

City of Cape Town

Tourism Development
Framework for Cape Town

Investment and Implementation
Framework

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1 Background

1.1 Introduction

Tourism in Cape Town is undergoing an intense period of change, and there is consensus within the industry that strong leadership is necessary. Product quality and service delivery are becoming increasingly important. Attracting tourists in a competitive market requires ingenuity and commitment. The challenge is to manage industry change in a way that supports transformation and continued strong growth and development, and equips the tourism industry for the ultra-competitive global environment in which it finds itself. The City of Cape Town is committed to working alongside partners in the industry to ensure that Cape Town's tourism development goals are achieved.

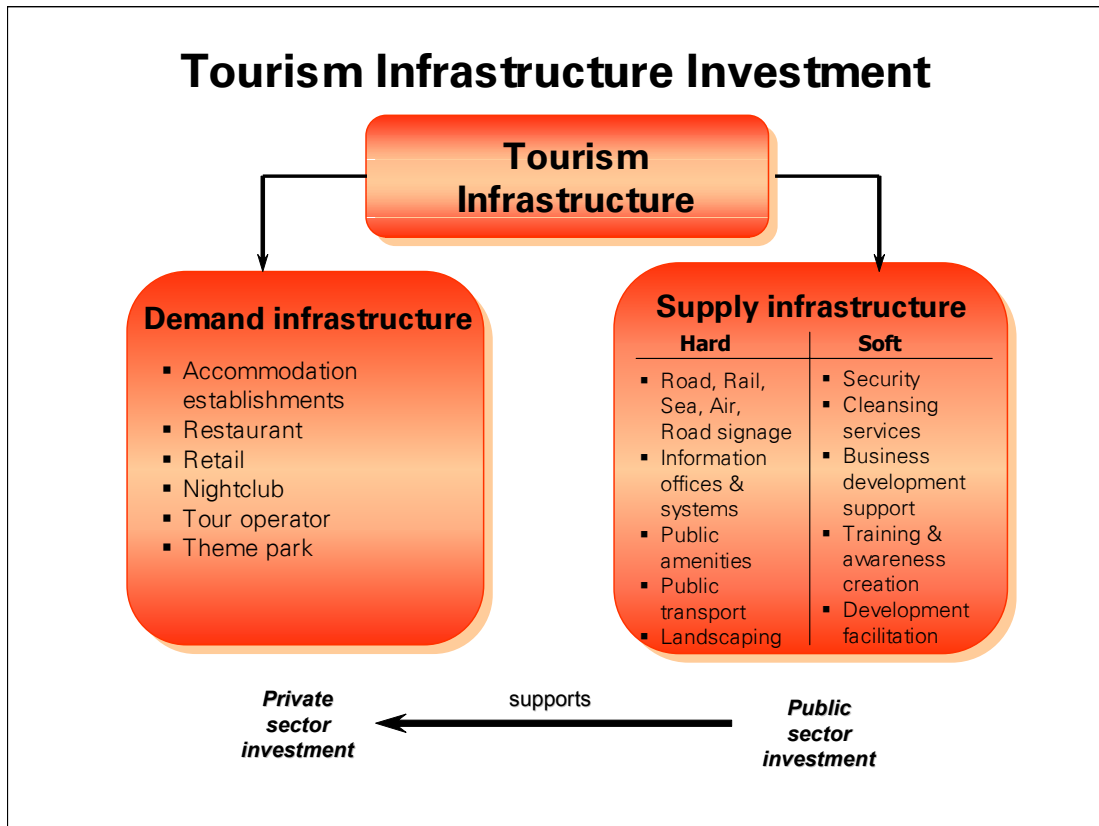
Eight goals that are critical to achieving the Tourism Development Vision have been identified:

- **Goal 1: Protecting and conserving tourism resources for a sustainable future and supporting sustainable livelihoods**
- **Goal 2: Meeting visitor requirements through world class product provision**
- **Goal 3: Providing leadership regarding Tourism Development in the City of Cape Town and work in partnership**
- **Goal 4: Facilitating investment and commercial activity for sustainable growth and economic prosperity**
- **Goal 5: Investing in people in order to ensure that marginalized Capetonians are able to participate in and are partners in the tourism sector, thereby contributing to the transformation of the industry.**
- **Goal 6: Delivering a world-class visitor experience through quality service and standards**
- **Goal 7: Marketing Cape Town more effectively as a unique, vibrant, all year round destination**
- **Goal 8: Ongoing research and information provision to specific target audiences**

The key objectives of TIIF are to provide practical recommendations to take forward the concepts outlined in the previous phases of the study and identify activities and projects which can be placed into budgeting and business planning processes and capital expenditure programmes. The Implementation and Investment Framework details the actions that have to be undertaken to achieve specific outputs for each of the goals. The framework also identifies the indicators to be used to measure the accomplishment of the actions, and indicates the party/s with lead responsibility for implementation. Indicative timeframes are also provided as a basis for detailed business planning.

1.2 Scope of the Investment and Implementation Framework

Government intervention in destination development should aim to create favourable conditions for private sector investment in demand infrastructure. The relationship between supply and demand infrastructures is illustrated below:



This report brings all together the elements of infrastructure that fall within the scope of government’s responsibility together in a Tourism Investment and Implementation framework (TIIF). It aims to provide a practical direction as to how Government can begin to capitalise on the extensive consulting process and research that has been undertaken as part of this study.

The TIIF focuses on the role of the Branch: Tourism Development, Directorate of Economic Development and Tourism and various units of the City Administration. There are other parties involved in tourism initiatives both at a government and para-state level, but it is not their “core” business. There needs to be leadership and direction. The Branch: Tourism Development is the designated “champion” and catalyst for delivery. It must act as a conduit bringing together all relevant and interested parties.

1.3 Priority strategic interventions

1.3.1 Introduction

The Investment and Implementation Framework identifies a range of actions which need to be undertaken over the next five years in order to ensure achievement of the Tourism Development Goals. Four areas of action can be lifted out as Priority Strategic Actions, to be addressed as first order actions immediately. The four areas of action are:

- Develop a work programme for implementation
- Building capacity for implementation in the Branch: Tourism Development;
- Addressing the co-ordinated delivery of development, and
- Resolving destination access and accessibility.

These priorities should be the focus of attention within the first year of implementation.

1.3.2 Developing a work programme and resource plan for implementation

The Implementation and Investment Framework indicates broad timeframes for implementation, as well as key roleplayers for identified actions. A number of strategies in the 2005-2009 Implementation Framework require a change of focus, rather than additional funding. The achievement of some strategies, however, will depend on increased funding for either once-off costs or to cover ongoing costs for activities. A detailed work programme and financial and resource plan and budget for programme implementation should now be prepared by the Branch: Tourism Development, taking into consideration budgets available and existing business plans for the 2003/2005 financial year.

Whereas the Branch: Tourism Development will be the principal implementer of some of the identified actions, various other activities require collaboration with other departments and organisations. Upon approval of the Tourism Development Framework, the Branch Tourism Development should communicate the content of the implementation framework to relevant departments and organisations. The Branch should also address the incorporation of joint activities into the budgeting processes and business plans of relevant departments and organisations through the establishment of a Cape Town Tourism Development reference group (Goal 4, Component 1 - Institutional strengthening, action 1.2.1).

Membership of the reference group should include:

- CoCT: Economic Development & Tourism
 - Tourism Development (convenor)
 - Business support
 - Strategic Economic Development Information and Research
 - Informal trading
 - Business areas improvement
 - Sector support
- CoCT: IDP co-ordinator
- CoCT: Environmental Management
- CoCT; Spatial Planning
- CoCT: Urban Conservation
- CoCT: Transport
- CoCT: Community Facilities
- CoCT: Emergency Services
- CoCT: Disaster Management
- CoCT: Health

Concerning joint action with organisations outside of the City of Cape Town, the Branch: Tourism Development should engage with the identified organisations in order to determine the most suitable ‘vehicle’ for implementation, e.g. inclusion into organisation’s business plan, project-based working group, etc., as well as timeframes for implementation. Implementation partnerships with the following organisations are required:

- Department of Environmental Affairs and Tourism
- South African Heritage Resources Agency
- Western Cape Destination Marketing Organisation
- Western Cape Dept of Economic Development and Tourism
- Cape Town Partnership
- Western Cape Nature Conservation Board
- South African National Parks
- Department of Environment and Cultural Affairs
- Iziko Museums

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| The convening of a Cape Town Tourism Development reference group is required to facilitate the preparation of a work programme and resource plan for implementation. | 2nd half 2005 |
| Branch: Tourism Development to engage with organisations external to the City of Cape Town in order to establish implementation partnerships. | 2nd half 2005 |

1.3.3 Building the capacity of the Branch: Tourism Development

This implementation framework seeks to identify the most effective response to the many challenges which need to be confronted by the City and industry. The five-year Implementation Framework will guide the activities of all staff, ensuring that the Branch: Tourism Development focuses on core business activities. The Branch currently consists of two professional staff members who are called upon by a wide range of internal and external stakeholders for representation on steering committees, assistance on projects and input into strategic planning processes. The Branch acknowledges that only a fraction of activities that this type of division in a world city should ideally be attending is currently addressed.

The successful implementation of the Tourism Development Framework will be dependent on building the capacity of the Branch through the recruitment and selection of staff with the required skills and experience to drive delivery. The staff network of the branch should make provision for 'extension officers' located in communities and directing the implementation of area-specific recommendations. Training and development activities will ensure that new and existing staff members have the skills to support the strategic direction.

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| The resourcing of the Branch: Tourism Development in terms of additional staff and adequate budget is regarded as the second step towards the implementation of the Tourism Development Framework. Achievement of Goal 3, Output 1.1. 1.3 within the first half of 2005 is required to set into motion the delivery of the Tourism Development Framework | 2006 |
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1.3.4 Co-ordinated delivery of development projects

The Branch: Tourism Development has in the past provided strategic input into various developmental projects, e.g. Lookout Hill. Due to an increase in the number and magnitude of projects, there is a growing need to look into a dedicated delivery and management mechanism.

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| The best option institutional arrangements, taking into consideration the conditions governing local authority funding and expenditure as well as overall direction in terms of the City's and provincial Growth and Development Strategies, need to be investigated. | 2nd half 2005 |
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1.3.5 Transport infrastructure and services

The presence of adequate transport infrastructure is a pre-requisite of a developing tourism industry and an important base on which tourism plans and investment initiatives can be built. The availability of airlift to Cape Town is widely regarded as a constraint to the growth of the destination, whilst the lack of quality public transport links inhibits the spread of both tourists and residents within the destination.

1.3.5.1 Air access

In terms of air access to the destination, ease of access is a critical issue to growth of inbound tourism. Cape Town is located sufficiently far away from major global centres to ensure that air access is the only viable mode of transport. The lack of direct flights and the requirement to change terminals in Johannesburg is a negative to Cape Town achieving desired growth.

Influence must be exerted upon South Africa Airways (SAA) to play a more proactive role in the growth of tourism not only in the Cape Town and the Western Cape but also throughout the country. The desire to make SAA profitable prior to future privatisation is commendable however to achieve this to the detriment of tourism growth is bad business. SAA is at present time a national aviation carrier and a subsidiary of South Africa plc. In a large conglomerate some departments make less profit and/or have a service function in order to service the greater good.

Having said all of the above, we believe that the issue of air access is not only related to the role of SAA. Much more emphasis must be placed on the other elements of the distribution chain. For example, international tour operators like Barcelo, TUI and Airtours play an important role in determining travel behaviour and patterns. Relationships with these players must be built and requirements met. Historical focus of South African Tourism marketing partnerships has been on niche players in each key market. This will have to change. Product development in the form of hotels and resorts can also play a major role. The lack of major international hotel companies and resorts of a significant size has an impact on tour operators' leverage and airline demand.

In the short term, SAA is unlikely to expand its routes, new resorts are unlikely to be built and South African Tourism is unlikely to make a major difference given its marketing budget. The charter option must therefore be seriously considered. Tour operators package charter flights along with accommodation and ground handling services. The flight is not scheduled and the plane is under control of the charter company. The City of Cape Town and Western Cape Province should take the lead in developing a charter programme, perhaps together with the Eastern Cape. The combination of Cape Town, Garden Route and Addo would appear to be an attractive package tour. Alternatively initial emphasis could be placed on Cape Town as a single destination.

1.3.5.2 Public transport

World class destination cities, such as Melbourne, Sydney, London, Barcelona, feature convenient public transport systems providing ease of access to major attractions and destination areas for tourists. These systems are designed to serve the commuter needs of residents first, with tourists being a secondary user group. Cape Town's public transport network is characterised by degraded infrastructure, inconvenient service schedules, inadequate safety and cleanliness. These characteristics impact negatively on regular commuters and the majority of tourists do not perceive the available public transport services as an option to move around within the destination.

The City has embarked on a project-driven and outcomes-oriented Mobility Plan. Consultation with divisions across the City Administration has been limited due to a fast-track approach. Although the need for rapid delivery is recognised, the input of stakeholders with a direct stake in improved transport services should not fall by the wayside.

