

City of Cape Town

**Tourism Development
Framework for Cape Town**

**Public Participation Process:
Comment Report**

2004

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1 Background

This document outlines the approach, process and outcomes of the public communication and participation process for the Tourism Development Framework for the City of Cape Town.

Although public participation was not a legal requirement in this planning process, the project team recognised the importance of stakeholder involvement in the successful execution of the planning process and implementation. The following potential benefits of a participatory approach were identified:

- participation assists in establishing of a sense of ownership amongst stakeholders;
- participation can generate commitment to implementation in stakeholders;
- participation lends credibility to an organisation and process that is open to stakeholders' suggestions and opinions;
- participation helps to identify and resolve concerns before they turn into major problems; and
- countering undue expectations regarding the deliverables and outcomes of the process.

2 Project stakeholders

2.1 Stakeholder identification

The following questions were considered in the preparation of a stakeholder list:

- Who is responsible for the implementation of recommendations?
- Who is likely to mobilise for or against project recommendations?
- Who is potentially affected by the project and who are the representatives of those potentially affected?
- Who is likely to be interested and who are the representatives of those potentially interested?
- Who can contribute technical resources?
- Who can contribute knowledge and information?
- Who were previously disadvantaged and may require support?
- Who are influential figures and have local knowledge?
- Who are experts on expected key issues?

The following stakeholder groups were identified:

Internal	External
City Council City of Cape Town officials Local Tourism Bureau staff	Other spheres of government Statutory bodies and parastatals Private sector: Tourism and related industry Private sector: General business Private sector: Small business & emerging entrepreneurs Civil society

2.2 Stakeholder communication

2.2.1 Introduction

The participatory process consisted of the following main components:

- establishment of a representative Technical Steering Committee
- targeted communication with stakeholders
- public meetings

Figure 2.1 illustrates the participatory process followed.

2.2.2 Technical Steering Committee

The project team convened a Technical Steering Committee with representatives from different branches of the city administration, as well as provincial and national government departments and organisations that have a role in tourism development in the city. The steering committee consisted of the following organisations:

- CoCT: Economic Development - Tourism Development, Key Sectors, Investment & Promotions, Specialist Support
- CoCT: Environmental Management
- CoCT: Health
- CoCT: Open Space and Conservation
- CoCT: Spatial Planning
- CoCT: Transport Planning
- COCT: Public Transport
- CoCT: Emergency Services
- CoCT: Disaster Management
- CoCT: Community Facilities
- Western Cape Nature Conservation Board
- South African National Parks
- Western Cape Provincial Government: Economic Development and Tourism
- Western Cape Provincial Government: Cultural Affairs
- SACCAWU
- Prof D. Dewar – University of Cape Town (Review Consultant)

