



**DRAKENSTEIN**

MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

Paarl | Wellington | Gouda | Saron | Simondium

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# Tourism Development Plan

**08 November 2018**

A city of excellence

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## 1. INTRODUCTION

Tourism remains one of the key priority sectors to create jobs and grow the economy in South Africa, the Western Cape Province and, in particular, the Drakenstein area. 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 to assist in the implementation of a focused tourism marketing plan that is in line with the Western Cape Government's tourism policies and the municipality's Integrated Development Plan tourism priorities; and
- Increasing the tourism budget allocation to support events and tourism product development in the destination.

Since the establishment of the Drakenstein Local Tourism Association five years ago, the Association has made strides in developing the tourism brand identity for Drakenstein and it continues to grow the brand through focused destination marketing interventions. However, given the geographical location of the destination and its historical significance in the country, tourism should be one of the top three priority sectors of our economy.

The purpose of this Tourism Development Plan is to ensure that the destination is adequately prepared to become a global premier destination in the tourism space through facilitating an enabling environment to develop key components in the overall tourism value chain. These components include:

- Tourism Product Development;
- Development of Cultural and Heritage Tourism;
- Enhancing the existing Destination Marketing Activities;
- Tourism Infrastructure Development; and
- Tourism Skills Development.

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. With this background, we will now focus on illustrating the essence of this Tourism Development Plan within the Vision 2032 long term development plan for Drakenstein.

## **2. THE ESSENCE OF TOURISM DEVELOPMENT PLAN: TOWARDS VISION 2032**

The essence of this Tourism Development Plan is as follows:

### **2.1 Create a leading quality destination**

- Develop the quality and diversity of tourism products and services;
- Enhance Drakenstein’s tourism competitiveness; and
- Grow tourism receipts through increases in spending per trip and extend the length of stay.

### **2.2 Have a balanced development approach**

- Balance development between tourist segments, i.e. among domestic/international tourists, among countries of origin, and among mass/niche segments;
- Balance development among tourism area by focusing on improving tourism in local areas; and
- Balance development among the time and season of tourism.

### **2.3 Contribute towards the municipality’s socioeconomic development initiatives**

- Develop the tourism industry as one of the nation’s main sources of income generation and wealth distribution;
- Develop tourism as one of the key drivers in developing infrastructure and creating opportunity for socioeconomic development for Drakenstein; and
- Generate benefits to businesses in tourism industry and other related industries.

### **2.4 Contribute towards socio-economic sustainability of our society**

- Promote environmental sustainability and preserve fragile attractions; and
- Promote cultural sustainability, uniqueness and local heritage.

## **3. STRATEGIC OBJECTIVES**

In order to grow the tourism sector the following strategic objectives have been developed:

- 3.1 To reposition Drakenstein as a competitive role-player in the regional and provincial tourism economy;

- 3.2 To develop a unique and appropriate tourism image for Drakenstein, as a preferred tourism destination where everyone feels welcome;
- 3.3 To diversify Drakenstein’s tourism offering through focusing on increasing Drakenstein’s outdoor active and sports tourism offering;
- 3.4 To optimise the tourism resource value of the Mandela legacy in Drakenstein which is integrated into the “Freedom” branding of the municipality’s corporate branding;
- 3.5 To grow the average Cape Winelands tourism experience from one-day to two –days and two or three-night stay;
- 3.6 To position Paarl and Wellington towns as middle-market income “value for money” hospitality destinations relative to Franschhoek;
- 3.7 To develop sustainable tourism products within the rural hinterland that will ensure geographical spread and promote inclusive tourism; and
- 3.8 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.

#### **4. DRAKENSTEIN TOURISM SECTOR**

The Drakenstein municipal region stretches from Simondium to Gouda and includes the towns of Paarl, Wellington, Saron and Hermon. Each town has a unique character and tourism offering. The scenic routes and surrounding mountains sketches a picturesque beauty and forms part of the Cape Winelands district.

##### **4.1 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. Paarl is the third oldest European Settlement in South Africa and is home to a diverse culture from descendants of European settlers such as the Dutch and the French.

##### **4.2 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 two breweries, large tanning works, Cape Dutch homesteads, gardens and a variety of agricultural activities.

### **4.3 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.

### **4.4 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, 'exalted', with reference to the biblical Mount Hermon.

### **4.5 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'.

### **4.6 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 and hosts the South African cheese festival on an annual basis. Simondium 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.

## **5. PLANNING TOOLS IMPACTING THE TOURISM DEVELOPMENT PLAN**

Besides several National and Provincial strategies and planning tools, there are three strategic plans which impact upon this Tourism Development Plan namely:

### **5.1 Integrated Development Plan**

The Integrated Development Plan (IDP) is the overall strategic development plan for the municipality, prepared in terms of the Municipal System Act, Act 32 of 2000 which guides decision-making, budgeting and development in the municipality. The IDP provides a framework for developing the tourism sector. This includes:

- Tourism product development;
- Enhance cultural and heritage tourism;
- Improve existing destination marketing activities;
- Tourism infrastructure development; and
- Tourism skills development.

### **5.2 Spatial Development Framework**

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. The Spatial Development Framework (SDF) provides 6 themes, namely

- 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.

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.

