

LANGEBERG MUNICIPALITY

TOURISM STRATEGY

MAY 2023

“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”

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List of Acronyms

Acronym	Meaning
CBA	Critical Biodiversity Area
CBS	Community Beneficiation Strategy
DMO	Destination Management Organisation
ESA	Ecological Support Area
IUCN	International Union for Conservation of Nature
LED	Local Economic Development
LTA	Local Tourism Association
MICE	Meetings, Incentives, Conferences and Exhibitions
NDP	National Development Plan
NHCS	National Heritage and Cultural Tourism Strategy
NRTS	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

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, catering to the niche markets in particular. In addition, tourism can positively contribute towards transformation through encouraging the development of effective small, micro, and medium enterprises (SMMEs) and promoting skills development to assist in reducing poverty and improving the livelihoods of local communities. The key to further developing the municipality as a successful tourism destination is to create a conducive environment for the economy and private sector. 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.

The tourism strategy needs to reflect the challenges of the Langeberg Local Municipality and present associated interventions to regenerate the economy.

1.1. Expected Outcomes

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

- 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.

1.2. Key policy and legislation

It is essential to identify the policy and legislation that could, directly or indirectly, influence the Langeberg Local Municipality's ability to develop tourism in the area successfully. Hence, it is important to ascertain all critical legal instruments with which Langeberg Tourism Strategy must be aligned. For an expanded analysis of the policies mentioned in this section, please refer to the Status Quo Report developed for this project. For the Langeberg Tourism Strategy, the following key national policies and legislation were identified:

- 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 No. 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 (NRTS) 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 policies that were reviewed.

Table 1: Provincial, District and Local Policies

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

1.3. Stakeholder Engagement

The success of this strategy is embedded in the effective coordination and collaboration of all relevant tourism stakeholders in the Langeberg Local 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 socioeconomic impacts. In the process of reviewing and developing the strategy, in-person workshops and online engagement sessions were conducted with 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 and on addressing the challenges and opportunities of marketing, product development, infrastructure, accessibility, destination management, transformation, and institutional arrangements.

1.4. Report Structure

The table below outlines the report structure.

