

DRAFT LANGEBERG MUNICIPALITY TOURISM STRATEGY MARCH 2023



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Table of Contents

1. Introduction	5
1.1. Purpose of the Langeberg Tourism Strategy	5
1.2. Expected Outcomes	5
1.3. Key policy and legislation.....	5
1.4. Report Layout.....	6
2. Spatial Analysis.....	8
2.1. Transport and Movement Networks	8
2.2. Major Towns	9
2.3. Natural Environment.....	10
2.4. Climate	13
2.5. Conclusion.....	15
3. Status Quo Overview	15
3.1. South African Tourism Performance.....	15
3.2. Western Cape Tourism Performance.....	17
3.3. Langeberg Tourism Performance.....	19
4. Gap and Opportunity Analysis	24
4.1. Tourism Trends	24
4.2. Tourism SWOT Analysis	26
4.3. Langeberg Tourism Value-Chain	30
5. Strategic Framework.....	32
5.1. Vision.....	32
5.2. Strategic Objectives	32
5.3. Strategic Direction	32
5.4. Integrated Development Plan Projects.....	51
5.5. Attracting Investment for the Tourism Sector.....	54
6. Strategic Development Pillars.....	35
6.1. Destination Accessibility	35
6.2. Destination Management	37
6.3. Visitor Experience	40
6.4. Product Development/Upgrade	42
6.5. Transformation	46
6.6. Marketing.....	49
7. Implementation Plan	51
7.1. Introduction	54
7.2. Priority Level	54

8. Conclusion and Recommendations.....	72
8.1. Conclusion.....	72
8.2. Critical Success Factors	72
References	73

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List of Figures

Figure 1: Boundaries of the Langeberg Local Municipality and the Cape Winelands District Municipality	8
Figure 2: Towns of Langeberg Local Municipality.....	9
Figure 3: Langeberg Nature Reserves and Protected Areas	11
Figure 4: Langeberg Local Municipality River Systems and Major Dams	12
Figure 5: Biodiversity hotspots	12
Figure 6: Langeberg Biomes.....	13
Figure 7: Langeberg Annual Rainfall	14
Figure 8: South African Tourism Performance for 2021	16
Figure 9: Western Cape Tourism Performance for 2021	18
Figure 10: Langeberg Tourism Performance for 2021	20
Figure 11: Map of Langeberg Local Municipality Tourism Supply	22

List of Tables

Table 1: Town descriptions	9
Table 2: GVA per Sector	23
Table 3: Tourism Strengths	26
Table 4: Tourism Weaknesses.....	27
Table 5: Tourism Opportunities	28
Table 6: Tourism Threats	30
Table 7: National Tourism Support Structures	47
Table 8: Priority Levels.....	55
Table 9: Langeberg Tourism Strategy Implementation Plan	56

List of Abbreviations

Abbreviation	Meaning
CBA	Critical Biodiversity Areas
CBS	Community Beneficiation Strategy
DMO	Destination Management Organisations
ESA	Ecological Support Areas
IUCN	International Union for Conservation of Nature
LED	Local Economic Development
LTA	Local Tourism Associations
NDP	National Development Plan
NHCS	National Heritage and Cultural Tourism Strategy
NRST	National Rural Tourism Strategy
NTSS	National Tourism Sector Strategy
SMMEs	Small, Micro, and Medium Enterprises
UNWTO	United Nations World Tourism Organisation
VFR	Visiting Friends and Relatives
VIC	Visitor Information Centre

1. Introduction

Urban-Econ Development Economists (Pty) Ltd was appointed by the Langeberg Local Municipality to review the Tourism Strategy into a credible and implementable document which will identify catalytic initiatives. Importantly, the revised strategy needs to reflect the challenges of the Langeberg Local Municipality and present associated interventions to regenerate the economy.

Tourism is one of the largest economic sectors in Langeberg and has a considerable role to play in championing sustainable development in the area. It is imperative for Langeberg to keep up with the latest tourism trends, not only to stay relevant but also to attract a larger tourism market, providing to the niche markets in particular. In addition, tourism can positively contribute towards transformation through effective small, micro, and medium enterprises (SMMEs) and skills development to assist in reducing poverty and improving the livelihoods of the local communities. The key to further develop the municipality as a successful tourism destination is to create a conducive environment for the economy and private sector to flourish. Tourism infrastructure development plays a vital role in establishing such an environment as the visitor experience depends on the delivery of basic services, emergency services, and tourist safety and security.

1.1. Purpose of the Langeberg Tourism Strategy

The Langeberg municipality needs a Tourism Strategy that speaks to the broader needs/requirements of all regions that forms its extent. Based on a review of the Terms of Reference, the objectives of the project are indicated below:

- Review of the current tourism strategy
- Development of a revised tourism strategy
- Ensuring a “bottom-up” approach with a strong focus on stakeholder inputs is facilitated with the finalisation of the strategy.

1.2. Expected Outcomes

The following expected outcomes will be addressed to achieve the intended output of the project:

- To formulate an implementable Tourism Strategy framework to guide the promotion and support of sustainable economic development in the Municipal area.
- To improve coordination and governance structures.
- To identify needs and gaps in enterprise support and business infrastructure.
- To explore incentives to provide or source support for existing and emerging businesses.
- To identify ways to attract and promote inward investment in the municipal area.
- To identify catalytic projects in each town which could ignite economic growth, job creation and tourism growth.
- To unite tourism to have one central focused vision and mission.
- To identify an approach to support SMME development.
- To formulate an implementation plan over the short-, medium- and long term, with proposed budgets and timeframe.

1.3. Key policy and legislation

It is essential to know what policy and legislation might have a direct and indirect influence on Langeberg Municipality's ability to develop tourism in the area successfully. Hence, it is important to

identify all critical legal instruments with which Langeberg must be aligned from the start. For an expanded analysis of the key policies mentioned in this section, please refer to the Status Quo Report that was developed for this project. For the Langeberg Tourism Strategy, the following key national policies and legislation were identified:

- The Constitution of the Republic of South Africa 1996
- White Paper on the Development of Tourism 1996
- National Tourism Sector Strategy (NTSS) 2016-2026
- Tourism Act No. 3 of 2014
- National Tourism Recovery Plan 2021
- National Economic Recovery Plan 2020
- National Development Plan 2030
- Local Government: Municipal Structures Act 117 of 1998
- National Framework for Local Economic Development 2018-2028
- Domestic Tourism Growth Strategy 2012-2020
- Tourism Amendment Bill 2019
- Tourism and Climate Change Response Action Plan 2012
- National Heritage and Cultural Tourism Strategy (NHCS) 2013
- National Rural Tourism Strategy (NRST) 2012
- National Responsible Tourism Development Guidelines 2002
- South African Tourism Strategic Plan 2020-2025
- Community Beneficiation Strategy (CBS) 2013

The following table outlines the provincial, district and local policy assessments that were reviewed:

Table 1: Provincial, District and Local Policy Assessments

Provincial Policy Alignment	District Policy Alignment	Local Policy Alignment
• Western Cape Tourism Act • Project Khulisa • Western Cape Tourism Blueprint 2030 • DEDAT Five-Year Strategic Plan	• Cape Winelands District Municipality Integrated Development Plan 2022-2027 • District Development Plan (model) 2020 • Cape Winelands Climate Change Adaptation Summary Report • Cape Winelands Regional Socio- Economic Development Strategy	• Langeberg Local Municipality Local Economic Development Strategy 2018 • Langeberg Local Municipality Integrated Development Plan 2022/2023 • Langeberg Local Municipality Tourism Strategy 2014

1.4.Stakeholder Engagement

The success of this strategy is embedded in the effective coordination and collaboration of all relevant tourism stakeholders in the Langeberg municipality. The joint usage of resources to boost the implementation of programmes and projects will yield the most desirable outcome in terms of infrastructure improvement and socio-economic impacts. In the process of reviewing and developing the strategy, face-to-face workshops, and online engagement sessions were conducted with the local tourism stakeholders.

Stakeholder engagements involved representatives from the public and the private sectors. Engagements were directed at assessing the current state of tourism in the municipality and reviewing policies that inform tourism development and management. To guide the strategy, the focus was on identifying the strengths and weaknesses of the tourism sector, also addressing the challenges and opportunities of marketing, product development, infrastructure, accessibility, destination management, transformation, and institutional arrangements. Appendix A contains a list of engagements conducted.

1.5. Report Structure

The table below outlines the report structure:

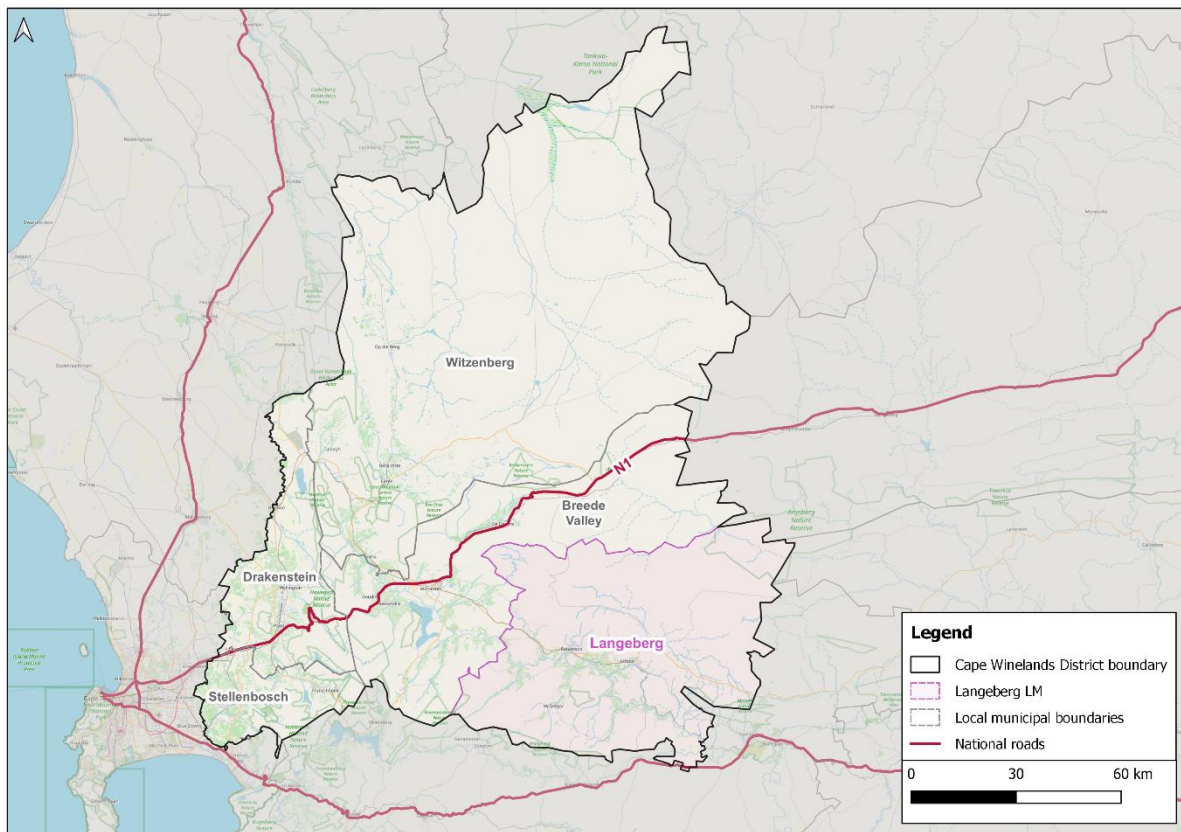
Table 2: Report Structure

Section	Description
Section One: Introduction	This section provides the project background relating to the scope of work and the stakeholder consultations that were conducted.
Section Two: Spatial Analysis	This section reviews the current spatial elements relevant to all aspects of tourism planning and development.
Section Three: Status Quo Overview	This section looks at the tourism performance on a national, provincial, and local scale.
Section Four: Gap & Opportunity Analysis	This section looks at the gaps and current tourism trends. This section also highlights the competitive advantages, opportunities, challenges, and limitations to tourism development.
Section Five: Strategic Direction	This section introduces the various development areas where strategic intervention is needed. It also unpacks the key challenges and components to consider for each area.
Section Six: Strategic Development Pillars	This section unpacks the six strategic development pillars for tourism development and outlines the main challenges and recommendations for each.
Section Seven: Implementation Plan	This section provides the implementation plan which is aligned to the revised NTSS
Section Eight: Conclusion and Recommendations	This section will conclude the strategy and provide critical success factors

2. Spatial Analysis

The Langeberg Local Municipality's administrative area is a category B municipality and 4,517.4 km² in extent and is in the Cape Winelands District Municipality in the Western Cape. The municipal area is bordered by Breede Valley in the north and west and by the Overberg District in the south and east. It is one of the five municipalities that make up the district, accounting for almost a quarter of its geographical area. Langeberg Local Municipality comprises of 12 wards and five main towns, namely Robertson, Montagu, Ashton, Bonnievale, and McGregor. The figure below depicts the Langeberg Local Municipality in relation to the other four municipalities in the Cape Winelands District Municipality.

Figure 1: Boundaries of the Langeberg Local Municipality and the Cape Winelands District Municipality



Source: Urban-Econ, 2023

2.1. Transport and Movement Networks

The Langeberg is fortunate to be situated between the N1 and N2 as a few provincial roads connect these two highways through the municipality. This makes it possible for travellers to have easy and direct access to the offerings of the municipality. The main routes travelling through the municipal area include:

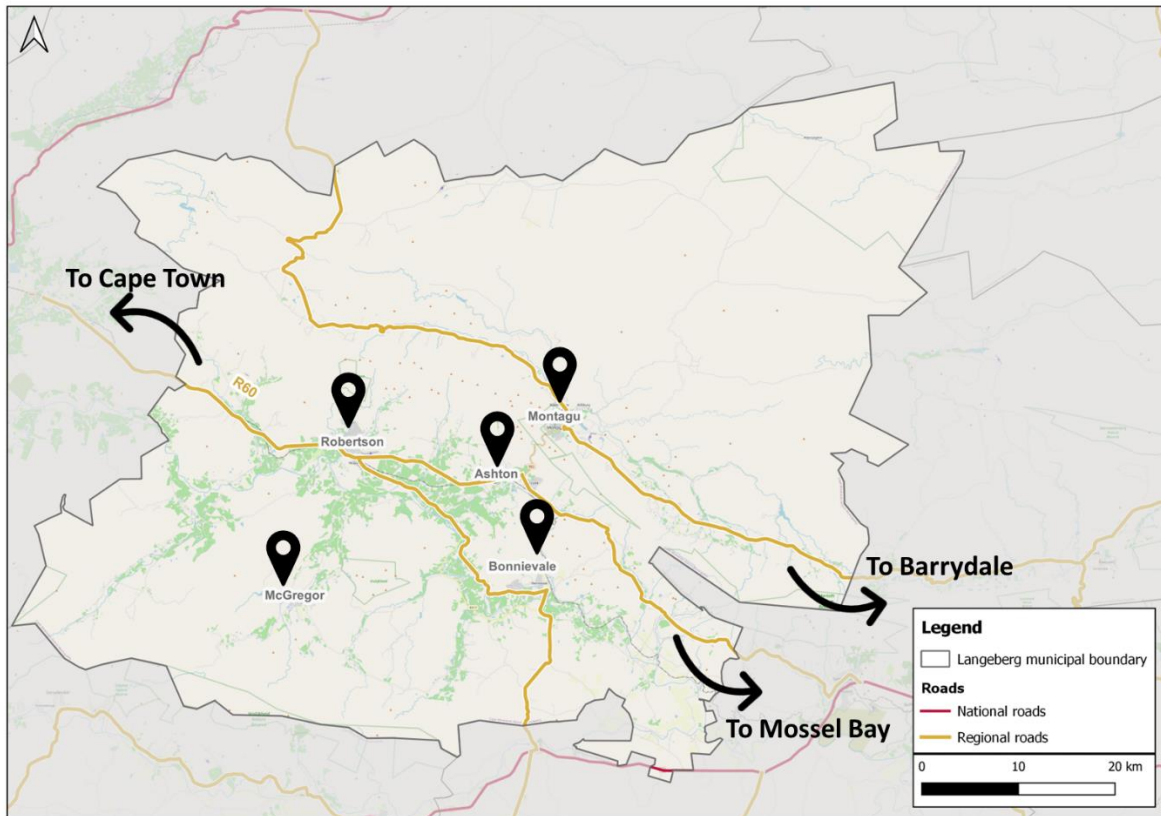
- R318
- R317
- R60
- R62

There are no airports in the Langeberg Local Municipality, however, both the town of Robertson and Montagu have an airfield.¹

2.2. Major Towns

The figure below depicts the location of each major town and other towns.

Figure 2: Towns of Langeberg Local Municipality



Source: Urban-Econ, 2023

The table below provides a summary description of each of the five main towns in the municipality.

Table 3: Town descriptions

Town	Description
Robertson	Known as the “small town with a big heart”, only 1 ½ hours leisurely drive from Cape Town, Robertson is the western gateway to The Heart of Route 62. With 170 years of history, the town has grown into one of the most attractive Cape Winelands towns. Victorian building, jacaranda-lined streets, rose border vineyards, columns of red and yellow cannas as well as bright bougainvillea’s all from the backdrop to this town.
Montagu	Montagu is not only known for its Hot Springs, Muscadel and dried fruit but it’s also the perfect retreat for eco, wellness and adventure sports, including golfing. Montagu offers Rock Climbing, Kloofing and Abseiling. Tourists can make a trip to the wine farms, visit the dried fruit factory shops, go on a tractor trip, and hike the Cogmanskloof or Bloupunt trail.

¹ Montagu airfield utilised by approximately 5 pilots.

Town	Description
Ashton	The little village of Ashton is known for its fruit, wine and rose nurseries, and is home to two large fruit canneries, five wineries and racehorse stud farms. To enjoy the views, tourists visit the panoramic vista viewpoint just outside of town or attempt one of the day walks in the surrounding foothills of Ashton, through some fine examples of local fynbos.
McGregor	McGregor is a unique, and therapeutic country village away from the crowds where you can step back in time and relax. The village is home to a vibrant community of artists and craftsmen. There are top-class galleries, a Saturday morning market, a Donkey Sanctuary and Vrolijkheid Nature Reserve for bird watching from hides. Enjoy 4x4 routes, mountain biking and hiking trails, the most remarkable being the 18km Boesmanskloof trail.
Bonnievale	Bonnievale is known as The Valley of Cheese and Wine. With majestic mountains on the one side and the Breede River on the other side, with fruit and wine farms lining the way. Tourists can stay at the one of the riverside camping sites or cottages, browse the antique shops and watch a performance at the farm theatre.