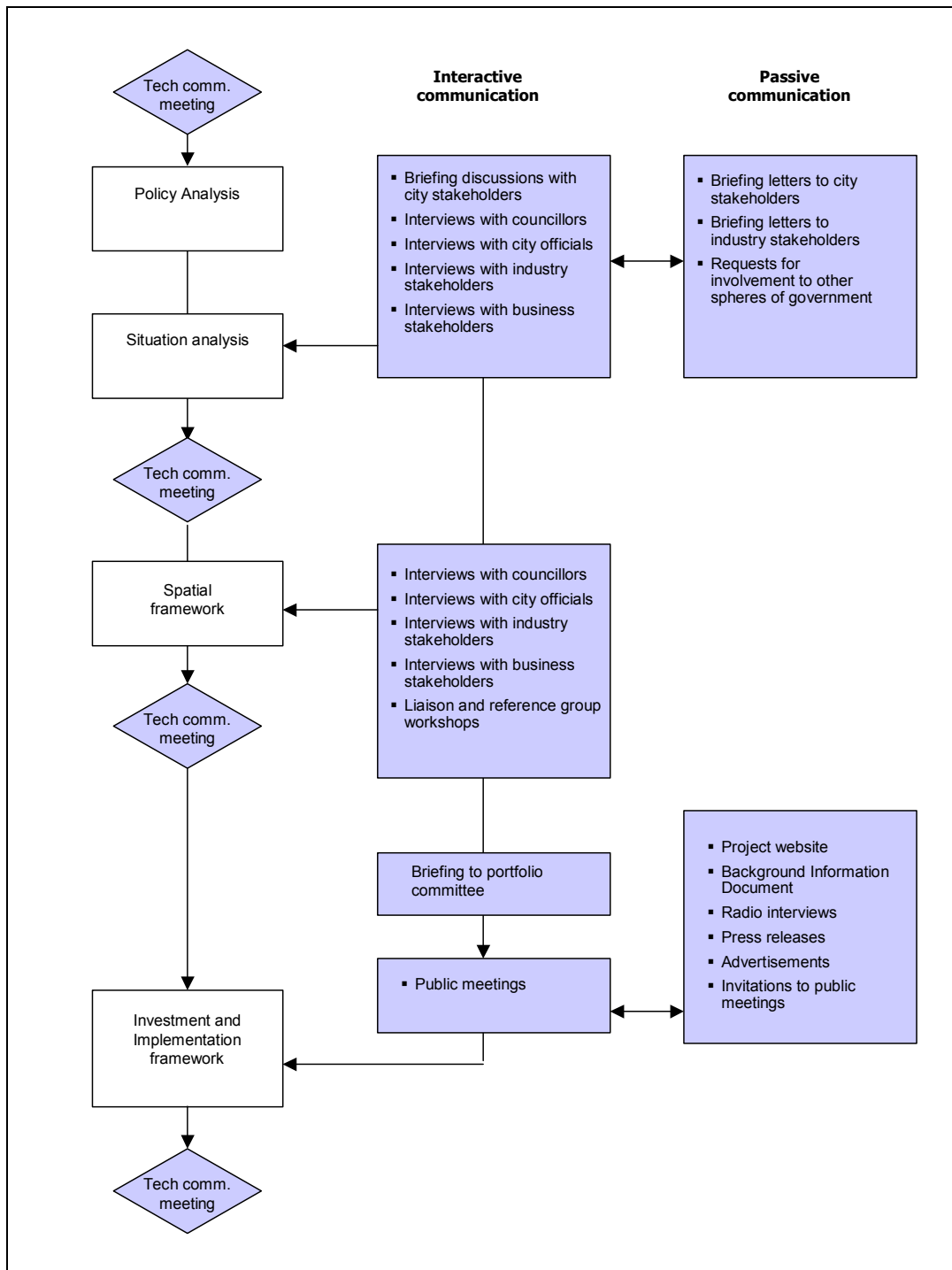


Figure 2.1 Cape Town Tourism Development Framework Process

2.2.3 Targeted consultation with stakeholders

Meetings were held with a range of stakeholders, e.g. Local Tourism Bureaux, Chamber of Commerce, in order to obtain their opinion about tourism development in Cape Town. In addition, working sessions were held with stakeholder forums in order to explore specific issues in more detail.

2.2.4 Public meetings

During the period 10 – 21 September eleven (11) public meetings were held at various locations across the metropole. A total of 121 Capetonians attended the public meetings.

Various media was used to communicate the process to the public.

- Background Information Document (summary of Tourism Development Framework) (Appendix A) prepared and distributed;
- Project website (www.capetown.gov.za/econdev/tourismdev) developed to provide access to all project documentation;
- Dedicated e-mail address (tourismdev@capetown.gov.za) established as channel for public comment;
- Press releases were issued to local radio stations and newspapers;
- Information talks were given on local community radio stations; and
- Summaries of the framework were distributed at every workshop/meeting, to libraries and tourism bureaus. (A list of libraries is attached as Appendix B)

The presentation used at the public meetings is attached as Appendix C.

3 Issues arising from public meetings

The issues arising from the public meetings are summarised below:

1. Spatial imbalances in distribution of tourism in metropole
2. Need to bring planning for different economic sectors together in Integrated Development Strategy
3. Confusion regarding institutional roles and responsibilities
4. Requirement for community involvement in planning, decision-making
5. Need for 'accessible' tourism development support function, i.e. close to communities
6. Training, skills-building, educational programs
7. Requirement for tourism awareness throughout society – schools, CBOs, youth groups
8. Business development support: advice; mentorships; partnering with established business
9. Industry transformation – ownership patterns, industry attitude
10. Market-based development: understanding the markets we want to attract
11. Funding, resources and political will for implementation
12. Multitude of opportunities for partnerships

Specific comments raised verbally at the public meetings or in written submissions received by the project team are detailed in Table 2.1. Comments have been grouped under the Tourism Development Goals outlined in the Background Information document. The table is structured as shown below:

Issue category	Issue raised	Report reference	Comment
Categorization of comment according to issues scoping presented in Situation Analysis	Full text of written comment, or transcript of verbal comment.	Reference to report section where issue has been addressed: 1 Sit An - Situation Analysis 2 SF – Spatial Framework 3 IF - Implementation Framework	Where issues raised fall outside the scope of the Tourism Development Framework, information as relevant or reference to other projects/organisations is provided.

