

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.

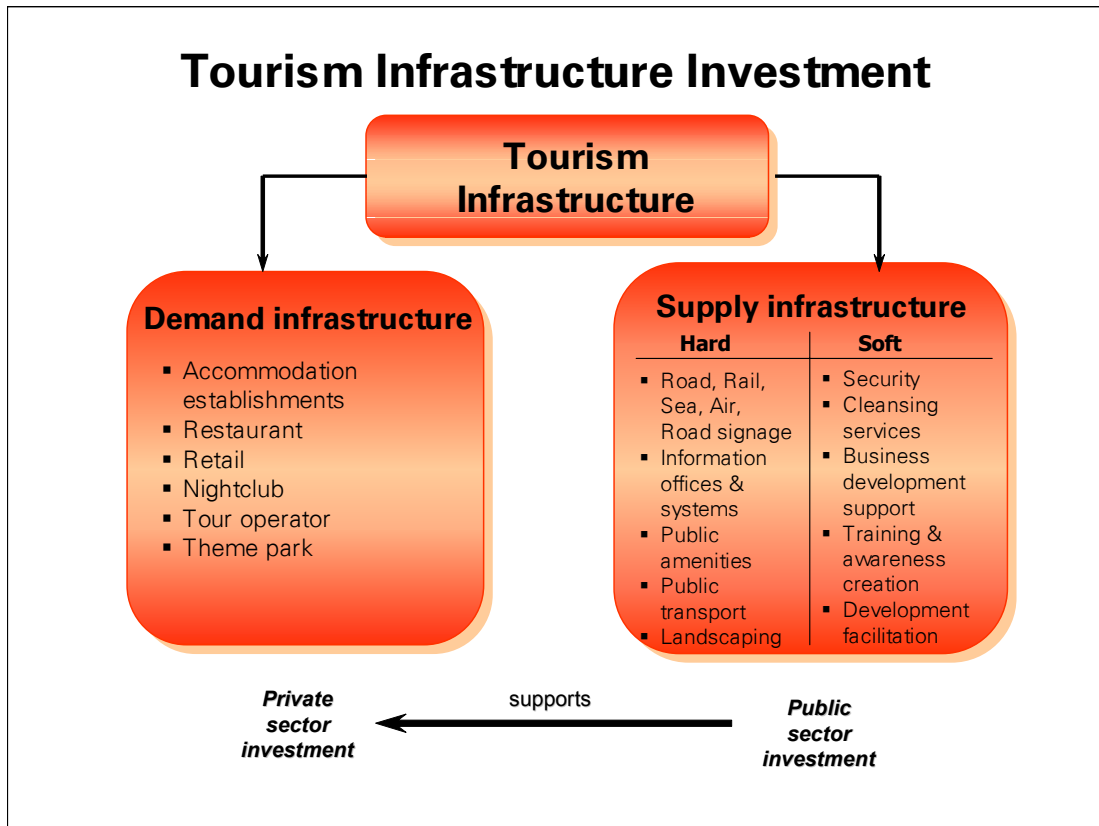
Eight goals that are critical to achieving the Tourism Development Vision have been identified:

- **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

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.

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

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.

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.
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2nd half 2005

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.

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.

	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

<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

Output 2.4 Informational materials and guidelines on responsible procurement/purchasing are prepared for industry and consumer use Impact indicators: No of FTT certified businesses Percentage of goods and services procured locally Value (Rand) of locally procured goods and services as % of overall procurement	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
Output 2.5 Informational materials and guidelines on the benefits of the protection of the quality of the destination are prepared for public and community use Impact indicators: Changes in resident attitude towards attractiveness of environment for tourists	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