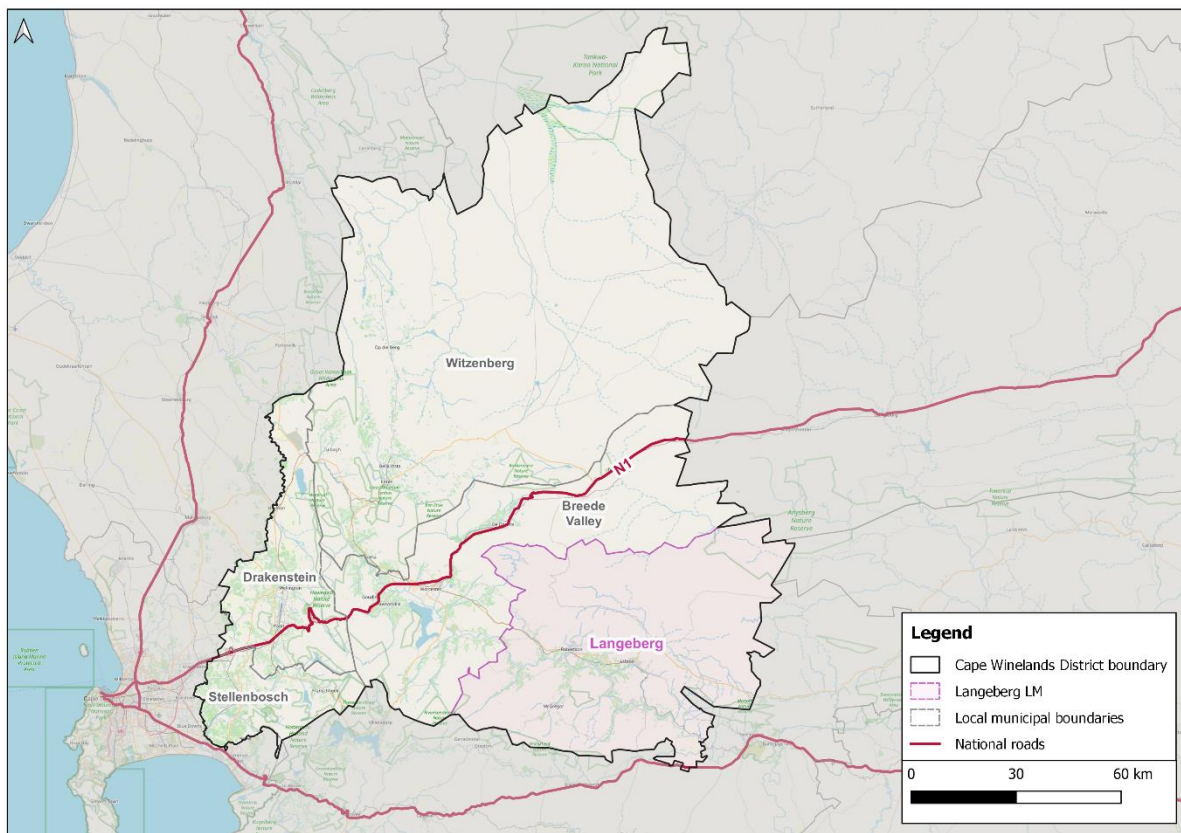
Table 2: Report Structure

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 and Opportunity Analysis	This section looks at the current tourism trends. The section also highlights the competitive advantages, opportunities, challenges, and limitations of 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 and institutional framework.
Section Eight: Conclusion and Recommendations	This section will conclude the document and highlight factors critical to the success of the strategy.

2. Spatial Analysis

The Langeberg Local Municipality, a category B municipality, encompasses 4 517.4 km² and forms part of the Cape Winelands District Municipality in the Western Cape. The municipal area is bordered by the Breede Valley in the north and west and by the Overberg District Municipality 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 12 wards and includes five main towns, namely Robertson, Montagu, Ashton, Bonnievale, and McGregor. The map below depicts the Langeberg Local Municipality in relation to the other four municipalities in the Cape Winelands District Municipality.

Map 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 Local Municipality is situated between the N1 and N2, a fortuitous location 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 traversing the municipal area include:

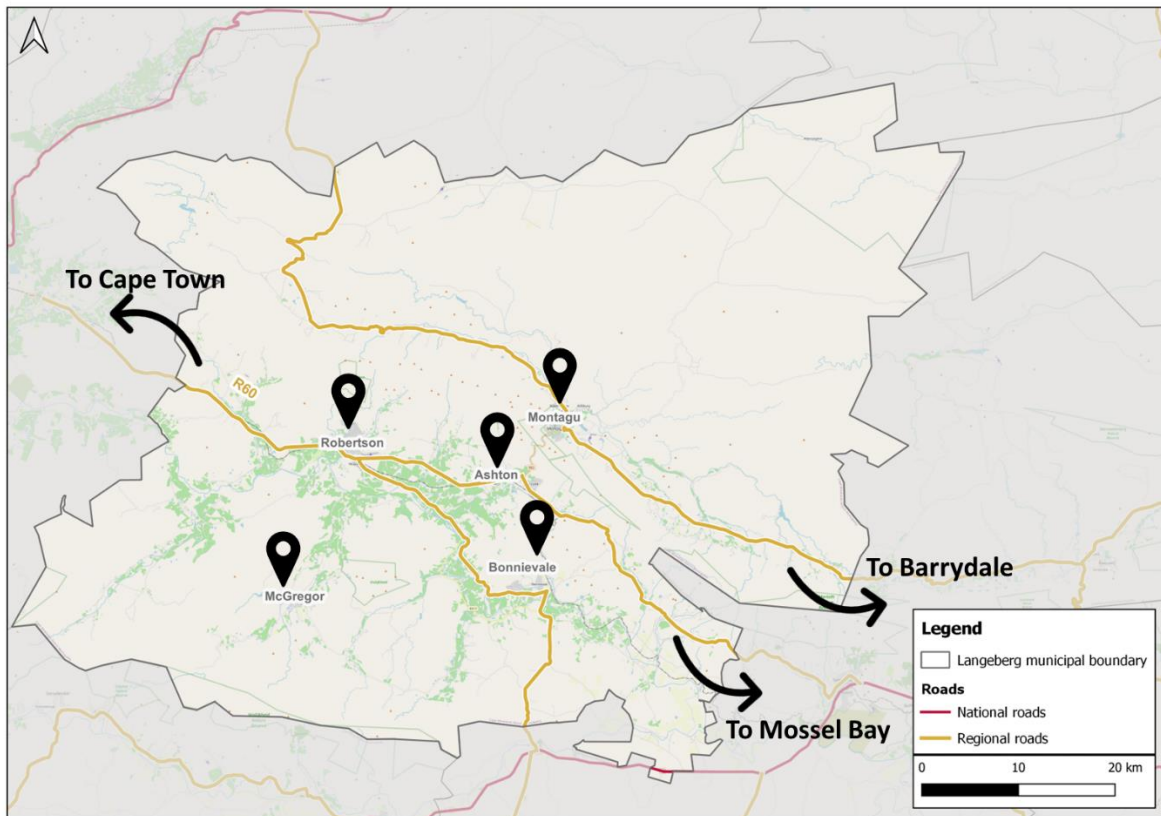
- the R318;
- the R317;
- the R60; and
- the R62.