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| There is a need for constructive engagement between the Branch: Tourism Development and Transport regarding the Mobility Plan in general and the resolution of the provision of specific public transport links in particular. | 2nd half 2005 |
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1.4 Conclusion

As Cape Town enters this second phase of its evolution as a destination for tourism and commerce, there is mounting pressure on tourism to deliver on its promises of economic empowerment and job creation. There must be a realisation that tourism is not the solution to all social and economic problems facing either South Africa or Cape Town. It is a highly competitive international business with high economic and social stakes. Being competitive is a requirement. An integrated tourism development framework that provides leadership and direction is an important step toward the implementation of many existing and planned initiatives and the overall delivery of tourism in the city. Success will be measured by delivery not rhetoric

2 Implementation framework

| Goal 1: Protecting and conserving tourism resources for a sustainable future and supporting sustainable livelihoods | | | | | |
|---|--|---|--|-----------------------------|---------------|
| Component 1: Institutional strengthening | | | | | |
| Component objective: To develop programmes to ensure the implementation of the guidelines for 'Responsible Tourism Development' as an integral component of the City's Tourism Development Framework | | | | | |
| Outputs | Actions | Performance indicators¹ | Key accountabilities | Priority | Timing |
| Output 1.1 All functions of City Administration are able to support RT effectively | 1.1.1 Responsible Tourism Charter developed in consultation with external stakeholder groups | No. of stakeholder organisations/representatives consulted No of inputs received from stakeholder organisations | Branch: Tourism Development Environmental management Arts and culture Social development | High | 2006 |
| | Impact indicator² The consideration of the principles of Responsible Tourism is evident in the decision-making of all relevant departments. | 1.1.2 Draft Responsible Tourism Charter workshopped with relevant stakeholder groups throughout City administration as a basis for engaging with and obtaining input & other contribution of departments. | No of workshop participants | Branch: Tourism Development | High |
| | 1.1.3 A "Responsible Tourism Charter" prepared for adoption by council officials with specific emphasis on pro-poor aspects of Responsible Tourism | Responsible Tourism Charter completed and endorsed by relevant Section 80 committees and Council | Manager, Branch: Tourism Development | High | 2006 |
| | 1.1.4 Tabling of Responsible Tourism Charter for endorsement of Executive Directors and Directors | Responsible Tourism Charter signed by relevant heads | Director, Economic Development and Tourism | High | 2006 |
| | 1.1.5 Responsible Tourism Charter published through various Council communication channels | No of Council communication channels utilised | Manager, Branch: Tourism Development | High | 2006 |

¹ Performance indicators will be used to track or monitor the implementation of the recommendations of the Implementation and Investment Framework, and such are 'process' indicators.

² Impact indicators are used to monitor the overall change brought about as a result of the implementation of the Implementation and Investment Framework.

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| | 1.1.6 Responsible Tourism Information Packs (ref Action 2.1.1) distributed to all Council departments | No. of Information Packs distributed Change in knowledge, attitudes and practice | Manager, Branch: Tourism Development | Medium | 2007 |
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Component 2: Education and awareness

Component objective: To increase awareness and understanding of RT and promote the application of environmentally, culturally and economically responsible practices

| Outputs | Actions | Key indicators | Key accountabilities | Priority | Timing |
|---|---|--|---|----------|-----------|
| Output 2.1 Information and toolkits are provided to the private sector, NGO and CBO sector to enable effective support for RT | 2.1.1 Draft RT indicators and methodology for the assessment of tourism enterprises and operations. | Guidelines and methodology prepared | Branch: Tourism Development Industry working group | Medium | 2005/2006 |
| Impact indicator: Increased awareness of RT amongst roleplayers | 2.1.2 Customise DEAT Responsible Tourism Guidelines into contextualised publicity and information pack including leaflets, fact sheets, list of references, bumper stickers, licence holders etc. | Type, no and quality of materials developed Audience response | Branch: Tourism Development Marketing & Communications | Medium | 2005/2006 |
| | 2.1.3 Assist DEAT to create awareness and promote use of Responsible Tourism Manual through seminars and local contact point. | No of RT seminars, audience, attendance No of enquiries serviced | Branch: Tourism Development Department of Environmental Affairs and Tourism | Medium | 2005/2006 |
| | 2.1.4 Raise awareness of the business benefits which can be associated with the adoption of responsible business practice through a co-ordinated publicity and advisory campaign | Press release issued No of information packs distributed No of seminars Change in knowledge, attitudes and practice | Branch: Tourism Development Marketing & Communications | Medium | 2006 |

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| <p>Output 2.2</p> <p>The private sector adopts a Responsible Tourism Code of conduct/ Charter</p> <p>Impact indicator:</p> <p>RT Code of Conduct applied by operators</p> | 2.2.1 | Industry workgroup convened to prepare MOU detailing scope of Code of Conduct, workplan, consultative process | No of workgroup meetings MOU prepared | <p>Manager, Branch: Tourism Development</p> <p>Industry organisations</p> <p>SATSA, SAACI, SAARTG, FEDHASA, GHASA, etc</p> | Medium | 2006 |
| | 2.2.2 | Draft Code of Conduct published for stakeholder comment | No of consultations, type, attendance No of comments/input received | <p>Manager, Branch: Tourism Development</p> <p>RT Industry Working Group</p> | Medium | 2006 |
| | 2.2.3 | 'Code of Conduct' for industry operators endorsed by industry operators | No of operators endorsing Code | Industry | Medium | 2006 |
| | 2.2.4 | Agreed to Code of Conduct publicised through general print and broadcast media, industry communications channels | Code of Conduct printed and distributed No. and quality of articles produced Total airtime | Branch: Tourism Development | Medium | 2006 |
| <p>Output 2.3</p> <p>A Pilot "paying for conservation/community projects" scheme, which seeks, through voluntary means, to generate funds from visitors to support community-based /environmental initiatives introduced</p> <p>Impact indicator:</p> <p>Voluntary Contribution Scheme Revenue generated for project assistance</p> | 2.3.1 | Opinion survey conducted amongst industry members to determine feasibility of voluntary contribution scheme | Results of opinion survey | Branch: Tourism Development | Low | 2006 |
| | 2.3.2 | industry workgroup convened to prepare MOU detailing scope of Voluntary Contribution Scheme, legal requirements, financial management scheme beneficiaries, publicity | Representation on workgroup MOU prepared | <p>Manager, Branch:</p> <p>Tourism Development</p> <p>Environmental Management</p> <p>Open Spaces and Conservation</p> | Low | 2006 |
| | 2.3.3 | Informational materials on the Voluntary Contribution Scheme prepared for distribution amongst industry and visitors | No of materials provided No of operators signed up R's generated for projects | <p>Branch: Tourism Development</p> <p>Working group</p> | Low | 2006 |

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| <p>Output 2.4</p> <p>Informational materials and guidelines on responsible procurement/purchasing are prepared for industry and consumer use</p> <p>Impact indicators:</p> <p>No of FTT certified businesses</p> <p>Percentage of goods and services procured locally</p> <p>Value (Rand) of locally procured goods and services as % of overall procurement</p> | 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 | Type and no of 'Responsible Tourism' materials provided to provincial and national departments | Director, Economic Development and Tourism | High | 2005 |
| | 2.4.2 | An industry workshop hosted in cooperation with 'Fair Trade in Tourism' to create awareness amongst industry members of responsible procurement issues and FTT trademark process | Attendance, audience (by type of operator) No of FTT trademark enquiries No of operators awarded FTT trademark | Manager, Branch: Tourism Development | High | 2005 |
| | 2.4.3 | Tourism businesses encouraged to source a greater proportion of locally produced goods and services from local suppliers | Percentage of goods and services procured locally Value (Rand) of locally procured goods and services as % of overall procurement | Branch: Tourism Development | High | On-going |
| <p>Output 2.5</p> <p>Informational materials and guidelines on the benefits of the protection of the quality of the destination are prepared for public and community use</p> <p>Impact indicators:</p> <p>Changes in resident attitude towards attractiveness of environment for tourists</p> | 2.5.1 | "Tourism" focus of future Environment Household Surveys expanded to determine resident attitudes regarding relationship between day-to-day civic behaviour, e.g. littering and attractiveness of city for visitors. | No and scope of questions incorporated in Environment Household Survey | Tourism Development Branch; Environmental Management | High | 2005 |
| | 2.5.2 | Citizen information campaign (linking visitor feedback to resident attitudes) undertaken as motivation for neighbourhood "clean-up" campaigns. | No. and quality of articles produced Total airtime | Branch: Tourism Development Marketing & Communications Media partners | Medium | On-going |

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| <p>Output 2.6</p> <p>Code of conduct for visitors to Cape Town is prepared and distributed</p> <p>Impact indicator:</p> <p>Awareness of Code of Conduct amongst visitors</p> | <p>2.6.1 Industry encouraged to provide information regarding responsible behaviour through the provision of guidelines codes of conduct.</p> | <p>No of operators distributing Visitor Code of Conduct</p> | <p>Branch: Tourism Development</p> | <p>Medium</p> | <p>On-going</p> |
| <p>Output 2.7</p> <p>Opportunities for 'volunteer tourism' developed and publicised</p> <p>Impact indicators:</p> <p>No of volunteer tourists</p> <p>Monetary value of contribution</p> | <p>2.7.1 Opportunities to develop "volunteer tourism" opportunities linked to community-based conservation/ tourism/ socio-economic upliftment projects investigated – working group with volunteer organisations and specialist volunteer operators established</p> | <p>No of volunteer tourism opportunities identified</p> <p>No of 'packages' prepared</p> <p>No of volunteer tourists attracted</p> | <p>Branch: Tourism Development</p> | <p>Low</p> | <p>2006</p> |
| | <p>2.7.2 "Volunteer tourism" experiences packaged and marketed through DMO website and distributed to international volunteer organisations</p> | <p>Monetary value of volunteer contribution to projects</p> | <p>Destination Marketing Organisation</p> | <p>Low</p> | <p>2006 onwards</p> |

Component 3: Impact assessment and management

Component objective:

To manage the impact of tourism on communities, culture and the natural environment within the framework of RT

| Outputs | Actions | Key indicators | Key accountabilities | Priority | Timing |
|---|---|--|---|---|---|
| <p>Output 3.1</p> <p>Impact assessments for proposed tourism-related development are prepared taking account the principles of Responsible Tourism</p> | <p>3.1.1 Guidelines for assessment of economic, social and environmental impacts of tourism operations/development projects prepared in consultation with industry stakeholders.</p> <p>3.1.2 EIA Guidelines published on CoCT website.</p> <p>3.1.3 Local authority officials responsible for commenting on EIA reports are trained in application of guidelines for tourism related projects.</p> <p>3.1.4 EIA Guidelines disseminated amongst development professionals - engineers, architects, town and regional planners, environmental consultants</p> | <p>No of consultations, type, attendance</p> <p>No of comments/input received</p> <p>EIA guidelines approved by Section 80 Committee, printed and distributed.</p> <p>No of LA officials trained</p> <p>No of Guidelines distributed</p> | <p>Branch: Tourism Development</p> <p>Environmental Management</p> <p>Spatial Planning</p> | <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> | <p>2006</p> <p>2006</p> <p>2006</p> <p>2006 onwards</p> |

Component 4: Measurement and monitoring

Component objective: To effectively report on progress towards Responsible Tourism to stakeholders in order to recognise contribution or motivate renewed effort.

| Outputs | Actions | Key indicators | Key accountabilities | Priority | Timing |
|---|---|--|--|----------|------------------------------------|
| Output 4.1 Regular progress reports prepared and publicised | 4.1.1 Develop Responsible Tourism indicators and guidelines for measurement required to "operationalise" DEAT guidelines. | Methodology for assessment of the application of the guidelines prepared | Branch: Tourism Development Environmental management | High | 2005 |
| Impact indicator: Responsible Tourism barometer published | 4.1.2 Industry and stakeholder surveys undertaken to measure progress | Frequency of surveys | Branch: Tourism Development | Medium | 2006 |
| | | No of operators and stakeholders surveyed | | | |
| | Industry ability to provide information | | | | |
| | Industry responsiveness (willingness) to provide information | | | | |
| | No of indicators reported against | | | | |
| Change in indicators over time | Frequency of publication | Branch: Tourism Development | Medium | 2006 | |
| 4.1.3 Responsible Tourism 'barometer' published and disseminated | | | | | Stakeholder awareness of barometer |
| 4.1.4 Link progress reporting on Responsible Tourism into City's 'State of the Environment' (SOE) Reporting | Inclusion of RT indicators into SOE report | Branch: Tourism Development; Environmental Management | Medium | 2006 | |
| 4.1.5 Lobby provincial counterparts to include tourism indicators in provincial SOE reporting | Meetings held with relevant provincial HODs | Manager, Branch: Tourism Development | Medium | 2005 | |

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| Output 4.2 City-wide Responsible Tourism Awards programme launched | 4.2.1 Advisory committee for RT awards programme established | Industry awareness of awards programme | Manager, Branch: Tourism Development | Medium | 2006 |
| Impact indicator: No and quality of enterprises entering awards programme | 4.2.2 Award categories identified, guidelines prepared | Number of entries to awards programme | Advisory Committee | | 2006 |
| | 4.2.3 Publicity campaign for Awards Programme prepared and implemented | Type of operators participating in awards programme | Branch: Tourism Development | Medium | 2006 |
| | 4.2.4 Awards adjudication panel appointed | Quality of entries received | Manager, Branch: Tourism Development Advisory Committee | Medium | 2006 |
| | 4.2.5 Case studies of awards recipients prepared and published | Change in quality received over time | Branch: Tourism Development | Medium | 2006 onwards |