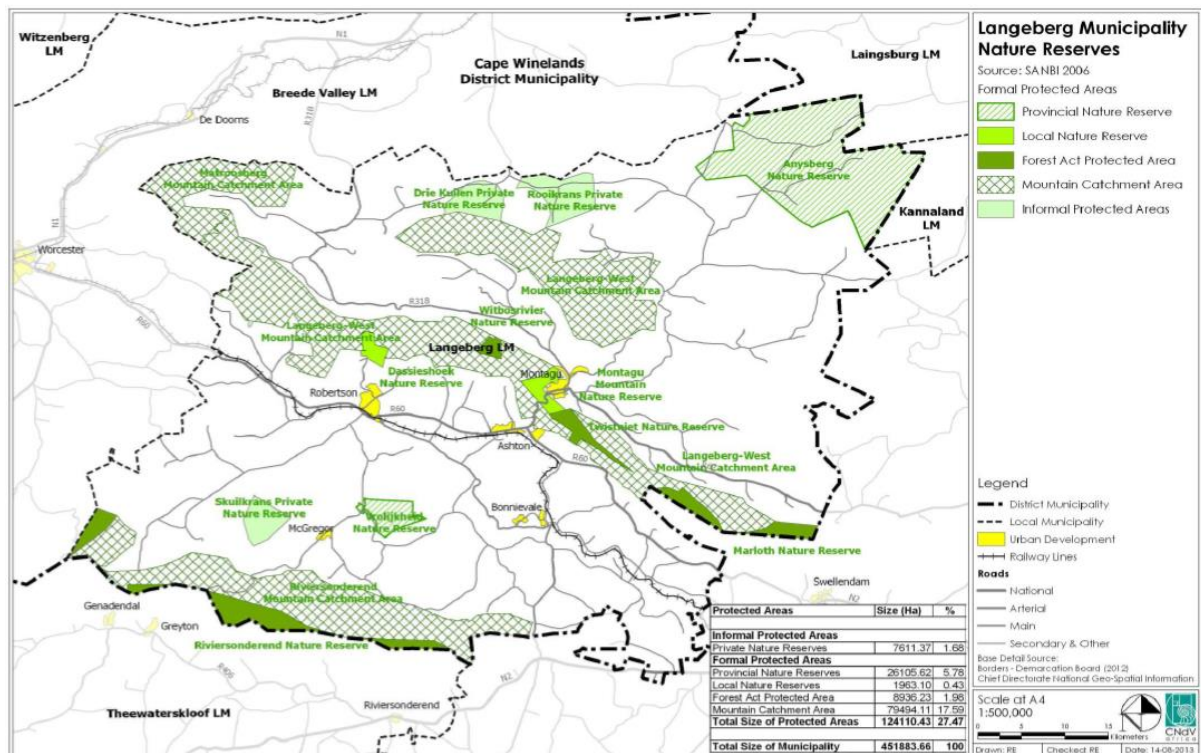
Source: Langeberg Local Municipality, 2022

2.3.Natural Environment

2.3.1. Nature Reserves and Protected Areas

There are no national parks located in the Langeberg, however there are quite a few nature reserves and protected areas. These nature reserves play an important role in the conservation of the biodiversity and natural landscapes. Thus, Ecotourism offerings have the potential to ensure the natural environment is protected while still being enjoyed by tourists. The following figure depicts the nature reserves and protected areas located in the municipal area:

Figure 3: Langeberg Nature Reserves and Protected Areas



Source: Langeberg Local Municipality, 2022/23

2.3.2. Rivers and Dams

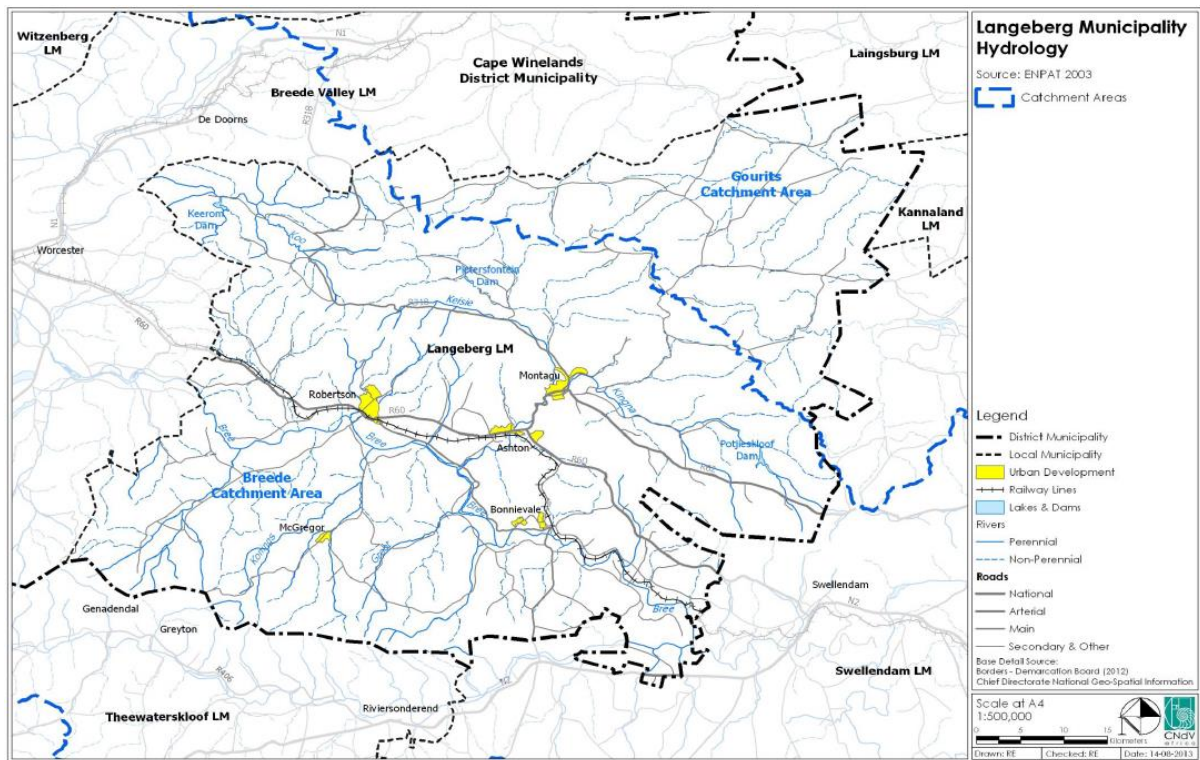
The main rivers within the Langeberg Municipal area include the Breede River and its tributaries:

- Poesjenels
- Noree
- Vink
- Willem Nels
- Hoops (Robertson)
- Koning and Keisers
- Cogmanskloof (Ashton)
- Groot
- Boesmans
- Kabous
- Bruintjies
- Riviersonderend Rivers

Other rivers in the Langeberg Municipal area include rivers in the Pietersfontein, Koo and Keisie Valleys, the Kingna and Keisie Rivers (Montagu) which feed into the Cogmanskloof; the Houtbaais and Hoeks Rivers (McGregor) which feed into the Keisers River and the Gatskraal and Kleinberg Rivers (MontEco) which link into the Gouritz catchment. The rivers and dams have potential for leisure activities such as river cruises, picnics, river rafting, fishing however, the challenge is that there is no public launch sites for kayaks/boats/canoes/paddle boats, or a safe public swimming and leisure braai area as an identified economic development opportunity or attraction.

The following figure depicts the distribution of the rivers and tributaries through the municipal area.

Figure 4: Langeberg Local Municipality River Systems and Major Dams

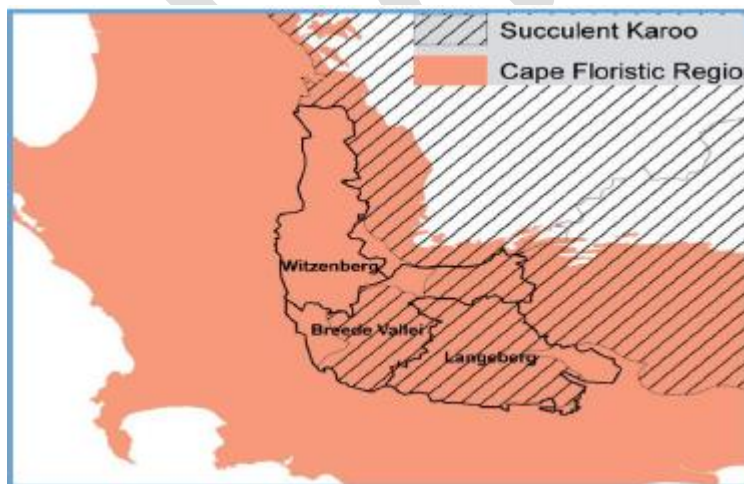


Source: Langeberg Local Municipality, 2022/23

2.3.3. Biodiversity

Biodiversity means the variety of living things in a specific habitat or region. The Western Cape has one of the most unique biodiversity ecosystems in the world, the Cape Floristic Region. Biodiversity conservation is important for combatting climate change. In this regard, Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs) have been developed to protect valuable areas. The figure below indicates the location of Langeberg Local Municipality in relation to the Succulent Karoo biodiversity hotspot and the Cape Floristic Region.

Figure 5: Biodiversity hotspots



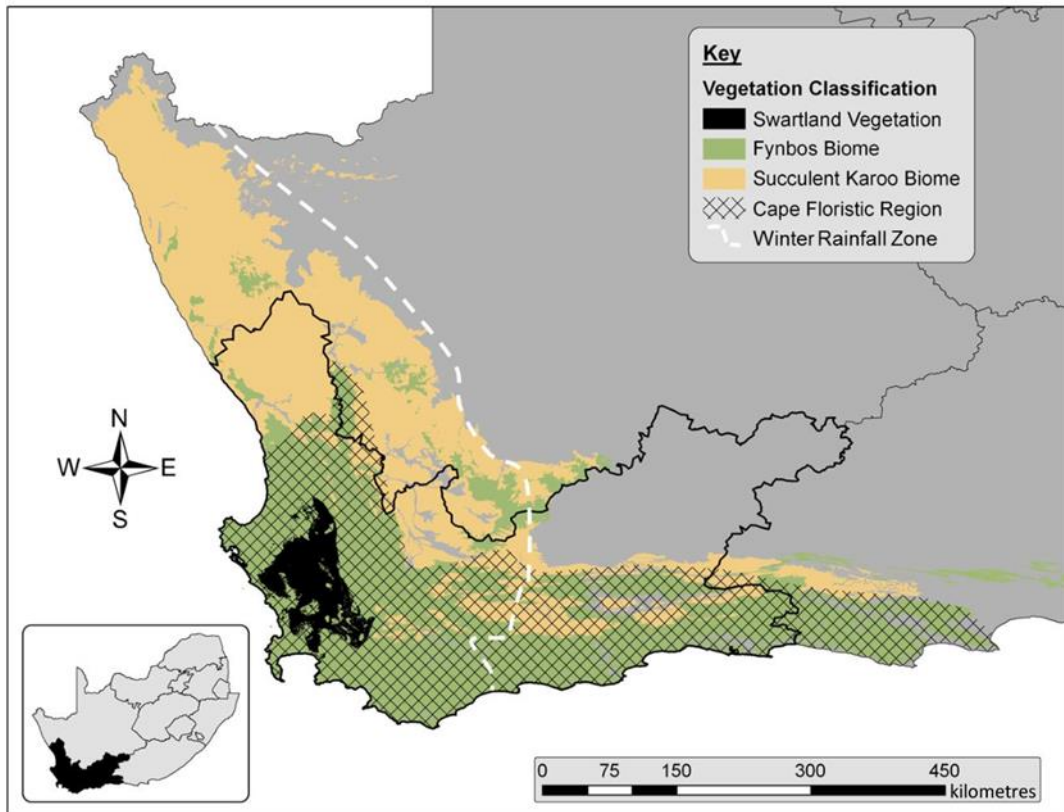
Source: Langeberg Local Municipality, 2022/23

The Succulent Karoo biome exhibits the highest plant diversity for a semi-arid ecosystem in the world. The Cape Floristic Region is one of nine priority areas for biodiversity conservation in Southern Africa.

The Langeberg falls wholly within this area. The Cape Floristic Region contain a variety of 9000 vegetation types of which 6000 are found nowhere else in the world. The region also contains a high degree of animal diversity, lizards, amphibian, and insect species.

The figure below shows the different biomes that are present in the municipality:

Figure 6: Langeberg Biomes



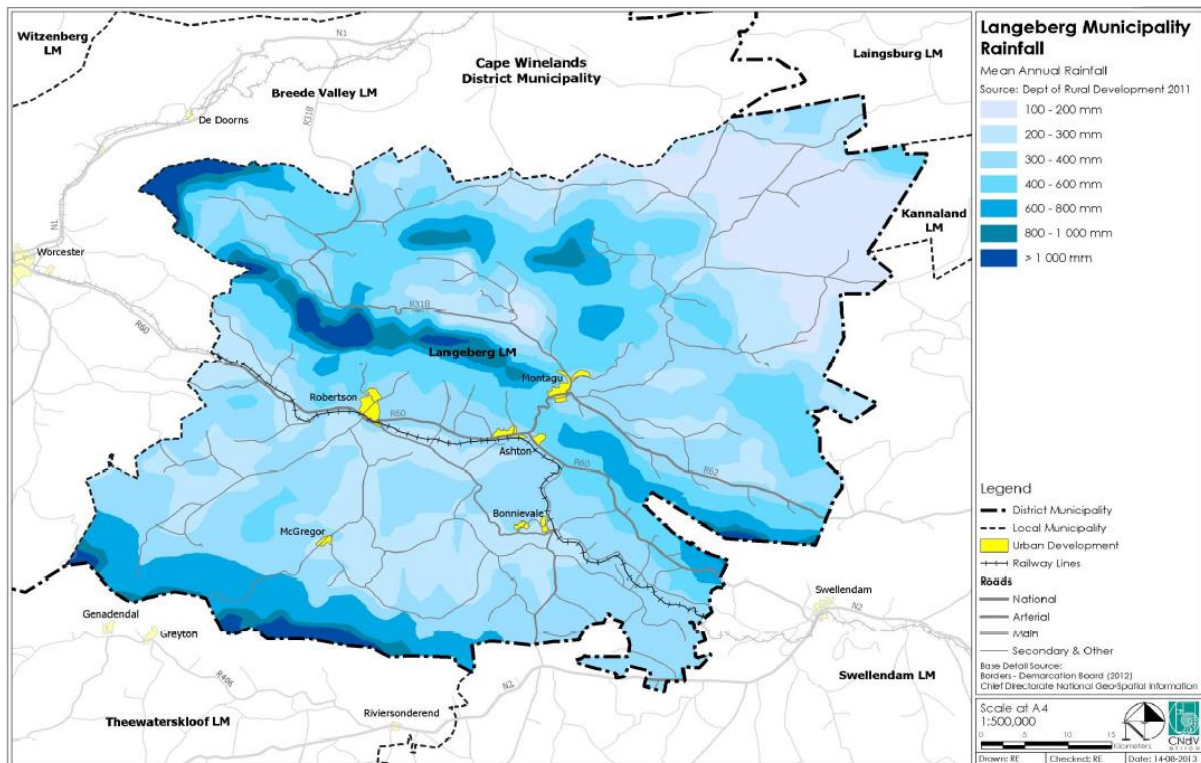
Source: Forbes, 2014

McGregor, Robertson, and Montagu are characterised by the surrounding Succulent Karoo biome. A large section of Succulent Karoo Biome can also be found in the north east of the municipality. Most of the municipality consist of Fynbos Biome.

2.4.Climate

The weather data for Langeberg is obtained from a weather station near Robertson. The area records higher rainfall in the months of June, July, and August. The lowest rainfall months are between January and February. The figure below shows the distribution of the mean annual rainfall throughout the municipality.

Figure 7: Langeberg Annual Rainfall



Source: Langeberg Local Municipality, 2022/23

The figure shows that the highest rainfall is experienced along the Langeberg Mountains. Rainfall in this area is between 400mm to more than 1000mm a year. High rainfall of more than 1000mm is experienced along the Riviersonderend Mountains in the south. The lowest temperatures are experienced during July with the highest temperatures occurring in February. The annual temperature ranges from an average minimum of 4°C during winter to a maximum average of up to 32°C in summer.² The climate and weather factors are important in tourists' decision making and influence the successful operation of tourism businesses.

As the rate of climate change accelerates it is expected that the Cape Winelands will experience an increase in temperatures and a reduction in rainfall. It is therefore important that the Municipality contributes to the efforts to reduce the emission of greenhouse gasses and thereby delay the impact of climate change. New urban development needs to be planned with this in mind. The changes in the climate along with aspects such as the prevailing wind direction requires that new buildings, be they for offices, commercial or especially residential use, be designed with a view to improve these impacts.

Appropriate thermal treatment of buildings need to be applied to ensure they maximise the use of natural energy and minimise the use of electricity. Appropriate treatment could for example include:

- Generate or create environment to encourage Renewable energy.
- Install, subsidise, encourage households to install Solar Panels.
- More efficient and sustainable transport in the form of vehicle emission tax, incentives for electric vehicles by increasing charging points and shifting from car to bicycle/public transport/carpooling.
- Insulating outer walls, ceilings, and windows to prevent heat/cool air loss.

²<https://weatherspark.com/y/84218/Average-Weather-in-Robertson-South-Africa-Year-Round#:~:text=The%20hottest%20month%20of%20the,high%20of%2066%C2%B0F.>

- Constructing buildings with lighter coloured reflective roofs to reduce heat absorption in summer which will reduce reliance on air-conditioning.
- Insulating geysers with thermal blankets.
- Installing energy efficient lighting and appliances.

2.5.Conclusion

The five towns within the Langeberg Local Municipality have significant potential to grow the local economy through key sectors, such as agriculture, tourism, etc. Sectors to consider:

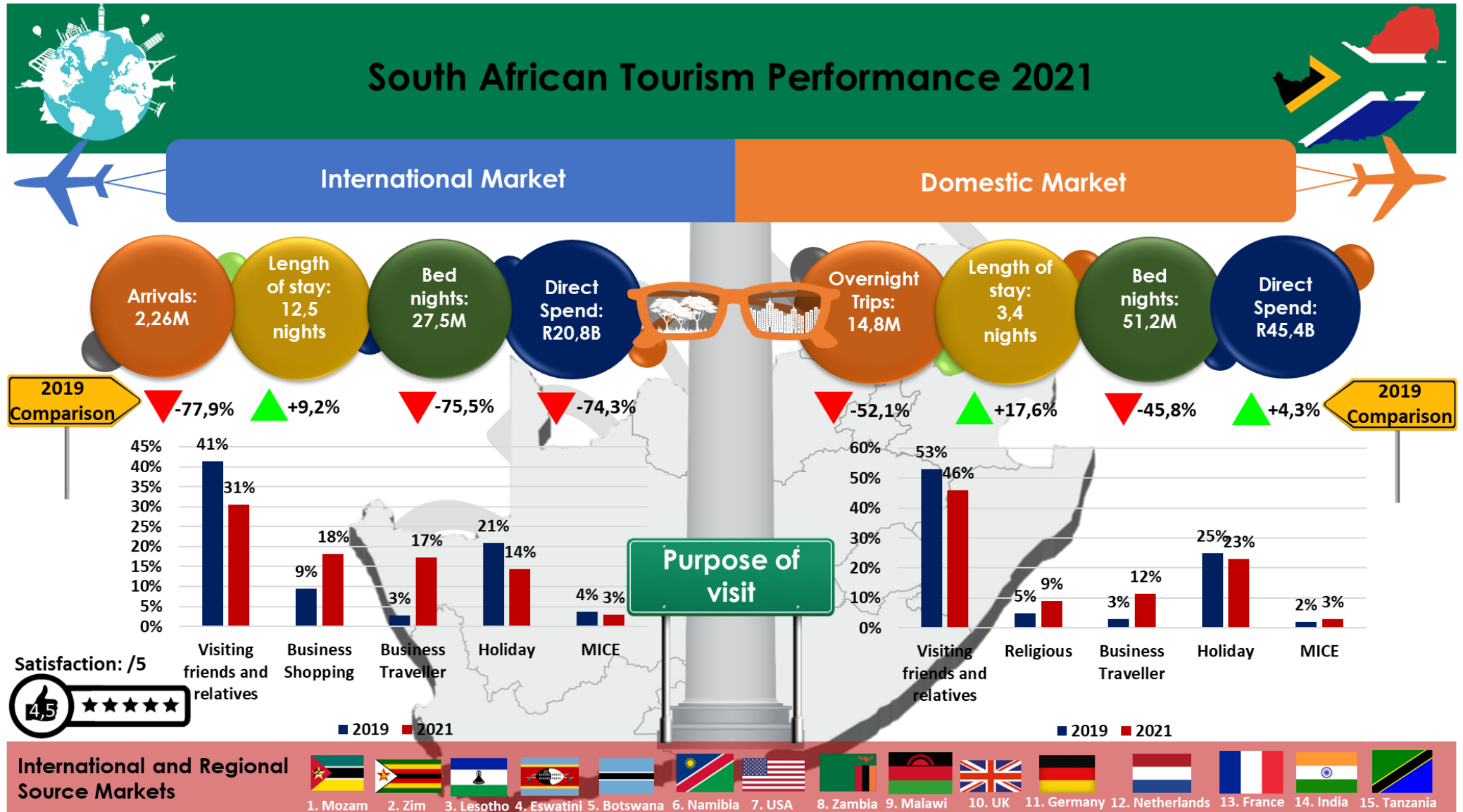
- Raw material extraction - mining (lime, sand, stone, bentonite, etc.)
- Agriculture
- Aquaculture
- Manufacturing - product making factories, packing, industrial, agriculture, construction.
- Service industries - transport, distribution and sale of goods, trade, exports, business and finance, tourism, accommodation, travel agency services, events and conferences, media, film, airfield operation, healthcare, real estate, education, tertiary sector, utilities, renewable energy, automobile sector, consumer services, HR and recruitment services, gambling, and technology.

