

EZULWINI TOWN PLANNING SCHEME



VOLUME 3

DEVELOPMENT PLAN

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1. INTRODUCTION

Volume 3 of a Town Planning Scheme, often referred to as the Development Plan, serves as a comprehensive guide for the future development and management of a specific area. It outlines a long-term vision and specific objectives that reflect community needs and aspirations. The Development Plan for the Ezulwini Town Planning Scheme functions as a vital spatial planning tool designed to systematically implement and achieve the spatial vision and urban structure set by the Structure Plan (Volume 2). This plan breaks down the overarching vision into specific short-term (1-3 years), medium-term (4-5 years), and long-term (6-10 years) development scenarios, each focusing on distinct spatial priorities.

These priorities include sustainable infrastructure development, improved accessibility to transportation services, and the delivery of well-focused and sustainable housing and community facilities, as well as the intensification of local economic development. The Development Plan addresses these priorities comprehensively, functioning as both a roadmap for development and an implementation strategy. It outlines specific actions, timelines, responsible parties, and funding mechanisms for execution. Additionally, the Plan incorporates an effective review system to monitor progress and assess effectiveness, enabling necessary adjustments over time. Overall, Volume 3 plays a crucial role in steering sustainable growth and development, ensuring alignment with community goals and regulatory requirements, while reflecting the aspirations set out in the vision.

2. SUMMARY OF STRUCTURE PLAN PROPOSALS

2.1 Vision

The proposed spatial vision for the Ezulwini urban area is: **“To be a High Quality Residential, Corporate, Tourism Friendly and Green Destination.”**

The vision, encapsulates the Town's aspirations for its future development. It emphasizes a commitment to creating a liveable environment that offers high standards of residential quality, catering to the needs of its inhabitants while providing attractive options for corporate entities and businesses. It further highlights the importance of fostering a

welcoming atmosphere for tourists, making Ezulwini a sought-after destination known for its hospitality and diverse offerings.

Additionally, the vision highlights the Town's dedication to sustainability through promoting green initiatives and environmental stewardship. The balancing of residential, commercial, and tourism needs with a strong emphasis on ecological integrity, will enable Ezulwini to create a harmonious and sustainable urban environment that benefits both its residents and visitors. This vision sets the stage for strategic planning and development efforts that align with the above stated goals, ensuring that growth is managed thoughtfully and sustainably.

2.2 Spatial Concept and Principal Points of Departure

The proposed Structure Plan is based on the following Spatial Concepts and Principles Points of Departure:

1. The regional drainage and wetland system, undevelopable steep slopes (some of which are developable at a higher cost) and areas of high biodiversity form the backbone to the proposed Regional Open Space System for Ezulwini. All future developments must be planned and implemented with this environmental framework in mind; ensuring that they are integrated and aligned with environmental conservation legislation.
2. The Regional Open Space System should support and promote tourism development while enhancing existing tourism-related land uses within the urban area. In this context, Ezulwini should serve as a key tourism hub, offering a range of services and experiences that attract visitors and strengthen its role as the region's primary tourism destination;
3. The regional and local road network, including the MR103 and D36, acts as a key structuring element to promote commercial development and associated supplementary uses;
4. The existing commercial area of Ezulwini and the associated supplementary land uses along the MR103 represent the core of the urban area and most of the existing land uses should be retained in future;

5. The existing commercial nodes, in the northern, central and southern parts of the Ezulwini urban area, along with the initiatives planned along the MR103 should be sufficient to accommodate the demand for the growth and development of the CBD, supporting diversity and inclusivity, for the next ten (10) years;
6. Consider the establishment of industrial parks or clusters that focus on specific types of industries compatible with Ezulwini's economic profile. These parks can offer shared facilities and services, creating a cohesive industrial environment that complements the town's service and tourism sectors.
7. Within this framework develop the vacant pieces of land in the residential areas through infill development;
8. Future high density and high-rise residential expansion/development of the Ezulwini urban area should be directed towards the eastern part of the urban area towards the urban boundary;
9. The proposed patterns of urban expansion will necessitate the development of link roads and relief roads incorporated into the movement network around the proposed Ezulwini primary commercial node in order to improve access and accessibility to all parts of the Town; and hence to unlock development potential of all land parcels;
10. The lack of a main public transport facility(s) must be addressed to cater to the transportation needs of both formal and informal sectors. This facility(s) should support informal trade activities, provide essential services, and facilitate the development of a more comprehensive public transportation network to accommodate the anticipated growth and expansion within the Ezulwini urban area.
11. Given the limited land availability in Ezulwini, future development should focus on optimising the use of existing resources. This includes encouraging increased density on plots, particularly in areas identified for high-density development, and ensuring efficient use of land, infrastructure, roads, transport, and social facilities to support sustainable urban growth.
12. While large-scale agriculture is not a priority, support for urban farming initiatives, is essential for expanding agricultural practices within urban environments. This

can be achieved through the integration of urban agriculture into residential and commercial areas as a complementary land use, fostering sustainability without competing with high-value land uses.

In the following section, these Principles/Points of Departure are discussed in more detail.

2.3 Structure Plan Proposals

2.3.1 Environmental Framework

A key component of the Ezulwini Structure Plan's environmental approach is a strong commitment to sustainability, promoting green initiatives and environmental stewardship. This includes efforts to balance residential, corporate, and tourism needs with ecological integrity, ensuring that growth does not compromise the environment.

The proposed Environmental Framework for Ezulwini emphasises the preservation of the Regional Open Space System, which is crucial for the Town's ecological health and biodiversity. The Regional Open Space System (ROSS) is a framework that connects and organises open spaces across a broader region, emphasising ecological, social, and recreational benefits. Framing the open space system within this regional context highlights the interconnectedness of these spaces, demonstrating how actions in one area, such as Ezulwini, impact the wider environment. Ezulwini, as a custodian within its boundaries, plays a crucial role in maintaining biodiversity and environmental health, with its conduct influencing both local and regional ecosystems. A regional approach fosters collaboration, ensuring sustainable development, climate resilience, and the shared funding opportunities for open spaces in the communities within the region.

Key proposals for the development of the ROSS include prohibiting concrete developments in these areas to preserve their natural state for passive recreational activities. Carefully managed tourism will be allowed to enhance ecological value, and walking trails will be created to integrate these spaces into the urban fabric. Additionally, the continued protection of the Mantenga Nature Reserve is highlighted, with eco-friendly tourism activities permitted to support conservation efforts.

It is proposed the Ezulwini develops and adopts a greening strategy which should incorporate cleaner sources of energy to reduce carbon emissions, promote waste reduction initiatives, and improve energy efficiency. This includes encouraging renewable energy solutions in residential, commercial, and tourism developments, alongside strategies for reducing waste and improving recycling. The greening strategy should also advocate for the creation of green spaces within new developments and establish criteria for their enhancement, contributing to a more sustainable urban environment.

Funding initiatives, including public-private partnerships and community fundraising, are suggested to support these efforts. Overall, the framework aims to ensure sustainable growth of green spaces, improve environmental quality, and create a more attractive urban environment for both residents and visitors.

2.3.2 Movement Network

The primary objective regarding the Town's movement network, is to improve transport and infrastructure networks to support the efficient movement of people, goods, and services.

The proposed Movement Network for Ezulwini focuses on enhancing the existing transport infrastructure, primarily centred around the MR103, which is crucial for the Town's commercial, institutional, and residential activities. Key proposals include upgrading primary routes to improve safety and efficiency, extending roads such as Nshakabili Road to enhance accessibility, and developing public transport facilities to reduce reliance on private vehicles. The plan also emphasises improving non-motorised infrastructure for pedestrians and cyclists, implementing a functional classification of roads to guide planning, and proposing various safety improvements to reduce the likelihood of accidents. Additionally, it calls for aligning transportation infrastructure with land use and economic strategies to facilitate connectivity and support economic growth. Continuous monitoring and evaluation of transportation policies will ensure that infrastructure meets evolving needs. Overall, these initiatives aim to enhance

connectivity, reduce congestion, and promote sustainable growth, ultimately improving the quality of life for residents and visitors in Ezulwini.

2.3.3 Economic Activity

The proposed Economic Activity Framework in Ezulwini consists of defining key economic activity areas, their functionality, and interconnectivity along the MR103 road. Central to this framework is the designation of a Primary Node as the Central Business District (CBD), which will host vital establishments such as the International Convention Centre, corporate headquarters, and multiple office and commercial spaces enhancing its role as a regional business hub. Improved access via the planned Nshakabili Road extension is expected to boost traffic and attract further investments.