Goal 2: Meeting visitor requirements through world class product provision

Creatively develop and bundle products and services, building on destination strengths (heritage and culture, natural environment, coastal location, Mediterranean climate) into tailored experiences that match the needs, expectations and aspirations of Cape Town's potential customers, including the most profitable prospect

Component 1: Product Development Support

Component objective:

To encourage the development of products appropriate and competitive for target markets, in a manner that creates rewarding and enriching experiences for visitors to Cape Town and fosters partnerships between industry members.

| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
|---|---|--|--|----------|--------|
| <p>Output 1.1</p> <p>A cluster-based product development approach is adopted</p> <p>Impact indicator:</p> <p>Product development clusters established</p> | 1.1.1 A review of best practice in destination product development partnerships is undertaken and recommendations disseminated as discussion document | Best practice report prepared No of stakeholders consulted No of inputs received | Branch: Tourism Development DMO: Product Development | High | 2005 |
| | 1.1.2 Cape Town's priority product categories (e.g. city, outdoor/nature-based, touring/journeying) and product lines are confirmed in consultation with industry members and stakeholders (linked to provincial priorities and jointly with provincial counterparts) | No of stakeholders consulted No of inputs received Product development matrix prepared | Branch: Tourism Development DMO: Product Development | High | 2005 |
| | 1.1.3 Financing framework and organisational structures for product development alliances investigated and developed | Financing framework prepared | Manager, Branch: Tourism Development DMO: Product development | High | 2005 |
| | 1.1.4 Financing and organisational framework for product development adopted by Section 80 committee | Product alliance guidelines approved by Section 80 committee | Director, Economic Development and Tourism | High | 2006 |
| | 1.1.5 Guidelines for the establishment of product development clusters/alliances are prepared and distributed | Guidelines published on website, hard copies distributed | Manager, Branch: Tourism Development DMO: Product development | High | 2006 |

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| | 1.1.6 | Product development clusters established in line with the identified priority product lines | No of product development alliances established R value of funding contributed to product development alliances No of market ready products | Manager, Branch: Tourism Development | High | 2006 – 2009 |
| <p>Output 1.2</p> <p>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</p> <p>Impact indicators:</p> <p>Cultural and Heritage Tourism Development and Marketing Plan and Programme of Action adopted</p> | Industry communication and coordination | | | Manager, Branch: Tourism Development | High | 2006 |
| | 1.2.1 | A CoCT Tourism Development and Arts and Culture partnership reference group is established. | Representation on reference group No. of meetings held | | | |
| | 1.2.2 | Joint planning and liaison between arts and tourism in all future planning of cultural infrastructure with likely tourism impacts is ensured | No. of projects discussed in joint sessions | Branch: Tourism Development Arts & culture | High | On going |
| | 1.2.3 | An annual meeting of key players in arts, culture and tourism is held (Cultural Tourism Conference) | Attendance no, audience | Branch: Tourism Development Arts & culture | Low | 2006/6 |
| | Strategic planning | | | Manager, Branch: Tourism Development | Medium | 2005/5 |
| | 1.2.4 | An industry working party (Product Development Cluster) consisting of tour operators; local marketing agency; heritage, arts and cultural sector; CBOs; etc. formed to lead the development of a Cultural and Heritage Tourism Development and Marketing Plan. | Membership of cluster No of meetings Attendance of meetings | | | |
| | 1.2.5 | Interact with provincial Department of Cultural Affairs to identify opportunities for provincial packaging | No of meetings | Branch: Tourism Development | Medium | On going |
| Research | | | | Economic Development and Tourism | High | 2005/5 |
| 1.2.6 | Research on the cultural and heritage tourism sector designed to gather economic impact data and publish estimates on the size, scope and economic impact of cultural and heritage tourism as a whole in Cape Town is conducted. | Data entered and accessible from database. | Manager; Branch: Tourism Development | | | |

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| | 1.2.7 | Cultural and heritage tourism market research aimed at gaining a greater understanding of the market in terms of the size of the market, visitor characteristics, their motivations, and satisfaction with the cultural and heritage tourism experience in CT and their related product preferences is carried out. | | | High | On-going |
| | 1.2.8 | A regular monitor of cultural and heritage tourism, detailing visitor numbers and operator views, is included into the Western Cape's tourism statistics. | No of Cultural and Heritage Tourism Monitor published | Branch: Tourism Development DMO: Product development | High | 2006 onwards |
| | 1.2.9 | Produce and disseminate in user friendly formats, current research on cultural tourism, which can be used for planning, marketing and training. | Type and no of publications provided | Branch: Tourism Development | High | 2006 onwards |
| | 1.2.10 | Work with provincial counterparts to advocate for and undertake research on cultural tourism in the Western Cape. | Type and no of communications No of meetings/interactions | Manager, Branch: Tourism Development PAWC Dept of Cultural Affairs Iziko Museums | High | 2005 |
| | 1.2.11 | Make fact sheets on cultural tourism available on the CoCT and Western Cape web sites. | Fact sheets placed on website | Branch: Tourism Development DMO: Product development | Medium | 2006 onwards |
| | Product & support infrastructure development | | | | | |
| | 1.2.12 | The City of Cape Town supports the showcasing and revitalization of the lifestyles and cultural heritage of Cape Town's communities in preference to "imported" cultural practices and artefacts by backing the development of indigenous performing, visual and material arts and local craft | | Manager, Branch: Tourism Development Economic Development and Tourism Arts & Culture Cape Craft and Design Institute | High | On-going |
| | 1.2.13 | The development of a Cape Town mark of authenticity - "Cape Town made" is investigated | Level of adoption of Cape Town mark of authenticity | Manager, Branch: Tourism Development Economic Development and Tourism Arts & Culture | Medium | 2006/6 |

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|--|---|--|---|--------|---------|
| | 1.2.14 An audit of "market-ready" cultural product is undertaken. | Survey undertaken and data entered and accessible from database | Manager, Branch: Tourism Development Arts & Culture | High | 2005 |
| | Information provision and marketing 1.2.15 A comprehensive database of emerging local suppliers of cultural goods and services is developed and published through the Internet. | No of database entries | Manager, Branch: Tourism Development PAWC Economic Development and Tourism, Cultural Affairs | High | 2005 |
| | 1.2.16 An advocacy campaign to encourage tourism businesses to source a greater proportion of locally produced goods and services from local suppliers is launched. | Advocacy campaign program and method documented No of fact sheets distributed | Branch: Tourism Development | High | 2006 |
| <p>Output 1.3</p> <p>A programme of actions aimed at 'telling the story of the city's history and heritage' and creating a sense of place in neighbourhoods and TDAs is implemented.</p> <p>Impact indicator:</p> <p>Visitor and resident awareness and use of facilities and infrastructure created under programme</p> | 1.3.1 An opportunity to provide a 'bird's-eye' view of the unique Cape Town setting, historical layout and development over time by developing a low-impact city lookout and "The Story of Cape Town Experience" against the mountain backdrop is investigated. | Feasibility assessment completed | Branch: Tourism Development Spatial Planning | Medium | 2006/6 |
| | 1.3.2 The city's traditional historical buildings and sites are woven together in a 'city timeline' by linking individual assets and sites more closely via walking trails and routes. | No of historical walking trails created No of trail signposts/markers | Urban Conservation Historical Societies | Medium | Ongoing |
| | 1.3.3 Tourism products are enhanced by a variety of interpretive methods that tell the stories of places and people, including innovative approaches such as the use of oral history 'sound posts', cartoons and fresh and contemporary design idioms. | No of interpretive signs created Quality and no of trail brochures produced VIC awareness of heritage trails | Western Cape Dept of Cultural Affairs Iziko Museums | Medium | Ongoing |
| | 1.3.4 Places where visitors stop and congregate such as parks, streets, civic places, significant heritage sites, wineries, rest stops, key vistas and lookouts are interpreted. | No of tourists using trails Visitor feedback regarding interpretive signage | | Medium | Ongoing |
| | 1.3.5 Opportunities for redevelopment and revitalisation and historical buildings, places and precincts as part of heritage product development are identified. | Register of priority redevelopment/restoration projects established | | Medium | Ongoing |
| | 1.3.6 The Tourism Development Branch provides input into Urban Regeneration Frameworks developed by Urban Conservation. | No of comments | Urban Conservation | Medium | Ongoing |
| | 1.3.7 School children are encouraged to be more knowledgeable and proud of their city by linking educational curriculum with visits to Cape Town's special and significant places. | No of schools participating No of learners undertaking visits Learner awareness of CT's heritage and history | Branch: Tourism Development | Medium | Ongoing |

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| Output 1.4 A programme of actions aimed at celebrating the city's contemporary arts and heritage is implemented. Impact indicator: Visitor and resident awareness of Cape Town's contemporary arts and heritage | 1.4.1 | High-quality public art projects that contribute significantly to the communication of 'place' which is vital to the marketing of the destination are encouraged. | No of public art projects created Resident perceptions of sense of place Visitor perception of sense of place | Branch: Tourism Development Spatial Planning Arts & Culture | Medium | Ongoing |
| | 1.4.2 | Conference organisers are encouraged to integrate a strong arts and cultural component via venue selection, entertainment, gifts, partner programs, and pre- and post conference tours. | No of consultations with conference organisers No of conf organisers No of emerging enterprises supplying goods and services to conferences R Value of locally sourced arts and cultural goods and services used | Manager; Branch: Tourism Development CT Convention Bureau SAACI Western Cape | High | 2005 |
| Output 1.5 A Nature-based and Adventure Tourism Business and Marketing Plan is adopted. Impact indicator: Adoption of Nature-based and Adventure Tourism Business and Marketing Plan | 1.5.1 | A Tourism Product Development Cluster charged with spearheading the development of a Nature-based and Adventure Tourism Business and Marketing Plan is established | No of meetings, Attendance Brief for Business and Marketing Plan developed | Manager, Branch: Tourism Development | Medium | 2006 |
| | 1.5.2 | Best practice nature based and adventure and ecotourism product in high profile destinations is researched. | Best Practice report produced | Branch: Tourism Development | Medium | 2006 |
| | 1.5.3 | Research regarding the extent and value of nature-based and ecotourism in Cape Town is undertaken. | No. of surveys conducted Data entered and accessible from database | Branch: Tourism Development | Medium | 2006 |
| | 1.5.4 | Extensive research into nature based adventure tourism and backpacker tourism markets, including detailed analysis of expenditure, numbers, length of stay and origin, is carried out | Research reports produced | Branch: Tourism Development | Medium | 2006 |
| | 1.5.5 | A Concept Nature-based and Adventure tourism business and marketing plan is prepared and discussed with industry stakeholders. | No and type of stakeholder interactions No of stakeholders participating No of inputs/comments received Business and Marketing Plan developed | Branch: Tourism Development Product Development Alliance | Medium | 2006/6 |
| | 1.5.6 | A regular nature-based and adventure tourism column is introduced in industry newsletters to update and inform industry of emerging issues and opportunities available. | No of articles produced | Branch: Tourism Development DMO: Product development | Medium | 2006 |
| | 1.5.7 | Work with provincial counterparts to advocate for and undertake research on nature-based, adventure and backpacker tourism in the Western Cape and develop a provincial wide Action Plan. | No of meetings | Manager, Branch: Tourism Development | Medium | 2006 |

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| <p>Output 1.6</p> <p>A programme of actions aimed at showcasing the area's natural environment and heritage is implemented.</p> <p>Impact indicator:</p> <p>Visitor and resident use of, and appreciation for, Cape Town's natural environment</p> | 1.6.1 | Tourism enterprises encouraged to incorporate high quality nature-based interpretation as part of their product experience. | No of enterprises targeted | Branch: Tourism Development SAN Parks | High | 2005 |
| | 1.6.2 | Visitor information staff members receive training about the natural environment and can provide accurate information on niche products. | No of staff trained Visitor satisfaction with information provide | DMO: Visitor Services | Medium | Ongoing |
| | 1.6.3 | Integrate adventure tourism experiences into marketing materials and messages | Adventure tourism messaging developed Specialised adventure tourism brochures/marketing collateral produced No of operators targeted | Branch: Tourism Development DMO: Product development | High | Ongoing |
| | 1.6.4 | Improve interpretive signage on key walking trails (tell the story). | No of trails brochures produced No of trails signed | Branch: Tourism Development South African National Parks COCT: Nature Conservation | Medium | On going |
| | 1.6.5 | Explore opportunities to use geographic information system (GIS) technology in providing specialized visitor information | | Branch: Tourism Development DMO: Product development | Low | 2007/7 |
| <p>Output 1.7</p> <p>A programme of actions aimed at enhancing the visitor's experience and understanding of CT as coastal city is implemented.</p> <p>Impact indicator:</p> <p>Visitor appreciation of Cape Town's coastal assets</p> | 1.7.1 | Investigate the feasibility of, and partnership opportunities for, the establishment of a series of interpretive centre/points (linked to the Two Oceans Aquarium as core) to present and promote the Atlantic's marine biodiversity and related coastal tourism attributes. | No of workshops Attendance of workshops No of priority sites identified Planning reports produced Sponsorship secured No of sites interpreted Visitor feedback regarding interpretive signage | Branch: Tourism Development Environmental management Spatial Planning SANPARKS COCT: Nature Conservation DEAT: Marine and Coastal Management | Medium | 2006/6 |
| | 1.7.2 | Develop a range of focal points along the coastline that facilitate the scenic drive and marine tourism market including hiking trails, places for viewing, meeting and gathering. | | Branch: Tourism Development | Medium | 2007 |