3. Status Quo Overview

3.1.South African Tourism Performance

The following figure provides an overview of the tourism performance in South Africa for 2021.

Figure 8: South African Tourism Performance for 2021



Source: South African Tourism

3.1.1. International and Regional Performance

- International and regional tourist arrivals to South Africa reached 2,26 million in 2021, 0,5% less than the 2,8 million in 2020. This represents a 77,9% decline vs 2019 and is reflective of Covid-19s continued impact although restrictions were lifted on the 1st of October 2020.
- Tourist arrivals in 2021 continues to show the dominance of African tourists and it now constitutes 83,1% of regional arrivals, up by 8,8% from 2019.
- The other major source of arrivals remains Europe, but its share has been almost halved to reach 9,6%. All other sources of arrivals have also been negatively affected.
- The average length of stay is at an all-time high, rising by 9,2% to reach 12,5 nights. The longer stay is clearly imposed by Covid 19s restrictions.
- In 2019, the number of bed nights continued to decline reaching a low of 27,5 million, which is a 75,5% decline vs 2019.
- Overall, total foreign direct spend reached R20,8 billion and is thus 74,3% less than that of 2019. Travellers from Africa and Europe continue to account for the bulk of foreign expenditure.
- Visiting friends and relatives (VFR) declined to 31% due to imposed lockdown regulations. Holiday experienced a decline to 14% and MICE (Meetings, Incentives, Conferences and Exhibitions) travel has also declined slightly coming down to 3%.
- On the other hand, and consequent to the pandemic's impact, Business Shopping and Business Travel have increased and now constituting 18% and 17% respectively.
- Source market analysis of purpose continues to reveal the same differences and similarities in travel behaviour. Africa Land visitors mainly enter SA for VFR, Europeans and visitors from the Americas travel for holiday purposes and all other also travel to VFR. African Air and Asian visitors have a more balanced distribution of the three main purposes but excludes Business Shopping.
- Tourists' satisfaction with South Africa is 4,5 out of a maximum score of 5. Declines in satisfaction levels are evident across all source markets outside of Africa and are most pronounced amongst travellers from the Americas and Middle East. This means that the South African tourism sector needs to become more competitive by further improving on service excellence, diversifying the product offering and tourist safety.

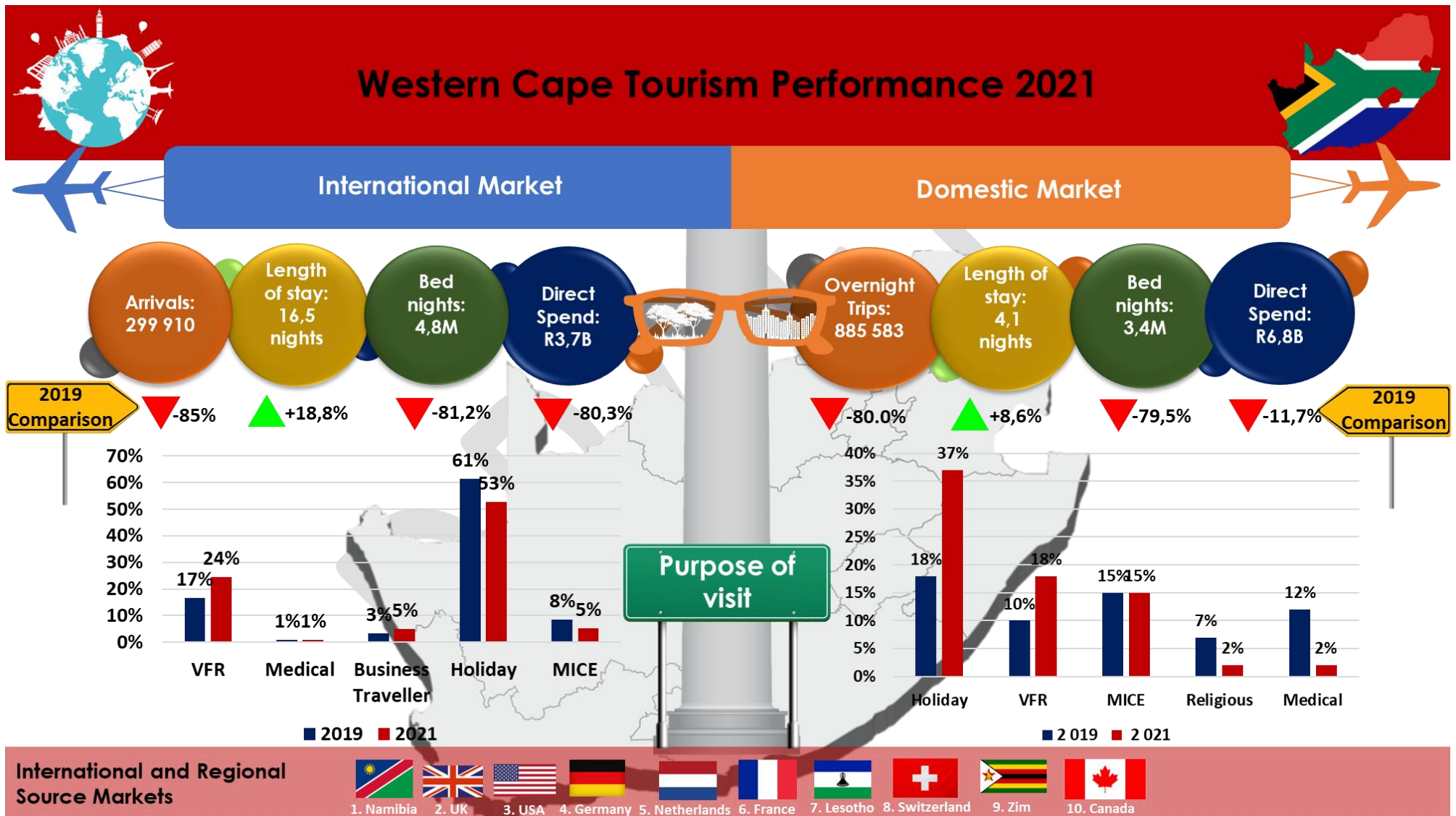
3.1.2. Domestic Performance

- In 2021, there were 14.8 million Overnight Domestic Trips. This is 52,1% less than the number of trips in 2019.
- The duration of the domestic trips lasted 3.4 nights, meaning an increase vs. 2019 at 17,6%. This resulted in a total of 51.2 million bed nights falling by 45.8 % over 2019.
- Total revenue generated by overnight domestic tourism in 2021 was R45.4 billion, representing an increase of 4,3% over 2019. Domestic tourists spent a very similar amount per trip to that of 2020 and much more than 2019. In 2021, the average spend being R3,062 98.6 vs. R1,542 in 2019.
- The main reason for taking a trip continues to be to visit friends and family with a 46% share of the total. Holidays are the second most popular reason to travel domestically with a share of 23% of the total.
- Most of domestic overnight trips originate from the Eastern Cape (36%). Thereafter, Gauteng is the second source province (21%).
- Popular activities included eating out, shopping, socialising, religious and nightlife.

3.2. Western Cape Tourism Performance

The following figure provides an overview of the tourism performance for the Western Cape for 2021.

Figure 9: Western Cape Tourism Performance for 2021



Source: South African Tourism

3.2.1. International and Regional Performance

- There were just under 300 000 international and regional tourist arrivals to the Western Cape in 2021, which is an 85% decline vs 2019.
- Namibia was the top source market for 2021.
- The European countries remain the biggest source markets with the UK and Germany being the top two European countries.
- International and regional tourists preferred to stay on average 16,5 nights which resulted in 4,8million bed nights in 2021. The average length of stay increased by 18,8% when compared to 2019.
- The revenue generated by the international and regional tourists decreased by 80,3% to R3,7billion.
- In 2021, 53% of the tourists stated holiday as their main reason for travelling to the Western Cape, which is slightly below the pre-pandemic level as in 2019, 61% travelled for holiday. Other main reasons for travelling were for VFR at 24% and MICE at 5%.

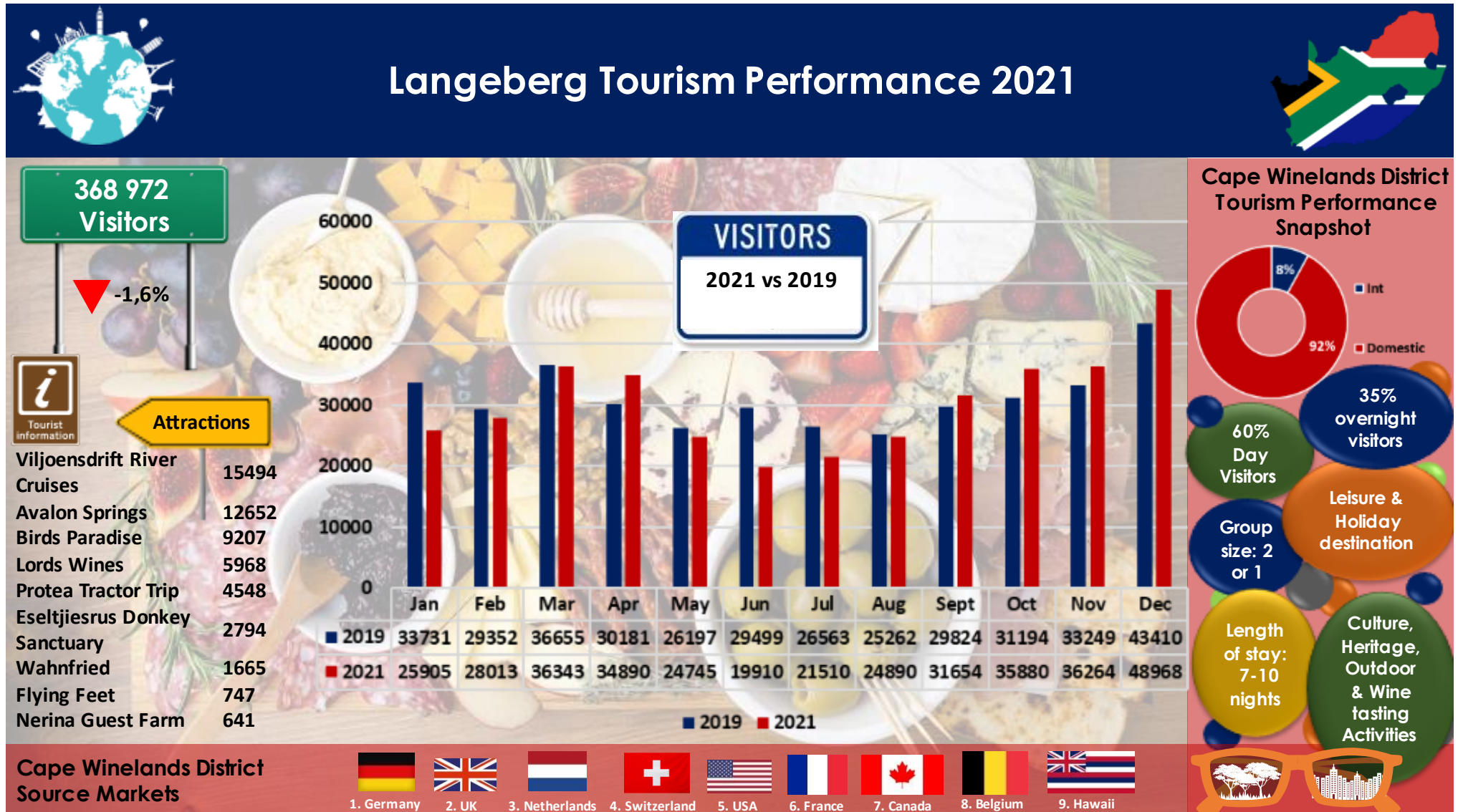
3.2.2. Domestic Performance

- There were just under 900 000 domestic trips in 2021. This decreased by 80% when compared to 2019.
- In 2021, the Eastern Cape and Gauteng were the main source markets to the Western Cape.
- The domestic tourism trips lasted on average 4,1 nights which resulted in a total of 3,4million bed nights. The average length of stay increased by 8,6%.
- The revenue generated by domestic tourism in 2021 decreased slightly by 11.6% to an estimated R6,8billion.
- South Africans largely travel to the Western Cape to enjoy holidays at 37%, followed by VFR at 18% and MICE at 15%.

3.3.Langeberg Tourism Performance

The following figure provides an overview of the tourism performance for the Langeberg for 2021. Furthermore, the figure provides a snapshot of tourism in the Cape Winelands District to provide background of the overall tourism performance in the greater area.

Figure 10: Langeberg Tourism Performance for 2021



Source: Langeberg Municipality and Wesgro

- In 2021, the Langeberg received a total of 368 972 visitors, which is 1,6% less than in 2019. It can be assumed that the Langeberg tourism sector has recovered from the pandemic.
- December 2021 was the month with the most visitors, almost 50 000 visitors travelled to Langeberg, and this is almost 5000 more visitors than in 2019.
- June and July 2021 were the quieter months with around 20 000 visitors, lower than 2019, however this can be attributed to the third wave of Covid-19 of which Gauteng was the epicentre and Gauteng is a major source market to the municipality and Cape Winelands District.
- Seasonality can be overcome by creating experience packages with complementary tourism businesses, re-engaging with the locals and offer special deals for loyal visitors, and by tapping into the MICE market.
- Domestic visitors make up the largest share of travellers in the Cape Winelands with over 90% of visitors recorded in 2021 as compared to 8% of international travellers.
- Following a similar trend as that of 2019 and 2020 traditional markets such as the United Kingdom, Germany, Belgium, France, and Netherlands continue to rank as the Cape Winelands' top five international markets. On a domestic level, the Western Cape led as the top province in 2020 and continued to do so in 2021 as well, accounting for over 70% of visitors from the domestic market. Gauteng and KwaZulu Natal followed as the second and third most popular provinces to the district.
- Being a desirable destination, the area caters for all age categories. With most travellers travelling in pairs or on their own throughout the year.
- When looking at the average length of stay of visitors to the Cape Winelands, the largest share of travellers indicated 7-10 nights (36%) or 1-2 nights (26%).
- Culture/heritage, outdoor activities, national parks, wine tasting, and crafts/food markets ranked as the top five activities visitors enjoyed during their stay in the district.
- The attractions in Langeberg that were popular in 2021 were river cruises, hot springs and bird watching.

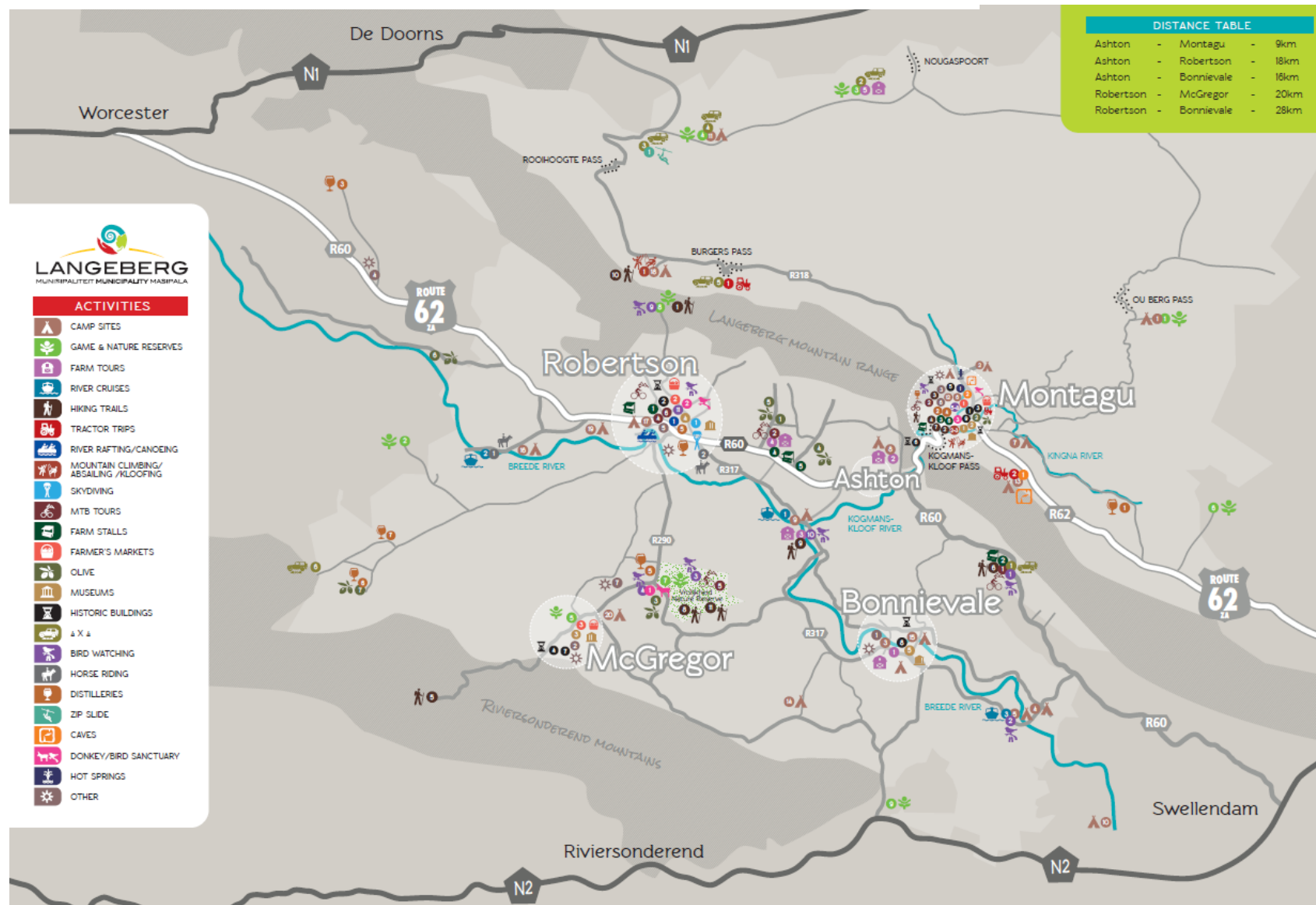
3.3.1. Conclusion

Comparing the international and regional markets with the domestic market, it becomes clear that the domestic market influences tourism on a far wider scale. The domestic market has the potential to increase economic benefits and opportunities for SMME's, therefore intense focus is required on the domestic market on a continuous basis. The Western Cape is currently the third most visited province by international tourists and the secondary data reflects that international tourists enjoy and prefer Western Cape as a destination. Tourism in Langeberg Municipality is growing, but it could grow at a faster rate without producing any negative impacts. Langeberg Municipality has the potential to be an extremely competitive destination and to be the most visited municipality by international tourists. Aggressive marketing is required for the emerging and core international markets on a continuous basis, along with direct and indirect distribution channels with world-class service delivery relating to branding and positioning the Langeberg Municipality. The Western Cape Province is responsible for providing support and guidance to the tourism sector, thereby helping to increase their competitiveness on provincial, national, and global scale.