Supporting this framework are two Secondary Nodes: The Northern Secondary Node, which will provide essential commercial services to the northern residential areas through establishments such as The Corner Plaza, The Crescent, and Valleyview Shopping Centre; and the Southern Secondary Node, featuring The Gables Shopping Centre and Happy Valley Hotel to serve the southern region. Additionally, two Activity Spines along Nyonyane Road and Mpumalanga Road are proposed to accommodate lower order economic activity, fostering a balanced and vibrant economic environment throughout Ezulwini.

The proposals highlight the importance of defining and establishing clear functionality between the various commercial node hierarchies within the Town, ensuring the creation of a dynamic environment that supports the growth of diverse business sectors. Ultimately, the proposals aim to create a balanced economic landscape in Ezulwini and improve accessibility to economic services across the region.

2.3.3.1 Industrial Activity

Industrial activity in Ezulwini, currently consists primarily of service and small-scale businesses, which include multiple filling stations and a steel pipe assembling depot. While acknowledging the Town's proximity to Eswatini's Industrial Hub in Matsapha, it is proposed that Ezulwini accommodates only light and service industrial activities. As such,

land allocation for industrial purposes should be carefully managed to align with the Town's economic priorities. The Structure Plan proposes that industrial development applications be directed to the designated Industrial Activity Zone along the D36 Road, which will remain reserved for small-scale, low-impact industries. Larger, heavy industrial operations should be directed towards the more developed industrial hub, Matsapha. Additionally, ongoing monitoring of industrial activities will be crucial to ensure alignment with the Town's evolving economic landscape.

2.3.3.2 Agriculture

The agricultural proposals for Ezulwini support existing agricultural activities while recognising that agriculture is not a primary focus of the Town's growth strategy. The Structure Plan proposes for the incorporation of urban agriculture, such as community and rooftop gardens, into new developments to encourage local food production. Additionally, Ezulwini is open to small-scale livestock farming, with appropriate regulations in place, such as the rearing of rabbits or poultry in designated agricultural zones. While the Town does not prioritise the establishment of a large-scale agricultural base, these initiatives seek to enhance local food production while maintaining a balance between commercial, residential, and sustainable agricultural practices.

2.3.3.3 Tourism

The tourism proposals for Ezulwini aim to strengthen the Town's appeal as a premier destination, capitalising on its scenic beauty, cultural heritage, and diverse attractions. To further enhance the sector, it is proposed that the Town Council establishes a dedicated tourism precinct in the north-western part of the urban area, promoting investment through relaxed regulations and improved infrastructure. Key strategies include enhancing hospitality facilities to meet international standards, improving signage and visitor services, and collaborating with local businesses to offer comprehensive tourism packages that combine accommodation, entertainment, and cultural experiences.

Infrastructure upgrades will focus on improving access to major attractions such as Mantenga Falls and Sheba's Breast Mountain, while enhancing public amenities to

provide a more enjoyable experience for both residents and visitors. Additionally, Council should encourage the development of eco-friendly accommodations and support partnerships between local businesses to create a cohesive and sustainable tourism experience. A formal policy framework should be introduced to regulate online hospitality businesses, ensuring compliance with safety standards and fair competition. Through these measures, Ezulwini aims to enhance its tourism sector by diversifying its offering and revitalizing existing tourism attractions, benefiting both the local economy and the community. In addition to this, Council intends to establish a tourism office within the Local Authority that will be responsible for developing and implementing a Tourism Plan for the Town.

2.3.3.4 Informal Business Sector

The informal business sector in Ezulwini, though modest in scale, is crucial for many residents' livelihoods and significantly contributes to the local economy. Informal businesses in Ezulwini, similar to most other urban areas, are primarily located near commercial hubs and transportation routes. These businesses generally engage in the trade of arts, crafts, as well as fruits and vegetables. The Town Council has noted that many businesses in Ezulwini are situated on shared plots and lack formal demarcations. As a result, they do not have the comprehensive regulatory framework needed to effectively manage and control their operations, leading to additional challenges. To address this, several proposals have been put forth, including the development of a structured Informal Trading Policy to regulate and support these businesses; the creation of designated plots for informal trade; and the establishment of a simplified registration system to facilitate formalisation. Furthermore, improving infrastructure access to essential services, designating high-traffic trading zones, and redesigning the Ezulwini Handcraft Market into a larger commercial complex will enhance visibility and attract more customers. Training programs for business owners will further equip them with essential skills, promoting sustainable growth and strengthening the overall economic landscape of Ezulwini.

2.3.4 Residential Sector Development

The residential sector development aims to maintain the existing residential neighbourhood character while accommodating future needs. The goal is to create high-quality residential neighbourhoods that offer diverse housing options for various income levels and lifestyles, ensuring sustainable land use and enhanced living conditions.

1. **Low-Density Residential Areas:** it is proposed that the existing low density residential areas found in Ezulwini, namely Mantenga Phases 1, 2, and 3 should preserve their low-density character. Proposals include prioritising infill development on vacant plots, maintaining existing land use patterns, and limiting plot subdivisions to ensure a spacious living environment that aligns with the current architectural style.
2. **Medium-Density Residential Areas:** it is proposed that the medium density residential areas in Ezulwini, which include residential townships such as Eco Estate, Spintex Village, Mahlanganisa Township, Medi Farm, Mdzimba Township, Goje Township, Thembelisha Township, and Sunset Village should continue to support medium-density living. Strategies focus on infill development, controlled subdivisions, and upgrading essential infrastructure. It is further proposed that Council ensures that it maintains and enhances a balance between residential development and green spaces within these areas.
3. **High-Density Residential Areas:** it is proposed that designated areas on the north-eastern border of the urban area, in close proximity to the MR3, and near the Northern Secondary Node are earmarked for high-density residential development, with a focus on encouraging mixed-use developments. The Structure Plan proposes that zoning regulations in these areas should support higher population densities while ensuring the provision of adequate green spaces. Additionally, it is proposed that specific zones within the High-Density Residential Areas are prioritised for high-rise developments, to support anticipated population growth and optimise the use of the Town's limited land resources.

4. **Informal Settlement:** The informal settlement on Farm 7/706 is proposed to be upgraded in-situ, with a focus on improving living conditions and accessibility. Proposals include providing basic infrastructure, improving the road networks, and formalising property rights to secure land tenure for residents.

2.3.5 Government and Public Facilities

2.3.5.1 Government Precinct

Based on assessments informed by the Town's location, its population, and foreseeable demand to accommodate the full scope of government institutions and services, the Structure Plan proposes the integration of government services within the proposed central business district (CBD) rather than establishing a separate government precinct. This approach leverages the CBD's strategic location and existing infrastructure, enhancing its role as the Town's primary commercial and administrative hub.

To facilitate this integration, the Structure Plan includes two main proposals. Firstly, government agencies should be encouraged to set up offices within the CBD or its secondary nodes. These locations offer excellent accessibility and a supportive commercial environment that fosters both administrative functions and public engagement. The Town Council must ensure that the CBD is equipped with the necessary infrastructure, including reliable transport links, utilities, and communication networks essential for effective government operations. Secondly, promoting accessibility and connectivity is vital. Council should develop transport infrastructure and pedestrian pathways within the CBD to ensure easy access to government facilities, improving links between the CBD and residential areas. Additionally, incorporating public amenities such as parking, rest areas (which include amenities such as benches and shaded areas) and other conveniences will enhance the accessibility and functionality of the area.

2.3.5.2 Public Facilities

Based on assessments of Ezulwini's current needs and anticipated future growth, the Structure Plan emphasises the critical role of public facilities in enhancing residents' quality of life. Public amenities such as parks, schools, libraries, community centres, and health clinics are vital for fostering community well-being and cohesion. Despite existing resources, significant gaps in social services must be addressed to meet the Town's evolving demands. Key proposals include centralising new public facilities within accessible commercial and transit corridors to enhance service integration, and adopting a hub-and-spoke model for clustered public services.