Goal 1: Protecting and conserving tourism resources for a sustainable future and supporting sustainable livelihoods			
Issue category	Issue raised	Report reference	Comment
responsible development	Tour guides 'showing' B&Bs to tourist as 'attractions' do not contribute financially - when visiting museum an entrance fee is charged, guides should have courtesy to contribute	IF_TDG 1, Component 1, Output 2.2 The private sector adopts a Responsible Tourism Code of conduct/ Charter	
poverty alleviation	First priority should be job creation and poverty alleviation, second priority being world-class destination	SF – p 6, 3. <i>Tourism in a City</i>	City's Economic Development Framework recognises dual development challenge, Fig 4 SF
management of impacts of tourism	On issue of social responsibility - Bo Kaap: large coaches parked with engines running, creates air and noise pollution. Need to have 'holding area' on edge of community where coaches can park, tourist can then move on foot into area guided by local guides	SF_City Bowl TDA Recommendations IF_TDG 1, Component 3, Output 3.2 : Assessments of the impacts of tourism in honeypot/sensitive locations are conducted in order to determine constraints in terms of infrastructure capacity, resident impact and tolerance, environment carrying capacity, etc. and management plans prepared	
economic impact of tourism	Although Constantia attracts high-spending international tourists and is therefore perceived to be a 'privileged' area, these tourists support jobs and income of many people living in local area, e.g. B&B owners. Perception may be that 'we have it all, and don't need assistance', product owners in the area would also like additional growth for their businesses		Noted
integrated planning	Cape Town needs Integrated Sustainable Development Framework incorporating all developmental aspects, e.g. waste management, environmental management, etc. not only Tourism		Input of Tourism Development Branch to, and incorporation of recommendations of TDF into planned Growth and Development Framework for the City of Cape Town essential

<p>Integrated planning</p>	<p>Whilst the newly formed Constantia Valley Publicity and Tourism Association obviously has the interests of the Valley at heart we believe that tourism development within Constantia can only be achieved if Cape Town's development as a tourist destination is successfully promoted. It is imperative that Cape Town's development takes place within a framework where the City is developed in all aspects and not only within the "Tourism" framework. Tourism cannot be developed/promoted in isolation – it requires the development of infrastructure (roads, transport, accommodation, etc), safety (crime, medical support, etc) as part of an overall plan.</p>	<p>IF_TDG 4, Component 1, Output 1.2 All functions of City Administration are able to support the development of tourism effectively, Action 1.2.1 A CoCT Tourism Development reference group/forum is established and meets on a regular basis.</p>	
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Goal 2: Meeting visitor requirements through world class product provision			
Issue category	Issue raised	Report reference	Comment
destination differentiation; spatial imbalances	Natural and historical assets of Mamre area, Mission Village and nature reserve under-utilized	SF_ Blaauwberg TDA- analysis of current situation; Recommendations ' <i>Reconvene community-based initiative to track progress-to-date regarding planning for tourism development in Mamre and Atlantis; revise existing plans based on market trends and current gaps in the metropole's product provision</i> '	
product diversity	Mamre Nature Reserve requires access control and guided walks		
destination differentiation	Potential to create event focussing on heritage of Mamre area - "horse and cart"		
product diversity	Idea to 'seed' road verges of Atlantis Main road to flower during annual spring flower season - hope to 'divert' coaches into Atlantis as part of West Coast Tour		Incorporate in "Flower Season" publicity campaign for area
product development; destination differentiation; partnerships	Flower Season - opportunity to work with traffic department to 'welcome' vehicles at roadblock - promotional stunt		Incorporate in "Flower Season" publicity campaign for area
changing marketplace; social inclusion	Tourists should spend more time in local areas, walk the streets, stay overnight in township B&Bs	SF_ Cape Metro South East TDA Recommendations	
destination differentiation	Sarepta - church 160 years old, graveyard and mortuary - very few people aware of historical asset		Noted for database
destination differentiation	Bo-Kaap community planning a series of workshops, tourism will be one of the key issues addressed		Noted
destination differentiation	Arts & crafts sold in shops and in markets are not manufactured in South Africa, do not reflect culture and communities of Cape Town and South Africa	Sit An Section 5.2 Product and market dev opportunities IF_ TDG 2; Component 1, Output 1.2 A Cultural and Heritage Tourism Development and Marketing Plan and Programme of Action is adopted so as to strengthen the unique elements of Cape Town's culture, heritage and lifestyles in brand positioning and product development-	

		actions 1.2.12, 1.2.16, Output 1.4, A programme of actions aimed at celebrating the city's contemporary arts and heritage is implemented. action 1.4.2	
spatial imbalances	Helderberg area traditionally 'sidelined'. City is now 'one under Unicity, yet some areas still treated as not being part of Cape Town, e.g. Directional signage at airport reinforces idea that Somerset West is not part of Cape Town	SF_Section 6.2 <i>Understanding tourism space in Cape Town</i> ; Helderberg Basin TDA Recommendations	
spatial framework	Hout Bay possibly better included in 'Atlantic Seaboard' TDA		Noted
spatial framework	Hout Bay wanting to be associated with Atlantic Seaboard rather than Peninsula		Noted
product development	Coloured population neglected in tourism development and marketing; majority of people living in Cape Town are Afrikaans speaking and coloured, need to showcase culture more	SF_Cape Metro South East TDA Recommendations	