<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>

<p>Impact indicator:</p> <p>No of EIA reports reflecting guidelines (as percentage of relevant EIA reports)</p>	3.1.5	Local authority officials provide EIA guidelines to prospective developers and environmental consultants as part of criteria for EIA scope	<p>Awareness of Guidelines</p> <p>No of requests to TD branch to provide input</p>		Medium	2006 onwards	
	3.1.6	An analysis of the environmental and socioeconomic costs and benefits of tourism related projects are carried out using EIA guidelines as point of reference.		Environmental consultants	Medium	2006 onwards	
	3.1.7	EIA Guidelines are applied by local authority officials in commenting on EIA reports		Developers	Medium	2006 onwards	
	3.1.8	Tourism Development Branch is requested to provide input to review of EIA reports		Environmental management	Medium	2006 onwards	
<p>Output 3.2</p> <p>Assessments of the impacts of tourism in honeypot/sensitive locations are conducted in order to determine constraints in terms of infrastructure capacity, resident impact and tolerance, environment carrying capacity, etc. and management plans prepared</p> <p>Impact indicator:</p> <p>Improved resident opinion regarding impact of tourism on communities</p> <p>Improved resident opinion regarding participation in decision-making</p>	3.2.1	List of priority areas prepared in consultation with community members and private sector stakeholders	No. of areas identified	Branch: Tourism Development	High	2005	
	3.2.2	Three pilot areas identified in consultation with community members and private sector stakeholders	No. of consultations, type, attendance	Branch: Tourism Development	High	2005	
	3.2.3	Socio-economic and cultural surveys carried out in identified priority areas	No. of surveys conducted by type	<p>Branch: Tourism Development</p> <p>Environmental management</p> <p>Community Development</p>	High	2005	
			Impact assessments completed and documented				
				Management plans and local management structures in place	Branch: Tourism Development	High	2006
				No. of conflicts over community impacts and recorded violations of guidelines	Environmental Management		
				Branch: Tourism Development	High	2006	
				Branch: Tourism Development	High	2006	

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					
4.1.3 Responsible Tourism 'barometer' published and disseminated	Frequency of publication	Stakeholder awareness of barometer	Branch: Tourism Development	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	

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
			Number of entries to awards programme			
Impact indicator: No and quality of enterprises entering awards programme	4.2.2	Award categories identified, guidelines prepared	Type of operators participating in awards programme	Advisory Committee		2006
	4.2.3	Publicity campaign for Awards Programme prepared and implemented	Quality of entries received	Branch: Tourism Development	Medium	2006
	4.2.4	Awards adjudication panel appointed	Change in quality received over time	Manager, Branch: Tourism Development	Medium	2006
				Advisory Committee		
	4.2.5	Case studies of awards recipients prepared and published		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

	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			

	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

	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

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

<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

	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

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

Output 1.4 Training needs of staff identified and staff trained in technical and extension skills	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	
	Impact indicator: Staff upskilled	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	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	
	Impact indicator: Viability assessment	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

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

	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	

	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</p> <p>Ports Authority</p> <p>V&A Waterfront/Transnet</p> <p>Private sector-cruise operators</p>
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>

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			
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	

	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

	<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</p> <p>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</p> <p>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			
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	

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			
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			
Issue	Key action	Lead agency	Partners
Building identity	<p>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:</p> <p>⇒ A shipwreck route capitalising on surface and under-water resources. Milnerton Lighthouse is an ideal location for interpretive signage, directional map and orientation point.</p> <p>⇒ 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.</p> <p>⇒ A birdwatcher’s route linking wetland, dune, beach and interior birdhides.</p> <p>⇒ A Military History Meander linking Battle of Blaauwberg site, World War II structures on Blaauwberg Hill, etc.</p> <p>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.</p>	<p>City of Cape Town: Tourism Development</p> <p>City of Cape Town: Planning</p> <p>Cape Town Tourism</p> <p>City of Cape Town: Tourism Development</p>	
	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	

	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
<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	

<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>

<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

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

<p>Impact indicator:</p> <p>Area-based tourism action plans in place</p>	<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

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	

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