The Structure Plan also advocates for increasing public recreational spaces, ensuring that new facilities are inclusive and accessible to all residents. Retaining existing healthcare services is deemed sufficient for the population. A need has however been identified for the establishment of a formal cemetery; however, due to the lack of a suitable location within the urban area, it is proposed that Council secures land outside of the Town for the establishment of the cemetery. Additionally, it is proposed that a designated animal holding area is developed in order to manage stray animals thus improve public health and safety. In terms of waste management, the Council notes that relying on the Matsapha landfill exposes Ezulwini to potential risks, as this arrangement could be terminated or revised in the future. Therefore, it is not a suitable long-term solution. It is crucial that the Council explores alternative options for a viable, long-term waste management strategy, which may include securing land for the establishment of a final disposal facility outside of the urban area. Finally, it is proposed that Council develops additional community facilities to close the gap in service provision, these include developing a community hall and library which will provide a dedicated space for gatherings and essential services, fostering community engagement. Overall, these proposals highlight the importance of a well-planned approach to public facilities, ensuring that Ezulwini effectively meets its residents' needs while contributing to a balanced and thriving urban environment.

2.3.5.3 Recreational Facilities

Based on assessments of Ezulwini's recreational needs, the Structure Plan highlights the importance of enhancing recreational facilities to improve quality of life and community attractiveness. Currently, limited public recreational options hinder both residents' well-being and the town's appeal to tourists. To address these gaps, several proposals aim to increase accessibility, promote sustainable use of resources, and provide engaging spaces for health and social interaction.

Firstly, the Council should ensure the establishment of public recreational facilities with multi-purpose fields, playgrounds, and picnic areas in residential areas lacking private facilities. Secondly, a community sports and recreational facility should be developed, featuring a soccer pitch, basketball/netball court, and tennis court, ideally located on Plot 24/50 along Mpumalanga Road. This strategic positioning near proposed public transport routes will improve access and encourage higher participation rates, promoting an active lifestyle. Council should further ensure that all public recreational facilities are easily accessible to the community, and that these areas have the necessary pedestrian infrastructure, and lighting for security.

Additionally, leveraging the natural landscape of the Mantenga Nature Reserve to create eco-adventure activities such as ziplining and adventure swings through PPP's, will enhance recreational appeal while fostering environmental appreciation. It is essential to incorporate safety measures and educational components to encourage responsible use of natural resources. Furthermore, a public consultation process should be implemented to engage community members in planning new recreational facilities, ensuring developments reflect local needs and foster a sense of ownership.

Implementing these proposals will transform Ezulwini into a vibrant community, significantly enhancing recreational opportunities for residents and visitors, ultimately enhancing the Town's long-term sustainability and enriching the overall quality of life for all residents.

2.3.5.4 Educational Facilities

Ezulwini currently boasts a diverse array of educational facilities that include institutions for early childhood, primary, secondary, and tertiary education. These establishments not only cater to local residents but also attract students from surrounding areas, underscoring their regional significance. To enhance the educational landscape, several proposals are put forward.

Firstly, the Town Council should prioritise the retention and support of existing educational institutions by ensuring proper infrastructure maintenance, and promoting their community importance. Secondly, as the demand for educational facilities increases, the Council should encourage the establishment of new educational facilities in accessible locations along public transport routes, enhancing convenience for students and staff.

Improving public transport access to educational institutions is also vital; enhancing routes to schools will reduce reliance on private vehicles and make facilities more accessible, ensuring students don't have to walk long distances. Additionally, the Council should support the development of preschools and daycare centers in conjunction with new township developments, providing parents with more accessible options for early childhood education and fostering a supportive environment for young families.

These proposals aim to maintain and enhance the accessibility, quality, and diversity of educational offerings in Ezulwini, reinforcing its role as a key educational hub. Supporting existing institutions and encouraging the strategic development of new ones, along with improving public transport access and integrating early childhood facilities into residential areas, will allow Ezulwini to effectively meet the educational needs of its residents and surrounding communities. Ultimately, these efforts will contribute to a comprehensive, accessible, and sustainable educational landscape, promoting long-term growth and development in the Town.

2.3.5.5 Places of Worship

It is proposed that, in the future, should applications arise to establish additional places of worship, Council should ensure that such facilities meet the following criteria: adequate land is provided for parking, suitable plot location in terms of accessibility is utilised, prescribed minimum lot size requirement is met, and that the property should ideally be located within close proximity to the public transport network.

2.3.6 Engineering Infrastructure

The engineering infrastructure proposals for Ezulwini focus on establishing a comprehensive strategy for the development and maintenance of essential systems, including roads, stormwater, and utility services, to support the Town's long-term growth and sustainability. The strategy will guide the coordinated expansion of infrastructure, ensuring alignment with Ezulwini's future vision. It will address evolving community needs, improve quality of life, and promote economic growth. Detailed infrastructure plans will follow, outlining steps, resources, timelines, and funding requirements for road and stormwater system improvements.

Key proposals include the development of a Roads and Stormwater Infrastructure Plan, which will expand the road network to improve connectivity and address traffic flow issues. The Roads and Stormwater Infrastructure Plan will prioritise non-motorised transport, integrate public transport routes, and ensure that stormwater systems are designed to prevent flooding and manage runoff effectively. The Stormwater Management aspect will focus on ensuring efficient drainage systems, using permeable surfaces, and preserving natural waterways, while considering future climate resilience to handle increasing rainfall. The Development Code, along with the Roads and Stormwater Infrastructure Plan, must include guidelines on how developers should integrate stormwater management systems, particularly in relation to the slope of the land.

Additionally, the integration of road and stormwater infrastructure will ensure that both systems work together to reduce flood risks, enhance mobility, and promote resilience

against climate change impacts. Coordination with utility service providers will also be key, ensuring that water, electricity, and sewer systems are aligned with the broader infrastructure strategy to support Ezulwini's growth.

2.3.7 Town Entrances and Gateways

The proposals for Ezulwini's Northern and Southern entrances focus on defining the town's boundaries and enhancing its visibility, with the aim of establishing a welcoming and distinct identity for the Town. These gateways will serve as vital points of arrival, emphasizing Ezulwini's unique character and enhancing its appeal to residents and visitors alike. Key proposals include developing landscaping and signage that reflect the Town's natural beauty and cultural heritage, improving lighting and road infrastructure for safety and ease of access, and installing visual markers or sculptures that symbolize key elements such as tourism, business, and conservation. Transforming these gateways, will allow Ezulwini to present a unified and attractive image, reinforcing its reputation as a vibrant and inviting destination while clearly defining its boundaries.

3. DEVELOPMENT PLANNING PROPOSALS: IMPLEMENTATION STRATEGY

To address the spatial priorities outlined in the Ezulwini Structure Plan, the Development Plan introduces several Development Implementation Programs apportioned according to different timeframes: short, medium, and long term. Each program is designed to facilitate the effective realisation of the Structure Plan's proposals.

The Development Plan is structured to be implemented into three distinct phases:

- **Short Term:** Years 1 to 3
- **Medium Term:** Years 4 to 5
- **Long Term:** Years 6 to 10

3.1 SHORT TERM (YEARS 1 - 3): DEVELOPMENT SCENERIO/ IMPLEMENTATION PROGRAMME

To achieve the spatial vision outlined in the Structure Plan and promote investor confidence in the short term, a careful balance needs to be established between two key

types of projects: those that provide immediate, visible improvements and those with less tangible or immediate outcomes. Striking this balance is essential for successfully implementing the land use areas and Use Zones specified by both the Structure Plan and Development Code. These zones are critical for guiding land use and infrastructure developments in a way that ensures sustainable growth in the medium and long term.

In the short term, the focus should be on consolidating and reinforcing the existing land uses that make up the Ezulwini urban fabric. This means strengthening the current urban structure by supporting the existing businesses, residential areas, and maintaining existing infrastructure. Additionally, there should be an emphasis on promoting mixed-use developments. Integrating residential, commercial, and recreational spaces in close proximity will give Ezulwini a competitive edge, creating an environment where economic and residential opportunities are conveniently located for both residents and businesses. This approach will foster a dynamic urban setting, attracting investment and supporting sustainable growth.

In the short-term, the Town Council should focus on the following Spatial Priorities and associated Development Implementation Programmes:

1. Integrating the regional drainage, wetlands, and areas of high biodiversity into the Regional Open Space System, ensuring all developments align with environmental conservation principles.
2. Strengthening Ezulwini's role as a key tourism node, while promoting the growth of tourism-related land uses within the urban area.
3. Prioritising the development of the regional and local road network, particularly the MR103 and D36, to support commercial development and supplementary uses.
4. Retaining and enhancing the existing commercial core and intensifying development within the Central Business District (CBD) to meet future demand for commercial diversity and inclusivity.