Goal 3: Providing leadership regarding Tourism Development in the City of Cape Town and work in partnership			
Issue category	Issue raised	Report reference	Comment
institutional roles and responsibilities; local of tourism development support function	DMO - lots of publicity, high profile, perception that tourism development is falling by wayside; yet people do not have easily accessible 'contact point' in their local areas when needing information about tourism	IF_TDG 5, Component 4, Output 4.1 City-supported extension established to deliver awareness creation and business development functions and support partnership formation	
institutional roles and responsibilities; local of tourism development support function	LTBs have in past engaged with communities re tourism development; what will happen after disbanding of LTBs	IF_TDG 5, Component 4, Output 4.4 A framework and programme for consultations and participation and awareness creation of the Tourism Development Framework is devised and carried out, Action 4.4.1 The establishment of community-based tourism forums/clusters (Citizen Tourism Forums), linking into and forming partnerships with related community development initiatives/forums is facilitated; IF_TDG 3, Component 2, Output 2.1 Information sessions outlining roles and responsibilities of DMO and City relative to Tourism Development conducted.	
institutional roles and responsibilities; partnerships	Need a comprehensive database of organisations involved in tourism development	IF_TDG 3, Component 2, Output 2.2 Informational materials on the Tourism Development function of the CoCT is prepared for industry, public and community use.	
partnerships	Tourism Development Branch needs to work with Khayelitsha Development Forum and K Business Forum	IF_TDG 5, Component 4, Output 4.4 A framework and programme for consultations and participation and awareness creation of the Tourism Development Framework is devised and carried out, Action 4.4.1	
institutional roles and responsibilities; partnerships	Perception that DMO will be responsible for 'tourism development' - how does the TDF relate to the DMO and Marketing Strategy?	IF_TDG 3, Component 2, Output 2.1 Information sessions outlining roles and responsibilities of DMO and City relative to Tourism Development conducted. Action 2.1.1 "Clarify division of roles and responsibilities with DMO Product Development Advisory Committee"	

consultative process	What was the composition of the Technical Steering Committee?	Public Participation Report Section 2.2.2- Composition of the Steering Committee	
implementation; partnerships	How will the TDF be enforced in other departments?	IF_TDG 4, Component 1, Output 1.2 All functions of City Administration are able to support the development of tourism effectively, Action 1.2.1 A city-wide CoCT Tourism Development reference group/forum is established and meets on a regular basis in order to facilitate inter-departmental communication, co-operation and integrated action	
implementation	What budget has been provided for implementation?	IF_TDG 3, Component 1, Output 1.1 Financial plan and budget for programme implementation prepared and adopted; Output 1.2 Human Resource Plan for Tourism Development Programme implementation prepared and adopted; Output 1.3 Additional Tourism Development staff recruited, Project managers appointed and operational budgets provided through departmental budget	Intention of TDF to detail 'scope of work' required over next 5 years; also indicate resources required as information for lobbying
political will for implementation	2004 = election year, need to ensure continuity	IF_TDG 5, Component 4 , Output 4.4 A framework and programme for consultations and participation and awareness creation of the Tourism Development Framework is devised and carried out	
co-operation; economic linkages	We need 'round-table' forums - different sectors working together in terms of marketing and development	IF_TDG 5, Component 1, Output 1.2, Action 1.2.1 A city-wide CoCT Tourism Development reference group/forum is established and meets on a regular basis in order to facilitate inter-departmental communication, co-operation and integrated action'	
roles and responsibilities; partnerships	Query as to why the 'Business Corner' representative of local library is not present at meeting; important source of information for communities, would have benefited from information presented at meeting		Noted

roles and responsibilities; partnerships	Why are councillors as representatives of constituents not present? Need to take responsibility for involving community members, communicating and representing interests	IF_TDG 5, Component 4 , Output 4.4 A framework and programme for consultations and participation and awareness creation of the Tourism Development Framework is devised and carried out, Action 4.4.2 A 'Roadshow' of sub-councils to inform regarding the Implementation Framework is undertaken	
partnerships	Interested in being involved in the development of tourism in Hout Bay, and the creation and implementation of various tourist related projects for the entire Hout Bay community.		
partnerships and communication	Concern regarding possible 'centralisation' of tourism through creation of DMO. A central body may lose touch with communities who are the hosts of tourists. It is important that a communication channel exists between unicity and communities - this needs to build into the TDF. Community needs to feel that they are being listened to, have forum to voice their perspectives and work towards goals for area.	IF_TDG 5, Component 4, Output 4.4, Action 4.4.1 The establishment of community-based tourism forums/clusters (Citizen Tourism Forums), linking into and forming partnerships with related community development initiatives/forums is facilitated	