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| | 1.7.3 | Increase the profile, viewing and interpretation of the region's coastal history and heritage, scenery and wildlife including whale and dolphin watching, bird life, wetlands and rivers, biodiversity, pristine qualities and remnant vegetation. | | DMO: Product development | Medium | Ongoing | |
| Output 1.8 A Wine and Cuisine Tourism Development and Business Plan with structured programme of actions are adopted. | Industry communication and strategic planning | | Attendance | Branch: Tourism Development | High | 2006 | |
| | 1.8.1 | A cross-section of industry representatives interested in tourism, wine and cuisine is hosted to a round table as a first step in identifying the synergies between tourism, wineries and cuisine. | Workshop report produced | DMO: Product development | | | |
| Impact indicators: <ul style="list-style-type: none"> ▪ Awareness of wine and cuisine experiences amongst operators and tourists ▪ Visitor use of wine and cuisine experiences ▪ Visitor satisfaction rating of wine and cuisine experiences | 1.8.2 | A Tourism Product Development Cluster charged with spearheading the development of a Wine and Cuisine Tourism Development Business Plan for Cape Town is established. | No of meetings, attendance Project brief prepared No, type of stakeholder interactions No of stakeholders consulted No of inputs received Business Plan published | Manager, Branch: Tourism Development DMO: product Development | High | 2006 | |
| | 1.8.3 | Information materials on wine and cuisine tourism are created and distributed through existing industry channels and the Internet. | No of materials created No of materials distributed | DMO: Product development | Medium | 2007 | |
| | 1.8.4 | Special reports and information resources about wine and culinary tourism are produced and distributed through key professional industry-targeted print and electronic communication channels, including relevant national, provincial/territorial and regional communications vehicles. | No of articles produced No of articles submitted | DMO: Product development | Medium | 2007 onwards | |
| | 1.8.5 | Articles on cuisine and wine tourism are published and the industry is encouraged to submit articles on a regular basis | | DMO: Product development DMO: Events | Medium | 2007 onwards | |
| | Research | | | No. of surveys conducted Data entered and accessible from database. Research reports produced No of regional and operation specific surveys conducted No of survey reports produced | Economic Development and Tourism Manager; Branch: Tourism Development DMO: Product development | High | 2005/5 |
| | 1.8.6 | Research programmes on the wine and cuisine tourism sector designed to gather economic impact data and publish estimates on the size, scope and economic impact of the wine and cuisine tourism product as a whole in Cape Town are conducted. | | | | | |
| | 1.8.7 | Wine tourism market research aimed at gaining a greater understanding of the wine tourism market in terms of the size of the market, the characteristics of cellar door visitors, their motivations, and satisfaction with the cellar door experience in CT and their related product preferences is carried out. | | | High | 2005/5 | |

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| 1.8.8 | A regular monitor of cellar door tourism activity, detailing visitor numbers and operator views, is included into the Western Cape's tourism statistics. The Wine and Cuisine Tourism Monitor to take the form of a quarterly telephone survey of tourism operators designed to collect information quantitatively and qualitatively on performance and outlook. | | | Medium | 2006 |
| 1.8.9 | Regional wine associations and wineries are encouraged to participate in an ongoing cellar-door visitor monitor to track visitor numbers and trends at Cape Town wineries. | | | High | Ongoing |
| Marketing | | | | | |
| 1.8.10 | A glove box Wine & Food Touring Guide for Cape Town featuring holiday ideas in Cape Town's winelands together with detailed maps, itineraries, accommodation options, local attractions and events is developed to promote Cape Town wine as holiday/weekend destinations, which requires more than one day to experience. | Wine & Food Touring Guide produced | | Low | 2007 |
| 1.8.11 | The opportunity to host a "South African Wine Tourism Conference" is investigated. | No of meetings held | CT Convention Bureau DMO: Product development Branch: Tourism Development | Low | 2005 |
| Development of product & support infrastructure | | | | | |
| 1.8.12 | Host industry roundtables to discuss the development of regional food groups that market, showcase, distribute and make accessible the quality food produced in the metropolitan area and regional Western Cape. | | Branch: Tourism Development Urban agriculture WC Dept of Agriculture DMO: Product development | Medium | 2006 |
| 1.8.13 | The wine industry is positioned as an interpretive and cultural experience that allows visitors to view and learn about wine processes including 'meet the winemaker', vineyard pruning, grape picking and crushing. | No of cellar operators providing interpretive experience – cellar tours, signage, brochures | Cellar operators Visitor information centres DMO: Product development | Medium | On going |
| 1.8.14 | Develop a greater range of accessible cycle and walking trails in and around rural wine producing and agricultural areas of the metropole. | No of walking and hiking trails developed | Branch: Tourism Development Spatial Planning Transport Planning | Medium | On going |

Goal 3: Providing leadership regarding Tourism Development in the City of Cape Town and work in partnership

Component 1: Institutional strengthening

Component objective:

To develop the City's capacity to provide leadership in the implementation of the Tourism Development Framework

| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
|---|---|---|---|-----------------|---------------------------|
| <p>Output 1.1</p> <p>Financial plan and budget for programme implementation prepared and adopted</p> <p>Impact indicator:</p> <p>Financial resources allocated</p> | <p>1.1.1 Financial plan and budget for programme implementation prepared</p> <p>1.1.2 Financial plan submitted to Director EDT</p> <p>1.1.3 Financial plan submitted to Executive Director for endorsement</p> | <p>Financial plan prepared and endorsed by Executive Director</p> <p>Level and adequacy of budget allocations expenditure</p> | <p>Manager, Branch: Tourism Development</p> <p>Director, Economic Development and Tourism</p> | High | 2 nd half 2004 |
| <p>Output 1.2</p> <p>Human Resource Plan for Tourism Development Programme implementation prepared and adopted</p> <p>Impact indicator:</p> <p>Human resources allocated</p> | <p>1.2.1 Human Resource Plan for Tourism Development Programme implementation specifying no of positions required, job specifications) prepared</p> <p>1.2.2 HR Plan submitted to Director EDT</p> <p>1.2.3 HR Plan submitted to Executive Director for endorsement</p> | <p>Human Resource plan completed</p> <p>Adequacy of staff allocation for programme implementation</p> | <p>Manager, Branch: Tourism Development</p> <p>Director Economic Development and Tourism</p> | High | 2 nd half 2004 |
| <p>Output 1.3</p> <p>Additional Tourism Development staff recruited, Project managers appointed and operational budgets provided through departmental budget</p> <p>Impact indicator:</p> <p>Additional staff recruited</p> | <p>1.3.1 Staff recruited according to job specifications detailed in HR Plan</p> <p>1.3.2 Detailed project implementation plans including comprehensive budgets prepared</p> | <p>No. of staff working on TDF implementation</p> <p>Level and adequacy of budget allocations and expenditure</p> | <p>Manager, Branch: Tourism Development</p> <p>Director Economic Development and Tourism</p> | High | 2005 |

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|---|--|---|---|------|------------------------------|
| Output 1.4 Training needs of staff identified and staff trained in technical and extension skills Impact indicator: Staff upskilled | 1.4.1 Training needs analysis conducted | TNA completed | Manager, Branch: Tourism Development | High | 2005 |
| | 1.4.2 Suitable training programmes identified | No of staff trained by topic and type of training | | | On going |
| | 1.4.3 Suitable conferences, seminars, workshop for capacity-building identified | No of days of training conducted | | | On going |
| | 1.4.4 Mechanisms to enable dispersal of training materials and knowledge sharing between staff created. | % of trainees assessing training as useful | | | On going |
| Output 1.5 The establishment of a Special Purpose Vehicle intended to manage the development and implementation of major tourism development projects is investigated Impact indicator: Viability assessment | 1.5.1 Review investigations previously conducted | Consolidated report prepared | Manager , Branch: Tourism Development | High | 2 nd half 2004 |
| | 1.5.2 Investigate international and national practice (e.g. Blue IQ, Johannesburg Development Authority, Durban Development Corporation) | Best practice report prepared | Director, Economic Development and Tourism | High | 2 nd half 2004 |
| | 1.5.3 Prepare position paper regarding institutional arrangements aligned with the City's overall Growth and Development Strategy | Position paper prepared | | High | 2 nd half 2004 |
| | 1.5.4 Conduct discussions with provincial counterparts regarding the Western Cape Growth and Development Strategy. | No of meetings | Director, Economic Development and Tourism Manager, Branch: Tourism Development | High | 2 nd half 2004 |

Component 2: Partnership with Destination Marketing Organisation

Component objective:

To build effective partnerships between marketing and development functions and provide clear direction about who is responsible for which activities and functions and develop mechanisms to ensure functional alignment

| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
|--|---|--|--|----------|---------------------------|
| Output 2.1 Information sessions outlining roles and responsibilities of DMO and City relative to Tourism Development conducted. Impact indicator: Awareness and understanding of roles and responsibilities | 2.1.1 Clarify division of roles and responsibilities with Destination Marketing Organisation (DMO) Product Development Advisory Committee | Meetings held | Manager, Branch: Tourism Development | High | 2 nd half 2004 |
| | 2.1.2 Prepare MOU with DMO Product Development division delineating roles and responsibilities | MOU prepared | Director, Economic Development and Tourism DMO: Product development | High | 2 nd half 2004 |
| | 2.1.3 Host information sessions with local authority officials responsible for tourism development and Visitor Information Centre (VIC) staff | No of information sessions held Attendance Staff awareness of roles and responsibilities | Manager, Branch: Tourism Development DMO: Product development | High | 2 nd half 2004 |
| Output 2.2 Informational materials on the Tourism Development function of the CoCT is prepared for industry, public and community use. Impact indicator: Awareness and understanding amongst industry, public and communities of roles and responsibilities | 2.2.1 Set up contact list of individuals responsible for tourism development function in various administrations and publish on website | Contact list prepared | Branch: Tourism Development | High | 2 nd half 2004 |
| | 2.2.2 Prepare "Who we are and What we do" information brochure for Tourism Development Branch for publication on website and distribution to VICs and Tourism Development Support Centres | Information brochure prepared No of brochures distributed | Branch: Tourism Development | High | 2 nd half 2004 |

| Goal 4: Facilitating investment and commercial activity for sustainable growth and economic prosperity | | | | | |
|---|---|--|--|-----------------|---------------|
| Component 1: Institutional strengthening | | | | | |
| Component objective: | | | | | |
| To ensure that government takes into account the employment and economic contribution of tourism when setting priorities for infrastructure development | | | | | |
| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
| Output 1.1 Relevant information regarding the impact of tourism is provided to all divisions of the City Administration Impact indicator: Reliability, accuracy and availability of information regarding economic impact of tourism | 1.1.1 The establishment of a "Tourism Impact Assessment Model" relevant to the city's developmental objectives is investigated in partnership with tertiary institutions | Working group with tertiary institutions established Impact Assessment Model prepared Surveys undertaken | Branch: Tourism Development Universities and Technikons | High | 2005/2006 |
| | 1.1.2 Current research on the economic and developmental impact of tourism is produced and disseminated in user friendly formats, for use in advocacy campaigns, planning and training. | No of research publications published | Branch: Tourism Development | High | 2006 Onwards |
| | 1.1.3 Work with provincial counterparts to advocate for and undertake research on the economic and developmental impact of tourism in the Western Cape. | No of meetings | Manager, Branch: Tourism Development | Medium | 2005 |
| | 1.1.4 Fact sheets on the impact of tourism are made available on the CoCT and Western Cape web sites. | No of fact sheets published | Branch: Tourism Development | Medium | 2006 Onwards |
| | 1.1.5 An information campaign amongst officials based on economic impact information generated through research are undertaken amongst relevant Portfolio committees and other spheres of government | No of meetings held No of councillors reached Councillor awareness of the impact of tourism | Branch: Tourism Development | High | 2006 Onwards |
| Output 1.2 All functions of City Administration are able to support the development of tourism effectively | 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. | Reference group established TOR developed No of meetings No of projects discussed | Branch: Tourism Development | High | 2005 |

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|--|---|--|---|------|----------|
| Impact indicator: “Whole of government” awareness of role in implementation of Tourism Development Framework | 1.2.2 Joint planning and liaison between tourism and relevant departments in all future planning of transport infrastructure, community facility development, spatial development frameworks, urban conservation initiatives, environmental management frameworks, cultural infrastructure etc. with likely tourism impacts is ensured. | | Branch: Tourism Development CoCT: Open Space and Conservation Spatial Planning Transport Community Facilities Environmental management | High | On going |
| | 1.2.3 Information sharing sessions with relevant local government departments regarding the goals and objectives of the city’s Tourism Development Framework and the various roles and responsibilities for implementation are conducted. | No of meetings, attendance Awareness of the TDF amongst council staff | | | High |

Component 2: Transport infrastructure development support

Component objective:

To enhance transportation access to the destination, and to tourism areas and attractions in the city

| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
|---|--|---|--|----------|-----------------|
| Output 2.1 A Tourism Transport Action Plan for Cape Town is developed Impact indicators: <ul style="list-style-type: none"> ▪ Visitor satisfaction rating of public transport ▪ Air capacity from key source markets to Cape Town | 2.1.1 A Transport and Tourism working group is formed and mandated to provide input into the City’s Mobility Plan and to spearhead the development of Tourism & Transport Action Plan. Priority attention for investigation and recommendations required: <ul style="list-style-type: none"> ▪ CBD – airport rail link ▪ Public transport links between CBD and major attractions ▪ Public transport links between CBD and rapidly developing Milnerton/Blaauwberg/Big Bay node ▪ Klipfontein Corridor | Reference group established TOR developed No of meetings | Branch: Tourism Development CoCT: Transport | High | First half 2005 |
| | 2.1.2 Tourism infrastructure requirements identified in the TDA Investment Framework provided below is communicated to relevant transport authorities. | No of meetings | Branch: Tourism Development | High | First half 2005 |
| | 2.1.3 Infrastructure requirements are identified proactively and feed through decision-making and budgetary processes to support timeous delivery | No of infrastructure priorities identified No of infrastructure projects provided for IDP and infrastructure budgets | Area representatives | High | On-going |

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| | 2.1.4 CoCT works in partnership with DMO to develop a Western Cape Aviation Strategy and jointly lobby for alternative air access solutions | Aviation Strategy developed | Branch: Tourism Development | High | 2005 |
| Component 3: Infrastructure development support | | | | | |
| Component objective: | | | | | |
| To ensure that a conducive environment for private sector operations is created through public sector investment in infrastructure (e.g. facility signage, street and landscaping, public amenities) and public services (e.g. policing, cleansing) in supporting tourism operations and that planning processes are responding appropriately to industry needs | | | | | |
| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
| Output 3.1 Infrastructure which supports product and market development is in place Impact indicator: Greater local government commitment, indicated by increased or longer term commitment to funding | 3.1.1 Infrastructure investments identified in TDA Investment Framework communicated to relevant departments of the City Administration | No of meetings/presentations | Branch: Tourism Development | High | 2005 – 2009 |
| | 3.1.2 Inputs into the IDP process and requests for tourism infrastructure investment are based on long-term scenarios as identified in Tourism Spatial framework | Identified projects reflected in IDP | Manager, Branch: Tourism Development IDP Manager | High | 2005-2009 |
| Output 3.2 Infrastructure investment supports the economic development of communities is in place Impact indicator: Awareness amongst councillors | 3.2.1 Ensure that councillors are familiar with recommended interventions as per Tourism Spatial Framework and are enabled to communicate to communities | No of meetings/presentations | Manager, Branch: Tourism Development | High | 2005 |
| | 3.2.2 Communicate with communities re decisions through community representatives and councillors | No of community meetings | Councillors | High | On-going |
| Output 3.3 To ensure that the destination preconditions of safety and cleanliness are in place Impact indicator: Visitor satisfaction rating of safety and cleanliness | 3.3.1 Tourism Development partners with Cape Town Partnership; Clean City Campaign, etc. to contribute to and support existing initiatives | No of projects supported | Branch: Tourism Development | Medium | On-going |
| | 3.3.2 Tourism Development Branch Initiates tourism-specific initiatives/interventions identified in TIIF and Spatial Framework as project leader | No of projects initiated | Branch: Tourism Development | Medium | Ongoing |

2.4.3.1 Tourism Development Area Investment Framework

| CITY BOWL | | | |
|--------------------------------|---|---|--|
| Issue | Key action | Lead agency | Partners |
| Creating identity | Attention to conserving significant architecture (i.e. Art Deco, Victorian, Edwardian), and future enhancement through adoption of interpretive signage and architectural walks in order to reinforce the character of the city. | City of Cape Town: Urban Conservation | SAHRA |
| | Showcase the facades of heritage buildings and key public spaces at night through strategically placed uplighting. Examples include Moscow, St Petersburg, San Francisco. | City of Cape Town: Tourism Development | Cape Town Heritage Trust Cape Town Tourism |
| | Develop a collaborative City-property owner's interpretive signage programme for significant buildings and spaces as the base for thematic heritage walks . | City of Cape Town: Urban Conservation | Cape Town Heritage Trust |
| | Improve the visibility and prominence of the City's museums through the creation of a Cape Town ' Museum Mile ' designated by special pavement plaques, (e.g. Melbourne Golden Mile) and packaged with other attractions | Iziko Museums | SAHRA |
| | Lend interest to the city's fabric and informing residents and visitors of Cape Town's historical development as a port city by indicating the former shoreline of Table Bay (before the reclamation of the Foreshore) by means of signage, custom-designed bollards or pavement markers used in conjunction with a series of historical photographs of the City Bowl and shoreline activities | City of Cape Town: Urban Conservation SAHRA | Cape Town Heritage Trust SAHRA Cape Town Tourism |
| | There is potential to create an " Artist's Quarter " similar to Montemarte in Paris in the East City. The aim is to develop a quarter that will attract young people. There is a pool of students and notably young and trendy professionals in the city. Attracting fashion designers, artists, writers, students etc. to the City Bowl to live, work and play will inject new life. | Cape Town Partnership | Private sector |
| | Capitalise on underdeveloped land around the Artscape to add a new dimension to the City Bowl. This precinct already has a "cultural jewel " i.e. the Artscape Theatre and together with the Central Area's strong cultural products there is the opportunity to link the various precincts. Linking a Performing Arts precinct into the envisaged redevelopment of the Grand Parade, Cape Town Station and refurbishment of City Hall provide the opportunity to achieve critical mass not only from a tourism perspective but also a commercial one. | City of Cape Town: Planning Cape Town Partnership | Cape Town Partnership |
| Public space and places | Create a quality public environment that signals the entrance to the City Bowl both from the port and the N1, Eastern and Western Boulevards. This would involve innovative public space improvements that looks to integrating environmentally hostile areas into the City' or creates a sense of arrival. | City of Cape Town: Tourism Development City of Cape Town: Planning | |

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| | Create a pedestrian network linking squares and public open spaces such as Riebeeck Square, Greenmarket Square, the Grand Parade, North Wharf square, and the CTICC square to reinforce legibility and connectivity, and enhance both visitors' and residents' experience of moving between areas. | City of Cape Town: Planning | |
| | Link the Mountain to the Sea through the creation of a network of green spaces and public squares, reinforced through a street tree programme that establishes movement routes and linkages. | City of Cape Town: Planning | |
| | Use the city's open public spaces as canvas for public art works – sculpture, murals, mosaic, decorative planters, fountains, etc. – to reflect Cape Town's multi-cultural population and creative vibe | City of Cape Town: Tourism Development Cape Town Partnership | |
| | Use streetscaping, landscaping and signage to define and characterise spaces – this is critical in highlighting the diversity of experiences. Tourism signage should be consistent throughout the City, with signage for major attractions and facilities being in line with overall signage policies. | City of Cape Town | |
| | The recent landscaping of Heerengracht and the areas adjacent to the ICC contributes to the aesthetic appeal of open spaces where large volumes of pedestrians will move through or congregate. Consider the creation of a quality landscaped park with trees and park furniture which could serve as an amenity for office workers, and a place where tourists can escape to from the hustle and bustle of the inner city and ICC precinct, adjacent to the Artscape Theatre. | City of Cape Town: Planning | |
| | Many buildings in City Centre have no pedestrian interaction at ground level. Where buildings are redeveloped "pedestrian-friendly" uses at ground and first and 1st floor level should be promoted, for example shops and restaurants. This will contribute to a 'street culture', which could be supported by closing off of more streets in the CBD to vehicular traffic. | City of Cape Town: Planning | |
| Safety and security | Improve general street lighting to increase the sense of safety at night and assist in the creation of a 24 hour city. | City of Cape Town: Planning | |
| | Roll-out visible security presence throughout the City Bowl. | Cape Town Partnership | City Police SAPS |
| | The complex issues surrounding the presence of street people cannot be addressed through the enforcement of by-laws regarding loitering alone. Since tourists often fall victim to harassment by vagrants, this issue needs to be on the tourism development agenda of the City. The corporate responsibility initiative started by a group of hoteliers and industry members in the City sets an example that could be rolled out to the broader industry. | City of Cape Town: Tourism Development | Private sector Chamber of Commerce |
| Economic infrastructure | Consolidate informal trade into well-managed markets or festival retail zones to create additional tourism assets for the city. | Cape Town Partnership COCT: Informal trading | City of Cape Town: Economic Development |
| | Package further hotel investment opportunities in order to maximise international exposure. | WESGRO | City of Cape Town |

| | <p>Cruise terminal – There is a requirement for more detailed investigation of a tourism position into the viability and cost-benefit of the establishment of a cruise liner terminal in Cape Town. Such an investigation would include: cost-benefit assessment of alternative locations; influence on the primary functions of the port; displacement of higher order port activities; passenger behaviour and preferences; access to CBD and V&A Waterfront; current developments in the global cruise market; competitive/complementary terminal development in South Africa; the role of Cape Town in a Southern/East African cruise circuit, etc.</p> <p>Over and above the City-Port Task team, the City should establish a specific working group to address the issue, and provide input into provincial discussions.</p> | <p>City of Cape Town: Economic Development</p> <p>City of Cape Town: Planning</p> | <p>PAWC: DEDT Ports Authority</p> <p>V&A Waterfront/ Transnet</p> <p>Private sector-cruise operators</p> |
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| Access, movement & connectivity | <p>Cape Town Railway Station as an important node in the envisaged tourist movement infrastructure requires urgent attention – clean up, make safe, improve passenger line services and related user facilities and create a multi-functional intermodal connectivity node.</p> | <p>Metrorail</p> <p>Metropolitan Transport</p> | <p>Cape Town Tourism</p> |
| | <p>Include an inter-modal connection area on the Foreshore including rail, road and sea with key linkages to airport, the V&A Waterfront and Robben Island, Winelands and regional Western Cape.</p> | <p>City of Cape Town: Planning</p> | |
| | <p>The Foreshore has an important role as a distribution point to experiences exposing international and domestic tourists to the history and cultural diversity of Cape Town. The precinct should serve as “springboard” for walking tours of the city, District Six and Malay quarter and guided tours focussed on the cultural experiences offered by Langa, Khayelitsha, Gugulethu and others. Consistent directional signage from this area, and information provision at the CTICC, will be important to ensure that visitors are able to find their way to other precincts and other areas of Cape Town.</p> | <p>Metropolitan Transport</p> <p>City of Cape Town: Tourism Development</p> | <p>Cape Town ICC</p> <p>Cape Town Tourism</p> |
| | <p>Connect the ICC to the Central City through the introduction of suitable retail and commercial activities, e.g. street cafes, at street level along Coen Steytler Road, Roggebaai Square and into Wharf and Jetty Streets. This will be fundamental to drawing convention delegates into the Central area and providing exposure to retail, entertainment and tourism products located in precincts other than the V&A Waterfront; such linkages must serve as “corridors of excellence”.</p> | <p>City of Cape Town: Planning</p> <p>Cape Town Partnership</p> | |
| ATLANTIC SEABOARD | | | |
| Issue | Key action | Lead agency | Partners |
| Creating identity | <p>Develop an Urban and streetscape design framework and create attractive boulevards (with similar characteristics to Avenida Atlantica in Rio, Promenade des Anglais in Nice and Ocean Drive in Miami) running the length of the beachfront and Main Road linking the V&A and de Waterkant tourism areas to the Green Point and Sea Point Main Road and beachfront promenade. Defined corridors will stimulate activity and create animation and become key elements of infrastructure and project a vibrant city image. Such boulevards will evolve into a “destination” in itself offering a cluster of “things to do and see” e.g. café, bars, restaurants, art exhibitions, bookstores, specialty stores. Safety is paramount. Bold design and form will play an important part with identified themes creating a sense of identity.</p> | <p>City of Cape Town: Planning</p> | |
| | <p>Streetscaping and landscaping throughout the area, but especially along the full length of the promenade must be ongoing. For example, trees, signage, light posts, litterbins, streetscape design elements etc.</p> | <p>City of Cape Town: Parks and Amenities</p> | <p>City of Cape Town: Parks and Amenities</p> |
| | <p>The Mouille Point lighthouse precinct could include a lighthouse interpretive centre which serves as distribution point to lighthouses and shipwrecks along the coastline.</p> | <p>City of Cape Town: Tourism Development</p> | <p>Ports Authority</p> <p>Cape Town Tourism</p> |