5. Supporting the establishment of a light industrial area focused on sectors compatible with Ezulwini's economic profile, complementing the Town's commercial service offering.
6. Fostering infill development within vacant residential areas to maximise land use efficiency.
7. Directing future high-density and high-rise residential development towards the eastern part of the urban area, near the urban boundary.
8. Developing link and relief roads to improve access and unlock development potential across the Town.
9. Addressing the need for additional public transport facilities that supports both formal and informal sectors, enhancing mobility and trade.
10. Expanding the public transportation network to meet the growing demand from future development.
11. Making the most of existing land, infrastructure, roads, and social facilities to support sustainable growth.
12. Supporting urban agriculture initiatives, by integrating it into residential and commercial areas to promote sustainability without competing with high-value land uses.
13. Enhance tourism through branding and marketing of key tourism offerings with signage at key intersections.

These priorities aim to foster sustainable growth, improve infrastructure, and create a balanced, vibrant community in Ezulwini.

TABLE 1: SHORT-TERM DEVELOPMENT PRIORITIES AND IMPLEMENTATION PROGRAMMES

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
Regional Open Space System (ROSS)	Environment	1. Council's starting point concerning the Town's Regional Open Space System (ROSS) should be the preparation of an Environmental Management Plan (EMP). The plan should seek to categorise the open space system into areas not suited for any activity (no-go areas), and areas that can be utilised as active open spaces for sports and recreational purposes.	E450 000.00	Public Health Department
		2. In respect of 'active' open space, the EMP should make proposals for the utilisation of such spaces – e.g., the establishment of walking trails, street furniture, and the development of formal and informal sports and recreational facilities.	E 500 000.00 p/a	Town Planning Department

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>3. Once complete, the Environmental Management Plan (EMP) will be useful in defining the Town's Regional Open Space System (ROSS) formed by streams and wetlands running throughout Ezulwini. To affect the implementation of the proposed Regional Open Space System (ROSS) the following needs to be addressed:</p> <p>i. The steep areas of undevelopable land around Ezulwini (gradients greater than 22%) should be recognised as a functional part of the proposed ROSS;</p> <p>ii. All other open space systems formed by the occurrence of natural drainage lines and wetlands should be protected by not allowing any further urban development to take place within flood line areas;</p>		<p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>iii. Council should convert some passive open spaces into active green corridors. This will connect different parts of the Town, promoting both ecological benefits and recreational opportunities.</p> <p>iv. Council's focus should be on designing the active green corridors, which shall incorporate walking trails, lighting, and other street furniture.</p> <p>4. To ensure sustainable development of green spaces within Ezulwini, Council will have to adopt the goal of greening the urban area as a fundamental part of the Town's long-term vision. In order to implement such a vision, the Town will need to develop a framework for defining and evaluating green spaces, and establish criteria for the future development of such spaces. This will</p>	<p>E500 000.00 p/a</p> <p>E1 000 000.00</p>	<p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>require that Council undertakes the following:</p> <p>i. Council will need to develop and enforce policies and regulations that promote green infrastructure, such as zoning laws, green building codes, and incentives for green roofs and walls;</p> <p>ii. Council will need to integrate the greening objectives into broader urban planning and development policies;</p> <p>iii. Council will have to conduct a comprehensive inventory of existing green spaces and identify areas lacking sufficient green coverage;</p> <p>iv. To bring the policies into effect, Council should develop a strategic plan for expanding and connecting green</p>	<p>In-house</p> <p>In-house</p> <p>E250 000.00</p> <p>In-house</p>	<p>Town Planning Department</p> <p>Town Planning Department</p> <p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>spaces, including parks, greenways, and urban forests;</p> <p>v. The body of documents produced from this process will provide Council with a comprehensive framework for evaluating and developing green spaces within the Town. Such a framework will therefore guide Council's activities in the medium to long term.</p> <p>5. Council should ensure the continued protection of the Mantenga Nature Reserve as a vital conservation area. The reserve can further be utilised for eco-friendly tourism activities that do not compromise its environmental integrity.</p> <p>6. The development of nature-based activities, such as ziplining, hiking trails, and other</p>		<p>Town Planning Department</p> <p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>eco-tourism offerings, should be permitted within the Mantenga Nature Reserve. These activities will allow visitors to engage with the natural environment while respecting conservation efforts. To achieve this, Council should work closely with the Nature Reserve to undertake the following:</p> <ul style="list-style-type: none"> i. Council should work closely with the relevant stakeholders to carefully relax regulations to permit specific outdoor and adventure activities, enabling the reserve to generate additional tourism revenue. ii. Council should encourage that generated revenue from the eco-tourism activities is reinvested into ongoing conservation efforts. This balanced approach will protect the reserve's 		<p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>biodiversity while also supporting the Town's broader tourism strategy.</p> <p>7. Council should encourage and support initiatives focused on the development of new parks, enhancement of existing green spaces, and tree-planting initiatives. This is crucial for achieving greening goals and maintaining high-quality green spaces. The Town Council may consider the following funding options:</p> <ul style="list-style-type: none"> i. The Town Council may explore specific funding opportunities through environmental grants from national or international agencies aimed at promoting urban greening and biodiversity; ii. Consider public-private partnerships with local businesses for funding or 		<p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>resources in exchange for branding opportunities,</p> <p>iii. Seek corporate sponsorships as part of larger corporations' CSR (Corporate Social Responsibility) initiatives;</p> <p>iv. Launch community fundraising campaigns, including crowdfunding and local events such as fun runs or fairs, to raise funds for greening projects;</p> <p>v. Encourage volunteer programs to engage community members in tree planting and park maintenance to reduce labour costs.</p>		<p>Town Planning Department</p> <p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
Development Boundaries and Land Use Zones Implementation and Management	Capacity Building	<ol style="list-style-type: none"> 1. To ensure legibility and the physical implementation of the land use proposals made by the Structure Plan (e.g., Residential Development, CBD Area, Secondary Business Nodes, Activity Spine, etc), the associated Development Code must be adopted and implemented as a priority. 2. To ensure the effective implementation and management of the Development Code, the Town Council should initiate introductory and annual capacity building workshops. Such workshops should focus on providing clarity on how to implement the Town Planning Scheme, problem areas being experienced, and general policy decisions by the Council in respect of dealing with problem areas. 	E50 000.00	<p>Town Planning Department</p> <p>Corporate Services Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
Promoting Socio-Economic Development through Focused Development of the Movement Network (Infrastructure Delivery)	Transportation and Movement Network	<p>1. The Ezulwini Town Council should prioritise the MR103 and its feeder roads for infrastructure enhancements to support economic activities and improve connectivity in the Town. The focus in the short term should be on the following activities:</p> <ul style="list-style-type: none"> i. Developing, maintaining, and upgrading the MR103 and key arterial roads, including road widening, stormwater management, improved signage, and better road surfaces to enhance safety and efficiency; ii. Developing a Road Rehabilitation and Upgrading Plan; iii. Production of engineering designs for first phase stormwater upgrading areas, with the CBD being a priority area; 	<p>E2 000 000.00 p/a</p> <p>In-house</p> <p>E1 500 000.00</p>	<p>Works and Maintenance Department</p> <p>Works and Maintenance Department</p> <p>Works and Maintenance Department</p>

Spatial Priority	Programme Area	Short Term Development Programme(S)	Implementation	Cost (E)	Responsibility
		iv. Production of designs for the road expansion of the MR103 into two-lane roads for each direction;		E5 000 000.00	Works and Maintenance Department
		v. Production of designs for the establishment of the following proposed link roads:			
		a. Nshakabili Road Extension		E1 500 000.00	Works and Maintenance Department
		b. Nshakabili – Mpumalanga Link Road		E500 000.00	Works and Maintenance Department
		2. In the short term, Council should address public transport deficiencies by establishing mini taxi ranks (drop off and pick up facilities) at the two secondary nodes and integrating public transport services. To achieve this Council should undertake the following in the short term:			
		i. The Development of a comprehensive Public Transportation Plan;		In-house	Town Planning Department
		ii. Designation of Bus Stops throughout the public transport route with particular emphasis on the two (2) proposed mini-taxi		In-house	Town Planning Department