### 5.3 Integrated Economic Growth Strategy

The Integrated Economic Growth Strategy (IEGS) is a strategic sector plan of the IDP outlining key focus areas to stimulate economic growth and development. The strategic objectives of the IEGS include:

- To increase investment in key sectors to diversify the economy;
- To build skills for the future;
- To facilitate the creation of jobs;
- To create an environment for thriving entrepreneurs;
- To create equal opportunities; and
- To facilitate economic growth.

The tourism sector has been identified as a potential growth sector with defined deliverables. It further recommends that the municipality focuses on identifying its competitive advantage in respect of tourism and that branding and digital marketing should be some of the key enablers to enhance destination marketing of the area.

## 6. INTEGRATED TOURISM IMPLEMENTATION PLAN

A detailed Project, Programme and Initiative implementation plan which gives effect to the Tourism Development Plan is set out in Annexure A. This includes all of the actions to be undertaken during the period (2018 – 2032) with regard to product development, infrastructure, budget, human resources, marketing (including branding) and institutional strengthening. 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.

Annexure A also serves as an Annexure to the Service Level Agreement with the DLTA for performance purposes. A summary of all 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 1:** Tourism Projects, Programmes and Initiatives

| Serial No | Project/ Programme and Initiatives          | Time-Frame |
|-----------|---|------------|
| 1.        | Development of a Tourism Marketing strategy | 2018-2019  |
| 2.        | Arts and Craft Route                        | 2018-2020  |
| 3.        | Dine with the locals                        | 2018-2020  |
| 4.        | World Centre Cycling of Africa (WCCA)       | 2018-2026  |



|     |  |            |
|-----|--|------------|
| 5.  | Recipes of yesteryear  | 2018-2019  |
| 6.  | HERO Trail Adventures  | 2018-2020  |
| 7.  | Groot Drakenstein - Mandela Legacy Route   | 2018-2026  |
| 8.  | De Poort/KWV Development Project   | 2018-2026  |
| 9.  | Development of Paarl Arboretum as a green tourism attraction                                     | 2021-2026  |
| 10. | Wesgro Partnership (Film. Media and Gaming   | 2018-2019  |
| 11. | Tourism infrastructure enhancements (eg.wine route signage)                                      | 2019-2020  |
| 12. | Tourism infrastructure development (Wellington Information Office Tourism precinct               | 2021-2026  |
| 13. | Tourism skills development (Wine Service and Customer Care Training)                             | 2019-2026  |
| 14. | Cycling Route Development project (will include the Rural Hinterland)                            | 2021- 2026 |
| 15. | Winelands North Gateway Project  | 2021-2026  |
| 16. | Paarl Heritage Square Tram link  |            |
| 17. | Development of Mbekweni Cultural precinct, Paarl East Heritage and Central Paarl (Ou Tuin) Route | 2021-2026  |
| 18. | Development of Sense of Placemaking Heritage Project: Wellington and Paarl East                  | 2018-2020  |
| 19. | Development of an Events portal and Event and Film online permit project                         | 2018 -2020 |
| 20. | Development of a Tourism research model  | 2019-2020  |

## 7. SPATIAL LOCATION

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

- 7.1 The Groot Drakenstein dispersion hub (Catalytic Zone – South City Corridor);
- 7.2 The De Poort-Paarl Station receiving hub (Catalytic Zone – South City Corridor);
- 7.3 The Wellington Information office receiving hub (Catalytic Zone - North City); and
- 7.4 The Berg- River/ Arboretum Sports Tourism hub (Catalytic Zone – Paarl East-West Corridor).

Note that the projects/initiatives and interventions mentioned in Table 1 above all constitute these respective hubs. Therefore this Tourism Development Plan meets its objectives in respect of geographical spread, inclusive tourism and alignment with the key sector plans of the municipality's planning domain namely the Spatial Development Framework and the Integrated Economic Growth Strategy.

## **8. 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.

### **8.1 Drakenstein Municipality**

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

The section is responsible for the implementation of Tourism Development Plans and provide 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.

### **8.2 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 this 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 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 brand pillars namely; Culture and Heritage, Food and Wine, Outdoor and Adventure and Eco and Nature,

### 8.3 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.

## 9. MONITORING AND EVALUATION – TOURISM INDICATORS

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 2:** Compendium of Key Performance Indicators (KPIs)

| Key Performance Area (KPA)  | Key Focus Area (KFA) | Key Performance Indicators (KPI's)   |
|---|----------------------|--|
| <p><u>KPA 5:</u><br/> <u>Planning and Economic Development</u><br/> <u>KPA 5 Strategic objective:</u><br/>           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> </ol> |

|  |  |  |
|--|--|--|
|  |  | 13. Number of marketing material published and disseminated<br>14. Provision of reliable tourism statistics and data for research purposes<br>15. Innovation – to be predetermined as per the SLA<br>16. Number of Quarterly reports |
|--|--|--|

The reporting format setting out the KPIs 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.

**10. CONCLUSION**

It is envisaged that Council will approve a priority list of key projects, programs and initiatives (as per Annexure A) for the next three years to ensure that the Economic Growth and Tourism division gives effect to the Tourism Development Plan. The Tourism sector is a fluid sector and is sensitive to external events and therefore it is recommended that the Tourism Development Plan be reviewed on an annual basis.

In conclusion, this plan informs the three year-Service Level Agreement with the Drakenstein Local Tourism Association and provides a basis for monitoring and performance evaluation.