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

2.2. Major Towns

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

Map 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” and situated only a 1.5-hour 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 bordered vineyards and columns of red and yellow cannas as well as bright bougainvilleas all form the backdrop to this town.
Montagu	Montagu is not only known for its hot springs, Muscadel and dried fruit; it is 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 five 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 village known for its historical and spiritual environments which has a strong sense-of-place, away from urban environments. Its cultural heritage and vibrant community offer economic activities rooted in art and craftsmanship. Local businesses include restaurants, coffee shops, art and craft, and galleries. Tourism plays an important role in the town with offerings such as wellness retreats, a donkey sanctuary, pottery studios, mountain biking, bird watching and hiking trails.
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 of the route. 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.

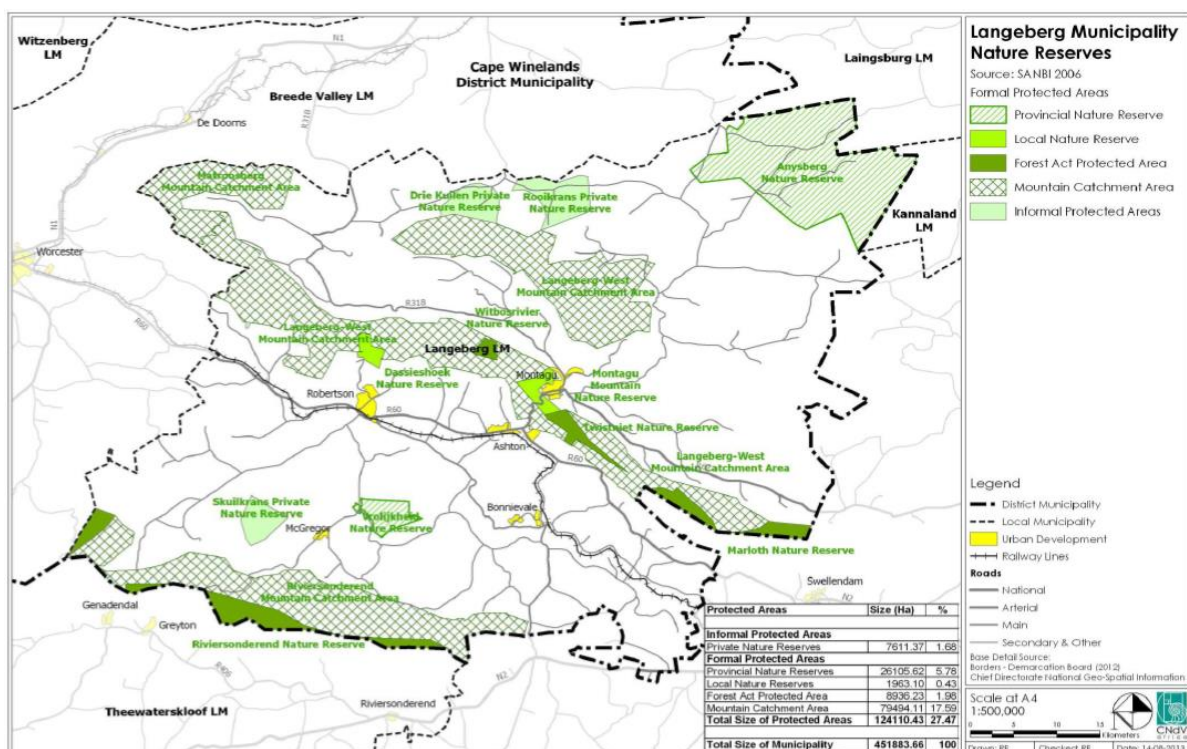
Source: Langeberg Local Municipality, 2022

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 play an important role in the conservation of the biodiversity and natural landscapes of this area. Thus, ecotourism offerings have the potential to ensure the natural environment is protected while still being enjoyed by tourists. The following map depicts the nature reserves and protected areas located in the municipal area.