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>(drop-off and pick-up) ranks at the southern and northern secondary nodes.</p> <p>3. Council should undertake a project to determine rights of way servitudes that are located within the urban area, in order to identify roads that are currently on private property and establish a programme to have these servitudes transferred to the Local Authority in order to ensure long-term security, accessibility, and proper maintenance.</p> <p>4. Council should improve infrastructure for pedestrians and cyclists to support sustainable transport options. The short-term focus should be on the following:</p> <p>i. Designing of pedestrian walkways and the necessary infrastructure as earmarked by the Structure Plan;</p>	<p>E350 000.00</p> <p>E500 000.00 p/a</p>	<p>Works and Maintenance Department</p> <p>Works and Maintenance Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<ul style="list-style-type: none"> ii. Incrementally upgrade lighting, signage, and crossing points to enhance pedestrian safety, particularly along the MR103 and in residential areas. 	E500 000.00 p/a	Works and Maintenance Department
Consolidating and Strengthening Economic Activity Areas/Nodes	Economic Development	<p>1. <u>Central Business District</u></p> <p>The Town Council should focus on intensifying development in the proposed CBD through enhancing connectivity in the CDB area by developing the proposed Nshakabili Road extension. The following strategies should be endorsed to support the establishment of the Central Business District (CBD) in the short term:</p> <ul style="list-style-type: none"> i. Council should develop a Precinct Plan for the Ezulwini CBD; ii. The boundaries delineated by the Structure Plan as the CBD and 	E1 000 000.00	<p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>Secondary Nodes, should be respected and the Development Code enforced.</p> <p>2. <u>Development of Activity Spine</u></p> <p>Council should support the development of Activity Spines along Nyonyane Road and Mpumalanga Road to accommodate commercial activity, promoting micro-enterprises and small-scale businesses. The following proposals outline key steps to support this development:</p> <ul style="list-style-type: none"> i. Undertaking a detailed assessment of road widening possibilities; ii. Identifying and designating drop-off points along Mpumalanga Road and Nyonyane Road; 	<p>In-house</p> <p>In-house</p>	<p>Works and Maintenance Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>iii. Developing the necessary pedestrian walkways and cycling facilities;</p> <p>iv. Support applications for suitable commercial businesses along these areas.</p> <p>3. <u>Industrial Activity</u></p> <p>The Town Council should manage the allocation of land for industrial purposes to align with the Town's economic focus. The type of industrial activity envisioned in Ezulwini should be restricted primarily to low impact and service industries that align with the Town's character, through the use of development control regulation in the Development Code (2025). The following proposals outline key steps to support this development:</p> <p>i. Council should promote the establishment of the industrial activity</p>	<p>E1 000 000.00</p> <p>p/a</p>	<p>Works and Maintenance Department</p> <p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>area along the D36 road as a light, service-oriented industrial area. The focus in the short term should be on the marketing and branding of this area.</p> <p>ii. Implementing infrastructure upgrades in order to encourage both current and future industrial activities.</p> <p>iii. Council should install signage indicating the industrial activity area in order to visibly delineate and announce the Industrial area.</p> <p><u>Informal Business Sector</u></p> <p>1. Through the Development Code and Informal Trade Policy Council should enforce that property owners subdivide plots specifically for informal trading.</p>	<p>In-house</p> <p>E100 000.00</p>	<p>Works and Maintenance Department</p> <p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>2. Designated informal trade locations should be incorporated in the designs of the proposed mini taxi ranks to be located in the two secondary nodes.</p> <p>3. Council should undertake training programs for informal business owners in Ezulwini to inform them about business management, customer service, and product development to help vendors improve their offerings and transition to more formalised business models.</p>	<p>E350 000.00</p> <p>E50 000.00</p>	<p>Works and Maintenance</p> <p>Town Planning Department</p>
Promoting Existing and New Tourism Activities	Tourism Activity	<p>1. The Town Council should promote the dedicated tourism precinct, as per the Structure Plan, in order to streamline and encourage growth in the tourism sector. This can be achieved through:</p> <p>i. Implementing relaxed regulations for hospitality and tourism establishments within the designated precinct, including</p>		Town Planning Department

Spatial Priority	Programme Area	Short Term Development Programme(S)	Cost (E)	Responsibility
		<p>simplified permitting processes and flexible land-use policies to foster investment in hotels, lodges, restaurants, and entertainment venues.</p> <p>ii. Ensuring that proper signage is introduced especially along routes which lead to tourism sites within the Town, these may include:</p> <ul style="list-style-type: none"> i. MR103 ii. D36 iii. Buhleni Road iv. Nyonyane Road v. Tivakashi Street vi. Ligugu Street vii. Nshakabili Road viii. Mpumalanga Road <p>2. Council should promote the development of eco-friendly tourism offerings and accommodations within the urban area with</p>	E100 000.00 p/a	Town Planning Department
				Town Planning Department

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>preference to the earmarked Tourism Precinct.</p> <p>3. Council should introduce a system whereby an audit of all tourism facilities is conducted every two years, to ensure compliance with policies and regulations for operating tourism businesses within the urban area. This can be achieved through:</p> <ul style="list-style-type: none"> i. Establishing an Tourism Policy for the Ezulwini urban area; ii. Developing regulations for online hospitality businesses listed on platforms such as Airbnb and Booking.com to regulate their operations within Town; iii. Establishing and introducing licensing and safety standards for the 	<p>In-house</p> <p>In-house</p> <p>In-house</p>	<p>Town Planning Department</p> <p>Town Planning Department</p> <p>Public Health Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		hospitality sector to ensure compliance with local regulations and safeguard tourists' welfare.		
Agricultural Use Enhancement and Maintenance	Agricultural Activity	<p>1. In the short term, Council should support urban farming initiatives that promote sustainable agricultural practices by incorporating urban farming initiatives into development and building controls and regulations of the urban area, e.g., rooftop gardens and vertical farming.</p> <p>2. Additionally, Council should make provision for small-scale livestock farming, such as the rearing of rabbits, fish and poultry. This approach will help enhance local food production while fostering sustainable agricultural practices within the urban environment.</p>		<p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
Short-Term Housing Delivery: Focused on Infill Development, Densification and Residential Upgrading	Residential	<p>1. The Ezulwini Town Council should preserve Mantenga Phases 1, 2, and 3 as low-density residential neighbourhoods. Similarly, the medium density residential areas in Ezulwini (including Eco Estate, Spintex Village, Mountain View, Mahlanganisa Township, Medi Farm, Mdzimba Township, Goje Township, Thembelisha Township, and Sunset Village) should be retained as such. The focus in both the low and medium density areas should be on infill development and densification. This can be achieved through the following measures:</p> <p>i. Maintaining the existing land use patterns/character and limiting plot subdivisions to ensure continued uniformity through the use of development controls.</p>		Town Planning Department

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>ii. Ensuring that all of the aforementioned areas are fully serviced with the necessary bulk infrastructure in order to accommodate increased densities in the future.</p> <p>2. Council should support High-Density Residential development within the earmarked locations, as per the Structure Plan. This can be achieved through introducing zoning regulations to facilitate the development of higher population densities in the targeted areas, allowing for more efficient use of land while preventing urban sprawl.</p> <p>3. Council should begin working towards the upgrading of the informal settlement on Farm 7/706 in-situ in order to ensure sustainable development and service provision within this area of the Town. The formalisation and</p>		<p>Works and Maintenance Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>upgrading will include the following activities in the short term:</p> <ul style="list-style-type: none"> i. Establishment of a Formalisation Policy for the Ezulwini urban area; ii. Engagement of the property owners and other relevant stakeholders to discuss initiating the formalisation; iii. Undertaking a baseline survey and housing inventory for the area; 	<p>In-house</p> <p>In-house</p> <p>In-house</p>	<p>Town Planning Department</p> <p>Town Planning Department</p> <p>Town Planning Department</p>
Improve and Provide Public Facilities	Public Facilities	<p>1. Council should conduct a comprehensive inventory to identify and assess all public facilities within the urban area, focusing on their usability and accessibility. The goal is to develop and enhance these spaces for greater community use.</p>	E350 000.00	Town Planning Department