3.3.2. Tourism Supply

The following figure depicts the various offerings in Langeberg, and it is clear how the tourism supply is clustered around the five main towns.

Figure 11: Map of Langeberg Local Municipality Tourism Supply



Source: Langeberg Local Municipality

The main towns in the Langeberg can all be considered tourism nodes, each with unique offerings. Langeberg has lots to offer tourists, this includes camping, game & nature reserves, farm tours, river cruises, hiking trails, tractor trips, skydiving, farmer markets, distilleries, caves, wine tasting, etc.

3.3.3. Gross Value-Added Contribution

This section provides an understanding of the different sectors of the economy; the contribution of GVA-R per sector is highlighted in the table below.

Table 4: GVA per Sector

	GVA (Rands Millions)	Sectoral Contribution
Agriculture, forestry, and fishing	1,050	12.2%
Mining and quarrying	14	0.2%
Manufacturing	1,495	17.4%
Electricity, gas, and water	153	1.8%
Construction	309	3.6%
Wholesale and retail trade, catering, and accommodation	1,524	17.7%
Transport, storage, and communication	654	7.6%
Finance, insurance, real estate, and business services	1,904	22.2%
General government	630	7.3%
Community, social and personal services	857	10.0%

Source: Urban-Econ, 2023

Catering and accommodation contributes 17.7% to the GVA of Langeberg and is the second biggest contributor after the finance, insurance, real estate, and business services sector (22.2%).

3.3.4. Total Employment

A review of the total employment (formal and informal) figures per sector is indicated in the table below.

Sector	Cape Winelands District Municipality	Langeberg Local Municipality
Agriculture, forestry, and fishing	72,882	12,022
Mining and quarrying	136	14
Manufacturing	28,016	3,876
Electricity, gas, and water	967	94
Construction	18,882	2,053
Wholesale and retail trade, catering, and accommodation	75,434	10,296
Transport, storage, and communication	11,297	1,647
Finance, insurance, real estate, and business services	57,133	6,538
General government	19,715	1,725
Community, social and personal services	66,929	7,350

Source: Urban-Econ, 2023

The top three employing sectors in the Langeberg Local Municipality are agriculture, forestry, and fishing (12,022 people), wholesale and retail trade, catering and accommodation (10,296 people) and community, social and personal services (7,350 people). This coincides with the top three employing

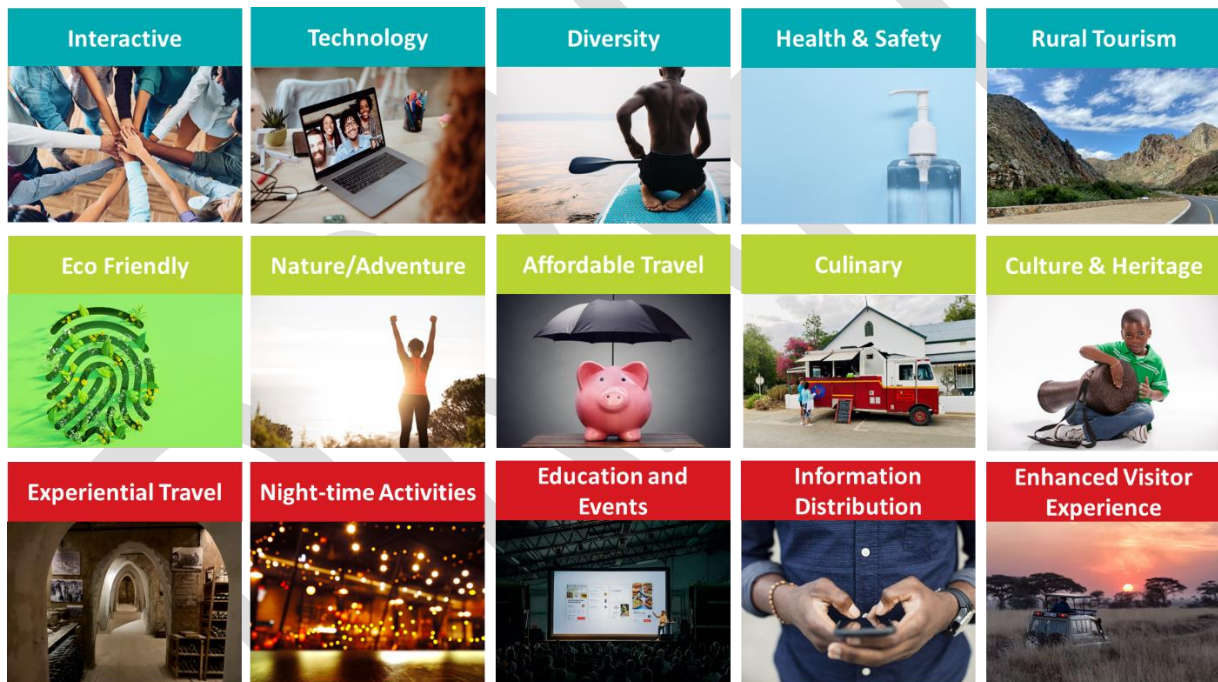
sectors in the Cape Winelands District Municipality, which include agriculture, forestry, and fishing (72,882 people), wholesale and retail trade, catering, and accommodation (75,434 people) and community, social and personal services (66,929 people).

4. Gap and Opportunity Analysis

The Tourism Gap and Opportunity Analysis is informed through stakeholder engagement which have been taking place throughout the Langeberg.

4.1. Tourism Trends

Tourism management needs to include all aspects of the tourist's journey, from planning the trip to returning home, and aim to have a positive impact on the tourist throughout. The impact of COVID-19 has changed travelling trends; thus, planning must be done very thoroughly to develop the tourism sector. Each tourist destination such as the Langeberg has unique offerings, and it is important for destinations to keep up with global tourism changes to stay relevant and continue providing easy, fast, and exceptional visitor travel experiences. The trends listed below are changing how the tourism sector is being operated and managed.



- Tourists want to experience more than the main attractions in an area. They want to experience the local culture by interacting with residents and local communities, do what the locals do and eat where the locals eat.
- Tourists today are more computer literate and own personal computers and smartphones. Access to the internet is vital to attract tourists to a destination and to enhance the experiences.
- Millennial and Gen Z tourists are more diverse in character, each with unique demands and expectations. They are more culturally diverse, and this is reflected in their lifestyle choices and ethnic origins. They tend towards choosing a destination for a combination of its climate and scenic attractions.

- Health and safety are top priorities for tourists so it's important for tourism products and services to ensure that they adhere to health and safety protocols.
- Rural tourism emerged as more people travel to smaller or remote places to experience the wilderness and relaxation.
- Preference for the use of eco-friendly tourism products as many tourists are concerned for the environment and the protection thereof.
- A love for adventure and physical activity is observed among tourists as more choose to participate in physical activities and keep their exercise routine active while travelling.
- The concept of micro-holidays will be more common as it more affordable. Domestic tourists tend to take shorter and frequent trips.
- As part of the cultural experience, tourists are eager to enjoy the local cuisine and get a taste of what the locals enjoy. This form of tourism is perfect for showcasing a region's local produce and the culinary meals developed from it. Hosting culinary events is ideal for attracting people of all ages, along with entertainment and other activities, it can contribute in a meaningful way to enhance local pride in tourist offerings.
- High preference for visiting heritage and cultural tourism products; this links to the immersive 'local' experience that tourists seek. For many, travel is seen as a way of understanding and appreciating other ways of life.
- The promise of fun and adventure in unique locations are key in motivating tourists to travel to a specific destination. Consumers in developed economies are re-evaluating their spending habits, moving away from materialism to simplicity, authenticity, and individuality.
- Night-time activities are a growing trend where tourists can attend night markets, night tours and attend festivals and other events.
- Ecological and educational tours are in demand as tourists seek to enrich and educate themselves through travel.
- Hosting educational events to educate the public (and enrich industry role-players) on each of the tourism sub-sectors, i.e., hospitality, accommodation, support services, conferencing. Having an entertainment element to the event may draw larger crowds and will also produce a stronger impact overall. Industry leaders can give talks and presentations on how the sector operates, what it takes to participate, give advice, and advocate support programmes for each industry. Strong tourism awareness campaigns can be driven through this approach, allowing product owners, developers, marketing experts and social media experts to share their experiences and highlight the major impact of tourism and the benefits it can accrue to the specific region. It is important to establish excitement and support for tourism and to gain 'buy-in' from residents as well. The more knowledge they gain on how the sector works, the more inclined they may be to support or get involved on some level.
- Social media plays an important role in the promotion and brand positioning of a tourism destination. It is a powerful tool that is used to drive tourism goals and support tourism development initiatives.
- The benefits of smart city infrastructure are many: faster, cheaper digital technology, can improve accessibility, enable business development and innovation, and help visitors explore and enjoy the area. What it comes down to is providing the (potential) tourist with the best and fastest access to information.
- Lastly, a tourist's first impression of a destination is already influenced by the planning stage when bookings and other travel arrangements are being made and where a relationship is already being established. However, the physical arrival and experiences at the destination carry the most weight. Many destinations around the world are implementing "Welcoming

Strategies” to outline the factors that affect and ultimately shape tourists’ perception of a place and how this can be managed to produce positive results. It is all about creating a good and lasting first impression.

4.2. Tourism SWOT Analysis

After taking the stakeholder engagement into consideration a Tourism SWOT Analysis was developed for the Langeberg. Critically, this SWOT analysis is meant to direct and inform the Tourism Strategy for Langeberg.

4.2.1. Strengths

The table below depicts the strengths of the Langeberg Tourism Sector.

Table 5: Tourism Strengths

Strengths	
General	1. Mountainous and Natural Scenic Landscapes 2. Unique Festivals 3. Close to Cape Town making it a weekend getaway. 4. Strongest sectors are Agriculture & Tourism 5. Known for its hospitality. 6. Rich in history 7. Provincial roads are in good quality and provide easy access to all towns and villages. 8. Diverse tourism offerings with potential to expand. 9. Many accommodation establishments Good year-round weather
McGregor	1. Attractive Property Market/ Preserved architecture 2. Vibrant street/ pedestrian culture/ nightlife 3. Good communication between public and private sectors 4. Live music venues 5. Art & Pottery classes 6. Eco Living
Robertson	1. Most central town in municipality, linking all other towns and villages. 2. Only town in the municipality with an airstrip and it has developmental potential. 3. Is the most developed town in the municipality
Bonnievale	1. Jakes Gerwel Technical High School 2. Only town next to a river and that attracts many weekend visitors. 3. Valley of Cheese, Wine, and Steak
Montagu/Ashton	1. Strong wellness offering 2. Strong tourism node with well-developed network of holiday farms and farmstall along the R62 tourism route 3. The Ashton Bridge has beneficial opportunities. 4. Montagu is the heart of the Route 62 5. Art & Artists

(Source: Urban-Econ via Stakeholder Engagements, 2022/2023)

The Langeberg consists of many strengths which can act as drawing cards for further growth in tourism in the area. As depicted, each main town has its unique strengths and collectively the towns create strong tourism sector which is one of the current main economic drivers for the Langeberg.

4.2.2. Weaknesses

The table below depicts the weaknesses of the Langeberg Tourism Sector.

Table 6: Tourism Weaknesses

Weaknesses	
General	1. Infrastructure is available but needs to be better maintained. 2. Lack of large interest specific events 3. Insufficient marketing budgets and funding for events 4. Available labour not skilled or educated enough (e.g., project management, admin) 5. Lack of quality basic services, e.g., electricity, storm water, waste management, etc. 6. Some roads in towns need better maintenance. 7. Roads leading into towns lack beautification. 8. Petty crimes due to lack of police enforcement 9. Limited activities on a Sunday and negatively impacts the tourist experience. 10. Weak connection between local and district municipality in terms of funding 11. Tourism Tradeshows in neighbouring countries not worth it for the municipality 12. Municipality not adopting a fair and equitable policy for municipal rates and taxes
McGregor	1. Insufficient municipal investment due to lack of funding requests from locals 2. Communal sports facilities are not free. 3. Pig farm as you enter the town is often mistaken as squatter camp. 4. Not a drive through town
Robertson	1. Agriculture Research Centre underutilised along with other skills development centres. 2. Town entrances are underwhelming and can be improved to make the town more attractive
Bonnievale	1. Restaurants are not open in the evening. 2. No day visitor options next to the river. 3. Weak communication between public and private sectors 4. The river is filled with hyacinths making it inaccessible. 5. There is no official tourism information website. 6. Unserved land
Montagu/Ashton	1. Homeless locals harass visitors. 2. Ashton has a lack of essential services, e.g., doctors, banks, etc. 3. Weak communication between public and private sectors 4. Lack of buildings for local and social activities 5. Lack of litterbins 6. Public toilet facilities in Montagu main road not maintained. 7. Signage issues are not being resolved quick enough

(Source: Urban-Econ via Stakeholder Engagements, 2022/2023)

Throughout the municipality the most prominent weakness highlighted was service delivery relating to provision of electricity, water, cleanliness, sanitation to name few. The other matter highlighted by most was the need for hospitality and other practical skills training and that the skills centres are not

being used to its full potential. Once locals are upskilled, the current and future tourism establishments wouldn't have to source for skilled labour outside the municipality. This way employment will be created and assist with reducing unemployment and crime. Although the municipality has many strengths, the stakeholders highlight quite a few weaknesses which the municipality should address to create an enabling environment for tourism development.

4.2.3. Opportunities

The table below depicts the opportunities for the Langeberg Tourism Sector.

Table 7: Tourism Opportunities

Opportunities	
General	1. Municipality can invest in more arts and nature/adventure projects. 2. Enhance tourism product offerings and assets in terms of the green economy and eco-tourism development and promotion. 3. There is need for a youth education centre closer to each town. 4. Improving all the town entrances into something iconic and beautifying the roads. 5. Collaborative marketing between all LTAs and between tourism establishments. 6. Promotion of the towns to mid-week visitors. 7. Training of youth and unemployed persons to become registered Tourist Guides. 8. Speed up event applications. 9. Host more smaller festivals to create demand for accommodation throughout the year. 10. Improve and formalise municipality communication with stakeholders, e.g., monthly meetings with a set agenda. 11. Host Roadshows across the country to promote the municipal area. 12. Establish a uniform brand for the municipality as the Langeberg brand is not strong enough, e.g., "The Heart of Route 62" or "Langeberg Valley". 13. Develop a tourism marketing policy and a tourism destination marketing strategy. 14. Improve policing and patrolling during peak tourist visiting times. 15. Infrastructure maintenance and upgrades. 16. Hospitality and service standards training for locals. 17. Capitalize on the growing cannabis market. 18. Agri-tourism Opportunities, e.g., hiking through the vineyards. 19. Tourism Readiness Programme for high schools to educate the youth on economic importance of tourism - Fund an NGO to drive the programme. 20. Harness the power of digital tools and other visual media. 21. Adopting a fair and equitable policy for municipal rates and taxes. 22. Promote Langeberg as part of the bigger Winelands and Conservation (ecotourism): Birdlife, Biomes, lush agricultural landscape, Horses, wine production, cooking and cultivation. 23. Delineate additional tourism routes. 24. Promote expansion of Gouwrits Cluster Biosphere (Westwards) over entire area northern of Langeberg area linking to Anysberg Reserve (neighbouring municipality).

	25. Promote The Langeberge and the Riviersonderend Mountains and Gouwritz Cluster Biosphere as important conservation corridors across municipal boundaries. 26. Promote Agri & eco-tourism corridor at Montagu along Kinga River corridor/ meander and along Breede River at Bonnievale.
McGregor	1. Opportunity to redo the road markings. 2. Garden Services needed to help beautify the town's gardens. 3. All the historic and Art Deco infrastructure can be restored into a compelling 'high street' strip. 4. McGregor car guard/ambassador project. 5. Establish a Bicycle Library with routes.
Robertson	1. Revive the train station to improve on accessibility and diversification. 2. The airstrip has potential to be a domestic airport for high LSM visitors. 3. The Breede River has potential for river camps and boat rides. 4. Beautifying the whole area and not just tourism hotspots/routes. 5. More social and commercial services and a safe pedestrian and cycling route between Droë Heuwel and Robertson along activity streets; A safe pedestrian and cycling route along Main Road from Nkqubela.
Bonnievale	1. The Breede River clean-up project - hyacinth's infestation. 2. Walking trails next to river. 3. Collection of visitor info and statistics. 4. Private investment into restaurants that will operate in the evening. 5. Breede River canoe event needs to be bigger in the town. 6. Robertson satellite office in Bonnievale. 7. Develop a market area along activity corridors such as corner of Madeliefie & Barlinka Streets. 8. Formalize open space areas (landscaped recreational facilities play parks, picnic, and outdoor gym equipment) inside and adjacent to settlement. 9. Develop hiking and mountain bike trails and along main activity routes.
Montagu/Ashton	1. No Littering Programme. 2. Safehouse for the homeless. 3. Improve patrolling during peak tourist visiting times. 4. Collaboration with municipality for adventure activities on municipal land, e.g., mountain climbing (Via Ferrata) 5. Promote Agri & conservation and eco-tourism in Montagu and in Keisie and Koo. 6. Develop a destination between Ashbury and Montagu. 7. Develop multi-use trails as open space corridors, natural habitat links and recreational facilities (hiking & mountain bike trails). 8. A safe pedestrian and cycling route along Main Road (off Muskadel to CBD).

(Source: Urban-Econ via Stakeholder Engagements, 2022/2023)

The Langeberg consists of vast opportunities for tourism to flourish and develop further. Each main town with its uniqueness has the potential to attract visitors and to entice them to stay longer and spend more. This means that each town must interlink with one another through collaboration by tapping into current tourism trends such as outdoor activities, agritourism, heritage and culture. The municipality together with the LTAs can assist by providing a platform for stakeholder collaboration.

4.2.4. Threats

The table below depicts the threats for the Langeberg Tourism Sector.

Table 8: Tourism Threats

Threats	
General	1. High poverty and unemployment threaten safety of tourists. 2. Lack of electricity impacts the provision of water to communities and businesses. 3. Lack of funds from municipality to extend infrastructure. 4. Family-owned farms hinders economic transformation. 5. The Breede River - Water Hyacinth's infestation. 6. Illegal and legal foreigners take jobs which locals could have. 7. Lack of strategic implementation
McGregor	1. Over commercialisation could negatively impact the town's aesthetic appeal. 2. Noise Pollution pushes tourists away to other towns.
Robertson	1. Extortion of international travellers in terms of higher rates.
Bonnievale	1. The electricity demand is passed the ESKOM supply and thus hinders potential development.
Montagu/Ashton	1. Seasonal jobs are making communities poorer.