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| Access, movement and connectivity | Spatial and movement linkages with other areas of significance such as the Roggebaai Canal Precinct, CBD, de Waterkant, and the V&A Waterfront are fundamental to bring the Framework together; they must therefore be strengthened. Establish pedestrian walkways and cycling paths along the boulevard linking into the footpath and cycling path systems of the CBD and V&A Waterfront. South of France, San Francisco, Vancouver, Copenhagen, etc. offer examples of achieving such ambience and functionality. | City of Cape Town: Planning | |
| | High levels of traffic congestion and parking problems occur in Camps Bay during peak periods, aggravated by a limited provision of public transport other than minibus taxis. Controlling the entry of non-resident vehicles and channelling of traffic not destined for Camps Bay away from the beachfront area are possible options to resolving traffic and congestion issues. Resolving peak time parking and traffic congestion will be essential to ensure the continued support of tourism by residents. | Metropolitan Transport | |
| Public spaces and places | Green areas and parks in proximity of the Camps Bay beachfront should be protected to provide shade and picnic areas for the many tourists and Capetonians from other parts of the City who visit Camps Bay. | City of Cape Town Community Facilities | |
| | A litter campaign is required in Camps Bay to alert taxi drivers, their passengers and visitors to the environmental degradation caused by littering | Open Space and Nature Conservation | |
| | Support investment in upgrading of buildings and establishment of restaurants by extending the Green Point CID along Main Road . | Cape Town Partnership | |
| Safety and security | Animation and activity creates safety . The movement of a desirable residential population into the streets behind the beach and along Main Road is an opportunity to inject new life and image into the area (e.g. students, young professionals, artists etc.) The Sea Point CID should begin to address issues of safety and grime. Action against owners of derelict and/or overcrowded rental buildings will be required to encourage the desired population to settle here. | Cape Town Partnership | |
| | Visible policing of the Atlantic Seaboard, especially in the holiday season is required to crack down on alcohol abuse and littering in public spaces. This is particularly important on public holidays in December/January when large amounts of visitors are attracted to popular Atlantic Seaboard beaches and picnic areas. | Cape Town Partnership City of Cape Town: Health | Private sector property developers |
| | The current chaotic state of the Green Point Flea Market calls for intervention in order to create more suitable facilities for traders and visitors, improved parking and traffic management, waste control, and generally moulding the market into a high quality attraction. The success in creating alternative trading space and improved facilities for traders at Rosebank, Johannesburg serves as an example. Innovative and creative thinking will address both the current appearance of the Stadium and the state of the market. | CoCT: Traffic Management Spatial Planning Community facilities Economic Development and Tourism | |
| Economic infrastructure | Product development in Camps Bay includes capitalising on the strength of the existing restaurants and developing additional trendy, up-market food and beverage outlets, specialty and designer shops, and luxury accommodation. Examples include South Beach in Miami and Port Olympique in Barcelona. At the same time, the village atmosphere of Camps Bay should be protected by preventing inappropriately scaled developments. | City of Cape Town: Spatial Planning | |

| RONDEBOSCH TO WESTLAKE | | | |
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| Issue | Key action | Lead agency | Partners |
| Inter-agency co-ordination and integrated planning | The Branch: Tourism Development should be represented on and provide input into the CPNP Forum, a multi-agency and multi-department body co-ordinated by SANParks to guide the detailed planning for the development and operation of specific gateway areas such as Rhodes Estate and Constantia Nek . | Cape Peninsula National Parks Forum SANParks | Branch: Tourism Development |
| Gateway areas | Enhance the role of Constantia Nek as a gateway into the National Park and 'hub' of tourism flows in the metropole through provision of: ⇒ directional signage and information provision (distribution platform); ⇒ secure, non-intrusive parking (inter-modal exchange point - road to foot); ⇒ watering and rest points for runners, hikers, bikers and horse-riders; litterbins; toilet facilities; benches, etc. set in a clean and attractive setting (rest area); and ⇒ non-intrusive facilities for artists' market; restaurant/ tea room (destination). | Cape Peninsula National Parks Forum SANParks | Branch: Tourism Development |
| Access, movement and linkages | Although rail and bus services are available along the Main Road corridor, bus services to Kirstenbosch are limited to four trips per day and none over weekends. Access to the Constantia Valley wine estates is limited to visitors with motor vehicles or coaches/tour busses. In addition to being a destination in own right, Kirstenbosch is an important gateway area for hikers accessing the walks and hikes that cross through the Cape Peninsula National Park. Past attempts to establish a regular bus service between the city and Kirstenbosch have been unsuccessful due to limited and variable passenger numbers. The lack of a public transport link is a constraint to improving the access to segments of the population who live further away from the area, and do not own private vehicles. The current visitor profile is a matter of concern to the respective managements of Kirstenbosch and Cape Peninsula National Park. Neither of these organisations is in a position to subsidise a dedicated transport link. Bring together role-players such as the City of Cape Town, Department of Transport, Metrorail, attraction management, etc. to identify a solution to provide access to Kirstenbosch, the Constantia Wine Route and other attractions. | Metropolitan Transport City of Cape Town: Tourism Development Cape Town Tourism | Metrorail NBI Private sector transport providers |
| Building identity | Delineate the Wynberg Historical Walks walks through interpretive signage and route markers. | Wynberg Improvement District Cape Town Tourism | |
| | The military history of the Rondebosch and Wynberg area could be further developed as part of the tourism focus in this area. | Wynberg Improvement District Cape Town Tourism | |

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| | Formalized fresh produce and craft markets are major tourist attractions in many European Cities (examples Verona and Prague). A similar initiative in the Claremont area could focus informal trading in the vicinity of Cavendish Square, creating a tourism asset in the process. Consider the establishment of a festival market place to consolidate informal trading along Main Road in Claremont. | Claremont CID City of Cape Town: Economic Development and Planning | |
| PENINSULA | | | |
| Issue | Key action | Lead agency | Partners |
| Building identity | Investigate the redevelopment of Hout Bay Harbour into vibrant waterside area with a harbour atmosphere where people meet, eat and socialise. The opportunity to include residential and commercial accommodation should be examined in order to add viability and people presence. | City of Cape Town: Planning | Private sector |
| | Hout Bay Harbour serves as a busy embarkation area for ferrys to Seal Island, a boat repair area and active fishing harbour. Kalk Bay offers the colour and sound of the local fisherfolk. These elements are key ingredients of the character of the coastal villages of the Peninsula and maritime features such as fishing boat moorings, fish markets, boat repair, boat trips, etc. must be valued and supported for their attraction value. | City of Cape Town: Planning | |
| | Continue to protect the aesthetic and historical value of the architectural and built heritage through urban design frameworks, architectural guidelines, statutory protection under the Heritage Resources Act, proclamation of conservation areas, etc. in order to maintain the uniqueness of the coastal villages. ⁱⁱ However, unnecessary bureaucracy and administrative delays in the processing of planning applications for the renovation and re-use of historical buildings should be avoided. ⁱⁱⁱ | City of Cape Town: Planning City of Cape Town: Urban Conservation | SAHRA |
| | Depict the maritime history, architecture and atmosphere of the past through the restoration of neglected buildings, interpretation of buildings and places, guided walks, etc. | City of Cape Town: Tourism Development City of Cape Town: Urban Conservation | Historical societies & associations |
| | Muizenberg has a potentially important role as a strategic link to developments along the False Bay coastline. Any proposal for Muizenberg must mix tourism, entertainment, residential and commercial use. It must become a <i>“meeting point”</i> where it all happens and people want to be. Muizenberg must symbolise the youthfulness, frivolity, and liveliness of Cape Town. The redevelopment of Muizenberg Beachfront could provide the impetus for the revitalization of the area, and it is recommended that a working group be established to formulate a project concept and drive a proposal call for development proposals. | City of Cape Town: Tourism Development City of Cape Town : Peninsula Administration | Private sector |
| Access, movement & connectivity | In all villages streetscaping and landscaping must continue. Use walkways, street furniture, vegetation and signage to create spatial linkages between areas of activity . Emphasis must be placed on ease of access and legibility of space. Areas for intervention include: Muizenberg – St James coastal walk, Boyes Drive, Fish Hoek and Kalk Bay Main Road, etc. | City of Cape Town: Planning Metrorail | City of Cape Town: Tourism Development |

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| | <p>Improving access through public transport:</p> <p>Public transport is regarded as unsafe and unreliable; terminal infrastructure and rolling stock/vehicles are unattractive due to a combination of neglect and vandalism; route scheduling is inconvenient and/or information regarding schedules is not readily available. Any strategy aimed at encouraging increased utilisation of the public transport system by tourists should target these concerns. Encouraging tourists and Capetonians to use trains to access coastal villages could provide the 'footfall' that is required to maintain and upgrade the stations and provide associated retail and food and beverage facilities. The success of such an initiative will be dependent on the frequency, quality and affordability of train journeys from Cape Town Central Station. A park-and-ride scheme for shorter 'shuttle' journeys from Claremont and Wynberg stations could also be considered.</p> <p>Establish a working group with representation from the relevant stakeholders, such as Metrorail, Golden Arrow, CoCT: Public Transport, Cape Town Tourism, etc. in order to develop action plans addressing the promotion of public transport amongst tourists, improving the image of public transport, etc.</p> | <p>City of Cape Town: Tourism Development</p> <p>Metropolitan Transport</p> | <p>Metrorail Transport providers</p> |
| | <p>Create a boulevard running along the coastline to form a link between the working Harbour, Mariner's Wharf and Hout Bay Village and enhance legibility and connectivity. Bold design and form will play an important part with identified themes creating a sense of identity. The boulevard should link into Main Road. Street furniture and cycling paths will enhance functionality. Planning for a boulevard should be done as part of a comprehensive urban design framework.</p> | <p>City of Cape Town: Planning</p> | |
| | <p>Alleviating congestion: The dominance of vehicles and traffic congestion along Main Road erodes the tranquillity and charm of the Kalk Bay, Fish Hoek and St James. In order to alleviate congestion, through-traffic should be encouraged to use Boyes Drive, a designated scenic drive running along the mountainside above Muizenberg and Kalk Bay, as an alternative route. A more direct intervention to alleviate congestion such as a communication campaign to discourage unnecessary vehicular traffic during peak times, e.g. weekends, the event days, etc. into the area, backed up by 'park-and ride' facilities and services (rail/bus) from Cape Town Central, Muizenberg and Westlake, should also be introduced.</p> | <p>City of Cape Town: Tourism Development</p> <p>Metropolitan Transport</p> | <p>Metrorail Transport providers</p> |
| | <p>The annual Argus Cycle Tour generates major interest in Cape Town. In the spirit of the cycle tour, a bicycle route can be established along sections of the Argus route. A good example could be from Muizenberg to Simonstown, a relatively easy part of the route along the coast.</p> | <p>City of Cape Town: Planning</p> | |
| <p>Economic infrastructure</p> | <p>Product development includes capitalising on existing strength of facilities and amenities and developing new ones. Additional trendy, up-market food and beverage outlets, specialty and designer shops, luxury accommodation e.g. deluxe hotel for visitors, luxury apartments or condominiums, etc. will enhance the product provision and market position of the destination. Examples include South Beach in Miami and Port Olimpic in Barcelona.</p> | <p>Private sector</p> | |

| CAPE FLATS AND METRO SOUTH EAST | | | |
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| Issue | Key action | Lead agency | Partners |
| Forward planning | <p>Bring the various spatial plans and tourism projects and initiatives in the Cape Flats Metro South East area together into a cohesive Tourism Development Action Plan. The framework should entail the following:</p> <ul style="list-style-type: none"> ■ identification of gaps in infrastructure, service and facility provision; ■ highlighting resource development opportunities, particularly those related to publicly owned land or facilities; ■ actions required to address constraints hindering the development of tourism; ■ creation of internal and external linkages between projects (whether spatial, marketing or management) in order to build critical mass; ■ 'reality-checking' of existing proposals and project against market demand and trends; etc. ■ actions for education and training in tourism , i.e. capacity-building and skills transfer. | Branch: Tourism Development | Environmental Management Spatial Planning Economic Development SMME support Local Tourism Forums LED forums and clusters |
| Economic infrastructure | <p>Existing structure and facilities require upgrading and recycling e.g. Mnandi, Monwabisi and Strandfontein resorts. Although the resorts are fairly popular during Easter and December, there are widespread negative perceptions regarding the coastal resort nodes. These are related to poor maintenance, vandalism, degraded facilities and the safety and security of the general area, particularly along the stretches of coast between the resorts. There are, however, opportunities to revitalise some of these resorts – target markets, the viability of public-private investment partnerships, creation of additional activities, linkages with other attractions in the area, and the incorporation of complimentary land-uses, e.g. permanent residential, are some of the issues to be considered. Discussion and recommendations regarding capitalising and expanding on existing resort infrastructure through public-private partnerships, packaging niche products based on upgraded resort infrastructure and nature areas, linking the resorts to existing and planned cultural attractions and routes, etc. needs to form part of the Tourism Development Action Plan.</p> | Community facilities Spatial Planning Economic Development and Tourism | |
| Capacity-building | Establish Community Tourism Forums where required, and assist poorly- coordinated forums and organisations to mature based on defined strategies and business plans | Branch: Tourism Development | |
| | Assist operators to address varying prices, product quality, service quality and reliability in order to ensure the quality of the visitor experience | Branch: Tourism Development | |
| | Establish regular information and capacity-building sessions for township operators | Branch: Tourism Development | |
| Building identity | Identify and map of tourism routes (in association with community tourism forums and tour operators) | Branch: Tourism Development | |
| | Formalise routes with appropriate directional and tourism signage, and reinforcing through brochures and marketing material | Branch: Tourism Development Transport planning | |

