



**DRAKENSTEIN**

MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

Paarl | Wellington | Gouda | Saron | Simondium

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# Tourism Development Plan

**30 September 2019**

A city of excellence

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## 1. EXECUTIVE SUMMARY

### 1.1 Background

Tourism remains one of the key sectors to create jobs and grow the economy in South Africa, the Western Cape Province and the city of Drakenstein. It is also one of the top three priority sectors of our municipality and this is mainly due to its location in relation to the City of Cape Town, ease of access and its historical significance.

In recent years the municipality has invested a significant amount of time and effort to demonstrate the importance of this sector through key interventions which include amongst others:

- Facilitating the establishment of the Drakenstein Local Tourism Association (DLTA) to assist in the implementation of a tourism marketing plan that is in line with the Western Cape Government's tourism policies and programs and the municipality's Integrated Development Plan tourism priorities, as well as to assist tourism products in development;
- Providing a budget allocation to support events and tourism product development in the destination;
- Investing in tourism infrastructure; and
- Facilitating the tourism regulation and legislative framework.

Since the establishment of the DLTA five years ago, the Association has made strides in developing the tourism brand identity for Drakenstein and growing the brand through focused destination marketing interventions.

### 1.2 Vision and Strategic Pillars

Our tourism vision is to:

***Experience Tourism Excellence.***

The purpose of this Tourism Development Plan (TDP) is to ensure that Drakenstein is prepared to become a premier global destination through establishing an enabling environment with a strong focus on the following strategic pillars:

- **Tourism infrastructure:** It is important for us to invest in tourism infrastructure to ensure that tourists enjoy an overall quality visitor experience in this destination. To do this the municipality must provide sufficient infrastructure in Drakenstein to grow the overall tourism value chain;

- **Tourism Investment:** A key component of the development of any economic sector is a sound investment strategy which focuses on retention, expansion and new investment into a destination;
- **Human Capital Development:** Skills Development in Tourism plays an integral part in the provision of a holistic tourism experience in any destination. The sector is quite labour intensive which ultimately allows for inclusive economic growth;
- **Spatial Transformation:** The Tourism Development Plan focuses heavily on spatial transformation and geographical spread. The municipality will have a definite focus on how to address the spatial inequalities of the past when dealing with this particular strategic pillar;
- **Product Development:** The product development component will be underpinned with the development of key tourism sector specific strategies which will include sports tourism, events, business tourism and film locations. Once the strategies and policies are in the place, specific product development projects will be undertaken to enhance the destination's competitive advantage;
- **Destination Marketing:** The municipality will focus on driving international and domestic marketing to capitalise on the area's position in the region and in so doing attract a greater market share of domestic and international tourists from outside the region; and
- **Sustainable Tourism:** The Tourism Development Plan must align to the internationally recognised 17 Sustainable Development Goals and must reflect interventions that deal with poverty alleviation, job creation and conserving the environment.

The following are express targets which will be focussed on within the next three years:

- To position Drakenstein as a competitive role-player in the regional and provincial tourism economy;
- To develop a unique and appropriate tourism image for Drakenstein, as a preferred and welcoming tourism destination;
- To diversify Drakenstein's tourism offering by focusing increasing Drakenstein's outdoor, active and sports tourism offering;
- To maximise the tourism resource value of the Mandela legacy in Drakenstein which is integrated into the "Freedom" branding of the municipality's corporate branding;
- To grow the average Cape Winelands tourism experience from a day drive or one night stay to a three-night stay;
- To develop sustainable tourism products within the rural hinterland that will ensure geographical spread and promote inclusive tourism;
- To position Paarl and Wellington towns as middle-market income "value for money" hospitality destinations; and
- To target the mid-sized meeting, incentives, conferencing, and exhibition (MICE) market as an alternative to metro-based MICE facilities, once appropriate "mass" hospitality

accommodation is established.

This plan will further outline the municipality's projects, initiatives and strategic interventions in respect of the key components mentioned above. It will also emphasize the role of Drakenstein as a facilitator to create the strategic enablers to develop the Tourism sector. It is important to note that although the municipality will ensure the enabling environment, it will not be able to drive the growth of this sector without collaborating with the private sector and other spheres of government.

Section three of this plan focuses on the spatial context of tourism in Drakenstein. The development of tourism hubs and corridors will be expanded upon in section four which deals with the development of five Tourism hubs that are spatially located within the five Catalytic Zones as identified in Drakenstein's Vision 2032 long-term strategy.

Section five of this plan focuses on the destination marketing strategy and market segmentation. This function in the tourism value chain is primarily the responsibility of the DLTA who was appointed to implement destination marketing activities on behalf of the municipality. Section six focuses on the three year Service Delivery Budget Implementation Plan (SDBIP) and 2019-2020 SDBIP. The purpose of this section is to demonstrate the practical implementation of the respective programmes, projects and initiatives.