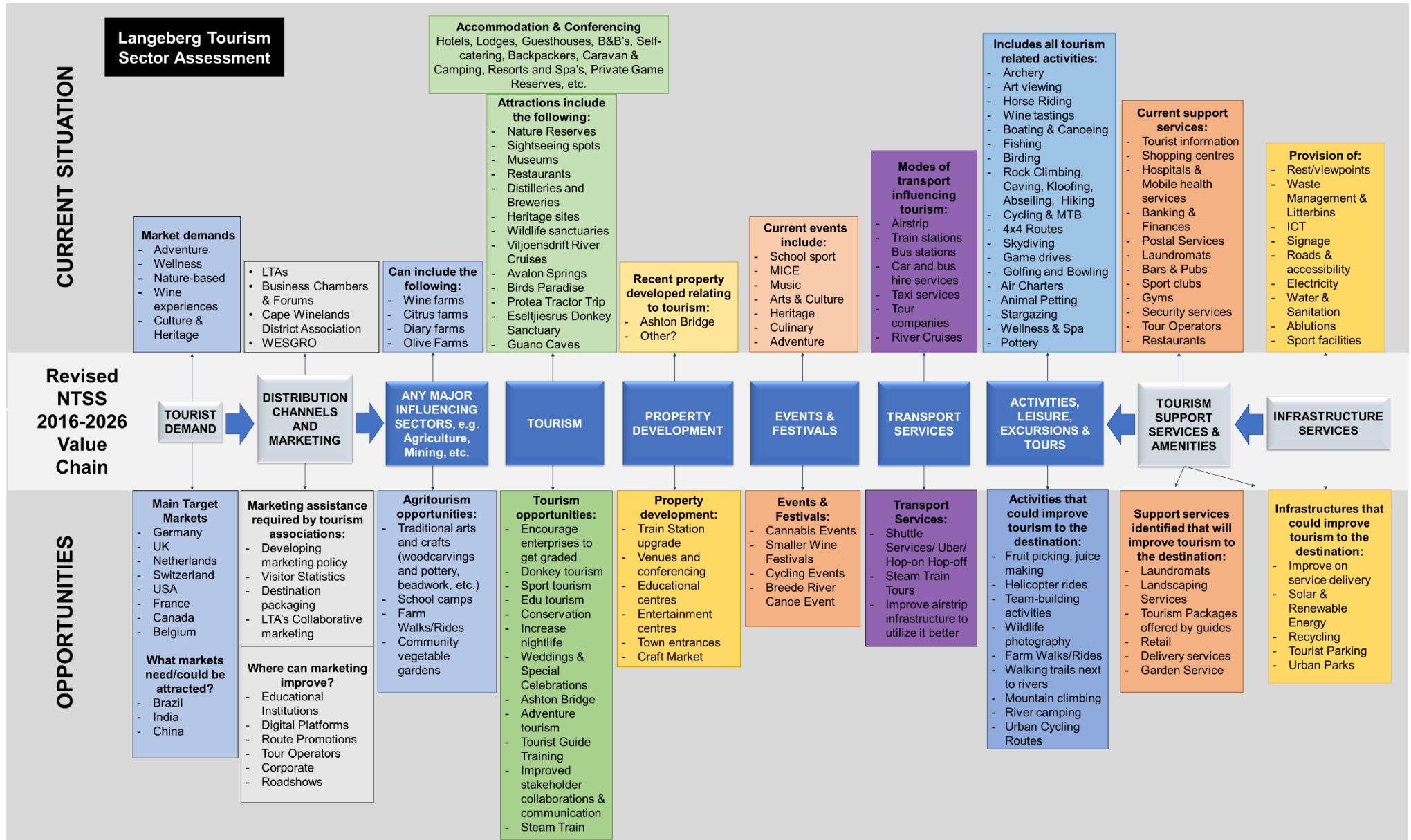
(Source: Urban-Econ via Stakeholder Engagements, 2022/2023)

The stakeholders have highlighted that poverty and unemployment is causing petty crimes throughout the municipality and that police visibility needs to increase, especially during peak tourist visiting times. Furthermore, the stakeholders feel that many service providers come and go and that the municipality is not prioritising the implementation of tourism strategies. Thus, threats to tourism can be detrimental for any destination and its vital for threats to be mitigated through proactive planning and implementation.

4.3.Langeberg Tourism Value-Chain

Tourism has a far-reaching value-chain which offers many SMME opportunities, from vehicle manufacturing for the car-rental industry to textile manufacturers producing the linen that accommodation providers and restaurants buy. For every direct job created in the tourism sector, one additional job is created on an indirect or induced basis, making its linkages stronger than in the agriculture and education sectors.³ The following figure represents the current Langeberg tourism value-chain.

³ Economic Policy, National Treasury. 2019. Economic transformation, inclusive growth, and competitiveness: Towards an Economic Strategy for South Africa



5. Strategic Framework

5.1. Vision

The vision was adapted from the previous tourism strategy. This was done by means of a vision formulation survey which was distributed to stakeholders that asked them to rate the previous vision and identify the key components that best describe the tourism sector and that they associate for its long-term vision and growth path. Most stakeholders indicated that they are satisfied with the previous vision, however some key elements need to be reflected as well. The adapted vision is:

“To be the most competitive, inclusive, sustainable and responsible tourism destination through collaboration, skills development, service excellence and marketing to achieve economic growth and job creation.”

5.2. Strategic Objectives

- Ensure that Langeberg supports a safe and secure environment for all.
- Ensure that infrastructure supports a high-quality experience in the entire value chain.
- Market and promote Langeberg in such a way that it's seen as a municipality that offers unique and high-quality products.
- Create an environment that promotes the development and enhancement of skills.
- Ensure the availability of comprehensive, quality, user-friendly, accessible, and objective tourist information at all the tourist hot spots.
- Improve coordination between local, district, provincial and national bodies responsible for tourism marketing.
- Ensure that previously disadvantaged people actively participate.

5.3. Strategic Direction

The figure below illustrates the importance of first establishing a solid foundation for tourism that will create an enabling environment for tourism to grow.



Achieving service excellence and visitor satisfaction is the main goal of the strategy and will result in repeat visits and an increase in tourism expenditure and length of stay. Thus, the tourism sector of Langeberg will start to thrive and create further economic opportunities, jobs, and transformation.

5.3.1. Foundation

The foundation of the tourism sector forms the basis to achieving the desired sustainable growth. The foundation of the tourism sector that supports tourism demand and supply must carry the weight of uncertainty, unforeseen events (i.e., the pandemic or loadshedding), and other relevant impacts. The following table outlines the main foundational categories.

Infrastructure	Institutional Structures	Destination Readiness
• Accommodation • Restaurants, taverns, and bars • Attractions • Transport and road infrastructure • Tourism information services • ICT systems • Water and sanitation provision • Electricity provision • Waste disposal and collection • Tourist amenities • Safety and security • Public spaces	• Institutional presence • Coordination of public and private institutional structures • Level of interaction • Political leadership and influence • Policymaking • Capacity-building • Sector engagement platform • Framework for strategic planning • Common agenda	• Destination management • Destination positioning • Tourism business compliance • Aesthetic appeal and cleanliness municipal area • Tourism planning and development strategies

Fundamental challenges present barriers for tourism growth and it is recommended that the focus should be on “getting the basics right” throughout and to establish stronger communication between all stakeholders. The key components that act as links between the different levels of operations in the tourism sector include the following:

- Improved coordination and governance structures
- Effective communication between all stakeholders
- Skills Development
- Community involvement
- Investment

These should be prioritised and implemented throughout the sector to guide, monitor, and evaluate progress in the municipal area. Correcting and strengthening the foundation of the Langeberg Tourism Sector will see a positive impact on development, implementation, and the benefit flow to all.

5.3.2. Value Chain Enhancement

For the municipality to benefit from tourism growth depends on the development of linkages between the various industries in the tourism value chain. When the foundation is laid, and the relevant processes are in place and functioning, then it creates an enabling environment for the value chain to also operate successfully. Key categories here include product development/upgrading, product

packaging, and marketing. With the correct structures in place to develop/upgrade and establish tourism products, package them to cater to tourism demand, and market them effectively to reach those target markets, the tourism sector will grow and see an increased flow of benefits. Through value chain enhancement an inclusive sector can be established through market access, employment creation, skills development, and SMME funding and support.

5.3.3. Visitor Satisfaction

Tourist satisfaction can be defined ‘as the extent of the tourist’s fulfilment pleasure which occurred from the visiting experience about a product or service feature that fulfils the tourist’s desires, expectations and wants in association with the visit.’⁴ Measuring tourism satisfaction is important for the following reasons:

- Satisfied tourists stay longer, spend more, and return.
- They promote the provider on social media and online ratings, thereby contributing to business and destination competitiveness.
- They bring friends and family on their next visit.
- Satisfaction with vacation time impacts their overall quality of life.
- Tourism is about consuming an unknown product in unfamiliar surroundings and is classified as an “export” in economic terms.⁵

The main goal is to provide those who come to visit with unique and quality experiences through product and service delivery. The benefits of providing top tourism attractions and activities that result in high levels of satisfaction, will enhance the municipality’s competitiveness, and position it as a leading tourism destination.

5.3.4. Thriving Tourism Sector



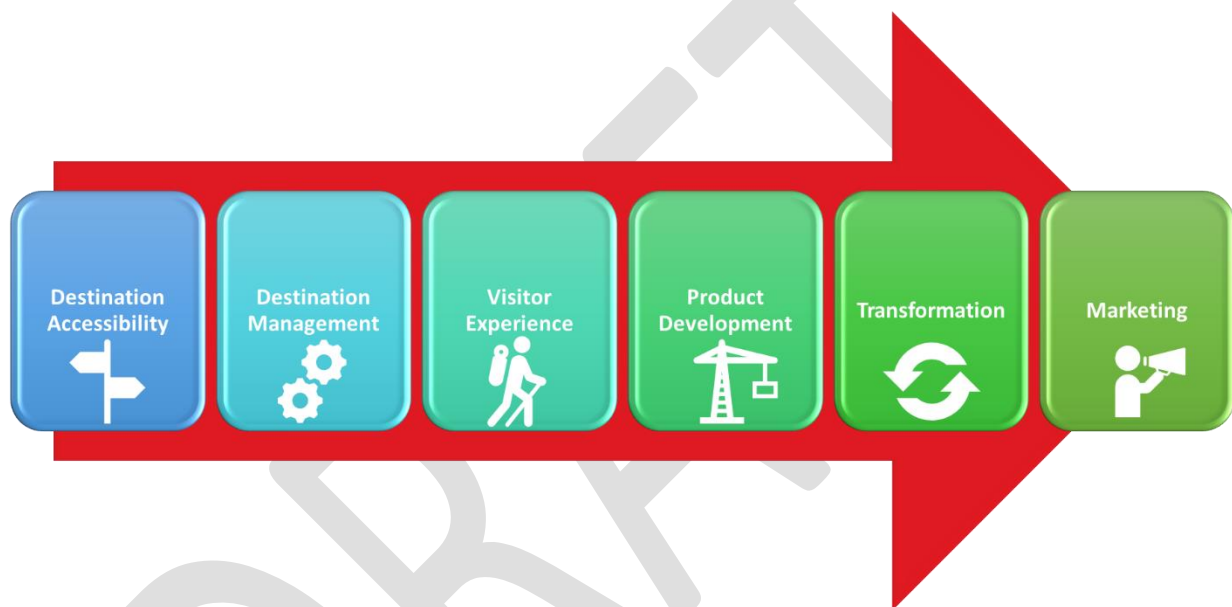
⁴ Severt, D., Wong, Y., Chen, P. and Breiter, D. (2007) Examining the motivation, perceived performance, and behavioural intentions of convention attendees: Evidence from a regional conference. *Tourism Management*, 28, 399-408

⁵ Tourism Satisfaction: Importance, Measurability & Impacts. 2020. EHL Insights. [Available at: <https://hospitalityinsights.ehl.edu/tourism-satisfaction>]

The Langeberg Local Municipality consists of potential to increase tourism economic activity and contribute directly and indirectly to the livelihood of the local people. Increased economic activity results in more job opportunities which reduce poverty and crime levels. The communities and townships have opportunities for new entrants into the market. There is potential to develop culture and heritage tourism products in these rural areas as tourists are seeking authentic cultural experiences and interactions. These new entrants should be provided with tourism mentors (provided by the relevant LTO) to assist with compliance of laws, communication channels, business management, tourism protocols, assistance in promotion and direct sales, etc.

6. Strategic Development Pillars

The figure below indicates the strategic development pillars for the strategy which was adapted from the NTSS.



6.1. Destination Accessibility

Accessibility to a destination come in various forms. Information access relates to potential visitors being able to get information about the destination when doing research or planning/booking a trip. This is usually linked to the different distribution channels used by a destination to market itself. Ease of access also relates to how easy is it to reach the destination (transport/roads) and, when at the destination- how easy is it to navigate your way to and from attractions and activities (gateways, infrastructure). This is especially the case for people with disabilities and the elderly (seniors with access needs). Destinations should cater to these people (i.e., lifts, ramps, handrails) so that they can comfortably get around and have an enjoyable experience.

6.1.1. Main Challenges

The following main challenges have been identified:

- Tourists generally don't have a sense of arrival in the Langeberg Local Municipality.
- Diverting travellers from the main highways to rather drive through the towns of Langeberg.
- The airfields are underutilized.
- Digital transformation is slow.

- Generally, the access roads are in good conditions, however in the towns the roads repairs and maintenance is lacking.
- Lack of public transport between products and towns needs to be improved.
- The process to change tourism product signages takes too long.
- Bonnievale does not have an official tourism information website, however there are a few unofficial websites, which causes confusion.
- There is a lack of day visitor sites next to the rivers.
- The New Cape Central Rail project needs assistance to restore the train station.
- Launch places for river related boat tourism.
- Near Bonnievale the Breede River is filled with hyacinths making it inaccessible

6.1.2. Key Considerations

Travel Access

It is imperative that the main tourism routes/access roads be constantly maintained to uphold and improve access to the municipal area and in-between tourist attractions. Airfields are an important travel mode to increase economic activity, attract new businesses, and generating jobs.⁶

Signage

Stakeholders are frustrated with local government as their grievances are not acknowledged or attended to. Signage plays a crucial role in tourism and has many functions—it attracts visitors, provides direction and wayfinding, informs, and educates.

Digital Transformation

Digital transformation is the process by which tourism businesses invest in technology as part of their offering to improve visitor experience and build a positive impact during the entire trip. Examples of digital transformation are Apps, Wi-Fi access, virtual reality, audio, and visual technology for events/MICE, etc.

6.1.3. Recommendations

- It is imperative to persuade travellers on the N1 and N2 to take detours through Langeberg to their destination by means of attractive and unique signage.
- Engage with private and public transport companies to create linkages between towns, attractions, and activities.
- Upgrade and improve usage of the airfields, the Robertson Airfield has the potential to be upgraded to Domestic Airport.
- Wi-Fi provision that is subject to a short survey to gather high level tourist information.
- Create digital transformation awareness among tourism product owners and keep the current digital platforms updated with the latest product information.
- Improve the quality of the road repairs in the towns.
- Improve public transport, either through public provision, or through agreements with the local taxi/shuttle industry to provide such services.
- Conduct tourism signage audits/mapping to identify and address signage needs and challenges. Review existing signage and improve where necessary.
- Establish an official Bonnievale tourism information website in conjunction with Robertson Tourism Office.

⁶ Seven Reasons Why Local Airfields are an Important Asset to the Community. [Available at: <https://www.gaac.org.uk › 7-reasons-airfields-are-important>]

- Assess where along the rivers it will be suitable for day visitors to relax and enjoy the natural scenery and provide the necessary infrastructure.
- Help restore the train station in Robertson.
- Identify areas along the rivers to develop boat launching infrastructure.
- The Breede River clean-up project - hyacinth's infestation
- Determine the feasibility to upgrade the Robertson airfield to a domestic airport.
- Wheelchair useable Pedestrian friendly sidewalks
- Pedestrian walkway from Nkqubela
- Erecting a large map (5m x 5m) of the Langeberg at the Robertson and Montagu town entrances.

6.2. Destination Management

Destination management has direct impact on the success of the tourism sector. Destination management establishes the foundation the tourism sector is built on. Successfully maintaining a tourism destination requires a lot of work, information integration, and strong human resource development. Marketing, accessibility, infrastructure development and maintenance, and providing training and skills development to the workforce all contribute to the success and sustainability of a tourism destination.

6.2.1. Main Challenges

The following main challenges have been identified:

- Infrastructure needs upgrades/maintenance, poor electricity and water supply, especially to rural areas.
- Not learning from past mistakes- what has been attempted in the past? What went wrong? How can we improve/move forward from this?
- Inadequate marketing resources and funding.
- Inadequate data collection/statistics gathering.
- Lack of qualified tour guides.
- Available labour not skilled or educated enough.
- Petty crimes
- Town entrances are underwhelming.
- Weak communication between private and public sectors
- Communication between local and district municipalities not optimal enough
- Residents lack knowledge on economic importance of tourism.
- Montagu main road public toilets need maintenance.

6.2.2. Key Considerations

Infrastructure Development and Maintenance

Before considering building and developing new infrastructure, attention should be focused on improving existing infrastructure that services the tourism sector. Due to limited resources and capacity, it is unproductive and wasteful to implement elaborate projects that have not been consulted on and that absorb funds that could have been applied elsewhere and have a more significant impact in the sector. Proper research should be conducted before approving new developments, to avoid cases where it ends up as white elephants. Dilapidating infrastructure needs

to be prioritised to not only create an enabling environment for tourism, but also eliminate challenges relating to health and safety.

Basic Service Delivery

Effective and reliable service delivery is one of South Africa's biggest challenges. This is due to the municipalities not having the required resources to fulfil the delivery of basic services to communities in which they operate. By lacking in resources and adequate infrastructure, it derails economic development and growth opportunities in poor communities.⁷ Other causes for poor service delivery include 'corruption, political interference or instability, and lacking skills at local administrative levels.'⁸

Tourists cannot be accommodated and presented with service excellence when in some areas basic services are not being provided. This is a major concern for sector role players and marketing cannot take place without these basic measures in place.

Tourism Safety

Tourist safety plays a very important role in the visitor experience and in the establishment of a destination's image. Destinations should create safe and clean environments in which tourists can move. Should a destination be branded as unsafe due to high levels of crime, tourism will certainly be negatively affected. Tourist safety and security should be a top priority for destination managers.

One of the biggest contributors to petty crime, is that there are no perceived benefits to community from tourists that explore the lands they live on. If this perception isn't changed, there will be an escalation of petty crimes like:

- The harassment of tourists when it comes to asking for money, especially car guards and homeless people at tourism attractions/shopping centres/markets.
- Setting up of self-proclaimed tourist attraction tolls.
- Robbing hiking groups that do not make use of guides.

Skills Development

Skills development in the sector is critical for the sustainable operations of tourism businesses. Continuous skills development throughout all spheres of societies must be encouraged through regulatory documentation. The intangible nature of the tourism sector requires a competent workforce that can deliver quality services to tourists. Stakeholders have identified the following training needs:

- Training of tourist guides on the entire municipality.
- Training of LTA officials on effective digital marketing
- Local tourism businesses need skills development in the following categories- hospitality, administration, business management, digital marketing, effective product packaging and costing of offerings.

Stakeholder Coordination and Communication

To best grow tourism in the municipality, it is essential that there is effective communication, alignment, and cooperation between the relevant stakeholders. This kind of communication and cooperation needs to be coordinated and this coordination should be done by the Langeberg Local Municipality department responsible for tourism.

⁷ DBSA Official Website. The impact of municipal infrastructure in basic service delivery in South Africa.

⁸ Zerihun, Mulatu Fekadu & Mashigo, Mariann. (2022). The Quest for Service Delivery. Africa's Public Service Delivery and Performance Review. 10. 1-9.

Tourism Data Management

Data management is critical for tourism planning, development, and marketing. So far only the Montagu/Ashton Tourism Association collect tourism data. The current lack of data in other areas form a barrier to marketing efforts that could be more target market-focused and communicate to their specific preferences. Primary data collection should be implemented, and the results should be made available to all sector stakeholders to inform and guide marketing and planning approaches.

Global Warming

Global warming refers to the rise in temperatures around the world due to the increasing concentrations of greenhouse gases in the atmosphere caused by human activities.⁹ Several greenhouse gases are released in different ways. Most releases come from the burning of fossil fuels in vehicles, factories, and electricity production. The gas responsible for the most warming is carbon dioxide (CO₂). Other contributors include methane released from landfills and agriculture (especially from the digestive systems of grazing animals), nitrous oxide from fertilizers, gases used for refrigeration and industrial processes, and the loss of forests that would otherwise store O₂.¹⁰

Tourism also contributes to global warming and accounts for almost 8% of the overall CO₂ releases, and this percentage is constantly growing. According to a study published in Nature Climate Change in 2018, tourism produced releases will increase by 4% every year and for this reason it is necessary to find alternative solutions to our touristic habits.¹¹ Often tourists and tourism managers are not aware of the how they contribute to global warming, which is why it is important to promote responsible tourism and to create awareness on respecting the environment while traveling. Responsible tourism aims to achieve the following:

- Economic growth
- Environmental sustainability
- Social justice
- Minimising costs to a destination

6.2.3. Recommendations

- Matter relating to safety must be afforded priority status by law enforcement officials at all levels.
- Capture tourists' safety concerns, embark on awareness creation campaigns to educate the communities on the value of a tourist.
- Regularly updating the tourism database is critical for communication, information sharing, marketing purposes, and tourism development planning
- Strong collaborative relationships throughout the tourism sector value chain are essential so that excellent service delivery can be experienced from the initiation phase to the departure phase of visitor experiences.