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| Safety and security | Ensure visible policing through community police forums and neighbourhood watches | Branch: Tourism Development | |
| | Facilitate communication between the police and township tourism operators through by including representatives of the SAPS on community tourism forums | Community Safety SAPS | |
| TYGERBERG AND OOSTENBERG | | | |
| Issue | Key action | Lead agency | Partners |
| Building identity | Linking and packaging heritage features The Mayibuye Centre at UWC houses a unique and invaluable collection of material related to the anti-apartheid struggle but remains an under-utilised asset that should be a core component of the development of heritage tourism, themed along the liberation history, in Cape Town. A structured and pro-active approach with actions such as the identification of the key physical elements underpinning the development of the theme, exposing and 'formalising' places as attractions, and creating linkages through partnerships, marketing, promotional material, are some of the actions required to realise the opportunity for product development. | City of Cape Town: Tourism Development City of Cape Town: Urban Conservation | PAWC Tertiary institutions SAHRA |
| | Packaging and marketing rural tranquillity Although the wine estates of Durbanville and Oostenberg area are not as well-known as the Stellenbosch Wine Route, the characteristics of the environment are similar and the opportunity exists to provide a competing or alternative product offering. The emphasis should fall on proximity and ease of access to the Central City, and the opportunity to indulge, relax and refresh in a peaceful environment, whether on an historic wine estate or rural accommodation on the Joostenbergvlakte, Fisantekraal, etc. | DMO | |
| Access, movement & connectivity | Develop an integrated urban trail and hiking/cycling/ pedestrian system which links the various public open spaces and natural attributes within the area. The Tygerberg and Durbanville Hills, and the various river and wetlands systems in the area should be integrated as part of a system of trails and routes for the area. ^{iv} | City of Cape Town: Planning | |
| | The Bellville Transport Interchange has an important future role in providing directions and information to tourists disembarking here en route to facilities and attractions in the Tygerberg area. Basic infrastructure such as information and directional signage, an information board/kiosk and passenger help-line will support this role. | City of Cape Town: Tourism Development Metrorail Cape Town Tourism | |
| | Public transport is neither adequate, safe, comfortable nor convenient and many of the facilities and attractions of the area can be only be accessed by car or tourist vehicle. For example, a maximum of three bus services per day are available from Bellville station to the Tygervalley precinct and vice versa. As could be expected given limited financial resources and the priority to provide services to the residents of Cape Town, the timing of these services coincides with peak commuter times. Implement Tygerberg SDF recommendations regarding the provision of park-and-ride and drop-and-ride facilities at existing and future large shopping centres in the area, together with high quality bus services for the higher income residential areas north of the N1. These bus services are planned to start from the shopping centres and end at major public transport interchange facilities. Implementation of the service would improve mobility and access for tourists, and create a counter flow of passengers that would be important to support the viability of such a bus service. | Transport Planning | |

| HELDERBERG BASIN | | | |
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| Issue | Key action | Lead agency | Partners |
| Building identity | Tourism infrastructure in the form of signage, landscaping and parking along the beachfronts has been provided. Landscaping is functional and the opportunity to create a sense of place for individual areas, e.g. Bikini Beach, Gordon's Bay Main beach and Strand beach, whilst creating linkages using visual threads in detailing has not been maximised. There is no density, synergy or theme. The lack of a "sense of place" means the potential of the area as a recreational/tourism node is not fully maximised. Invest in beachfront upgrading – landscaping, litter bins, ablution facilities (public sector role to support private sector redevelopment) | City of Cape Town: Tourism Development City of Cape Town: Planning | Private sector |
| | Establish integrated "eco and spiritual node" for visitors around the Mosque and wetlands, Macassar | | |
| | Use major events to build positioning as "coastal playground" – golf, triathlons, marathons, watersport, endurance activities | DMO: Events Cape Town Tourism | |
| Access, movement & connectivity | Establish an Information lay-by at Kogel Bay viewing points providing information regarding main attractions in Helderberg Basin and greater Cape Town metropole. | City of Cape Town: Transport | |
| | Provide tourism signage to Sir Lowry's Pass Village node to support redevelopment of CBD and station into attraction node | City of Cape Town: Tourism Development | |
| | Promote use of railway to access Helderberg beach facilities – prevent removal and relocation of rail infrastructure | Metrorail Cape Town Tourism | |
| | The Helderberg basin location as a gateway to the regional tourist facilities of the garden route and beyond, as well as the winelands of Stellenbosch should be promoted. Reconsider location of Information Bureau – relocate to area with high through flow of consumers e.g. Somerset Mall | City of Cape Town: Tourism Development DMO | |
| | The development of a major integrated resort on the coast of the Helderberg Basin would anchor the investment made by government in infrastructure , e.g. upgrading of Cape Town International Airport and development of the N2 corridor. Employment opportunities are restricted in Macassar, Lwandle and Sir Lowry's Pass Village. A major tourism real estate investment project will be a catalyst for employment creation and livelihood improvement . An opportunity exists to packaging of an investment opportunity for the development of upwards of 1000 letting units of varying categories of accommodation; a championship golf course; health and wellness centre; waterfront retail and food and beverage; eco adventure centre, etc. The concept differs dramatically from the existing development framework, and the revision of these frameworks will be a requirement. This vision will realise value for the landowners within a significantly reduced timeframe, and bring much needed socio-economic benefit to the Helderberg basin. The potential for successful development whilst not compromising the conservation values, existing views and resident preferences is recognised. Bringing together key role players, e.g. Helderberg Administration, Heartland Properties, Branch: Tourism Development, to agree on future direction is the next step towards realising this opportunity. | CoCT: Spatial Planning Helderberg Administration Heartland Properties Branch: Tourism Development DMO | |

| BLAAUWBERG | | | |
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| Issue | Key action | Lead agency | Partners |
| Building identity | Focus on the coast is on nature, outdoors and culture. Series of themed “ Blaauwberg Meanders ” linking Milnerton Lagoon, Rietvlei, Blaauwberg Conservation Area with rest stop areas, and “ Cycle Blaauwberg ” routes provide potential for the promotion of outdoor activity with a focus on the coast and wetlands, sport, leisure and cultural experiences. Some possibilities are: ⇒ A shipwreck route capitalising on surface and under-water resources. Milnerton Lighthouse is an ideal location for interpretive signage, directional map and orientation point. ⇒ The creation of a series of interpretive points along the coast at places where remains of archaeological and palaeontological sites exist. Linkages to the West Coast Fossil Park and Langebaan ‘Eve’s Footprint’ are important. ⇒ A birdwatcher’s route linking wetland, dune, beach and interior birdhides. ⇒ A Military History Meander linking Battle of Blaauwberg site, World War II structures on Blaauwberg Hill, etc. A series of thematic route brochures already exist. Formalisation of trails and paths by means of directional and interpretive signage; trail and path infrastructure ; etc. is required. | City of Cape Town: Tourism Development City of Cape Town: Planning Cape Town Tourism City of Cape Town: Tourism Development | |
| | The development of outdoor cafés, bars, boutique retail outlets along the Beachfront creating animation and a colourful setting. Emphasis must be on simplicity, maintaining public access and maximizing views. | Private sector | |
| | Development of boutique, eco-friendly accommodation and amenities drawing on the natural setting (coastal and rural) as destination positioning is achieved | Private sector | |
| | Reactivate the community group involved in the preparation of the Mamre Tourism Development Strategy to track progress-to-date and revise based on market trends and current gaps in the metropole’s product provision. | City of Cape Town: Tourism Development | |
| | Tourism activities in the interior are currently limited due to lack of awareness of the product offering, distance from the existing tourism nodes in Blaauwberg and inadequate product development. However existing historic structures, heritage and the natural environment provide the opportunity to create attractions and activities that are educational, exciting and unique to Cape Town. The creation of activities and facilities complementing the coastal node will be important to leverage tourism development in the interior. The focus on the coast is on sun, sea, outdoor sport and fun – the interior’s resource base is geared for outdoor adventure, ecotourism, cultural and ‘country living’ experiences . Several building blocks such as the Koeberg Information Centre, the Cultural Centre (conferencing and camping facility), Silwerstroomstrand seaside resort and Mamre Museum complex are already in place. | Branch: Tourism Development | |
| Public and open spaces | The potential of the Blaauwberg Conservation Area would be further reinforced if the City of Cape Town focuses on implementation as conceptualised in the Development and Management Plan and subsequent work, in order to achieve the vision for the BCA, and realize the enormous tourism potential it offers. The need for financial resources to be committed to the project is also critical to optimize its potential, as is the need to undertake a detailed business planning exercise. | City of Cape Town: Environmental Management and Tourism Development | |

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| | Investigate the option to create a 'market square' along the beachfront as a venue for open air art schools, art exhibitions, craft market, fairs, festivals, etc. | City of Cape Town: Planning | |
| Access, movement & connectivity | A connectivity node will play an important part in creating "order" and providing a sense of arrival. It will direct visitors to the various attractions and activities. Expanding the information centre to incorporate a terrace café, canoe club, bike hire shop, information on visitor behaviour, safety, attractions, etc.) should be provided as a parking and distribution point. | City of Cape Town: Planning | |
| | The northern part of the Blaauwberg area has the potential to serve as a gateway to regional tourist opportunities. Establish a 'corss-border' information centre/point in co-operation with the adjoining West Coast District Council providing information regarding both regions, as well as the West Coast Biosphere. | Branch: Tourism Development DMO West Coast District Council West Coast Biosphere | |
| Economic infrastructure | Development of a strategically located 'farmer's market' to create retail outlets for local vegetable growers and crafters. Capitalising on an existing venue with an expansion of the product base and proactive promotion could be considered. | City of Cape Town: Economic Development | |

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.

Component 1: Research, planning and monitoring

Component objective: To develop City's understanding of the capacity-building and transformation challenges of the industry in Cape Town

| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
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| <p>Output 1.1</p> <p>Surveys are carried out to establish resident opinions regarding tourism and a data base established.</p> <p>Impact indicator:</p> <p>Availability of information regarding resident attitudes to tourism</p> | <p>1.1.1 Regular resident perception surveys aimed at monitoring attitudes and opinions towards tourism and, inter alia, benefits to communities, constraints to participation, awareness of marketing campaigns undertaken.</p> | <p>No of surveys conducted Survey reports prepared</p> | <p>Branch: Tourism Development Branch: Tourism Development Economic Development and Tourism Tertiary institutions</p> | High | 2005 |
| <p>Output 1.2</p> <p>A Tourism Education and Training Action Plan prepared</p> <p>Impact indicators:</p> <ul style="list-style-type: none"> ▪ Relevance of education and training to industry needs ▪ Competency levels of graduates | <p>1.2.1 An internal (City) task group established to consolidate existing knowledge and research regarding barriers to entry and factors in business attrition/failure, and identify gaps in current understanding</p> | <p>Consolidated report produced</p> | | High | 2005 |
| | <p>1.2.2 Specific research is undertaken to investigate constraints and prepare recommendations regarding interventions</p> | <p>Research reports produced</p> | | High | 2005 |
| | <p>1.2.3 Specific research is undertaken to create 'baseline' picture of role of women in tourism industry in Cape Town</p> | <p>Research report produced</p> | High | 2005 | |

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| <ul style="list-style-type: none"> ▪ Industry absorption of graduates ▪ Partnerships between providers and industry | <p>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</p> | <p>TTEF established No of meetings Attendance TOR developed TTETAP</p> | <p>Manager, Branch: Tourism Development Universities & technikons Colleges Private training providers THETA Western Cape Dept of Economic Development and Tourism</p> | <p>High</p> | <p>2005</p> |
| <p>Output 1.3 Regular reports regarding the employment contribution of tourism activity are published</p> <p>Impact indicator: Availability and accuracy regarding employment contribution of tourism</p> | <p>1.3.1 Options to monitor the tourism sector's contribution to business start-ups, employment opportunities, business income, local authority tax base, etc. Options include: RSC levy database, custom-designed business survey, tourism business registration process are investigated</p> | <p>Report produced</p> | <p>Economic Development and Tourism</p> | <p>High</p> | <p>2005</p> |
| | <p>1.3.2 Tourism Development Branch prepares local industry employment statistics to feed into provincial tourism human resource development strategies</p> | <p>Statistics compiled and distributed</p> | <p>Economic Development and Tourism</p> | <p>High</p> | <p>On-going</p> |

Component 2: Institutional strengthening

Component objective: To strengthen the capacity of the City to support the transformation of the industry

| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
|---|--|-----------------------------|---|-------------|----------------------------|
| <p>Output 2.1</p> <p>The City is able to serve the needs of SMEs through appropriate resources and systems required to perform business support function</p> <p>Impact indicator:</p> <p>Service satisfaction rating of clients</p> | <p>2.1.1 Locate capacity for Business Support function within Tourism Development branch - responsibilities: point-of-contact, clearing house, facilitator of contact between Tourism function and relevant internal 'service providers'</p> | <p>No of staff in place</p> | <p>Manager, Branch: Tourism Development</p> <p>Economic Development and Tourism</p> | <p>High</p> | <p>Second quarter 2005</p> |

