes are	○ Provide life orientation and social counselling
		○ Regulate and support crèches and childcare facilities provision and development

Objectives	Strategy to counter the issues	Project
	affordable	<ul style="list-style-type: none"> ○ Develop appropriate career guidance and skills development programmes ○ Engage NGOs, youth forums and other social organizations to develop appropriate programmes
To ensure sustainable services and infrastructure provision	<ul style="list-style-type: none"> ○ Provide basic level of infrastructure that is viable and affordable ○ Include community in infrastructure provision decisions and implementation ○ Provide appropriate telecommunication infrastructure ○ Provide user education programmes 	<ul style="list-style-type: none"> ○ Initiate an electricity and maintenance programme together with TCLM ○ Install public lighting ○ Implement a roads master programme ○ Provide storm water measures ○ Communication is needed especially in informing residents about bulk water upgrading periods. ○ Provide cell phone infrastructure
Local Economic Development & Unemployment	<ul style="list-style-type: none"> ○ Proper communication and user education ○ Provide appropriate equipment for small scale farming ○ Identify and allocate undeveloped land that can be leased and measure performance ○ Better access to bulk buying ○ Establish a labour broking office/programme 	<ul style="list-style-type: none"> ○ Share existing equipment with the farming community, and the results of the harvest should be reported to the entire community. ○ Establish a local market and propose to bulk suppliers such as Coke to setup a vending point within the ward where local business can buy in bulk. ○ Establish an information service to e.g. inform community about registering for food, set up forum for collecting names of registered donors and beneficiaries.

Objectives	Strategy to counter the issues	Project
		<ul style="list-style-type: none"> ○ The disabled peoples' organisations could employ other able bodied people to assist on labour intensive tasks. ○ Group feeding schemes and clothing donors, ○ Investigate the viability of recycling methods ○ Participate in a tourism beneficiation strategy
<p>Ensure a safe and clean environment</p>	<ul style="list-style-type: none"> ○ Make the community part of crime prevention strategies ○ Ensure quality and well lit public spaces e.g. roads, community facilities ○ Investigate alternative waste management mechanisms 	<ul style="list-style-type: none"> ○ Support community policing forums ○ Ensure adequate lighting ○ Provide and maintain recreation and sport facilities ○ Investigate alternative waste management measures ○ Investigate recycling methods ○ Initiate information programmes regarding drug and substance abuse

6.3.2 Institutional processes

In order to ensure that the precinct plan is supported and implemented, it is proposed that a joint management forum is established. **Diagram 6.1** illustrates a possible structure.

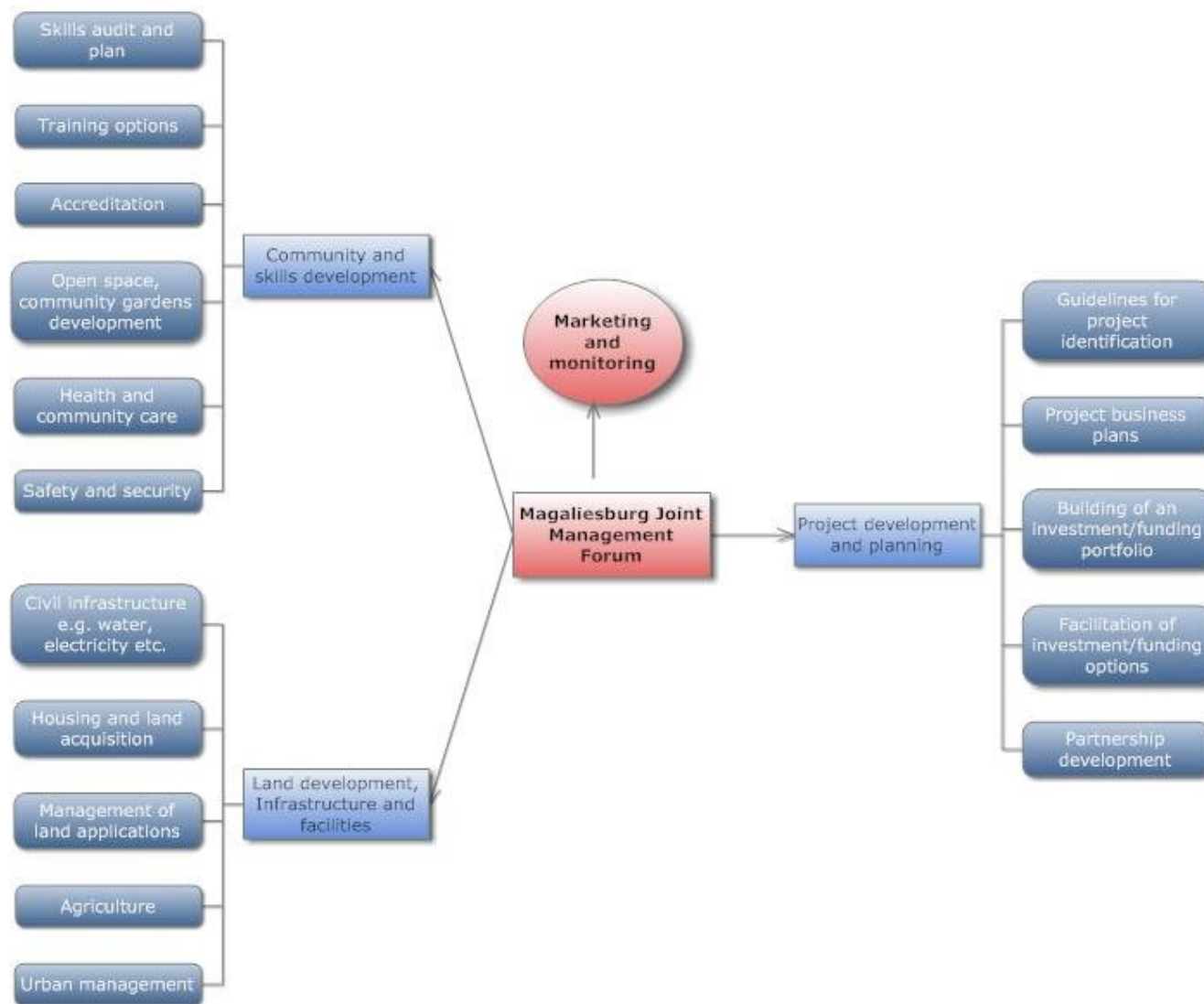


Diagram 6: 1 Possible institutional structure

The successful delivery on the proposals and interventions as discussed by the joint management forum will depend to a large degree on the creation of partnerships and harvesting of all possible resources, including resources available in the community.

The outcomes should include:

- Ensuring the involvement and capacitating of communities and stakeholders.
- Focusing service delivery on the end users.
- Building trust and commitment.
- Managing performance and providing regular feedback to the community.
- Creating public awareness and disseminating information on the process and implementation plans.
- Developing an engagement strategy.

The Community-Based Partnerships principle encourages all stakeholders in a community , as part of the **ward committee** process, to participate in the revitalization of distressed neighborhoods. Partnerships include residents, businesses, local political leaders, local government, community development corporations, local public health and social service departments, unions, environmental groups, schools and universities, faith-based organizations, and other community groups.

The proposed delivery process is founded on two processes i.e.:

A five step approach as part of the joint forum approach is proposed to take the strategies and projects forward towards delivery. These steps include:

- Step 1:** Identify champions to coordinate the implementation and delivery of strategies and projects
- Step 2:** Agree on priorities and targets
- Step 3:** Finalise action plans and business plans
- Step 4:** Develop support mechanisms
- Step 5:** Implement a progress and monitoring reporting system