⁹ USGS. What is the difference between global warming and climate change? [Available at: <https://www.usgs.gov/faqs/what-difference-between-global-warming-and-climate-change#:~:text=%E2%80%9CGlobal%20warming%E2%80%9D%20refers%20to%20the,%2C%20temperature%2C%20and%20wind%20patterns.>]

¹⁰ Environment. Causes of Global Warming. [Available at: <https://www.environment.co.za/uncategorized/causes-of-global-warming.html#:~:text=Most%20come%20from%20the%20combustion,carbon%20dioxide%2C%20also%20called%20CO2.>]

¹¹ Lenzen, M., Sun, YY., Faturay, F. et al. The carbon footprint of global tourism. Nature Clim Change 8, 522–528 (2018). <https://doi.org/10.1038/s41558-018-0141-x>

- Host responsible tourism events/roadshows/campaigns to create awareness in the tourism sector and offer incentives to motivate businesses to transition.
- Establish sustainable development goals for the sector, e.g., recycling, and other green tourism initiatives.
- Create a welcoming 'look and feel' for tourists in towns by planting trees along roads and keeping sidewalks neat.
- Implement effective coordination between relevant local and district municipal departments.
- Develop a plan for beautification and “wow” welcoming entrances to each town.
- Conduct tourism awareness campaign for all residents of Langeberg Local Municipality.
- Train interested residents to become tour guides for nature, adventure, culture & heritage tours.
- Make use of existing support programmes to train tour guides in foreign languages.
- Train guides to capture and upload Google Maps Street View content, this is an example of an innovative micro industry initiative with unlimited possibilities.
- Facilitate skills development through mentoring of emerging entrepreneurs.

6.3. Visitor Experience

Visitor experience is a very important component of the tourism sector. It is affected by the attributes of the destination, the quality of the products and services, the variety of attractions and activities. The visitor experience impacts the general repeat visitation rates which are beneficial to the municipality as it generates more income. It is also more affordable to maintain regular visitors than to spend more on marketing strategies to attract new tourists. The municipality should thus aim to meet the tourist's expectations and they should leave with their individual needs met or over exceeded.

With a focus on enhancing visitor experiences and understanding that infrastructure and amenities have an impact on this, there is an ongoing need to support the upgrading of the towns. Thus, all infrastructure, facilities and public domains should be kept in optimal physical and functioning order, and operational processes on ground level should be driven by upholding product and service quality standards.

6.3.1. Main Challenges

The following main challenges have been identified:

- Not all accommodation establishments are graded.
- Hosts have a challenge to provide quality experiences to visitors on Sundays as most tourism businesses are closed.
- Bonnievale doesn't have restaurants open in the town in the evenings, visitors are referred to restaurants outside of town.
- Montagu visitors are harassed by the homeless.
- Lack of litterbins and cleanliness awareness.
- Noise pollution in McGregor needs to be addressed.
- Extortion of international visitors in terms of charging them much higher rates compared to the domestic visitors.

6.3.2. Key Considerations

Grading of Accommodation Establishments

It is beneficial for accommodation establishments to get graded as it will greatly assist with promotion of the establishments. Grading status is obtained from the Tourism Grading Council of South Africa (TGCSA) and allows establishments to open their doors to more visitors as people prefer to make use of graded accommodation. The grading guarantees, to some extent, a quality product and experience for the visitor. The level of excellence is represented by the grading level of the establishment. Grading involves benefits relating to procurement, recruitment, legal advice, access to information, training, and marketing.

TGCSA has rolled out the pilot phase of the Basic Quality Verification (BQV) programme in the Eastern Cape. The BQV programme ensures that all accommodation products, including those in rural areas, have a formal quality assurance level in place thus highlighting the importance that South Africa places on service excellence and providing a quality experience to all tourists. On successful completion of the pilot, BQV will be rolled out to the other eight provinces. The BQV programme will act as a starting point for the formalisation of homestays in South Africa and municipality can benefit from this programme.

Visual Appeal

Tourists want to be in desirable environments and look at attractive things. It is all about the visual value of a place. The development of visually attractive products and physical settings can help with the creation of brand differentiation and influence the purchasing behaviour of consumers.¹² Thus, the aim of the municipality should be to focus on the tourism landscape which needs intervention when it comes to the state of tourism infrastructure, public spaces and facilities, and other natural areas and cleanliness in general.

Creating Experiences

Tourism experiences are very important when it comes to tourism marketing and management. Every destination along with its attractions has a specific atmosphere and appearance associated with it, it is usually the very pull-factor in terms of tourism. 'Spirit of place' is also linked to the identity of the local people as it forms part of the character of the landscape. The municipality should aim to develop and retain this 'sense of place' to provide lasting experiences for its visitors. Tourism is therefore, not only based on the place and the products as individual components, but the destination experience as a whole. Tourism trends are also pointing to more engaged and interactive travelling experiences. Tourists are seeking engagement with cultures that have an authentic story to share and are also looking for closer community interaction.

6.3.3. Recommendations

- Encourage all non-graded establishments to get graded through campaigns in conjunction with the TGCSA.
- Create awareness regarding the economic value for tourism businesses to be operational on Sundays and provide recommendations to assist exhausted employees.
- Source investment for restaurants in Bonnievale.
- Provide shelter and opportunities for the homeless to keep them from harassing visitors.
- Provide more litterbins and create awareness on why litter is bad for tourism and the environment.

¹² Weaver, Adam. (2009). Tourism and aesthetic design: Enchantment, style, and commerce. Journal of Tourism and Cultural Change. 7. 179-189

- Engage with the McGregor tourism business owners on the noise pollution and how it can be resolved.
- Encourage and educate residents and businesses on the negative impacts of extorting tourists.
- To improve the visitor experience, products should look at introducing virtual experiences to their offerings- experiment with 4D technology in this regard to create a cultural interface.
- Strong collaborative relationships throughout the tourism sector value chain are essential so that excellent service delivery can be experienced from the initiation phase to the departure phase of visitor experiences.

6.4.Product Development/Upgrade

Product development/upgrade is a critical element of the tourism strategy and plays an important role in the future growth of the Langeberg tourism sector. Tourism products include accommodation establishments, attractions (such as nature-based, cultural or historical-based, adventure tourism, wildlife tourism, leisure tourism, etc), conference/event venues, restaurants, etc. Products can also include routes or trails, where transport infrastructure is used to link one or more tourism products to each other. It is important to keep up with tourism trends to gain a competitive advantage over other tourist destinations. The quality of product offerings should in the end meet and exceed visitors' desires and needs.

Product development usually takes place at the local or district government levels. Furthermore, product development is usually undertaken by the private sector, or community groupings, assisted by non-governmental organisations (NGO) or local government. The Western Cape, however, does have a critical role to play where a product crosscuts more than one district as is the case of a route, or where the local or district capacity requires provincial interventions to ensure that product development/upgrade takes place.

6.4.1. Main Challenges

The following main challenges have been identified:

- Lack of implementation of previous strategies.
- Attempts are being made to get initiatives off the ground, however the lack of support and sector collaboration render these efforts fruitless.
- Tourism development in rural areas is faced with numerous infrastructure and value chain challenges.
- Uncoordinated tourism routes
- Lack of tourism funding to ensure sufficient product development.
- Lack of market data to inform tourism development on which travel appetites to cater to.
- Lack of stakeholder coordination and collaboration to drive product development processes.
- There is, with few exceptions (particularly in the wine industry), few linkages between products of similar nature across the different areas in the municipality, however this need improvement.
- Municipal land consists of potential to improve on adventure offerings in the Montagu area.
- Over commercialisation could negatively impact the aesthetic appeal of small towns

6.4.2. Key Considerations

Route Coordination

Route tourism is a vital component of local economic development as it involves linking the tourism resources of a few smaller attractions and collectively marketing them as a single tourism destination region.

Langeberg consists of various tourism routes that contribute to the awareness of different areas and their respective tourism products in the municipality. It provides an opportunity to package tourism offerings in such a way that it contributes to and encourages a wider geographical spread of tourists. Tourism routes have the potential to provide the perfect opportunity to display those aspects that make a destination unique (e.g., historic, and cultural elements) but also to increase the spread of benefits to more than one product owner. Some elements to consider when it comes to evaluating the effectiveness and success of the tourism routes:¹³

1. The route must be established through solid market research that identifies key target markets and their needs – this must be done on an ongoing basis to be responsive to trends and shifts in markets.
2. An audit should be done on the tourism products in the area including all natural and cultural assets. Determine and include a criterion as part of the route to ensure consistency of quality in the travel experience.
3. Examine the tourism assets to determine the unique selling features of the area and then develop a macro level strategic plan to consolidate tourism planning for the area.
4. Determine the extent of the membership base for suppliers on the route – the buy-in of these members are critical to the success of the route for they are the ultimate delivery agents of the experience. It is important to ensure the product mix is diverse and does not over-represent any of the sectors (i.e., accommodations) as visitors will expect that all aspects of their experience will be available.
5. Members should establish a clear brand identity for the route and then market this according to the targets identified.
6. Members should decide upon what sort of governance and operational structure they need to ensure that the route is maintained.
7. Members should think long term about the finances required to make the route a success in the minds of visitors. The author suggests that many routes start small and can take 20-30 years to mature and deliver substantial economic benefits and therefore realistic goals should be set for return on investment.

Responsible Tourism Development

According to the Department of Tourism, responsible tourism implies the following:¹⁴

- The tourism sector has a responsibility toward the environment, this means that there needs to be a promotion of balanced and sustainable tourism, and a focus on environmentally based tourism activities.
- Government and businesses have the responsibility to involve the local communities that are close to the tourism infrastructure and attractions, through the development of meaningful economic linkages.
- To respect, invest and develop local cultures, and protect them from over-commercialization and over-exploitation.

¹³ Lourens, M. (2007) Route tourism: a roadmap for successful destinations and local economic development, *Development Southern Africa*, 24:3, 475-490

¹⁴ National Department of Tourism

- The responsibility of local communities to become actively involved in the tourism industry, to practice sustainable development, and to ensure the safety and security of visitors.
- The responsibility of both employers and employees in the tourism industry, both to each other and the customer (responsible trade union and employment practices).
- Responsible government as well as responsibility on the part of tourists to observe the norms and practices of South Africa.

MICE Industry

Business tourism increases tourists' arrivals and provides a destination with opportunities to capture potential visitors and promote tourism activities to these visitors to increase their length of stay and expenditure. Furthermore, by focusing on the MICE industry, more tourists will be attracted to the area before and after the events have been hosted.

The MICE industry can assist in alleviating negative tourism seasonality impacts. This means that certain events should be scheduled for off-peak tourism seasons to ensure facilities are utilised throughout the year. It is also beneficial to use different venues to help create awareness on the different conferencing venues offered. Exploring and developing the potential to host more annual events will ensure the different regions stay relevant and retain an active presence on annual events calendars.

Many business travellers partake in tourist-like activities such as shopping, eating out, sightseeing, safari outings and visiting friends or family. Also, business tourists sometimes bring along their family or spouse on the trip, thus leading to "bleisure" tourism.

Community Involvement

Tourism is known as a tool to improve the lives of local communities in a destination, thus involving the local communities in tourism development is strongly encouraged. Once communities are involved, the overall success rate and benefits are more positive as the local communities become custodians of the tourism offerings. The support of the locals is vital to identify, implement and manage any form of tourism in the area. It is essential to find out how the residents are already using the area and how they wish to use it in the future.

Product Packaging

Effective product packaging entails knowledge on how to package tourism products, the different types of tourism packages, the types of tourists who purchase packages, how to develop strategic partnerships with other tourism service providers, and how to price these packages. Due to existing landscapes and products, many opportunities exist to diversify the tourism offerings through product packaging initiatives. This should not only be the responsibility of the LTAs, but products need to seek opportunities in this regard and develop the necessary partnerships etc. to promote their offerings.

6.4.3. Niche Development

Niche development will seek to support initiatives that encourage the development of new and upgrading of existing tourism events, experiences, and programmes. These products will also add value to enhancing the overall tourism experience of the destination and contribute to its competitive positioning and destination branding identity and increased rural linkages.

Culture and Heritage

Culture and heritage tourism is focused on making “the most of the country’s natural and cultural resources”¹⁵ and therefore promotes and encourages sustainability and responsible tourism. The municipality boasts many heritage and cultural-related products that strongly services the heritage and cultural tourism niche. This form of tourism provides an opportunity for cultural exchange, learning, and mutual understanding between visitors and local community members. Heritage tourism focuses on both tangible and intangible elements of culture. Intangible elements refer to the non-material aspect of heritage and culture such as language, religious practices, music, oral histories/narratives that are ‘important to people in helping to establish their identity and sense of community in the world’. It also includes memory, people’s sense of attachment, and emotional engagement to a place.

Health and Wellness

A tourist that seeks out wellness means they are looking for destinations which will assist them to improve on their health, which automatically leads to an enhanced quality of life. Wellness tourism aims to eliminate the physical and intangible ‘toxins’ from an individual using relaxation and de-stressing methods. According to a report released at the opening Global Wellness Tourism Congress (GWTC), the global wellness tourism industry consists of about an annual revenue of R18 trillion and accounts for 14% of total global tourism earnings and is expected to grow by 2% in the next five years. Offering direct employment to over 12 million people worldwide, wellness tourism is on its way to become a prevalent industry. The natural environment of Langeberg provides the perfect setting for wellness tourism and the economic benefit to invest in health and wellness tourism is that it brings direct foreign exchange earnings and contributes heavily to government revenues and offers employment and business opportunities to the residents.¹⁶

Agri-tourism

The municipality has a huge potential for agri-tourism which can be used as a major tourist and investment attraction. These products need to be packaged and promoted in such a way that they increase both the agricultural and tourism potential through increasing employment opportunities. Agri-tourism can be used as a tool to promote equitable distribution of tourism benefits and rural development.

Edu-tourism

International and domestic students can be considered as educational tourists, and their visit to a destination with lots to learn can benefit them and the destination. Edu-tourism targets young, intelligent, ‘new tourists’ who choose different types of visitor experiences. In this context, a learning institution such as a university and college can actively facilitate relationships between tourists and local stakeholders to promote learning at the destination and improve the sustainability of the local economy. The municipality can benefit from this form of tourism as the municipality is rich in biodiversity, history, culture, and heritage.

Film Tourism

The film industry generates a large percentage of revenue for the tourism sector and recently there has been an increase of international film makers and brands choosing South Africa as a location to shoot and there is still room for much growth as these film makers are lured by the favourable

¹⁵ Kavita, E. et al (2017:2)

¹⁶ Importance and advantages of wellness tourism and its effect on modern-age travel. [Available at: <https://drprem.com/wellness/importance-and-advantages-of-wellness-tourism-and-its-effect-on-modern-age-travel/>]

exchange rate and fast improving film studio infrastructure.¹⁷ The variety of landscapes, climate and variety of locations in Langeberg makes the area an ideal destination for commercial film and TV productions.

Sport Tourism

Sport tourism can be defined as travelling to a destination to experience sport-related activities by means of viewing or actively participating.¹⁸ Sport tourism is a growing tourism industry, and to leverage from this trend the focus should be on unique sporting opportunities closely linked with schools, wilderness, and agriculture settings. This can include, for example, school sporting events, warrior races, trail running, mountain biking, cycling, etc. It is strongly believed that sport tourism can enhance social and economic development within rural and urban communities.

6.4.4. Recommendations

- Create an environment conducive to private investment in tourism products.
- MTB routes through the natural attractions, and possibly wine farms.
- Hiking and trail running through municipal and private natural areas, and private farms.
- All the historic and Art Deco infrastructure in McGregor can be restored into a compelling 'high street' strip.
- McGregor has the opportunity for bicycle routes, in and around the village.
- Revive the train station in Robertson to improve on accessibility and diversification.
- The airstrip in Robertson has potential to be a domestic airport for high LSM visitors.
- The Breede River has potential for river camps, boat rides, and walking trails.
- Private investment into restaurants in Bonnievale that will operate in the evening.
- Breede River canoe event needs to be bigger.
- Robertson Tourism satellite office in Bonnievale
- Collaboration with municipality for adventure activities on municipal land in Montagu/Ashton, e.g., mountain climbing.
- Identify tourism development opportunities within the different niche categories.
- Encourage community involvement in tourism development.
- Training on product packaging is needed. Host workshops, who should package it, how do you do it, how do you price it.
- Ensure that conference facilities/locations have reliable image, sound, and video systems (dual screens, high-speed Internet connections and more) to effectively cater to and host such events.
- Expand on heritage and cultural tours by packaging similarly themed offerings together.

6.5. Transformation

The National Transformation Strategy for the Tourism Sector (2016-2026) provides insights on the tourism sector that is faced with ownership, management control, skills development, enterprise and supplier development, socio-economic development, and stakeholder partnership and collaboration problems that need to be addressed. Furthermore, the NTSS maintains that the transformation of the

¹⁷ Growing film industry can boost tourism. [Available at: <https://www.news24.com/fin24/growing-film-industry-can-boost-tourism-20140815#:~:text=%E2%80%9CFilm%20tourism%20has%20the%20potential,tourism%20and%20boost%20our%20economy.%E2%80%9D>]

¹⁸ S.D. Ross, 2001. Developing Sports Tourism. National Laboratory for Tourism and eCommerce. University of Illinois.

sector must be accelerated in a way that supports growth through the expansion of opportunities for new market development and access to resources.

6.5.1. Main Challenges

The following main challenges have been identified:

- A disconnect exists when talking about transformation, there is a lack of information and a general lack of understanding in this regard.
- The sector's inability to successfully facilitate the inclusion of the previously disadvantaged Black people in the sector.
- Stakeholders are unsure of how this should be implemented and achieved on local level.

6.5.2. Key Considerations

Existing Support Programmes

Various government institutions and departments established support programmes, funding opportunities, organisations, and interventions to contribute to the sustainable development of the tourism sector and the viability thereof. The below-mentioned programmes will encourage entrepreneurial activities, assist in skills development, and job creation, and stimulate sector growth.

Table 9: National Tourism Support Structures

Programme	Description
National Empowerment Fund (NEF)	The National Empowerment Fund (NEF) was developed to promote Broad-Based Black Economic Empowerment (B-BBEE). The purpose of this fund is to anticipate future funding and investment required for supporting SMMEs and previously disadvantaged individuals to enable them to establish their own sustainable businesses. The availability of this fund will enhance entrepreneurial activities.
Small Enterprise Development Agency (SEDA)	SEDAs ultimate objective is to provide support and promote sustainable development for SMMEs nationwide and ensure they can build business partnerships by linking them with relevant role-players on a domestic and international level. Furthermore, the agency implements programmes targeted at business development in areas identified by the government.
National Youth Development Agency (NYDA)	The agency prioritises the provision of financial support to businesses owned by South African youth in the form of business loans and micro-financial grants. The monetary grants include financial support, while the non-monetary grants include mentorship programmes, voucher programmes, market linkages, entrepreneurship development programmes, youth co-operative development programmes, and other business support services required.
Business Growth/Resilience Facility	The Business Growth/Resilience Facility was established amid the global COVID-19 pandemic to benefit SMMEs (qualified by criteria) by providing adequate support due to a shortage of goods in the local market. This facility will provide SMMEs with the advantage of supply opportunities in response to challenges experienced caused by the pandemic.
SMME Debt Relief Scheme	The scheme was developed to assist SMMEs (qualified by criteria) in their financial debt caused by the COVID-19 pandemic.