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>2. Council should prioritise the construction and rehabilitation of public toilets, particularly in high demand areas such as the proposed mini taxi ranks.</p> <p>3. Council should identify potential Public Private Partnership (PPP) opportunities that will enhance the quality and provision of public facilities within the Town. Examples of such opportunities may include renovations and refurbishment of existing public facilities.</p> <p>4. Council should explore options for developing a cemetery within the urban area as a first option, if securing such a plot is not possible, Council should secure land for establishing a formal cemetery in close proximity to the Town in order to meet the community needs for a burial location. Once a suitable site has been</p>	<p>E1 000 000.00</p> <p>In house</p> <p>In-house</p>	<p>Works and Maintenance Department</p> <p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>secured, Council should prepare a cemetery layout.</p> <p>5. Council should develop an Animal Holding Area to ensure that public health and safety regulations are adhered to, and that stray animals do not pose a danger to motorists or residents. In the short-term Council should focus on securing land outside of the urban area, that will be suitable for the proposed facility. Once the land is secured, Council should prepare designs for the holding area. Following the preparation and approval of designs, Council should proceed with the construction of the facility.</p> <p>6. Council should secure a suitable site for the development of a Community Centre which will include a community hall, library, and information kiosk.</p>	<p>E 500 000.00</p> <p>To be confirmed</p>	<p>Public Health Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>7. Council should secure land for the proposed multi-functional sports and recreational facility located on Plot 24/50 along Mpumalanga Road. Once the land has been secured, Council should prepare designs for the facility.</p>	E8 500 000.00	Town Planning Department
Bulk Services Infrastructure	Infrastructure	<p>1. Council should establish a Comprehensive Infrastructure Development and Maintenance Plan that combines two crucial components: (1) Bulk Infrastructure Upgrade and Maintenance Plan and (2) Infrastructure Development Strategy. The Plan will be implemented with a minimum five-year period and will undergo annual reviews to ensure its continued relevance and effectiveness.</p>	In-house	Works and Maintenance Department

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		2. Council should initiate a study to identify a long-term solution to its waste management challenges. Focus should be on determining a conclusive solution by conducting a Waste Management Needs Assessment, which will recommend a sustainable long-term approach to waste management.	E350 000.00	Public Health Department
Main entry roads	Town Entrances and Gateways	1. The Town Council should enhance the two main gateways (entrances) at the northern and southern boundaries along the MR103 into Ezulwini. This can be achieved through: <ul style="list-style-type: none"> i. Implementing landscaping and signage that reflect the natural beauty and cultural heritage of Ezulwini, creating a distinctive welcome. 	E250 000.00 p/a	Town Planning Department
		<ul style="list-style-type: none"> ii. Introducing visual markers or sculptures that symbolize key aspects of the Town, such as tourism, business, or 	E1 000 000.00	Town Planning Department

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>conservation, to create a memorable first impression.</p> <p>iii. Upgrading lighting and road infrastructure to ensure safe and easy access for all travellers.</p>	E150 000.00	Works and Maintenance Department
Policies and Legal Frameworks for Development Funding	Funding Guidelines	<p>1. The Ezulwini Town Council faces challenges in financing critical infrastructure projects due to budget constraints and increasing demand for services. PPPs can leverage private sector expertise, innovation, and capital to efficiently deliver public infrastructure while minimising financial risk to the Town Council. In order to successfully implement many of the projects outlined in the Structure Plan, it is proposed that the Ezulwini Town Council implements the following measures:</p>		

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>i. Council should develop a set of policy guidelines that outline a strategic approach to PPPs, ensuring alignment with national regulations and local development goals.</p> <p>ii. Council should develop a clear legal framework that defines the roles, responsibilities, and expectations of all parties involved in PPP agreements. This should include templates for contracts, governance structures, and dispute resolution mechanisms.</p> <p>2. Council should establish robust monitoring and evaluation systems to assess project performance, stakeholder satisfaction, and adherence to timelines and budgets. Regular reporting will ensure transparency and accountability.</p>	<p>E250 000.00</p> <p>In-house</p>	<p>Administration Department</p> <p>Administration Department</p> <p>Administration Department</p>

Spatial Priority	Programme Area	Short Term Development Implementation Programme(S)	Cost (E)	Responsibility
		3. Council should invest in training programs for municipal staff to build expertise in managing PPP projects. This includes understanding financing models, project management, and negotiation skills.	E100 000.00	Corporate Services Department

3.2 MEDIUM TERM (YEARS 4 - 6): DEVELOPMENT SCENARIO/ IMPLEMENTATION PROGRAMME

To build towards achieving the spatial vision delineated by the Structure Plan, the focus over the subsequent three years should be to further consolidate and strengthen the existing land uses/ activities which characterise and comprise the Ezulwini urban fabric, and to extend the product offering of the town through (i) continued human settlement restructuring and services provision (roads and bulk services): and (ii) improving the quality and quantity of social and community infrastructure at strategic locations. Essentially, in the medium-term, the Structure Plan strives to affect urban efficiency and facilitate improved access to social, community, transport and economic opportunities for all inhabitants in a cost-effective manner by the clustering of complimentary land uses.

To achieve the desired urban efficiency and improved access to urban opportunities the development of the town should be actively guided, managed and informed by the land use proposals/ areas delineated by the Structure Plan.

Over the Medium-term development period, the Town Council should focus on the following Spatial Priorities and associated Development Implementation Programmes:

1. Further enhancing and utilising the natural elements of the Town;
2. Further incorporation of greening initiatives;
3. Enhancing the functionality of the primary routes;
4. Implementation of the proposed road network to unlock the development potential of Ezulwini; and
5. Continued investment in transportation infrastructure provision;
6. Strengthening the establishment of the proposed primary node and secondary nodes by supporting the functional definitions of these areas through the development of sufficient public transport facilities and integrated informal market areas, with a focus on the allocation of appropriate infrastructure to stimulate investment.
7. Continued support for tourism activities;

8. Consolidating the existing urban structure through continued human settlement (housing) restructuring. Focus should be on formalisation, infill development and densification;
9. Continued development of public recreation facilities and other social amenities;
10. Improving the quality and quantity of social and community infrastructure;
11. Retaining and consolidating the existing institutional component of the Town;
12. Continued enforcement and enhancement of clear use zones to promote legibility and amenity; and
13. Expansion and upgrading of the bulk services network to cater for new housing areas, social and community facilities, and additional economic developments.

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
Regional Open Space System (ROSS)	Environment	<p>1. In the medium term, the Town Council needs to further develop the open space system identified and defined in the short term. This will be achieved through the following measures:</p> <ul style="list-style-type: none"> i. Continue designing and construction of dedicated pedestrian paths, that are safe, accessible, and aesthetically pleasing; ii. Incorporating features such as signage, seating, and lighting; iii. Expanding and connecting pedestrian networks to surrounding green spaces and urban areas, to promote recreational use and community interaction. <p>2. Council should continue to manage and maintain all public green spaces within the</p>	<p>E500 000.00 p/a</p> <p>E350 000.00 p/a</p> <p>E500 000.00 p/a</p> <p>E500 000.00 p/a</p>	<p>Works and Maintenance Department</p> <p>Works and Maintenance Department</p> <p>Works and Maintenance Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>urban area as identified in the Open Spaces Inventory.</p> <p>3. Council should engage local residents through meetings or other appropriate platforms, in the planning and maintenance of green spaces to foster a sense of ownership and stewardship.</p> <p>4. Council should ensure that it conducts surveys and community feedback sessions to assess resident satisfaction and monitor the use of green spaces.</p>	<p>E50 000.00</p> <p>In-house</p>	<p>Town Planning Department</p> <p>Town Planning Department</p>
Promoting Socio-Economic Development through Focused Development of the Movement Network	Transportation and Movement Network	<p>1. The Town Council should continue to prioritise the upgrade and maintenance of the MR103 and its feeder roads.</p> <p>2. Council should continue implementing its Road Rehabilitation and Upgrading Plan for the various roads identified.</p>	<p>To be confirmed</p> <p>In-house</p>	<p>Works and Maintenance Department</p> <p>Works and Maintenance Department</p>

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
(Infrastructure Delivery)		3. Council should continue implementing its traffic management strategies, as outlined in the ECMP (2023), to improve traffic flow and to mitigate congestion during peak hours.	In-house	Works and Maintenance Department
		4. The construction of the proposed Nshakabili extension should be completed by the medium term. The Nshakabili and Mpumalanga Link Road should also be built simultaneously with the extension road.	E18 500 000.00	Works and Maintenance Department
		5. Council should continue to address public transport deficiencies and integrating public transport services. This will include the following: <ul style="list-style-type: none"> i. Designing and constructing a mini taxi rank in the CBD, which will be integrated into the existing informal trade market; 	E750 000.00	Town Planning Department

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>ii. Developing all other drop-off and pick-up points as identified in the Public Transport Plan.</p> <p>6. Council should continue develop infrastructure for pedestrians and cyclists in accordance with the ECMP (2023) and Structure Plan (2024).</p> <p>7. Council should begin construction an upgrading the MR103 into a two-lane configuration in each direction.</p> <p>8. Council should upgrade Twiggs Garden Street and Buhleni Road to paved surfaces.</p> <p>9. Council should provide sidewalks of at least 1.5m on each side or 2m on one side, along with streetlights. The priority in the medium term should be in the following locations:</p> <p>i. MR103</p>	<p>E350 000.00 p/a</p> <p>E500 000.00 p/a</p> <p>To be confirmed</p> <p>E9 000 000.00</p> <p>E1 000 000.00 p/a</p>	<p>Town Planning Department</p> <p>Works and Maintenance Department</p> <p>Works and Maintenance Department</p> <p>Works and Maintenance Department</p> <p>Works and Maintenance Department</p>