Goal 4: Facilitating investment and commercial activity for sustainable growth and economic prosperity			
Issue category	Issue raised	Report reference	Comment
spatial imbalances; investment facilitation	Tourists not currently visiting Bontheuwel, what can be done to attract visitors? Will the TDF benefit Bontheuwel as local area?	SF_Cape Flats Metro South East TDA Recommendations "Develop comprehensive Tourism Action Plan"	
economic linkages	Urban agriculture - opportunity to provide produce to accommodation establishments		Noted
critical mass; bankable projects	Recognise that tourists need something to go to - would be good idea to have development of attractions along False Bay Coast	SF_Cape Flats Metro South East TDA Recommendations "Develop comprehensive Tourism Action Plan"	
geographic imbalances in spread of tourism	Philadelphia - lack of infrastructure, high levels of poverty	SF_Cape Flats Metro South East TDA Recommendations "Develop comprehensive Tourism Action Plan"	
resource scarcity and prioritisation	How will priority areas for TDF be determined?		Prioritisation based on city's overall spatial development priority areas
geographic imbalances in spread of tourism	How will rural areas benefit/be accommodated in TDF?	SF_Blaauwberg & Oostenberg TDA recommendations	
economic linkages and synergies	Tourism and agriculture are only sectors which hold potential for rural areas given lack of infrastructure		
spatial framework	Tourism product audit - suggest cross-checking with De Leeuw Cather database		Noted
transport infrastructure	Congestion of Blaauwberg access road into city - how can this be addressed	SF_Section 7.5 ' <i>Facilitating movement</i> ' - general recommendations regarding tourism and transport	T Development Branch has given input into proposal for hovercraft ferry service from Blaauwberg to Cape Town central

<p>destination differentiation; delivery infrastructure</p>	<p>Although Constantia is seen as an affluent region its importance as a tourist destination should not be overlooked. The creation of jobs remains one of South Africa's most urgent needs and tourism has been identified as one of the industries able to assist by creating employment and earning foreign currency. It should be noted that Constantia is home to the oldest wine estates, the oldest Muslim community and Cape Town's first Mosque. These are sites vitally important to the city when the overall picture is looked at. We need a well-developed tourism body in the area, with a Tourist Information kiosk manned by a person with local knowledge and the ability to promote the area.</p>	<p>SF_Rondebosch to Westlake TDF '<i>Current tourist activities</i>' + Recommendations</p>	
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Goal 5: Investing in people in order to ensure that marginalized Capetonians are enabled to participate in and are partners in the tourism sector, thereby contributing to the transformation of the industry			
Issue category	Issue raised	Report reference	Comment
transformation	Tourism is in the hands of very few at the moment, need to broaden participation	IF_TDG 5: <i>Investing in people in order to ensure that marginalized Capetonians are enabled to participate in and are partners in the tourism sector, thereby contributing to the transformation of the industry.</i> – Refer all Outputs	
transformation	Transformation issue - charter that foster transformation in true tourism sector of ownership needed		
transformation	Community tired of being workers, want to benefit substantially from tourism as owners		
involvement of youth; tourism awareness; partnerships	High school in Delft - decision to offer tourism as subject, want to focus on practical training e.g. tour guides - what assistance can Tourism Development branch offer	IF_TDG 5, Component 4, Output 4.4 A framework and programme for consultations and participation and awareness creation of the Tourism Development Framework is devised and carried out	
educational programs; partnerships	Skills transfers - learnerships should be promoted in schools	IF_TDG 5, Component 3, Output 3.1, Action 3.1.10 Roll-out of Learnership Programme of THETA enabled through information sessions and distribution of guidelines in partnership with Province	
		IF_TDG 5, Component 3, Output 3.1, Action 3.1.9 Industry placement/co-operative experience programmes" of tertiary institutions supported	

training and skills development; partnerships	The concept of training and education (what is really needed) should feature prominently in final strategy. Questions that should be addressed are what training and education needs should be addressed, and how these can be dealt with by the City and training providers. The City could also consider partnering with training and education providers to address these needs.	IF_TDG 5, Component 1, Purpose: <i>To develop City's understanding of the capacity-building and transformation challenges of the industry in Cape Town</i> , Output 1.2, Action 1.2.4 A Tourism Training and Education Forum (TTEF) is established and mandated to lead the development of a Tourism Training and Education Action Plan (TTETAP) based on identified needs, and to identify opportunities for collaboration between the education and business sectors in training and awareness creation	
training	Need information on training programmes		
skills development	Blaauwberg Tourism should see how to link the capacity building, networking, skills development, mentoring.		
capacity-building	I have created a non-profit organisation that deals with the development of the human resource base in Cape Town. We target school-based learners, unemployed young women and we also work with the disabled sector. I am also seeking accreditation with THETA to offer Tourism Training programmes to build capacity in tourism projects, e.g. English for Tourism ,vital skills development such as telephone answering etc through my own training organisation. I would like to become part of the Athlone forum for a Tourism Development Framework. My previous links with tourism has been built up at Community Links Tourism Services in a networking capacity.	IF_Goal 5, Component 4, Purpose: <i>To establish enabling mechanisms and partnerships for information sharing, capacity – building and local level planning and decision-making</i> , Output 4.5 Area-based tourism action plans are prepared	
partnerships; economic empowerment	Outsiders are operating tourism in Khayelitsha; need to engage with locals to guide tourists - e.g. guided walking tours of neighbourhoods	IF_TDG 5, Component 4, Output 4.4, Action 4.4.1 The establishment of community-based tourism forums/clusters (Citizen Tourism Forums), linking into and forming partnerships with related community development initiatives/forums is facilitated	
distribution of benefits of tourism	Existing tourist facilities in Khayelitsha struggling to survive, insufficient income		