CATHSSETA	CATHSSETA was developed with a mandate to facilitate skills development within their sub-sectors through the disbursements of grants for learning programmes and monitoring of education and training as outlined in the National Skills Development Strategy. The main purpose of this authority is to be the leader in skills development within their diverse sub-sectors.
South African Tourism Services Association (SATSA)	The purpose of the association is to provide international buyers with advice and information on quality tourism product partners in the South African inbound tourism sector while providing members with key services and benefits. Members are represented at appropriate levels with government and non-governmental organisations on issues impacting the inbound tourism industry.
Tourism Support Programme (TSP)	The TSP was established by the national government as a reimbursable cash grant aiming to support the development of tourism enterprises that will stimulate job creation, increase the development of tourism enterprises, and cultivate the geographical spread of tourism investment.
Green Tourism Incentive Programme (GTIP)	The GTIP was launched by the National Department of Tourism to encourage private sector tourism enterprises to move towards the sustainable management of water and energy resources while adhering to responsible tourism practices. Through grant funding, this initiative assists private sector tourism enterprises in reducing costs of investing in more energy- and water-efficient operations while increasing their competitiveness, profitability, and operational sustainability in the long term.
Tourism Enterprise Development and Support Programme (TEDSP)	The TEDSP forms part of a greater objective of the NTSS to ensure sustainable development and growth of tourism enterprises in a way that facilitates inclusive participation and job creation and contributes to the competitiveness of tourism destinations.
Small Enterprise Finance Development Agency (SEFA)	The agency was established to focus on the provision of financial support through approving SMMEs and co-operatives. The purpose of the agency is to foster the establishment, development, and growth of SMMEs and co-operatives to contribute towards poverty alleviation, job creation, and economic growth.
Women in Tourism (WIT)	The WIT initiative was established by the NDT to drive and support the development and empowerment of women in the tourism sector of South Africa. The initiative's main objective is to ensure that women are Respected, Recognised, Represented, and Rewarded in the sector.
Market Access Support Programme	The Market Access Support Programme's purpose is to reduce the cost burden for small tourism enterprises to participate in selected international trade platforms and thereby improve their access to buyers in new and growing markets to unlock demand growth and allow market penetration.
Tourism Grading Support Programme	The purpose of the Tourism Grading Support Programme is to encourage wider participation in the Tourism Grading System and ensure consistent quality standards in the facilities and services provided by accommodation establishments. This initiative will contribute significantly to the service delivery excellence of the tourism sector.
Tourism Transformation fund (TTF)	The TTF was established as a dedicated capital investment funding mechanism by the NDT in collaboration with the NEF and focuses on financial support for black investors and communities investing in capital projects within the tourism sector.

Social Responsibility Implementation Programme (SRIP)	The purpose of the SRIP is to alleviate poverty and create jobs through tourism development. It, therefore, addresses the Department's tourism development and growth objectives in a way that ensures contribution to job creation and community empowerment through appropriate training programmes.
Tourism Relief Funding	The Tourism Relief Funding initiative was established by the NDT as an intervention to mitigate the negative impact of the COVID-19 pandemic on the tourism sector. The intervention provides once-off capped grant assistance to SMMEs that will ensure sustainability during and after the worldwide pandemic.
Tourism Business Council of South Africa (TBCSA)	The organisation represents the unified voice of businesses in the travel and tourism sector. The purpose of the organisation is to unite and influence the diverse travel and tourism sector to contribute to a competitive, responsible, and inclusive tourism economy.
Public-Private Growth Initiative	The initiative was established by the government and private sector businesses to encourage engagements and build closer relationships between government and private sector organisations in which the alignment of plans and objectives of both sectors can be enhanced.
Fair Trade Tourism (FTT)	Fair Trade Tourism is a non-profit organisation that leads the way forward in the development of sustainable and responsible tourism in SA. It focuses on growing awareness about responsible tourism amongst travellers, assisting tourism businesses to operate more sustainably, and facilitating the FTT certification programme across Southern Africa.

6.5.3. Recommendations

- Explore PPP opportunities within the different regions to drive sector transformation.
- Determine the status of tourism transformation in the municipality to adapt the transformation targets and develop a tourism transformation strategy for the municipality.
- Offer internship and learnership opportunities to tourism and biodiversity students.
- Conduct a supplier assessment to identify opportunities for supplier transformation projects.
- Supply channels for SMME's need to be easy to understand, find and access.
- Use preferential procurement for BBBEE compliant tourism companies.
- Assist BBBEE tourism product development in the form of linking them to funders, assistance with feasibility assessments and business plans, training and mentoring, marketing etc.

6.6. Marketing

Marketing plays a key role in raising awareness for destinations, experiences, and attractions. Attracting tourists depends solely on the capability of the destination to broadly market itself to the rest of the world by making use of distribution channels that will produce the best results for that specific product.

6.6.1. Main Challenges

The following main challenges have been identified:

- LTAs don't have adequate funding to support tourism businesses and events with marketing.
- The brand "Langeberg" is not strong enough to use for destination marketing.
- Tourism Tradeshows aren't worth the money and effort due to low awareness of the name "Langeberg".

- Attracting mid-week visitors
- No marketing policy to guide a marketing strategy for the municipality.
- No official tourism office with a website in Bonnievale.
- LTA social media platforms not tourism product inclusive enough
- Although the LTAs collaborate to some extent, there is room for improvement.

6.6.2. Key Considerations

Digitalisation

Digital technologies have brought significant transformation to the tourism industry, revolutionising tourism enterprises, products and experiences, business ecosystems and destinations. Digitalisation has introduced new roles, relationships, business models and over the long term, digital transformation can unlock innovation and ensure competitiveness.¹⁹ Therefore, digital marketing offers great opportunities for tourism organisations and suppliers to promote and sell their offers and to establish long-lasting relationship with their customers.

Content Marketing

Content marketing means that the entire strategy uses media (pictures, videos, virtual tours and more) to connect with prospective visitors. It allows LTAs and tourism establishments to implement the more creative and entertaining aspects of digital marketing. Visuals are a powerful tool to attract and entice prospective visitors, particularly with tourism marketing. Photos, videos, virtual tours, 360-degree views and other immersive experiences allow tourists to imagine themselves in a certain destination and look forward to the opportunity to experience it in person.²⁰

Brand and Identity

Based on the Situational Analysis and stakeholder inputs received, the VDM tourism experiences are diverse and multifaceted. The experience, however, still needs to be captured into a consistent narrative that resonates authentically with identified target markets. The municipality's experience should portray the following three elements.



¹⁹ Dredge et al. 2018. Digitalisation in Tourism: In-depth Analysis of Challenges and Opportunities.

²⁰ M16 Marketing.2022. Innovative Travel Marketing Strategies to Maximize ROI.

Communication Channels

A multi-platform approach to marketing is recommended whereby a sustainable mix of traditional media (e.g., print) and contemporary channels (digital media, curated social media, targeted influencer) is used to maximise impact. In the post-COVID-19 world, the viability of technologies such as Augmented Reality and Virtual Reality as a means of showcasing the region's attributes will improve. It is thus important that compelling products (e.g., tourism routes, mountain biking routes, wine farms, etc.) be conceptualised, developed, and marketed accordingly.

Any channels utilised would, however, need to be measured against set metrics (insights, clicks, etc.) to ensure adequate performance in contributing towards the municipality's tourism goals. It is suggested that a combination of quantitative and qualitative measures be adopted to assess the performance of the marketing channels used.

Visitor Information Centres will continue to play a role in providing guidance and advice to tourists. The physical spaces dedicated to VICs could be multi-purposed to cross-subsidise their operating costs, an example of this being offering locally made goods.

6.6.3. Recommendations

- Engage with LTAs to assess and determine how much extra budget is needed to support all marketing activities.
- Establish a uniform brand for the municipality as the "Langeberg" brand is not strong enough, e.g., "The Heart of Route 62" or "Langeberg Valley".
- Host a Roadshow across the country to market the destination once a uniform brand has been established.
- Develop a tourism marketing policy and a tourism destination marketing strategy.
- LTAs to encourage members to harness the power of digital tools and other visual media.
- Promote Langeberg as part of the bigger Winelands and Conservation (ecotourism): Birdlife, Biomes, lush agricultural landscape, Horses, wine production, cooking and cultivation.
- Promote The Langeberg and the Riviersonderend Mountains and Gouwrits Cluster Biosphere as important conservation corridors across municipal boundaries.
- Promote Agri & eco-tourism corridor at Montagu along Kinga River corridor/ meander and along Breede River at Bonnievale.
- Establish a Robertson Tourism Satellite Office in Bonnievale with an official website and employ a local resident from Bonnievale as manager.
- Review the social media strategy for each LTA and ensure a checklist to include all members equally in shared posts.
- LTAs to improve on collaborations with all other LTAs in the municipality.
- Target business travellers by packaging pre-and post-meeting/conference itineraries.

6.7. Integrated Development Plan Projects

The following developmental projects have been identified in the Langeberg Integrated Development Plan for 2022:

- **Truck Stop:** The potential of a truck-stop is a big opportunity for a commercial and economical injection. This layout will need "roadside wellbeing facilities". Shower ablution and possibly power points that can provide air-conditioning, free wi-fi and security.
- **The Green Mile initiative - Robertson:** The route is proposed to start at Klipdrift, alternatively, the shorter route starts from Callie De Wet which takes Kerk Street, Dirkie Uys Street, Van Zyl

Street and De Jongh Avenue back to Callie Dewet. At Drommedaris Avenue up to Marais Park and Goede Hoop Avenue is ideal to add; then you are back at Van Zyl Street.

- **New Cape Central Rail:** is what makes Robertson unique. Its historical, its heritage, its cultural and it will link Robertson not only to other areas but can bring all the demographical backgrounds together. Everything new to an existing infrastructure that will be upgraded and integrated with all towns of the Langeberg Municipality. “Central Cape Valley” will be the sticker of the R62 that can bring the element of uniqueness of the Langeberg Municipality. However, this name will only be for marketing purposes, the identity on products and talent of the area will have a signature brand and a specific location.
- **The Vine Dome:** This extreme idea is to pay tribute to the wine industry by taking the Callie De Wet or Nkqubela sports grounds. Re-development of existing places with new ideas to offer them integrated balance and proper community uses. This concept of mixing agriculture, upliftment programs such as arts & crafts, theatre, music, food & wine will be the first of its kind. A steel dome, designed by engineers, will have an amphitheatre shape; possibly 14 metres high with extending arms of 21 metres to a central point. Vines that are planted to creep up with the dome-shape will be harvested by cable-car systems. These cable car systems will be a tourist attraction through the year, projecting the beautiful views of this area. Safety capsules which will be wind-proof and small enough to take a few passengers that can dine whilst travelling up and down.
- **“Vader se blad” bo-dorp:** This jewel of activities that need upgrading towards a better facility where the community can have a central park for them to relax and enjoy informal sport and gatherings. A spokesperson from that area mentioned that they also need braai facilities there. The location is safe from the main road and needs a playground for kids. When tourist is taken to the bo-dorp on future bo-dorp-tours it will also be a beautiful setting to take pictures of the housing with their colourful painting qualities. The school is close to demonstrate local dancing, cuisine, and music.
- **Skateboard Park development with Vader se blad:** an attraction of BMX, roller blading and skateboarding can be used as one. The same time the layout will be an amphitheatre for the cricket and the other three sports. Basically, a minimum of four sports will have value towards this development.
- **Pad na Dassieshoek:** Safer route for the reserve. Future layout of businesses, schools and residential town planning can turn the route around and practical village functions. Two central taxi points serving the upper town and lower panorama can be better utilized for the community's commercial needs.
- **The future is EV Chargeable Station:** Battery cars and bicycles are the future of any developing town. The claim is to add shorter distances from main cities to be on-route.
- **Local Tourism Expo** – Host a local tourism expo in the municipal area showcasing what the municipality has to offer in terms of tourism.

6.7.1. Stakeholder Identified Projects

The following projects have been identified by the stakeholders for each town:

Robertson

- **Shuttle/Taxi Service** – For visitors to enjoy the full wine farm and tasting experience and to avoid visitors driving under the influence of alcohol and putting others’ lives at risk, it was suggested that a shuttle service is started at a fee determined by the distance required to travel to and from wine farm, tourism activities and attractions.

- **Airport Development** - The airstrip has potential to be a domestic airport for high LSM visitors. A feasibility should be conducted to determine viability and market demand.
- **Roadshow** – Host a roadshow across the country, targeting mainly the domestic source markets to showcase what Robertson and the rest of Langeberg has to offer.

Montagu/Ashton

- **Stop Littering Programme** – Litter is damaging the image of the destination and awareness needs to be created on the economic importance of clean towns. More litterbins are required in public spaces as well.
- **Safehouse for the homeless** – A safehouse needs to be developed to accommodate the homeless in Montagu to improve on the visitor experience. This safehouse needs to ensure that homeless people don't harass the visitors for items or money and provide shelter and skills development.
- **Mountain Climbing (Via Ferrata)** – The municipal land around Montagu/Ashton provide for excellent adventure activities such as Via Ferrata Mountain Climbing. Via ferrata means "iron way" in Italian, and encompasses metal cables, iron pins and foot holds to climb the mountains.
- **Yellow Frame** – Erect a Yellow Photographic Frame in the Cogmanskloof Pass.
- **Ashton Tourism Precinct** - Develop the new bridge, steam train and Platform 62 as a Tourism precinct in Ashton.

McGregor

- **High Street Strip** - All the historic and Art Deco infrastructure can be restored into a compelling 'high street' strip.
- **Car Guard/Ambassador project** - Training, equipment, and support for existing pilot project.
- **Bicycle Library** - Increase appeal to Tourists of this town by hiring out bicycles for short term (see Montagu success), as there are numerous requests from Tourists as the village is very bike friendly.

Bonnievale

- **Satellite Robertson Tourism Office** – Establish a satellite Robertson Tourism Office to coordinate and communicate with members part of this LTA and to encourage new members to form part. Employ a co-ordinator/manager to deal with all marketing related activities and to communicate important information from the municipality. Another important function of the office is to have an official tourism website that needs to be updated regularly.
- **Restaurant investment** – This project aims to source investors interested in opening restaurants that also operate at night, as currently there are none.
- **Breede River Clean Up** – There are areas where hyacinth have invested the river and makes it inaccessible and difficult to enjoy. Thus, cleaning this problem up will allow for more visitors to enjoy the leisure benefits that this river has to offer.
- **Picnic Site** – Establishing a picnic site next to the Breede River for day visitors to enjoy the scenery.

6.7.2. Other projects

The following projects will add value to the tourism sector:

- **Wheelchair useable Pedestrian friendly sidewalks:** to improve on universal accessibility.

- **Pedestrian walkway from Nkqubela:** Road safety for travelling cars, trucks, busses, and agricultural vehicles is of utmost importance. Hundreds of pedestrians' cross over this main route R62. Animals from the neighbouring parties also cross this road unsupervised.
- **Tourism Readiness Programme** – Educate the youth on economic importance of tourism and how they can play their part and benefit from tourism- Fund an NGO to drive the programme.
- **Petrol Attendant Ambassador Programme** – Training of petrol attendants to be ambassadors for the municipality.
- **Map Billboard** – Erecting a large map (5m x 5m) of the Langeberg at the Robertson and Montagu town entrances.
- **History Recording** - Record the history of all population groups in the Langeberg.
- **Revitalize township tourism** - The focus is on township product development and training, with special emphasis on experience development.
- **Route 62 Brochure** – Compile a Route 62 brochure and market the route with everything the municipality has to offer in terms of tourism.

6.8. Attracting Investment for the Tourism Sector

To make successful investment in tourism, government support and the visitor needs must be considered along with the following elements:

- Existing markets to capture.
- Good infrastructure, e.g., electricity, water, sanitation, waste management, roads, ICT, etc.
- Prime locations
- Central online presence for a municipal destination
- Sufficient tourism sector support services
- Crime prevention policies
- Tourism marketing strategy
- Protection of natural resources
- Less red tape
- Investment in training and upskilling of local population to improve employability.

The Langeberg should therefore consider the aforementioned elements when planning for tourism development and attracting investment into the area.

7. Implementation Plan

7.1. Introduction

The Implementation Plan is the principal tool for guiding the development of the tourism sector in the municipality. It outlines the recommended actions to be implemented over the next four years to achieve the strategic objectives. Implementing the strategy will require sector collaboration through effective coordination with government departments, municipalities, tourism organisations and other stakeholders across the area.

7.2. Priority Level

The priority level involves priority assignment to every action or process. The priorities are ranked in terms of importance. Factors that influence priority ranking include urgency, value, timeframe, cost, marketing, and other operational and developmental challenges. Priority assignment is evaluated on the following levels of importance/urgency.

Table 10: Priority Levels

Priority Level	
Low	These actions are recommended and necessary but do not have an immediate impact on the quality, performance, or functionality of the tourism sector. This includes cases of general requests that are not tied to a specific mission milestone and has the least business impact.
Medium	These actions have equal priorities are carried out on a first-come-first-served basis. They are 'potentially critical' and are subject to availability of resources. These actions have a medium business impact.
High	Processes/actions with the highest priorities are carried out first. They are labelled as 'currently critical'. These actions operate within a priority basis of high business impact.