Spatial Priority	Programme Area	Medium Term Development Programme(S)	Implementation	Cost (E)	Responsibility
		<ul style="list-style-type: none"> ii. D36 iii. Mpumalanga Road iv. Buhleni Road v. Tivakashi Street vi. Nshakabili Road 			
Consolidating and Strengthening Economic Activity Areas/Nodes	Economic Development	<ol style="list-style-type: none"> 1. The Town Council should continue supporting the implementation of the CBD Precinct Plan by providing resources, coordinating with key stakeholders, and ensuring compliance with development guidelines set forth in the Plan. 2. Council should continue to support the development of the Ezulwini Activity Spines along Nyonyane Road and Mpumalanga Road. The medium-term focus should be on the following: 			<p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>i. Council should continue to allocate funding for the construction of infrastructure along the Activity Spine;</p> <p>ii. Council should install signage at intersections to visibly delineate the Activity Spines, for branding and marketing purpose.</p> <p><u>Industrial Activity</u></p> <p>1. Council should continue to incorporate bulk service infrastructure in the designated industrial activity area in support of the future industrial activities for Ezulwini</p> <p><u>Informal Business Sector</u></p> <p>1. Council should continue to enforce bye-laws related to informal trade and vending.</p>	<p>In-house</p> <p>E150 000.00</p> <p>E50 000.00</p>	<p>Works and Maintenance Department</p> <p>Town Planning Department</p> <p>Works and Maintenance Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
		2. Council should provide training and capacity building for informal traders to help them transition into formal market vendors.	E500 000.00	Town Planning Department
		3. Council should provide additional parking for tourists near informal trade areas, to support Local Economic Development initiatives such as Flea Markets.	E250 000.00 p/a	Town Planning Department
		4. Council should ensure that continuous improvements, such as access to water, electricity, and sanitation facilities, as well as the upgrading and maintenance of existing trading facilities (market stalls), are executed in the medium term.	E500 00.00 p/a	Works and Maintenance Department
		5. Council should undertake the construction of the designated informal trading zones as described in the Structure Plan. The construction of these zones will have to align with and incorporate the		Town Planning Department

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>following Plans, Policies, bye-laws and Strategies:</p> <ul style="list-style-type: none"> i. Informal Trade Policy; ii. Public Transport Plan; iii. Environmental Management Plan; iv. Urban Greening Strategy; v. Urban Design Framework; vi. Comprehensive Infrastructure Development and Maintenance Strategy; vii. PPP's Strategy. 		
Promoting Existing and New Tourism Activities	Tourism Activity	<p>1. Council should continue to encourage development within the Tourism Precinct. The development of the precinct can be supported through the following measures:</p> <ul style="list-style-type: none"> i. Council should continue to prioritise infrastructure upgrades within the 		Works and Maintenance Department

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>precinct, including improvements to roads and bulk services.</p> <p>ii. Council should continue to install branding and signage along the MR103 and other key routes.</p> <p>iii. Council should continue to support applications for a diverse range of tourism business in order to diversify tourism offerings in the Town.</p> <p>2. Council should continue to enforce the policy framework established to regulate online hospitality businesses.</p> <p>3. Council should continuously update its database on hospitality businesses in Ezulwini by conducting regular audits of tourism facilities within the urban area.</p>	<p>E250 000.00</p> <p>In-house</p>	<p>Town Planning Department</p> <p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
Agricultural Use Enhancement and Maintenance	Agricultural Activity	1. In the medium term, the Council should continue to support urban farming initiatives practicing sustainable agriculture within the Town.	In-house	Town Planning Department
Medium-Term Housing Delivery: Focused on Infill Development, Densification and Residential Upgrading	Residential	1. In the medium term, Council should continue to protect the character of low and medium density townships. This will be achieved through the following measures: i. Infill development should remain a priority until there is a clear demand for additional low and medium residential townships; ii. Plot subdivisions within low density areas should be limited and minimum erf sizes maintained, as per the Development Code (2025);		Town Planning Department Town Planning Department

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>iii. Council should continue to upgrade infrastructure; including roads and utility services to facilitate development.</p> <p>2. Council should ensure that the establishment of additional high-density residential areas in Ezulwini is supported and regulated in accordance with the Development Code (2025).</p> <p>3. Council should continue to prioritise the provision of infrastructure development and upgrades in the high-density residential areas.</p> <p>4. Once all necessary agreements have been made for securing the land and approval has been granted for the formalisation project to commence, Council should focus on the following:</p> <p>i. Developing a township layout to enable efficient, organised</p>	<p>E500 000.00 p/a</p> <p>E750 000.00</p>	<p>Works and Maintenance Department</p> <p>Town Planning Department</p> <p>Works and Maintenance Department</p> <p>Works and Maintenance</p>

Spatial Priority	Programme Area	Medium Term Development Programme(S)	Implementation	Cost (E)	Responsibility
		planning, enhance road networks, and improve accessibility to services;			Department
		i. Preparation of all necessary preliminary Engineering Infrastructure Drawings;		E2 000 000.00	Works and Maintenance Department
		ii. Submit an application to the Human Settlements Authority (HSA) for township establishment approval.		E250 000.00	Town Planning Department
Retain and Consolidate Existing Government and Institutional Activities	Government and Public Facilities	1. In the medium term, Council should continue to rollout the construction of necessary infrastructure, including transport link roads and utility services, in order to support government and public facility operations.			Works and Maintenance Department

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>2. Council should focus on implementing the multiple social welfare facility projects identified in the Structure Plan (2024). This will include the following:</p> <p>i. Once Council has acquired property and prepared a cemetery layout in the short term, the development of the cemetery, adoption of a cemetery management system, pegging of graves, and commencement of operations should be undertaken in the medium term.</p> <p>ii. Once Council has acquired a site for developing a Community Centre, the designs for the facility should be prepared in the medium term.</p> <p>iii. Once the designs have been approved, Council should proceed with the construction of the facility.</p>	<p>To be confirmed</p> <p>E1 500 000.00</p> <p>To be confirmed</p>	<p>Town Planning Department</p> <p>Works and Maintenance</p>

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
		iv. To develop the proposed multi-functional sports and recreational facility, Council should seek strategic partners through Public-Private Partnerships (PPPs) to support the development of the facility.	PPP	Town Planning Department
Bulk Services Infrastructure	Infrastructure	1. Council should continuously undertake assessments of its bulk infrastructure network of the Town and implement the necessary upgrades to support growth and development.	In-house	Works and Maintenance Department
		2. Council should ensure that infrastructure, including water supply and sewage systems, is enhanced to meet the demands of a growing population in Ezulwini.	In-house	Works and Maintenance Department
		3. In the medium term, Council should consider implementing the waste management		Works and Maintenance

Spatial Priority	Programme Area	Medium Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>recommendations outlined in the Waste Management Needs Assessment.</p> <p>4. Council's infrastructure implementation should be guided by the Comprehensive Infrastructure Development and Maintenance Plan. Therefore, in the medium term, Council should align and adjust its infrastructure strategies according to the proposals and projects outlined in the Plan.</p>		<p>Department</p> <p>Works and Maintenance Department</p>
Main entry roads	Town Entrances and Gateways	<p>1. In the medium term, the Town Council should continue to maintain the two main gateways into Ezulwini.</p>	E150 000.00 p/a	Works and Maintenance Department
Projects	Capital Investment	<p>1. Once the policy and legal framework for PPPs in Ezulwini are in place, Council should identify and launch pilot projects to demonstrate the viability of PPPs.</p>	In-house	Administration Department

3.3 LONG TERM (YEARS 7 - 10): DEVELOPMENT SCENERIO/ IMPLEMENTATION PROGRAMME

To further build towards achieving the spatial vision defined by the Structure Plan, the focus from years seven to ten should be to consolidate the urban structure, not only accommodating the potential residential and economic growth of the Town itself, but also that of neighbouring regions efficiently and sustainably. This will require the upgrading and expansion of both bulk services and strategic transportation networks of the Town to enable it to offer and accommodate a greater range and quantity of residential, economic, social and community activity areas and facilities.