In section seven we focus on the institutional arrangements to ensure the effective co-ordination of the Tourism sector in Drakenstein followed by a detailed compendium of monitoring and evaluation indicators in section eight. Finally sections nine and ten highlight the importance of a good communications plan and the next steps to guarantee the effective implementation of this Tourism Development Plan.

With this background and snapshot of the TDP focus areas, we will now focus on illustrating the strategic context of this plan within the Vision 2032 strategy.

## **2. STRATEGIC CONTEXT: TOWARDS TOURISM EXCELLENCE – VISION 2032**

### **2.1 Introduction**

Drakenstein Municipality's commitment to develop a "City of Excellence" has been the focal point of this administration since the 2012-2017 Integrated Development Plan cycle. The long term Vision 2032 strategic plan emphasises the municipality's ability to translate various key strategies into measurable action plans. This Tourism Development Plan specifically focuses on the implementation of tourism initiatives, projects and programmes that are aligned to the Key Performance Area (KPA5- Planning and Economic Development) which aims "to plan and

*facilitate sustainable and inclusive economic growth and development” (2019, 2018/2024 Integrated Development Plan (IDP) -2019 Review) .*

In the recent State of the Nation Address President Ramaphosa once again highlighted the importance of the Tourism sector and outlined the country’s vision to double international tourist arrivals to 21 million by 2030 (SONA Address, 20 June 2019). Whilst it seems like a very ambitious target, as a country we must ensure that that we create an enabling environment at local level to encourage this influx of tourists. The Western Cape and Drakenstein in particular will play a significant role in contributing to the growth of the tourism sector locally, provincially and nationally, given our existing competitive advantage in the tourism sector.

The Integrated Economic Growth Strategy (IEGS) also states that “most businesses in Drakenstein believe that the tourism sector can be a major stimulant for growth and to maximise the potential of the sector also be key to diversifying the economy. Furthermore the strategy highlights that specific attention needs to be paid to the following:

- **Branding Drakenstein as a tourist destination:** Successful branding will depend on the extent to which Drakenstein can be differentiated. The strength of sports assets and the outdoor offering are potential differentiators. Digital media platforms should be used for destination marketing.
- **The need for tourism infrastructure:** This includes enhanced tourist routes, including building on the Mandela legacy, and the establishment of a hotel.
- **Product development:** Focusing on a mix of products and service offerings for both the international and local markets with a greater focus on attracting international tourists - fine dining and wine tasting; culture and heritage; adventure, outdoor activities and sport.
- **Skills development and service standards:** The IDP outlines that Drakenstein will facilitate an enabling environment to promote skills in the tourism value chain. This will be done through partnerships with different spheres of government and the private sector. Consumer and tourist facing service standards need to improve markedly in order to become a destination of choice.

Source: (IEGS, May 2019)

The TDP will address the challenges identified in the IDP review of 2019 and the Integrated Economic Growth Strategy respectively. Whilst long term initiatives, programmes and projects are proposed attention will be focused on the implementation of the three year Medium- Term Budget and Expenditure Framework (MTREF) initiatives, programmes and projects. It is also important to note that this plan is supported by a detailed tourism implementation matrix marked as Annexure A of this document. The matrix reflects proposed projects, programmes

and initiatives that have both long-term implementation dates as well as more immediate projects, programmes and initiatives.

### **3. SPATIAL CONTEXT**

The Spatial Development Framework (SDF) presents the long term vision of the desired spatial form of the municipality. The SDF is thus a critical component to the tourism sector to direct the public and private sector spending and investment by providing spatial proposals and strategies regarding the location and nature of development which will support economic growth. It provides six themes which include:

- Theme 1: Environment Management;
- Theme 2: Agriculture, agrarian reform and rural development;
- Theme 3: Heritage and the cultural landscape;
- Theme 4: Connectivity and green logistics;
- Theme 5: Sport and education; and
- Theme 6: Settlement and communities.

*Source: Spatial Development Framework Review (2017)*

Cross-cutting the six themes are the core elements of the economy, infrastructure and tourism. The Tourism Development Plan is informed primarily by these themes and further responds to the spatial location of the IDP catalytic zones and SDF focus areas.

The catalytic zones identified in Figure 1 below traverses through the respective towns of Drakenstein. To understand the dynamics of Tourism in the respective towns it is important to provide the reader with a brief synopsis of the each town's tourism character.