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Table 11: Langeberg Tourism Strategy Implementation Plan

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
Destination Accessibility	Universal Access	Ensure that the disabled, elderly and those travelling with small children are accommodated for in destination access planning approaches, i.e., ablutions, walkways, ramps, handles, special parking, etc.	DoT; NDT; CWDM; LLM; LTAs; Private Sector	Medium	R5 000 000	✓	✓		
		Ensure that the universal access requirements are included in municipal by-laws for tourism nodes.	LLM	Medium	N/A	✓			
	Signage, roads, and transport infrastructure	Conduct a needs-assessment on the accessibility, parking, signage, and related infrastructure.	LLM; LTAs; Private Sector	High	R1 000 000	✓			
		Review existing tourism signage and improve where necessary, e.g., electronic/solar tourism boards/signage.	LLM; LTAs; Private Sector	High	R50 000 000	✓	✓		
		Ensure that road infrastructures such as bridges and stormwater drains, etc. are regularly maintained and upgraded to protect tourists and residents against natural disasters such as flooding.	DoT; LLM; Private Sector	Low	N/A		✓		
		Erect signage along the N1 and N2 close to the municipality to persuade travellers to take detour through the municipality enroute to their destination.	CWDM; LLM; SALGA; Private Sector	Medium	R2 000 000	✓	✓		
		Pedestrian walkway from Nkqubela	DoT; LLM; Private Sector	Medium	N/A	✓			
		Erect a large map (5m x 5m) of the Langeberg at the entrance to Robertson and Montagu	LLM; LTAs; Private Sector	Low	R500 000				✓

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
	ICT Services	Strengthen the ICT provision to ensure the tourism establishments have adequate network coverage.	LLM; ISPs; LTAs; Private Sector	High	N/A	✓			
		Create digital transformation awareness among tourism product owners and keep the current digital platforms updated with the latest product information.	LTAs; Private Sector	High	R100 000	✓			
		Access to Wi-Fi must be subject to a short survey to enable data capture.	LLM; ISPs; LTAs; Private Sector	High	N/A	✓			
	Information Access	Establish a satellite Robertson Tourism Office in Bonnievale.	Robertson LTA; Bonnievale Private Sector	High	R500 000	✓	✓		
		Make emergency contact numbers for police, medical and fire services easily available by using technology and digital media.	LLM; LTA's; Private Sector	High	R100 000	✓	✓		
	Tourist Transport	Develop the park-and-ride concepts for major events to reduce traffic congestion.	DoT; LTAs; Transport Companies; Private Sector	Low	N/A		✓	✓	
		Improve the quality of road repairs in towns	DoT; LLM	High	N/A	✓			
	Facilitate ease of doing business to ensure growth of the tourism economy	Investigate how and where the regulatory environment for tourism businesses could be simplified and develop a programme to work with the relevant authorities at all levels, with particular focus on relieving the regulatory burden on SMMEs.	NDT; WESGRO; CWDM; LLM; Private Sector; SEDA	High	N/A	✓	✓		

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
	Air Access	Conduct a feasibility study to upgrade the Robertson Airfield to a domestic airport.	NDT; WESGRO; CWDM; LLM; Private Sector; ACSA	High	R1 000 000	✓	✓		
	River Access	Identify areas along the rivers to develop boat launching infrastructure.	DWS; CWDM; LLM; Private Sector	Medium	R1 000 000		✓		
		Breede River Clean-up Project (Hyacinth Infestation)		High	N/A	✓	✓		
	Rail Access	Robertson Train Station Robertson is along the route for the Blue Train and could act as a Blue Train destination. The train station would require an upgrade and support for an upgrade would be required.	NDT; WESGRO; CWDM; Transnet; LLM; Private Sector	High	N/A	✓	✓	✓	
Destination Management	Infrastructure Development and Maintenance	Conduct a needs-assessment on infrastructure development to determine the short-falls and improve on regular maintenance.	LLM; Private Sector; Relevant sectoral departments	High	N/A	✓	✓	✓	
	Basic Service Delivery	Improve on service delivery to provide the private sector with their service needs to operate optimally.	LLM; Private Sector; Relevant sectoral departments	High	N/A	✓	✓	✓	
	Tourism Safety	Matters relating to safety must be afforded priority status by law enforcement officials at all levels.	LLM; LTAs; Private Sector; Local	High	N/A	✓	✓		

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
		Develop a victim support programme for tourists that outline the steps and support for reporting an incident. Ensure effective responses to incidents of crimes against tourists/victim support through a working 24hour call line.	Communities; Neighbourhood Watch Groups; SAPS; Security Companies	Low	R100 000		✓	✓	
		Increase visible policing at tourism nodes and within townships		Medium	N/A	✓	✓		
		Capture tourists' safety concerns, embark on awareness creation campaigns to educate the communities on the value of a tourist.		Low	R500 000	✓	✓		
		Start a Langeberg Tourism Ambassador Programme and approach petrol station staff, car guards, cashiers, etc. to become involved.	LLM; LTAs; Private Sector; Retail Sector	High	R500 000		✓	✓	
	Skills Development	Provide hospitality skills development programmes	CATHSSETA; NDT; Universities; Private Sector; LTAs; LLM	High	R10 000 000		✓	✓	
		Train locals to be skilled in tour guiding. Make use of existing support programmes to train tour guides in foreign languages. Train guides to capture and upload Google Maps Street View content, this is an example of an innovative micro industry initiative with unlimited possibilities.	Training institutions; IPTGSA; LLM; LTAs; Private Sector; Local Communities	High	R10 000 000		✓	✓	

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
	Stakeholder Coordination and Communication	Regularly updating the tourism database for communication, information sharing, marketing purposes, and tourism development planning	LTAs; Private Sector	Low	R10 000	✓	✓	✓	✓
		Host formal Bi-Monthly meetings, including agenda and minute taking with the tourism sector to discuss tourism related matters and receive progress updates.	LLM; LTAs; Private Sector	High	R30 000	✓	✓	✓	✓
	Tourism Data Management	Primary data should be collected continuously through market intelligence survey systems and shared with all sector stakeholders to inform planning and development in this space.	NDT; WESGRO; STATSSA; CWDM; LLM; LTAs; Private Sector	High	R10 000 000	✓	✓	✓	✓
	Responsible Tourism	Establish sustainable development goals for the sector, e.g., Recycling, and other green tourism initiatives to be implemented.	WESGRO; NDT; CWDM; LLM; Private Sector	Medium	N/A		✓		
		Provide education on sustainable management of natural resources		Low	R250 000		✓		
		Host responsible tourism events / roadshows / campaigns to create awareness and offer incentives to motivate businesses to transition.		Medium	R500 000		✓	✓	✓
	Improve the quality of decision making, planning evaluation, and monitoring in tourism	Conduct product audits in all regions to identify business status, challenges, and report problems.	LLM; Private Sector	Medium	R250 000		✓		
	Beautification	Create a welcoming 'look and feel' for tourists in towns by planting trees, creating cycling	LLM; Relevant Ward Councillors;	High	R5 000 000	✓	✓		

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
		routes along roads, and keeping sidewalks neat.	LTAs; Private Sector; Local Communities						
		Upgrade the town entrances with structures and signs to be more eye catching and attractive with gardens		High	R5 000 000	✓	✓		
	Institutional Functions	Provide support and funding to organisations as partners in community-based tourism organisations.	LLM; LTAs; Private Sector; Local Communities	Medium	R500 000		✓	✓	✓
		Start a meeting support platform for stakeholders to communicate transport issues and suggestions.		High	N/A	✓	✓	✓	✓
		Ease on the event hosting restrictions and speed up approvals to attract more international events and host more local events.		High	N/A	✓	✓		
		Improve the regulations on Airbnb levies and taxes.		Low	N/A		✓	✓	
		Focus on stronger collaboration with the private sector and effective communication channels.		High	N/A	✓	✓		
		Ensure all LTAs are functional and equipped with the necessary tools to optimise performance.		High	N/A	✓	✓		
		Build good working relationships with local conservation authorities and conservationists and seek ways in which the product owners can assist with local conservation efforts.		Medium	N/A		✓	✓	

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
		Implement effective coordination between relevant local and district municipal departments.		Medium	N/A	✓			
		Conduct a feasibility on establishing local community tourism association to get the community involved and represented in tourism development		Low	R250 000		✓		
		Set up a Monitoring and Evaluation system to ensure proper implementation.		High	N/A	✓	✓	✓	✓
	Route Coordination	Ensure that the existing tourism routes are maintained and that scenic views are protected.	LLM; LTA's; Private Sector	High	R1 000 000	✓	✓	✓	✓
Visitor Experience	Grading of Establishments	Encourage all non-graded establishments to get graded through campaigns in conjunction with the TGCSA.	LLM; LTAs; TGCSA; SAT; NDT; Accommodation and Conference Venue Establishments	Medium	R50 000	✓	✓		
	Operating Hours	Create awareness regarding the economic value for tourism businesses to be operational on Sundays and provide recommendations to assist exhausted employees.	LLM; LTAs; Private Sector	High	R50 000	✓			
	Visitor Satisfaction	Stop Littering Programme – Litter is damaging the image of the destination and awareness needs to be created on the economic importance of clean towns. More litterbins are required in public spaces as well.	LLM; LTA's; Private Sector; Local Communities	High	R1 000 000	✓	✓		

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
		Provide shelter / safehouse and educational opportunities for the homeless to keep them from harassing visitors.	MATA; LLM; Local Communities	High	R2 000 000	✓	✓		
		Engage with the McGregor tourism business owners on the noise pollution and how it can be resolved.	LLM; McGregor LTA; Local Community	High	R5 000	✓			
		Encourage and educate residents and businesses on the negative impacts of extorting tourists.	LLM; Robertson LTA; Private Sector	High	R5 000	✓			
		Create awareness on virtual experiences and the economic benefit thereof - experiment with 4D technology in this regard to create a cultural interface.	LLM; LTA; Private Sector	Medium	R20 000	✓			
Product Development / Upgrade	General Tourism Development	Encourage product owners to investigate possible linkages with 'emerging' tourism products by offering visits to distinctive local / 'traditional' places.	LLM; LTAs; Private Sector; Local Communities	High	N/A	✓			
		Develop a Creative Industry Strategy to improve on Arts, Culture and Heritage, and film tourism offerings.		Medium	R300 000		✓		
		Provide promoters and funders with an opportunity to undertake familiarising tours in tourism nodes and routes to get the real background and history about the area and what it has to offer to prompt support and buy-in.		Medium	R50 000	✓	✓		
		Attract the adventure market by expanding adventure tourism and creating cycling, mountain biking and hiking route experiences throughout the municipality.		High	R5 000 000	✓	✓	✓	

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
		Invest in developing storytelling as an authentic activity for culture and heritage tourism		Medium	R250 000		✓		
		Invest in opportunities to increase nightlife through night markets, music events, etc.		High	R500 000	✓	✓		
		Partner with media and entertainment companies to exploit tech platforms (apps).		Medium	N/A		✓		
		Identify potential regions to implement street market development to diversify offerings while showcasing local arts and crafts.		Low	R5 000 000	✓	✓		
		Erect a Yellow Photographic Frame in Cogmanskloof Pass		High	N/A	✓			
		Assess where along the rivers it will be suitable to develop a picnic site for day visitors to relax and enjoy the natural scenery and provide the necessary infrastructure.		Low	R2 000 000		✓		
		Record the history of all population groups in the Langeberg		Low	R500 000			✓	
		Tourism Readiness Programme – Educate the youth on economic importance of tourism and how they can play their part and benefit from tourism- Fund an NGO to drive the programme.		Medium	R800 000		✓	✓	
		Revitalize township tourism		High	N/A	✓			
	Product Packaging	Develop innovative packages tailor-made to capture the individual target markets, e.g., business travellers	LTA's; Private Sector	Medium	N/A	✓	✓	✓	✓

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
		Provide training on product packaging by hosting workshops, the district can determine who should package the products, how do you do it, how do you price it.	LLM; LTAs; Private Sector	High	R200 000		✓		
	Events	Arrange a local tourism expo in the Langeberg Municipal area	LLM; LTAs; Private Sector;	Low	R150 000			✓	
		Create three large events, per annum, with all tourism stakeholders, which will benefit the entire region	Local Communities	High	R450 000		✓	✓	✓
	Robertson	Shuttle/Taxi Service	LLM; Uber; Bolt; Transport Companies; Private Sector	Medium	N/A	✓	✓		
		Roadshow – Host a roadshow across the country, targeting mainly the domestic source markets to showcase what Robertson and the rest of Langeberg has to offer.	LLM; LTAs; Private Sector	Medium	R1 000 000		✓	✓	
	Montagu/Ashton	Mountain Climbing (Via Ferrata) – The municipal land around Montagu/Ashton provide for excellent adventure activities such as Via Ferrata Mountain Climbing.	LLM; MATA; Private Sector	High	N/A	✓	✓		
		Develop the new bridge, steam train and Platform 62 as a Tourism precinct in Ashton	LLM; MATA; Private Sector; Local Communities	High	N/A	✓	✓		
	McGregor	All the historic and Art Deco infrastructure in McGregor can be restored into a compelling 'high street' strip.	LLM; McGregor LTA; Local Community	Medium	R100 000		✓		

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
	Bonnievale	McGregor has the opportunity for bicycle routes, in and around the village.		High	R150 000		✓		
		Restaurant investment – Source investors interested in opening restaurants that also operate at night.	LLM; LTA; Private Sector	High	N/A	✓	✓		
	IDP Developmental Projects	Truck Stop: This layout will need “roadside wellbeing facilities”. Shower ablution and possibly power points that can provide air-conditioning, free wi-fi and security.	DoT; NDT; CWDM; LLM; LTAs; Private Sector	Medium	N/A		✓	✓	✓
		The Green Mile initiative - Robertson	LLM; Robertson LTA; Private Sector	High	N/A		✓	✓	✓
		New Cape Central Rail: Everything new to an existing infrastructure needs to be upgraded and integrated with all towns of the Langeberg Municipality.	DoT; NDT; CWDM; LLM; LTAs; Private Sector	High	N/A		✓	✓	
		The Vine Dome: Identify a location for development of the vine dome and develop an implementation plan.	LLM; LTAs; Private Sector	Medium	N/A		✓	✓	✓
		“Vader se blad” bo-dorp and skateboard park: Activities that need upgrading towards a better facility where the community can have a central park for them to relax and enjoy informal sport and gatherings.	LLM; LTAs; Private Sector	Medium	N/A		✓	✓	✓
		Pad na Dassieshoek: Safer route for the reserve.	DoT; LLM; Dassieshoek NR; Private Sector; Local Communities	Low	N/A		✓		

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
		EV Chargeable Station	DoT; NDT; CWDM; LLM; LTAs; Private Sector	Low	N/A			✓	✓
Transformation	Procurement and Supplier Development	Conduct a supplier assessment to identify opportunities for supplier transformation projects.	NDT; LLM; LTAs; Private Sector	Medium	R500 000		✓		
	SMME Development Support	Explore PPP opportunities.	LLM; LTAs; Private Sector	Medium	N/A	✓	✓		
		Create awareness on incubation / support programmes and agencies and provide opportunities for tourism products to go through these programmes to get absorbed in the sector.		Medium	R100 000	✓	✓		
		Introduce best practice approaches and risk management tools for SMMEs.		Low	N/A		✓	✓	
	Economic Transformation and Job Creation	Establish a Transformation Platform with clear objectives to serve as a guide to drive transformation	NDT; WESGRO; CWDM; LLM; LTAs; DSBD; Private Sector	Medium	N/A		✓		
		Determine the state of tourism transformation in the municipality and get inputs from sector role players on tourism transformation		Medium	R500 000		✓	✓	✓
		Investigate and address the red tapes causing barriers to development in the tourism sector		High	R100 000	✓	✓		
		Offer internship and learnership opportunities to tourism and biodiversity students		Low	N/A	✓	✓	✓	✓

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
Marketing	Funding	Increase the funding to each of the LTAs and review the annual increases	LLM; LTAs	High	R4 000 000	✓	✓		
	Marketing Policy	Develop a marketing policy for the municipality which will guide and coordinate the establishment and use of a unified brand for the municipality.	LLM; LTAs; Private Sector	High	N/A	✓			
		Develop a Tourism Marketing Strategy for the municipality.		High	R400 000	✓			
	Tour Guide Awareness Creation	Publish information about registered tourist guides in brochures, newsletters and any other information sharing sources to promote and develop the tourist guiding industry in the municipality.	LLM; LTAs; Private Sector	High	R20 000	✓	✓		
	Digital Platforms	Product, destination, and LTAs website designs should be interactive and be able to sufficiently guide the visitors to their specific interests.	LLM; LTAs; Private Sector	High	N/A	✓			
		Focus on digital media platforms to promote online articles, blogs, listings, photos, virtual tours, and other forms of content promoting the district, its venues, activities, services, etc.		Medium	R50 000	✓	✓	✓	
		Ensure high quality promotional material and explore virtual tourism marketing		Medium	N/A		✓	✓	✓
		Start hashtag campaigns to increase user-generated content		High	R50 000	✓	✓		
		Maximise search engine optimisation		High	R400 000	✓	✓		

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
	Brand Management and Destination Positioning	Provide tourism products with marketing support and mentorship through a marketing capacity building programme	LLM; LTAs	High	R100 000	✓	✓		
		Coordinate with influencers/ambassadors to put events on the map.		Medium	R300 000		✓	✓	✓
		Leverage on unique selling points, i.e., adventure, history, culture, cuisine, and friendly people.		Medium	N/A	✓	✓	✓	✓
		Position the municipality as an Instagram and TikTok destination to attract younger markets.		High	N/A	✓	✓		
		Add value to the brand by providing complimentary wine tasting, dinners, or excursions.		Low	R500 000		✓	✓	✓
	Traditional Marketing	Market Route 62 and develop a brochure for the entire route	LLM; LTAs; Private Sector	High	R300 000	✓			
	Responsible Marketing	Ensure truth in advertising through spot checks or mystery shopping, e.g., the quality, range and price of experience/s offered, and ensure that guests get what they bargained for.	SAT; WESGRO; CWDM; LLM; LTAs; ACSA; Airlines; Media Companies; Private Sector; Local Communities	Low	R50 000		✓	✓	
		Focus on promoting informal/emerging tourism enterprises		High	R50 000		✓		
		Encourage product owners to promote diverse complementary local products, services, and attractions online and at the establishment		Low	N/A	✓			
		Link up with national and provincial marketing initiatives, and inform emerging/informal enterprises about sources of marketing and related support		Medium	N/A	✓	✓		

NTSS Pillar	Goal	Actions/Projects	Role players / Partnership	Priority Level	Proposed Budget	Timeframe Priority			
						23/24	24/25	25/26	26/27
		Encourage tourism products to promote local cuisine as part of their offering to create opportunities for local entrepreneurs to produce, supply and serve local cuisine with interpretation to visitors		Low	N/A	✓			
		Encourage tourism products to promote the local heritage and culture offerings to visitors to assist with generating local economic development		Medium	N/A	✓			
		Target the domestic market by promoting backyard tourism campaigns.		High	R100 000		✓		
		Ensure that the various Tourism apps and websites are continuously updated; databases, too.		Low	N/A	✓			
		Make use of international media and broadcasting.		Medium	R500 000	✓	✓		
		Investigate the opportunity to get access to in-flight entertainment on airplanes. Visitors can get access to the district's product offerings before even setting foot in the country.		Medium	N/A		✓	✓	
	MICE Markets	Coordinate the events calendar to address challenges related to seasonality and the geographical spread of tourists in the district	SAT, WESGRO; CWDM; LLM; LTAs; SANCb; SATSA; ICCA; SAACI; Private Sector	High	N/A		✓	✓	✓
		Educate the sector on upcoming events and expand meetings to underutilised venues		Medium	N/A		✓		
		Target business travellers by packaging pre-and post-meeting/conference itineraries		Medium	N/A		✓	✓	✓



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8. Conclusion and Recommendations

8.1. Conclusion

Langeberg has plenty of potential to grow the local economy through the tourism sector. By combining different forms of tourism such as culture/heritage and adventure or agriculture and leisure, several different packages can be developed and marketed for tourists to enjoy what the area has to offer. Furthermore, trail tourism (as part of adventure tourism) can further be developed as the municipal area consists of many natural assets that can offer unique hiking and cycling experiences. Cultural and heritage tourism can offer authentic experiences to the tourists as the Langeberg boasts a long, colourful history. Film Tourism is a big factor that can contribute significantly to the economy of Langeberg as the natural setting and tourism offerings offer the perfect setting for films.

8.2. Critical Success Factors

The success of the Langeberg Tourism Strategy is dependent on the following factors:

- Strategic, visionary, decisive and inspirational leadership, driven by an agreed and shared tourism vision to steer positive change in the tourism sector of Langeberg.
- Continuously build mutually beneficial strategic partnerships with relevant tourism stakeholders.
- Constantly advocating for tourism as a strategic economic sector to drive job creation, local economic growth, and transformation.
- Ensure that the tourism department of Langeberg is result-driven, streamlined, dynamic and adaptable, with skilled, passionate, and committed personnel.
- Enhanced capacity to lobby, identify and to attract relevant investors for catalytic tourism projects.

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Appendix A: Stakeholder List

The table below provides a list of stakeholders engaged with during the project duration. The stakeholder list will be updated based on the meetings held.

Stakeholder	Date Contacted
McGregor Business Forum	7 December 2022
Robertson Business Forum	8 December 2022
Bonnievale Business Forum	8 December 2022
Montagu/ Ashton Business Forum	9 December 2022
McGregor Local Tourism Association	25 th January 2023
Robertson Local Tourism Association	25 th January 2023
Montagu/ Ashton Local Tourism Association	30 th January 2023
Manager LED and Rural Development	8 December 2022
Zolani Business Forum	6 February 2023
Nkqubela Business Forum	6 February 2023
Cogmanskloof Business Forum	7 February 2023
CB Auditors and Accountants	7 February 2023
White Lion Holdings	10 February 2023
Montagu Country Hotel	10 February 2023
Canning Fruit Producers Association	15 February 2023
De Wetshof Wine Estate	8 February 2023
Excelsior Wine Estate	7 February 2023
Langeberg Local Municipality Deputy Mayor	7 February 2023
Vice Chairman Robertson Tourism	24 February 2023
McGregor Workshop	8 February 2023
Temenos	8 February 2023
Robertson Workshop	9 February 2023
Bonnievale Workshop	9 February 2023
Montagu/ Ashton Workshop	10 February 2023