funding assistance	Communities feel marginalized, have talents but receive very little exposure. Have undergone entrepreneurial training but faced with issue of no money to start up businesses	IF_TDG 5, Component 3, Output 3.1 Business support services aimed at improving business competence within the sector, and emerging entrepreneurs and SMEs in particular delivered, Actions 3.1.2 – 3.1.9	
funding assistance	Coloured areas historically neglected in tourism - people have skills and enthusiasm, but lack funding for projects		
funding assistance; awareness	Have any projects in Macassar/Strand received funding from Community -based Tourism Development Fund? Not aware of any.		
funding support; capacity-building	Access to funding for training required, e.g. bursaries for marketing courses, guiding skills		
technical assistance	Youth group @ Vredefarm - needs assistance in formalising and marketing activities - drumming, dance, song - who can assist		Noted for follow-up
technical assistance	Animal rescue project - require assistance in dealing with red tape regarding access to land		Noted for follow-up
funding support; capacity-building	TDF provides a good foundation, can provide direction to initiatives already taking place - need to recognise that much has already been done - now need to move forward through funding support for development projects; mentorships programmes not only for new entrepreneurs but also support to existing businesses	IF_TDG 5, Output 4.1 City-supported extension established to deliver awareness creation and business development functions and support partnership formation, Action 4.1.1 The establishment of a network of "Cape Town Tourism Resource Centre" to house training activities, business advisory activities, etc.; possibly in association with secondary and tertiary institutions is investigated; Action 4.1.2 The setting up of local tourism and hospitality business forums which facilitate the exchange of good business practice information is facilitated;	
co-operative marketing; partnerships	B&Bs currently operating individually, need to be organised as a 'cluster'/networking forum - collective marketing		
business development support	Not only support for SMMEs important, also require support for other types of entities		
business development support; synergies with other initiatives	Will initiatives for SMME support for tourism relate to provincial and national initiatives on BEE?		

business development support; co-operation	SMMEs require mentoring from established businesses	Component 3, Output 3.1, Action 3.1.8 "Learning from success" information pack to guide business start-ups published, Action 3.1.2 Mentoring programme for Tourism SMMEs start-ups in association with relevant Econ Development branches established	
procurement	Government official staying in township B&B wanted to move due to concerns re security of car	IF_TDG 1, Component 2, Output 2.4 Informational materials and guidelines on responsible procurement/purchasing are prepared for industry and consumer use Action 2.4.1 City of Cape Town's commitment to responsible procurement, aligned with DEAT Transformation Strategy, communicated amongst government departments in partnership with PAWC	
distribution of benefits of tourism	Will tourism growth only benefit large accommodation establishments?		Objective of TDF is Transformation, improved spread of benefits of tourism, various SME support aim to facilitate this
involvement of women	Are gender issues and especially focus on women addressed in the framework?	IF_TDG 5, Component 1, Output 1.2, Action 1.2.3 Specific research is undertaken to create 'baseline' picture of role of women in tourism industry in Cape Town; Component 4, Output 4.2 A 'Women in Tourism' networking cluster to address gender-specific tourism development challenges is established	National White paper on the Development and Promotion of Tourism refers explicitly to the role of women

Goal 6: Delivering a world-class visitor experience through quality service and standards			
Issue category	Issue raised	Report reference	Comment
civic pride	Necessary to develop 'can do' mindset in communities, appreciation for own assets and resources, working together to achieve success - move from defeatist mindset to winners' attitude	Sit An_ Section 3.8 Civic pride identified as critical to the success of tourism in a destination	
community involvement in decision-making	Concerned that issues raised at public meetings will have no effect on final reports, must be incorporated/addressed		The Issues Trail report demonstrates how comments have been addressed in the various reports comprising the TDF. Issues regarding participation process noted.
social inclusion; communication	Timing of meetings problematic for some stakeholders		
consultative process	Documents not in available in all libraries		
communication; social inclusion; empowerment	Documentation not widely available at time of meetings. Need to make documents accessible (location and language) so as to ensure support and general awareness. Important to note that not all areas have libraries	IF_TDG 5, Component 4, Output 4.4 A <i>framework and programme for consultations and participation and awareness creation of the Tourism Development Framework is devised and carried out, Actions 4.4.2 – 4.4.5</i>	
consultative process; social inclusion	Communication must be in a understandable format and language, ensuring that it reaches people on the ground		
communication; social inclusion; empowerment	Need understandable two (2) pager.		
Improving skills	Communities need capacity-building/assistance so that they can have a greater influence on how tourism activities are conducted in their areas, e.g. use of 'outside' guides as opposed to local step-on guides	IF_TDG 5, Component 4, Output 4.4, Action 4.4.1 The establishment of community-based tourism forums/clusters (Citizen Tourism Forums), linking into and forming partnerships with related community development initiatives/forums is facilitated	
improving skills; partnerships	Need to build capacity of 'Tourism Cluster' under KDF		