#### **3.1 Paarl**

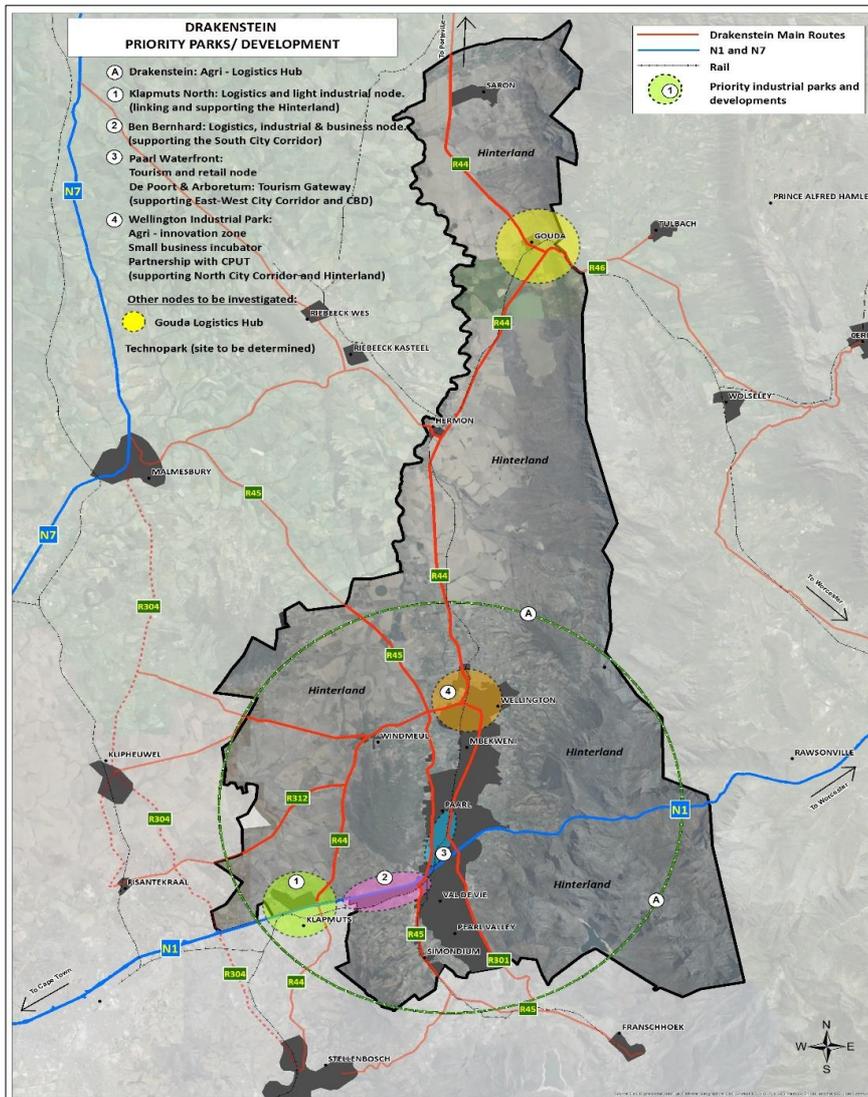
Paarl is nestled in the district that was initially known as Drakenstein and was named Paarl when a village was found at the foot of Paarl rock, alongside the Berg River which traverses the valley created by the mountainous outcrops to the east and west. Paarl is the third oldest settlement in South Africa and is home to a diverse culture from descendants of European and Malay settlers, as well as local indigenous people of Africa. Paarl is also the most popular tourist destination in Drakenstein.

#### **3.2 Wellington**

Wellington is one of Paarl's surrounding towns and is named after the Duke of Wellington, a renowned soldier and conqueror of Napoleon at the Battle of Waterloo. The district in which the town is nestled, was known as the Wagonmaker's Valley and included the

manufacturing of carts and wagons. The area includes breweries, Cape Dutch homesteads, magnificent gardens and a variety of agricultural activities. Wellington has experienced a growth spurt in respect of the number of tourism products that have been developed during the last ten years ranging from wine farms and guesthouse establishments.

**Figure 1: Drakenstein's 5 Catalytic Zones**



### 3.3 Gouda

Gouda is a small settlement that lies 37km south of Porterville. Gouda marks the entrance to the Nuwekloof pass that links the towns of Wellington with Tulbagh. Residents are predominantly farmers and seasonal workers from the surrounding grape, peach and banana farms.

### **3.4 Hermon**

Hermon is a small missionary village 22 km north of Wellington and is the entrance to the Riebeeck Valley. The town displays mountain backdrops, rolling wheat fields and vineyards. The town name means 'elevated' or 'exalted', with reference to the biblical Mount Hermon.