Component 3: Training and capacity-building

Component objective: To improve the capability of people to enter into and work in the tourism industry

| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
|--|---|--|---|-------------|----------------|
| <p>Output 3.1</p> <p>Business support services aimed at improving business competence within the sector, and emerging entrepreneurs and SMEs in particular delivered</p> <p>Impact indicators:</p> <ul style="list-style-type: none"> ▪ No of business start-ups ▪ Percentage of black-owned tourism enterprises ▪ Success rate of business start-ups | <p>3.1.1 Skills shortages and business entry or development constraints are monitored</p> | <p>No of surveys undertaken</p> <p>Data entered and accessible on database</p> | <p>Branch: Tourism Development</p> | <p>High</p> | <p>Ongoing</p> |
| | <p>3.1.2 Mentoring programme for Tourism SMMEs start-ups in association with relevant Econ Development branches established</p> | <p>No of mentorships established</p> | <p>Branch: Tourism Development</p> | <p>High</p> | <p>2005/5</p> |
| | <p>3.1.3 "Lessons Learnt" internal reference source based on experience of SME support developed to facilitate replication of successful practices and approached</p> | <p>No of case studies prepared</p> | <p>Branch: Tourism Development</p> | <p>High</p> | <p>Ongoing</p> |
| | <p>3.1.4 Together with external bodies, e.g. Business Partners, a more co-ordinated approach to the delivery of business support and training to the industry, particularly SMEs is developed</p> | <p>Co-ordinated business development support strategy prepared</p> | <p>Manager, Branch: Tourism Development</p> <p>Economic Development and Tourism</p> <p>Western Cape Economic Development and Tourism</p> | <p>High</p> | <p>2005</p> |

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|--|--------|---|---|--|------|---------|
| <ul style="list-style-type: none"> start-ups ▪ Profitability of enterprises ▪ Confidence of business owners | 3.1.5 | A range of business tools, methods, templates and resources for use by SMEs and emerging entrepreneurs developed and distributed | No of tools, guidelines, etc prepared No of tools distributed | Economic Development and Tourism | High | Ongoing |
| | 3.1.6 | Web-based and paper-based reference source for entrepreneurs containing information regarding legal requirements to register the business, funding schemes and agencies, government assistance schemes e.g.. ITMAS prepared and distributed | No of business applying tools | | High | Ongoing |
| | 3.1.7 | Training packages developed and forums hosted to address the need for improved marketing, business knowledge, risk management and sustainable practice | No of forums Attendance Audience No of training days No of trainees Satisfaction with training | Economic Development and Tourism | High | Ongoing |
| | 3.1.8 | "Learning from success" information pack to guide business start-ups published | No of information packs produced No of info packs distributed | | High | 2006 |
| | 3.1.9 | "Industry placement/co-operative experience programmes" of tertiary institutions supported | No of learners placed | Manager, Branch: Tourism Development Tertiary institutions | High | Ongoing |
| | 3.1.10 | Roll-out of Learnership Programme of THETA enabled through information sessions and distribution of guidelines in partnership with Province | NO of learnerships created | Manager, Branch: Tourism Development Industry | High | Ongoing |

Component 4: Extension Services and Participatory structures

Component objective: To establish enabling mechanisms and partnerships for information sharing, capacity – building and local level planning and decision-making

| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
|--|--|---|--------------------------------------|----------|------------------|
| Output 4.1 City-supported extension established to deliver awareness creation and business development functions and support partnership formation Impact indicators: <ul style="list-style-type: none"> ▪ Citizen perception of accessibility of advisory services ▪ No of partnerships established | 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 | No of stakeholders consulted No of inputs received Report produced | Economic Development and Tourism | High | Second half 2005 |
| | 4.1.2 The setting up of local tourism and hospitality business forums which facilitate the exchange of good business practice information is facilitated | No of enquires serviced No of forums created | Branch: Tourism Development | High | On going |
| | 4.1.3 The development of marketing partnerships between businesses in a local area or similar type businesses is facilitated | No of partnerships facilitated | | High | On going |
| | 4.1.4 Established businesses are encouraged to provide work experience for industry entrants | No of job placements created | | High | Ongoing |
| Output 4.2 A 'Women in Tourism' networking cluster to address gender-specific tourism development challenges is established Impact indicator: Participation of women in tourism industry | | Forum established No of meetings Attendance No of actions identified No of representations regarding issues | Manager, Branch: Tourism Development | Medium | 2005 |

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|---|-------|---|---|--|------|--------------------|
| Output 4.3 A framework and programme for key stakeholders to raise their awareness of the significance of tourism is developed and implemented Impact indicator: Citizen understanding of tourism | 4.3.1 | Develop 'Tourist for a day' programme in association with schools, CBOs and industry facility and service providers to coincide with Tourism Month | No of industry members participating No of learners participating R value of sponsored visits | Branch: Tourism Development Schools Industry members | High | 2005 |
| | 4.3.2 | Launch a co-ordinated communications strategy using print and broadcast media to build Capetonian's recognition of tourism as an important contributor to the local economy through | No of articles produced Value of editorial No of broadcasts slots Value of airtime | Branch: Tourism Development | High | 2005 |
| Output 4.4 A framework and programme for consultations and participation and awareness creation of the Tourism Development Framework is devised and carried out Impact indicator: <ul style="list-style-type: none"> ▪ Citizen perception of the 'level of service' delivered by the Branch: Tourism Development ▪ Councillor awareness of content of Implementation Framework | 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 | No of forums created | Branch: Tourism Development | High | Ongoing |
| | 4.4.2 | A 'Roadshow' of sub-councils to inform regarding the Implementation Framework is undertaken | No of presentations | Branch: Tourism Development Sub-council co-ordinators | High | First half 2005 |
| | 4.4.3 | Popular version of TDF and Implementation Framework lodged with all public libraries throughout metropole | Popular version of document produced No of documents distributed | Branch: Tourism Development CoCT: Libraries | High | First half 2005 |
| | 4.4.4 | Full set of Tourism Development Framework documentation distributed to all tertiary libraries in metropole | No of documents distributed | Branch: Tourism Development Tertiary institutions | High | Third quarter 2005 |
| | 4.4.5 | Popular version of Implementation Framework distributed to all secondary schools in metropole | No of documents distributed No of presentations to schools No of learners reached | Branch: Tourism Development Schools | High | Third quarter 2005 |
| Output 4.5 Area-based tourism action plans are prepared | 4.5.1 | Technical assistance in the development of area-based tourism action plans through Citizen Tourism Forums is provided. Priority areas: | No of plans facilitated | Branch: Tourism Development | High | Ongoing |

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| Impact indicator: Area-based tourism action plans in place | <ul style="list-style-type: none">▪ Cape Flats Metro South East▪ Mamre/Atlantis▪ Helderberg Basin | | | | |
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Goal 6: Delivering a world-class visitor experience through quality service and standards

Component 1: Service quality research and training

Component objective: To enhance visitor experiences in Cape Town

| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
|---|--|--|---|-----------------|---|
| <p>Output 1.1</p> <p>Cape Town's tourism operators provide a range of high quality experiences for their customers underpinned by professional business practices.</p> <p>Impact indicator:</p> <p>Visitor perception of service levels</p> | 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 | No of surveys undertaken Data entered and database accessible | Branch: Tourism Development DMO | High | 2005 |
| | 1.1.2 Existing service quality initiatives are reviewed and revised to improve 'fit' with issues identified through visitor surveys | Amended service quality programmes | Tertiary institutions Private training providers | Medium | 2006 |
| | 1.1.3 A co-ordinated approach to service quality training programmes offered by independent, private trainers is developed | | | Medium | 2006 |
| <p>Output 1.2</p> <p>Visitor information centre staff provide fair and unbiased information</p> <p>Impact indicator:</p> <p>Unbiased information provision</p> | 1.2.1 Staff and operators are alerted to 'biased' information provision through industry communications 1.2.2 Information provision through info offices is monitored e.g. through 'mystery shopper' enquiries | No of meetings/presentations Industry satisfaction with information provision | | High | 1 st quarter 2005 Ongoing |
| <p>Output 1.3</p> <p>Capetonians are hospitable to visitors</p> <p>Impact indicator:</p> <p>Visitor perception of Cape Town's welcome</p> | 1.3.1 Launch a citizen communication strategy aimed at addressing perceptions highlighted in Gauteng survey | No of articles No of presentations Satisfaction levels of visitors | | High | 2005 |

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|--|---|---|-----------------------------|--------|--------|
| Output 1.4 Tourist facilities and attractions to accommodate visitors with disabilities | 1.4.1 Work previously undertaken by South African Tourism reviewed and consolidated | Consolidated report produced | Branch: Tourism Development | Medium | 2005/5 |
| Impact indicators: <ul style="list-style-type: none"> ▪ No of accessible facilities as % of overall supply ▪ Satisfaction levels of disabled visitors | 1.4.2 Working group established to identify opportunities to improve visitor servicing of disabled visitors and develop recommendations | Working group established No of meetings Attendance | | Medium | 2005/5 |
| | 1.4.3 Guidelines/fact sheets regarding facility design and service provision to disabled visitors produced, published and disseminated | No of fact sheets produced | | Medium | 2005/5 |

Goal 7: Marketing Cape Town more effectively as a unique, vibrant, all year round destination

Component 1: Market segmentation and target marketing

Component objective: To target the right market segments for sustainable growth based on market intelligence

| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
|--|---|--|---|-----------------|---------------|
| <p>Output 1.1</p> <p>Destination Marketing organisations and tourism operators are able to develop effective marketing strategies based on specific market segments identified through consumer research</p> <p>Impact indicator:</p> <p>Targeted marketing based on market intelligence</p> | 1.1.1 Market research is undertaken to identify high yield (in terms of duration of stay and spend) visitors | No of market surveys undertaken | <p>DMO</p> <p>Branch: Tourism Development</p> <p>Tertiary institutions</p> | High | 2005 |
| | 1.1.2 Key market segments are identified and prioritised and resources focused on segments which offer most sustainable growth potential by incorporating questions for 'lifestyle' segmentation in research | Key segments identified | | High | 2005 |
| | 1.1.3 A Cape Town Tourism Research Strategy is developed to ensure continuous monitoring and review of the priority segments for Cape Town and their product development requirements | Tourism Research Strategy produced | | High | 2005 |
| | 1.1.4 A better understanding of adopting a more professional approach to market segmentation is promoted amongst industry members through seminars and training, and provision of advisory publications | No of seminars conducted Attendance No of operators applying research guidelines | | High | 2005 |
| | 1.1.5 Increase reach and penetration of Cape Town brand to key market segments by co-operating with external marketing agencies/brand builders, e.g. Airlines, accommodation, South African Tourism, Western Cape Tourism | No of marketing partnerships established | DMO | Low | |

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|--|-------|---|---|-----------------------------|------|---------|
| 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 Impact indicators: Market share of domestic market | 2.2.1 | Develop affordable product packages in order to capture the decision of Western Cape residents to spend short breaks/getaways and annual holidays in Cape Town through | No of packages developed No of packages sold | | High | Ongoing |
| | 2.2.2 | Issues of resident and industry attitudes towards the domestic market is addressed through awareness creation of the requirements and perceptions of key domestic source markets | No of industry information sessions | | High | Ongoing |
| Output 2.3 Traditional and online marketing media and industry distribution channels are used to increase consumer access to destination and tourism product information Impact indicator: Satisfaction of end users with ability to access destination information | 2.3.1 | Develop a Media Strategy combine the most effective media to improve the effectiveness of marketing spend and information provision in international and domestic markets | Media strategy produced | DMO | High | 2005 |
| | 2.3.2 | The use of information technology to market to, and respond to visitors information requirements and reduce the cost of service provision and business management, is improved | | | High | Ongoing |
| | 2.3.3 | A Tourism Distribution Strategy is developed | Tourism Distribution Strategy produced | | High | 2005 |
| Output 2.4 Product development takes in place in marginal areas in order to increase the spread of visitors and the spread of tourism benefits Impact indicator: Geographical spread of tourism | 2.4.1 | Area product development as outlined in Spatial Development Framework is supported in order to ensure that differentiated products in line with visitor needs are available in non-core areas | No of products developed in marginal areas | Branch: Tourism Development | High | Ongoing |

Goal 8: Ongoing research and information provision to specific target audiences

Component 1: Research

Component objective: To improve understanding of our customers through improved collection, exchange and dissemination of research

| Outputs | Actions | Performance indicators | Key accountabilities | Priority | Timing |
|--|--|---|------------------------------------|----------|---------|
| Output 1.1 Frameworks and processes to gather and communicate research intelligence to the tourism industry are put into place | 1.1.1 A joint research strategy for the industry which determines research needs and information priorities, identifies opportunities for collaborative research and recommends improved approaches for sharing information with the industry is developed | Research Strategy produced | Branch: Tourism Development DMO | High | 2005 |
| | 1.1.2 User-friendly summaries of market research are prepared and posted on a central website | Summaries produced No of summaries distributed | Tertiary institutions | High | Ongoing |
| Impact indicator: Availability, accuracy and relevance of market intelligence | 1.1.3 Market research reports are made available through website | Market research reports placed on website | | High | Ongoing |
| | 1.1.4 Develop an "Understanding your customer" booklet, seminars and information sessions to encourage the industry to research their existing and prospective customers to better understand their needs, preferences, expectations and opinions | Research guide produced No of seminars conducted Attendance No of industry members using guide | | High | 2005/5 |

ⁱ Draft Cape Town Central City Development Framework, 2002

ⁱⁱ South Peninsula Spatial Development Framework, 2001

ⁱⁱⁱ Delegate comment, Responsible Tourism Conference site visit, August 2002

^{iv} Spatial Development Framework for the City of Tygerberg, 1998