community involvement	Important not to only have grand plans, but to work at local level with communities to develop their ideas	IF_TDG 5, Component 4, Output 4.4, Action 4.4.1 The establishment of community-based tourism forums/clusters (Citizen Tourism Forums), linking into and forming partnerships with related community development initiatives/forums is facilitated; Output 4.5 Area-based tourism action plans are prepared	
community involvement	Destination Hout Bay is a destination marketing group representing all aspects of tourism in the Hout Bay area. The group is totally representative of all interested and affected groups in the Hout Bay area including but not limited to Imizamo Yehthu Civic & Hangberg Civic. It is critically important that our communities through Destination Hout Bay are involved in the creation and management of tourism structures in our region.		
social inclusion	Marginilisation a current existence in Houtbay, a need to communicate a two way channel of community and involvement		
social inclusion	Bottom-up approach required, need to mobilise communities		
location of support structures	Lack of support structures for tourism within communities - need systems similar to housing officials to give advice on business start-ups, sources of information, forums, etc.	IF_TDG 5, Component 4, Purpose: <i>City-supported extension established to deliver awareness creation and business development functions and support partnership formation</i> , Output 4.1, Action 4.1.1The establishment of a network of "Cape Town Tourism Resource Centre" to house training activities, business advisory activities, etc.; possibly in association with secondary and tertiary institutions is investigated	
tourism awareness; partnerships	Libraries could be repositories for "Tourism Resource Packs"		
tourism awareness	Local people often do not move beyond residential areas, need to expose locals to the products of the city	IF_TDG 5, Component 4, Output 4.3 A framework and programme for key stakeholders to raise their awareness of the significance of tourism is developed and implemented	South African Tourism Domestic Market Growth Strategy currently under development will provide additional guidance regarding 'social tourism'
affordability; tourism awareness	Price - access to tourism attractions for local people crucial to building culture, many attractions not affordable for citizens of CT		

tourism awareness	Communities require awareness of what tourism is and developing understanding of the industry and opportunities	IF_TDG 5, Component 4, Outputs 4.1- 4.5	
tourism awareness	Experience of destination consists of various players, all affect total experience, need to create awareness of tourism throughout society at all levels		
tourism awareness	Tourism is everybody's business - every Capetonian, all businesses, even the corner café must be made aware of tourism		
Involvement of youth; tourism awareness; partnerships	Schools must be involved in making document available, create awareness amongst school children		

Goal 7: Marketing Cape Town more effectively as a unique, vibrant, all year round destination			
Issue category	Issue raised	Report reference	Comment
destination experience - safety, infrastructure; skills development	Township products - accessibility (signage); safety and security; lack of guiding skills	Sit An_Section 10.2.4 Safety and security, SF_Cape Flats Metro South East TDA Analysis and Recommendations, IF_TDG 4, Component 3, Output 1.3: To ensure that the destination preconditions of safety and cleanliness are in place, Action 1.3.1 <i>Tourism Development Branch to contribute to and support existing initiatives such as Cape Town Partnership; Clean City Campaign, etc.</i>	
safety and security; destination marketing	Negative reporting in press re Khayelitsha, perceptions of lack of safety created amongst potential visitors		
safety and security	Need to consider issue of crime in determining priority areas		
safety and security	Street children affecting the visitor experience, threatening and stealing		
affordability; visitor expectations	Cape Town in danger of becoming an expensive destination - we must maintain current levels of visitation and heed against over-pricing	IF_TDG 6, Component 1, Output 1.1 Cape Town's tourism operators provide a range of high quality experiences for their customers underpinned by professional business practices, Action 1.1.1 Regular visitor satisfaction survey to monitor attitudes and opinions towards, inter alia, standards of service, quality of facilities and value for money are undertaken in order to build understanding of visitor perceptions regarding service quality	Noted. Comment referred to DMO
quality assurance	Grading of accommodation and prices do not always correspond - grading system should also indicate price range per star category.		
service quality; partnerships	Small accommodation establishments are burdened by excessive credit card fees, some do not take cards as a result creates perception of poor service to tourists. Is there a 'collective lobbying' mechanism for small tourism businesses in Cape Town which could address this aspect?		Comment referred to TBCSA, FEDHASA and DMO