### **3.5 Saron**

Saron was a small mission station which is located 73km North of Paarl and 62km from Wellington. Saron was officially proclaimed as a town in December 1929 and was established by the farm originally known as Leeuwenhof. The purpose of the mission station was to serve freed slaves of the area by providing health services, education and opportunities to develop skills in craft production as artisans. The town name, 'Saron', refers to the biblical meaning of 'flats' or 'plain'.

### **3.6 Simondium**

Simondium is located in the heart of the Cape Winelands between the two towns of Paarl and Franschhoek. French Huguenots established farms and the realization of suitable climate and conditions to produce wine and brandies enabled farmers to establish world class wine estates such as Rupert and Rothschild and Plaisir de Merle wine estates. Simondium is situated on the Western Cape Brandy Route and is also known for producing world class cheese. It is a picturesque village enveloped by mountains where tourists can enjoy activities such as walking, hiking and cycling trails.

The towns of Paarl, Wellington and parts of Simondium are currently home to most of our destination's tourism product offerings whilst the outlying rural towns of Hermon, Gouda and Saron offer some "off-the beaten track" outdoor active and heritage tourism experiences. This development plan will therefore articulate how the municipality will ensure the geographical spread and equitable spatial location of the Tourism sector in relation to the above mentioned areas.

## **4. TOURISM HUB DEVELOPMENT**

### **4.1 Introduction**

Tourism linkages connect tourism hubs to strategic source locations of preferred tourism market segments. This may be "engineered" to draw preferred tourists to receiving tourism hubs that would not normally visit that receiving hub in the course of the vacation in the broader tourism region.

Common reasons why preferred tourists do not frequent specific receiving tourism hubs include non-existent, inappropriate, inadequate or incomplete linkages to a particular hub. Also, some hubs may not be adequately or appropriately developed for the specific preferences, needs and demands of a preferred targeted tourist market segment. Therefore linkages need to be planned and developed as paired entities in a single tourism development product. There are primary, secondary and tertiary links that need to be developed in the local Tourism sector to ensure that Drakenstein enhances its competitive advantage within the tourism economy of the Western Cape.

The Tourism Development Plan aims to change the existing tourism flows through developing tourism products spatially within the catalytic zones. Through these interventions the plan will mainly focus on the development of five major Tourism hubs namely:

- Catalytic Zone: South City Corridor- The Groot Drakenstein dispersion hub;
- Catalytic Zone: South City Corridor – The De Poort Tourism Gateway;
- Catalytic Zone: Paarl East/ West Corridor – The development of an integrated Sports Tourism Hub;
- Catalytic Zone: North City Corridor – Mbekweni and Wellington linkages- The development of Community Tourism products; and
- Catalytic Zone: The Rural Hinterland;-Hermon, Gouda and Saron- The development of Rural Tourism products.

#### **4.2 Catalytic Zone: South City Corridor - The Groot Drakenstein Hub**

This primary tourism linkage is of significant importance to (i) disrupt the current tourism flow patterns that are currently marginalising the broader Drakenstein community; and (ii) draw visitors from existing primary tourist source areas (Victoria and Alfred Waterfront, Franschhoek, Stellenbosch and Spice Route) into Paarl and further to Wellington so that we can ensure geographical spread of the sector in the area.

Key products that require development in this area include the following:

- 4.2.1. The development of Groot Drakenstein and link to Paarl Station: The aim is to drive tourists from Groot Drakenstein to Paarl. Groot Drakenstein Station is strategically located at the intersection of the R45 and Helshoogte Stellenbosch Roads, both forming part of one of the busiest scenic tour routes in the country. It is at this point that passing visitors should be intercepted and encouraged to visit Paarl. There are two ways that visitors may wish to travel from Groot Drakenstein Station to Paarl, namely by car or by tram, which is a novelty form of transport already proved to be extremely popular by the Wine Tram. We proposed the establishment of a hop- on -hop off tourism

4.2.2. Winelands hop-on-hop off tourist bus: This bus service will provide visitors to the Winelands an alternative, less structured way of experiencing the wine estates and other tourist attractions in the Winelands other than by making use of the Wine Tram services. The bus service would operate along four proposed routes namely:

- Blue Route: Franschoek to Groot Drakenstein Station;
- Green Route: Stellenbosch to Groot Drakenstein;
- Red Route: Groot Drakenstein to Paarl via Drakenstein Prison; and
- The Purple Route: Groot Drakenstein to Spice Route via Babylonstoren, Butterfly World and the Lion Park.

The proposed hop-on-off bus service network spreads through the municipal areas of Drakenstein and Stellenbosch and implementation of such a service will have to be operated in collaboration with the private sector. In summary, this bus service would be invaluable to the tourism flow process of the visitors to Drakenstein.