In the Long-Term Development Period, the Town Council should therefore focus on the following Spatial Priorities and associated Development Implementation Programmes:

1. Further enhancing and utilising the natural elements of the Town;
2. Further incorporation of greening initiatives;
3. Enhancing the functionality of the primary routes;
4. Continued investment in transportation infrastructure provision;
5. Implementation of the proposed road network to unlock the development potential of Ezulwini;
6. Strengthening the establishment of the proposed primary node and secondary nodes by supporting the functional definitions of these areas through the development of sufficient public transport facilities and integrated informal market areas, with a focus on the allocation of appropriate infrastructure to stimulate investment;
7. Continued support for tourism activities;
8. Consolidating the existing urban structure through continued human settlement (housing) restructuring. Focus should be on formalisation, infill development and densification;
9. Continued development of public recreation facilities and other social amenities;
10. Improving the quality and quantity of social and community infrastructure;
11. Retaining and consolidating the existing institutional component of the Town;

12. Continued enforcement and enhancement of clear use zones to promote legibility and amenity; and
13. Expansion and upgrading of the bulk services network to cater for new housing areas, social and community facilities, and additional economic developments.

TABLE 3: LONG-TERM DEVELOPMENT PRIORITIES AND IMPLEMENTATION PROGRAMMES

Spatial Priority	Programme Area	Long Term Development Programme(S)	Implementation	Cost (E)	Responsibility
Regional Open Space System (ROSS)	Environment	1. In the long term, Council should continue to regularly assess the natural characteristics of areas near water bodies within the ROSS and implement measures to preserve and improve their distinctive qualities.		In house	Town Planning Department
		2. The Council should ensure regular reviews and updates of the Greening Strategy.			Town Planning Department
		3. In the long term, the Council must integrate its greening efforts with other urban developments, such as, economic development initiatives, spatial development plans, and building applications.			Town Planning Department
		4. Once the pedestrian infrastructure is developed, Council should prioritise its expansion and ongoing maintenance			Works and Maintenance Department

Spatial Priority	Programme Area	Long Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>throughout the Regional Open Space System (ROSS).</p> <p>4. Council should continue to develop new green spaces as demand arises, while also maintaining all existing green spaces within the urban area, as outlined in the Environmental Management Plan (EMP).</p>	In-house	Town Planning Department
Promoting Socio-Economic Development through Focused Development of the Movement Network (Infrastructure Delivery)	Transportation and Movement Network	<p>1. In the long term, Council should complete the construction of projects aimed at upgrading the MR103 and other primary routes. These projects include expanding the roads and bridges, adding walkways, installing street lighting, and implementing safety measures.</p> <p>2. Council should upgrade the road on the eastern boarder of the urban area to paved status (Refer to: Structure Plan Map).</p>	<p>In-house</p> <p>E6 500 000.00</p>	<p>Works and Maintenance Department</p> <p>Works and Maintenance Department</p>

Spatial Priority	Programme Area	Long Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>3. Council should continue to allocate funds for the completion and maintenance of road and stormwater infrastructure.</p> <p>4. Council's long-term focus on improving non-motorised infrastructure should involve a comprehensive review of community needs, pedestrian movement patterns, and any significant shifts resulting from recent developments.</p> <p>5. Council should prioritise the implementation of the Comprehensive Infrastructure Development and Maintenance Plan to ensure effective maintenance and improvement of existing infrastructure.</p>	<p>In-house</p> <p>In-house</p>	<p>Works and Maintenance Department</p> <p>Works and Maintenance Department</p> <p>Works and Maintenance Department</p>

Spatial Priority	Programme Area	Long Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>6. Council should continue to regularly assess and adapt transportation policies to meet evolving needs.</p> <p>7. Council should continue to evaluate the suitability of available public transport facilities to ensure they meet current and future needs.</p> <p>8. Council should continue to evaluate its system for monitoring traffic patterns and public transport usage, and make updates where necessary.</p>	<p>In-house</p> <p>In-house</p> <p>In-house</p>	<p>Town Planning Department</p> <p>Town Planning Department</p> <p>Works and Maintenance Department</p>
Consolidating and Strengthening Economic Activity Areas/Nodes	Economic Development	<p><u>Economic Activity Framework</u></p> <p>1. Council should continue to implement the urban design measures proposed in the Precinct Plan to reinforce and support the growth of the CBD.</p>	In-house	Town Planning Department

Spatial Priority	Programme Area	Long Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p><u>Industrial Activity</u></p> <p>1. The Town Council should continue to ensure that industrial activities approvals within the Town align with the its economic character.</p> <p><u>Informal Business Sector</u></p> <p>1. To strengthen the informal business sector in Ezulwini, the Council should:</p> <p>i. Continue to actively enforce bye-laws pertaining to informal trade and vending;</p> <p>ii. Council should continue to maintain informal trade facilities and infrastructure.</p>	<p>In-house</p> <p>E100 000.00 p/a</p>	<p>Works and Maintenance Department</p> <p>Town Planning Department</p> <p>Works and Maintenance Department</p>
Promoting Existing and New Tourism Activities	Tourism Activity	1. The Ezulwini Town Council should continue supporting the established tourism precinct. In		

Spatial Priority	Programme Area	Long Term Development Implementation Programme(S)	Cost (E)	Responsibility
		<p>the long term this will include the following measures:</p> <ul style="list-style-type: none"> i. Maintenance of infrastructure services within the urban area and implement necessary upgrades. ii. Council should continue to undertake regular tourism audits which will allow for the identification of improvement areas. 	<p>E500 000.00 p/a</p> <p>In-house</p>	<p>Works and Maintenance Department</p> <p>Town Planning Department</p>
<p>Medium-Term Housing Delivery:</p> <p>Focused on Infill Development, Densification and Residential</p>	Residential	<ol style="list-style-type: none"> 1. In the long term, The Ezulwini Town Council should continue to protect the character of low-density and medium density areas. 2. Council should continue to encourage the establishment of mixed-use developments where commercial services are located near high-density housing. 		<p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Long Term Development Implementation Programme(S)	Cost (E)	Responsibility
Upgrading		<p>3. Council should continue enforcing zoning regulations designed to facilitate the development of higher population densities in the targeted areas.</p> <p>4. To complete the formalisation of the informal settlement, Council should focus on the following activities:</p> <ul style="list-style-type: none"> i. Pegging of the informal settlement and production of a General Plan; ii. Securing land tenure in the form of title deeds; iii. Council should ensure that the informal settlement is fully serviced with the necessary bulk services infrastructure. 	<p>In-house</p> <p>To be confirmed</p> <p>To be confirmed</p> <p>To be confirmed</p>	<p>Town Planning Department</p> <p>Town Planning Department</p> <p>Town Planning Department</p> <p>Town Planning Department</p>

Spatial Priority	Programme Area	Long Term Development Implementation Programme(S)	Cost (E)	Responsibility
Retain and Consolidate Existing Government and Institutional Activities	Government and Public Facilities	1. In the long term, Council's focus should remain on improving the quality, and accessibility of public facilities within Ezulwini.	E250 000.00 p/a	Social Services Department
		2. Council should assess the effectiveness of existing community facilities in meeting the needs of the community and identify appropriate solutions to address any gaps that may be found.	In-house	Social Services Department
Bulk Services Infrastructure	Infrastructure	1. Council should regularly assess its bulk infrastructure network and implement necessary upgrades to support growth and development.	In-house	Works and Maintenance Department
Projects	Capital Investment	1. Council should evaluate the success and performance of its public-private partnerships (PPPs) and make the necessary adjustments.	In-house	Town Planning Department

4. CONCLUSION

The implementation of the development programs proposed in the Structure Plan will require the preparation of the following policies, plans, and strategies. Formulating these documents will guide the execution of the proposed development by establishing clear frameworks for each sector. The following over-arching sectorial plans and policies will be developed in support of, and in alignment with, the short, medium, and long-term proposals made by the Development Plan:

1. Environmental Management Plan (EMP);
2. Road Rehabilitation and Upgrading Plan;
3. Public Transportation Plan;
4. CBD Precinct Plan;
5. Comprehensive Infrastructure Development and Maintenance Plan (including Bulk Infrastructure Upgrade and Maintenance Plan + Infrastructure Development Strategy);
6. Urban Greening Strategy;
7. Urban Design Framework;
8. PPP's Strategy;
9. Tourism Policy;
10. Tourism Plan;
11. Online Hospitality Businesses Regulations.