visitor expectations	Parking meters with ADO cards: cards expensive to buy for 'once-off' parkers, difficult to locate vendors, inconvenient		Establishments could consider having complimentary cards on hand for self-driving guests to use - complimentary guest service i.e. B&B version of hotel shuttle service
industry attitude	Tourism Bureaux located in V&A must treat all members equally - reports that staff encourage tourists to stay in accommodation in central area when enquiring about accommodation in other parts of metropole	Sit An_Section 10.2.3, IF_TDG 6, Component 1, Output 1.2, Action 1.2.1: Staff and operators are alerted to 'biased' information provision through industry communications; Action 1.2.2 Information provision through info offices is monitored e.g. through 'mystery shopper' enquiries	Comment referred to DMO
spatial imbalances	Somerset West must be promoted as part of the Cape Town, not as the 'outback'		

Goal 8: Ongoing research and information provision to specific target audiences			
Issue category	Issue raised	Report reference	Comment
destination marketing	Important to spread 'good news' re K to stakeholders so as to shift perceptions	SF_ Cape Metro South East TDA Recommendations	
market segmentation	People who travel to Cape Town for seminars and courses - is this dealt with in TDF		The Marketing Strategy for the Western Cape and Cape Town identifies the meetings market as a growth segment.
market segmentation; partnerships	How do academic institutions in Cape Town currently deal with accommodation for visiting lecturers/seminar and conference delegates - established relationships with accommodation providers? Is this opportunity for small businesses in area?		Referred to Cape Town Convention and Visitors Bureaux
geographic imbalances in spread of tourism	Development historically concentrated in central area and Waterfront - need more balanced distribution of tourism	SF_ The Tourism Spatial Framework is based on the principle of "Equity and Distribution" - refer Sections 2, 6.2 and 6.3. The identification of the Tourism Development Areas (7.4) and specific recommendations for each TDA represent the practical application of this principle	
market segmentation	What type of tourists do we want, who are we targeting?	IF_TDG 8, Component 1, Output 1.1 Frameworks and processes to gather and communicate research intelligence to the tourism industry are put into place	The Marketing Strategy for the Western Cape and Cape Town identifies specific target markets.
market segmentation; target marketing	Marketing tends to concentrate on traditional European markets, we also need to look at market in Arab countries		

seasonality; events	Cape Town as year-round destination - we have much to learn from Dubai's use of events to attract tourists throughout year	IF_TDG 7, Component 2, Output 2.1 Strategies and tactics are put into place to increase the percentage of visitors that arrive outside the defined "peak season" whilst peak volumes are maintained	The City has developed an Events Strategy based on international best practice. This will inform the work of the Events division of the DMO.
events	Events - are there opportunities as an organisation to say we have new ideas		
industry attitude; target marketing; low share of domestic market	Capetonians not welcoming to South African tourists, tend to focus on international markets, need to also appreciate domestic local business	IF_TDG 6, Component 1, Output 1.1 Cape Town's tourism operators provide a range of high quality experiences for their customers underpinned by professional business practices.; Output 1.3 Capetonians are hospitable to visitors;	
low share of domestic market	Who will put together affordable packages for South Africans?	IF_TDG 7, Component 2, Output 2.2 Strategies and tactics are put into place to attract a greater share of the domestic market and Western Cape residents to Cape Town	
air access	In order to increase tourist volumes we need more flights and more seats, no point in increasing accommodation supply and developing products if we can't get tourists here in the first place	Sit An_ SWOT Analysis; IF_TDG 4, Component 2, Output 2.1 Action 2.1.4 CoCT works in partnership with DMO to develop a Western Cape Aviation Strategy and jointly lobby for alternative air access solutions	Air access identified as a key destination development issue in provincial Integrated Tourism Development Framework and Marketing Strategy
branding and positioning	Cape Town needs to be branded as an important tourist destination with all it has to offer with Constantia branded as a local entity within the overall Cape Town brand.	I	Noted
product development	South Africa has dual economy, need also to look at what developing countries are doing successfully and learn from their experiences		Noted

Goal 9			
Issue category	Issue raised	Report reference	Comment
integrated development; market-based development	Marketing and development cannot be separated - need proper market research to support development	IF_TDG8, Component 1, Purpose <i>To improve understanding of our customers through improved collection, exchange and dissemination of research</i> Output 1.1 Frameworks and processes to gather and communicate research intelligence to the tourism industry	
market research; partnerships	Also consider partnering with tertiary institutions for research purposes.		
educational programs; partnerships	At UWC we offer a degree programme in Tourism Studies. The course is designed to prepare students for careers in tourism planning, tourism policy formulation, impact studies, and tourism information management. We are also looking to establish partnerships with community-based organisations and the public sector such as Cape Town Tourism with whom we feel we can work together insofar as research is concerned. We are ideally situated to investigate numerous of the identified constraints in tourism development in the Cape Flats and Metro South East areas.		

A Background Information Document

B List of libraries

C Public meetings presentation