4.2.3. Groot Drakenstein to Drakenstein Prison linkages: President Mandela's prison legacy is currently Drakenstein's most under-developed tourism attraction, experience and resource. It is proposed that a circular guide tour be developed from Groot Drakenstein Station on the Mandela House that would include various community based tourism initiatives on route as well.

### **4.3 Catalytic Zone: South City Corridor - The De Poort Tourism Gateway**

The De Poort Heritage village has been earmarked for the establishment of a Tourism and Investment Promotion Gateway to Drakenstein. The Gateway will be an integrated space where we will showcase the rich diverse heritage and culture of Drakenstein but at the same time it will also be a space where tourists and potential investors can experience Drakenstein a City of Excellence, a city where excellence in everything we do is our first priority. Note that we have already commenced with the implementation of the first phase of the implementation of this project which focuses on developing an urban design framework for the precinct, with a site specific sustainability model for De Poort.

### **4.4 Catalytic Zone: Paarl East/West Corridor: Development of an integrated Sports Tourism Hub**

Sports Tourism is strongly pushed as a tourism development option for Drakenstein and in particular Paarl because of its long and successful sports heritage, particularly in school rugby. However it is important to appreciate the different levels that sports tourism

operates and the foundational facilities, services, infrastructure and superstructure that are required to develop a successful Sports Tourism industry.

Paarl in particular has a number of high quality sports grounds and facilities located along a central axis that runs parallel to the Berg River. The Paarl East –West corridor is home to most of the sports facilities with relatively easy access from the N1. The Berg River recreation area and its linkages to the Arboretum, the proposed Paarl Tourism Gateway at De Poort and Paarl Stations, create a linear spine or corridor that connect with the proposed tourism-based rail/tram linkages that can support an attractive sports tourism industry, such as cycling. Coupled to this Drakenstein is perfectly positioned to grow the destination’s adventure sports tourism events which in turn enhances our competitive advantage as a preferred sports tourism destination of choice in South Africa.

During the next few years Drakenstein will focus on investing in infrastructure and establishing sustainable partnerships to demonstrate its commitment towards Sports Tourism.

#### **4.5 Catalytic Zone: North City Corridor- Mbekweni and Wellington linkage: Development of Community-based tourism products**

Interventions in this corridor will be focused on the transformation and geographical spread of Tourism in Drakenstein.

This will include the development of community based tourism initiatives in Mbekweni and Wellington which will focus on historical walking tours, tourist guide training and in-home dining experiences with the locals. Wellington currently has a number of adventure tourism offerings and this will be further enhanced with the promotion of sports tourism events in the area.

#### **4.6 Catalytic Zone: The Rural Hinterland, Hermon, Gouda and Saron: The development of Rural Tourism products**

A network of bicycle touring routes should be established within the hinterland of the Drakenstein tourism planning domain and its neighbouring Municipalities of Witzenberg and Breede Valley. Particular attention and connectivity should be made with Slanghoek Valley between the Breede River hamlet and Goudini Spa, which is extremely scenic and reminiscent of the Franschhoek valley forty years ago – and is potentially the undiscovered jewel of the South Western Cape’s rural tourism environment.

Connecting bicycle touring routes with tourist passenger rail transport is likely to bring a wide range of new experiences to tourism. These bicycle touring experiences are also

likely to champion farmworker-based hospitality tourism products, which is an effective way of providing basic tourist accommodation at affordable prices suitable for budget bicycle touring and spreading the benefits of tourism into the rural, geographically isolated disadvantaged communities that seldom benefit from tourism. Airbnb is an exceptionally effective way of marketing, making reservations and managing payments for these type of farm-based, farm worker hospitality products.

## **5. DESTINATION MARKETING**

### **5.1 Introduction**

Tourism, leisure and recreation are three distinct but similar activities that often overlap in function, space and usage. Often these terms are used in an interchangeable manner, incorrectly or not fully understood. In this section we will primarily deal with the functions of the Destination marketing organisation namely the DLTA.

### **5.2 Destination Vision and Marketing Brand Pillars**

The Drakenstein Local Tourism Association gives expression to our vision to experience “Experience Tourism Excellence”. Following on this four marketing brand pillars have been identified which encapsulate our destination’s unique selling points namely:

- Culture and Heritage;
- Food and Wine;
- Outdoor Active; and
- Eco and Nature.

These marketing brand pillars are further enhanced with a range of selling points which can be grouped under 4 themes:

- A destination of firsts e.g. liberation (the late President’s first steps to freedom, language, and education);
- A destination of innovation e.g. wine industry innovation and world class leisure facilities;
- A destination of immense natural beauty e.g. nature, landscapes, mountain passes, heritage and architecture; and
- A destination where you can experience a quality lifestyle.

### **5.3 Core markets**

The mix of visitors to the Cape Winelands and Drakenstein in particular is a complicated mixture of (i) genuine domestic and international (overseas and African) tourists; (ii) leisure visitors primarily from Metropolitan Cape Town’s northern suburbs, southern

suburbs, Somerset West / Strand and locally from within the Drakenstein Municipality; (iii) local and non-local recreationists who come to Drakenstein tourism planning domain to pursue sports and other recreation activities; iv) and a small number of business tourists.

**Table 1 : Drakenstein Tourism Visitor Trends, 2018**

No	Tourism Indicator	Paarl	Wellington
1	% Share overseas	49.0%	19.4%
2	% Share domestic	51.0%	80.6%
3	% Share of overnight visitors	5.6%	7.2%
4	% Share of day visitors	94.4%	92.8%
5	Top international markets	Germany (43.3%) United Kingdom (21.7%) Belgium (7.1%)	Germany (33.7%) United Kingdom (32.6%) Netherlands (7.3%)
6	Top domestic markets	-	Western Cape (91.7%) Gauteng (5.0%)
7	Main purpose of visit	Holiday / leisure (66.8%) Business (3.8%)	Holiday / leisure (37.5%) Business (14.8%)
8	Age profile of visitors	36-50 years (51.5%)	36-50 years (56.6%)
9	Most common travel group size	Pairs (51.3%) Alone (30.1%)	Alone (50.8%) Pairs (39.8%)
10	Common length of stay	-	-
11	Common mode of transport	Own motor vehicle (50.8%) Rented car (48.4%)	Own motor vehicle (75.0%) Rented car (20.7%)
12	Top information sources	Word-of-mouth (57.9%)	Word-of-mouth (84.8%)
13	Average daily spend	R501 – R1000 (24.7%)	R0 – R200 (39.5%)

Source: Wesgro, (2018)

**Disclaimer:**

Responses to the regional visitor tracking surveys are used as a proxy to indicate the key trends within the Western Cape and the various regions. It is important to note that absolute figures cannot be determined from these surveys, as the survey responses are a sample of the tourists into the respective tourism offices across the Western Cape, and would thus represent a sample of the visitors. Therefore, where statistically relevant absolute numbers may be given, however, a share is provided to indicate the trend. This is based on international best practice in the use of surveys within the tourism industry for determining key trends.

## 6. IMPLEMENTATION PLAN

### 6.1 Introduction

An implementation plan is set out in Annexure A. This includes all of the actions to be undertaken during the prevailing three years (2019 – 2022) in respect of the strategic pillars as reflected in this document. Certain elements of the plan require a first stage analysis, design and plan formulation before costings can be determined. These are longer term initiatives within the 2020-2032 vision.

The implementation plan also serves as an annexure to the Service Level Agreement with the Drakenstein Local Tourism Association for performance purposes. A summary of the projects to be undertaken by the municipality with various partners as identified in the tourism implementation matrix (see Annexure A) schedule is provided below:

**Table 2: Tourism Projects, Programmes and Initiatives**

Serial No	Project, Programme and Initiatives	Time-Frame
1.	Implementation of Wesgro Partnership (Film, Media and Gaming)	2018-2019
2.	Development of an Events portal and Event and Film online permit project	2018-2020
3.	Development of Sense of Place making Heritage Project: Wellington	2018-2020
4.	Dine with the locals	2018-2020
5.	HERO Trail Adventures	2018-2020
6.	Implementation of Arts and Craft Route	2018-2020
7.	Review of DLTA's Tourism Marketing strategy	2018-2020
8.	World Centre Cycling of Africa (WCCA)	2018-2021
9.	Tourism skills development (Wine Service and Customer Care Training)	2018-2022
10.	De Poort/KWV Development Project	2018-2026
11.	Groot Drakenstein - Mandela Legacy Route	2018-2026
12.	Development of a Tourism research model	2019-2020
13.	Event support (ongoing)	2019-2020
14.	Mbekweni Eco Club: Nature guide training	2019-2020
15.	Paarl East West Place making through Story telling project	2019-2020
16.	Paarl Street Museum and Mural project	2019-2020
17.	Tourism infrastructure enhancements (eg.wine route signage)	2019-2020
18.	Story- telling and Recipes of yesteryear	2019-2020
19.	Cycling Route Development project (will include the Rural Hinterland)	2021- 2026
20.	Development of Mbekweni Cultural precinct, Paarl East Heritage and Central Paarl (Ou Tuin) Route	2021-2026
21.	Development of Paarl Arboretum as a green tourism attraction	2021-2026
22.	Tourism infrastructure development (Wellington Information Office Tourism precinct)	2021-2026

## 6.2 2019 -2020 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

During the 2019-2020 financial year the Economic Growth and Tourism Division will focus on the following key deliverables in respect of the Drakenstein Local Tourism Association's Service Level Agreement.

**Table 3: 2019-2020 Service Delivery Budget Implementation Plan**

Strategic Pillar	Key Deliverable	Project	Responsible Unit	Budget Allocation	Time-Frame
1. Destination Marketing	a) Communication Plan		Drakenstein Local Tourism Association		30 November 2019
	b) Submit a Brand Positioning Strategy to strengthen the brand to make a more meaningful impact and maximise the brand footprint that is aligned to the approved Tourism Development Plan	Develop a Brand Positioning Strategy	Drakenstein Local Tourism Association	Part of annual DLTA transfer	November / December 2019
	c) Revised DLTA Tourism marketing plan	Review and update the Tourism Marketing plan to align with the approved Tourism Development Plan	Drakenstein Local Tourism Association	Part of annual DLTA transfer	31 December 2019
	d) Submit an updated marketing campaign plan to align with the approved Tourism Development Plan	Review the existing marketing campaign plan to align with the approved Tourism Development Plan	Drakenstein Local Tourism Association		31 December 2019
	e) Provision of an online Event Portal for Event and Film Permit applications	Complete the implementation of the online event portal to process event and film permit applications.	Drakenstein Municipality		28 February 2020
	f) Review marketing tools to ensure relevance in the industry.	Critically evaluate the available marketing channels and evaluate the ROI of printed materials	Drakenstein Local Tourism Association		31 December 2020
2. Tourism Product Development	a) Revised Tourism Product Development Plan to give effect to the Tourism Development Plan	Implement at least three Community Tourism product development projects (Dine with	Drakenstein Municipality		30 September 2019

		the locals, Storytelling and Paarl Museum)			
	b) Marketing Campaign to support the promotion of Community Tourism products in Drakenstein	Develop a marketing campaign to promote the Community Tourism projects in Drakenstein	Drakenstein Local Tourism Association		30 November 2019
	c) Provision of entrepreneurial support and investment advice for Tourism products	Develop a Tourism Business support help desk for Entrepreneurs	Drakenstein Municipality		31 March 2020
	d) Route Development	Simplify the various routes promoted and focus on product development along the core routes. Identify at least two Routes as per the approved Tourism Development Plan to be simplified.	Drakenstein Local Tourism Association		31 March 2020
3. Tourism Infrastructure Development	a) Establishment of WCCA	Implement 2 <sup>nd</sup> phase of project	Drakenstein Municipality	R400 000	31 December 2019
	b) Hero Trail Adventures	Implement 2 <sup>nd</sup> phase of project	Drakenstein Municipality	R800 000	31 December 2019
	c) New Tourism signage to enhance the overall Tourism experience	Conduct and audit of existing tourism signage and replace Tourism signage where required	Drakenstein Municipality	R250 000	31 March 2020 30 June 2020
	d) De Poort Tourism Gateway	Implement the first phase of the project.	Drakenstein Municipality	R750 000	30 June 2020
	e) Storytelling infrastructure implementation	Develop and build outdoor urban design furniture and artwork to pay homage significant events linking Paarl East and West	Drakenstein Municipality		30 June 2020
4. Tourism Skills Development	a) Customer Service Training	Conduct one capacity building workshop per quarter on basic customer service in the Tourism	Department of Economic Development and Tourism , Private Sector, Drakenstein Municipality and	R100 000	31 October 2019

		industry for frontline staff.	Drakenstein Local Tourism Association.		
	b) Tourist Guide Training	Provide accredited tourist guide training opportunities to 5 emerging entrepreneurs.		R60 0000	31 October 2019
<b>Strategic Pillar</b>	<b>Key Deliverable</b>	<b>Project</b>	<b>Responsible Unit</b>	<b>Budget Allocation</b>	<b>Time-Frame</b>
5. Tourism Investment	a) Tourism Investment Strategy	Develop an Investment Strategy	Drakenstein Municipality	NA	November 2019

The projects and initiatives identified above will be implemented as part of the Economic Growth and Tourism division's Service Delivery and Budget Implementation Plan (SDBIP) for 2019 -2020.

## 7. INSTITUTIONAL ARRANGEMENTS

As mentioned previously, the municipality will not be able to give effect to this plan without the appropriate institutional arrangements in place. Below is an outline of the recommended institutional arrangements to ensure the successful implementation this plan.

### 7.1 Role of Drakenstein Municipality

The Economic Growth and Tourism Division's primary responsibilities are tourism planning and infrastructure development, strategic co-ordination, facilitating skills development, stakeholder relationship management and tourism regulation.

The section is responsible for the implementation of Tourism Development Plan and providing technical assistance to the Drakenstein Local Tourism Association destination in respect of tourism development, standard setting, regulatory enforcement and the gathering of statistical data. The municipality will exercise oversight in respect of the implementation of the DLTA's Service Level Agreement which will outline the key destination marketing activities.

### 7.2 Role of the Tourism Development Forum

The Tourism Development Forum is an inter-sectoral forum which was established by Drakenstein municipality to provide strategic guidance to the department to drive the Tourism development agenda of the municipality.

### **7.3 Role of Drakenstein Local Tourism Association (DLTA)**

The DLTA is responsible for the provision of progressive Destination Development and Management Service (DDMS) for the municipality to successfully implement the demand (marketing and promotion) and supply (development and transformation) needs of the municipality's local tourism economy for the duration of their new Service Level Agreement. The aim of this service is to assist the municipality to market, promote, grow, diversify and transform the municipality's urban and rural tourism economy as guided by the approved Integrated Development Plan (IDP), Spatial Development Framework (SDF) and Tourism Development Plan (TDP). This includes but is not limited to:

- Improving destination marketing activities through various initiatives ranging from improving the existing Visitor Information Services experience to venturing into new e-marketing platforms;
- Tourism product development through the development of rural tourism products and expansion of adventure tourism product offerings in the destination;
- Tourism skills development through establishing partnerships with different spheres of government to facilitate skills development throughout the value chain; and
- Enhancing the existing marketing brand pillars namely; Culture and Heritage, Food and Wine, Outdoor and Adventure and Eco and Nature.

### **7.4 Role of Private Sector**

Tourism is government led but private sector driven. The private sector will by and largely determine the impact of this Tourism Development Plan because in essence the market will dictate.

### **7.5 Partnerships**

The success of the Tourism sector is by and largely driven by effective and sustainable partnerships. During the next three years the municipality intends to strengthen the existing partnerships with national and provincial government and Wesgro, the official trade, investment and tourism promotion agency of Western Cape Government.

## **8. MONITORING AND EVALUATION**

The approved Integrated Economic Growth Framework outlines a compendium of Key Performance Indicators (KPIs) to ensure that the implementation of this Tourism Development Plan can be effectively monitored and measured. The department has identified the following SMART indicators to measure the implementation and long term economic impact of this Tourism development plan:

**Table 3: Compendium of Key Performance Indicators (KPIs)**

Key Performance Area (KPA)	Key Focus Area (KFA)	Key Performance Indicators (KPI's)
<p><u>KPA 5:</u>  <u>Planning and Economic Development</u>  <u>KPA 5 Strategic objective:</u>            To facilitate sustainable economic empowerment for all communities within Drakenstein and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development.</p>	Tourism	<ol style="list-style-type: none"> <li>1. Average spend per day</li> <li>2. Length of stay</li> <li>3. Bed nights</li> <li>4. Percent domestic vs. overseas visitors</li> <li>5. Age profile</li> <li>6. Top three activities taken</li> <li>7. Cultural and Creative Resources</li> <li>8. Skills and Labour</li> <li>9. Visitor Satisfaction</li> <li>10. Private Sector Investment</li> <li>11. Number of Events</li> <li>12. Number of Joint Marketing Agreements</li> <li>13. Number of marketing material published and disseminated</li> <li>14. Provision of reliable tourism statistics and data for research purposes</li> <li>15. Innovation – to be predetermined as per the SLA</li> <li>16. Number of Quarterly reports</li> </ol>

The reporting format setting out the Strategic Focus Areas and Key Deliverables as per Table 2 will be annexed to the SLA. The Economic Growth and Tourism division will provide annual tourism reports which will feed into the municipality's annual reporting mechanisms.

The Tourism sector is a fluid sector and is sensitive to external events and therefore it is recommended that the implementation plan be reviewed every year with the budget process.

## **9. COMMUNICATION PLAN**

The DLTA will develop an annual communication plan to ensure that the tourism activities and plans are clearly communicated utilising above the line and below the line communication tools which will include the following:

- Print and social media – the visual element in Tourism is very important; and
- Public relations and promotions – focused marketing campaigns remain an effective way of engaging with a destination’s target market.

These targeted campaigns will focus on new projects and existing successes so that we can ensure that tourism in Drakenstein becomes everybody’s business. Our motto for Tourism communication in Drakenstein is “Tourism in Drakenstein is a partnership”.

## **10. NEXT STEPS**

It is proposed that the Draft Tourism Development Plan be considered and the existing Service Level Agreement be amended to accommodate the proposed action plans as per the Tourism Development Plan.

## **11. REFERENCES**

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