Map 3: Langeberg Nature Reserves and Protected Areas



Source: Langeberg Local Municipality, 2022/23

2.3.2. Rivers and Dams

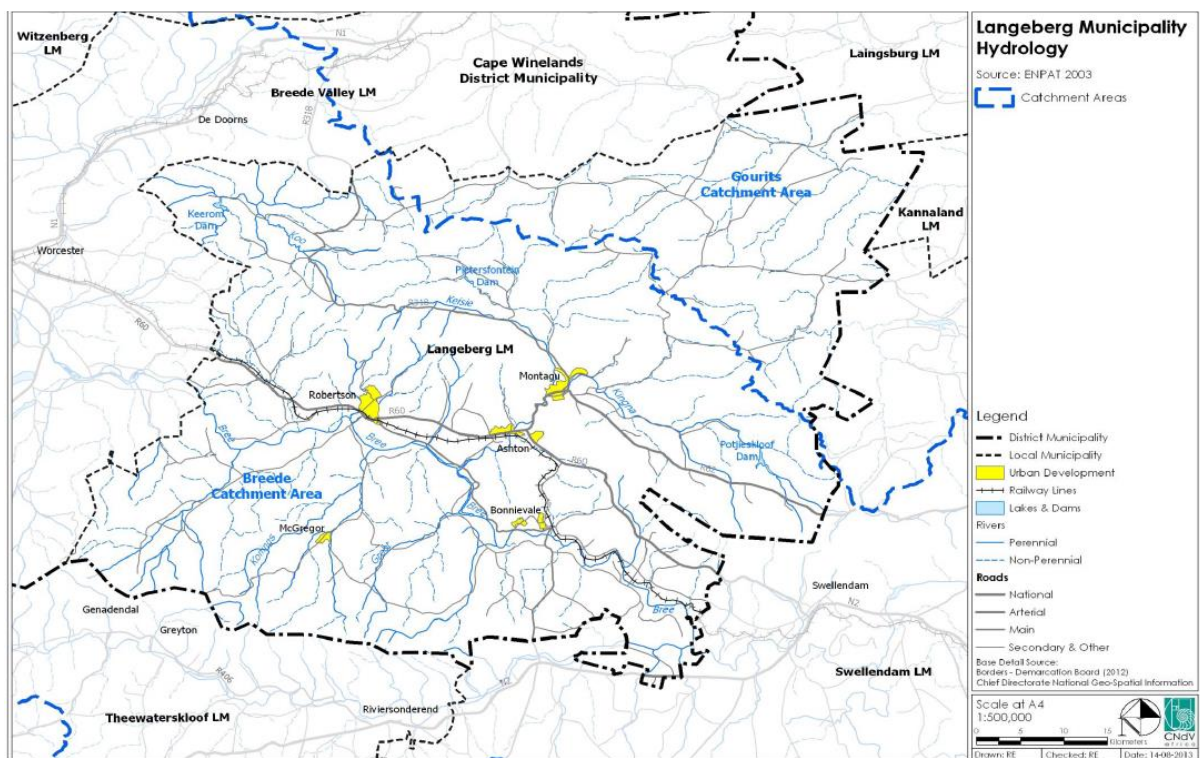
The main rivers within the Langeberg municipal area include the Breede River and its tributaries, namely the:

- Poesjenels;
- Noree;
- Vink;
- Willem Nels;
- Hoops (Robertson);
- Koning and Keisers;
- Cogmanskloof (Ashton);
- Groot;
- Boesmans;
- Kabous;
- Bruintjies; and
- 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, and fishing; however, the challenge is that there are 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 map depicts the distribution of the rivers and tributaries in the municipal area.

Map 4: Langeberg Local Municipality River Systems and Major Dams

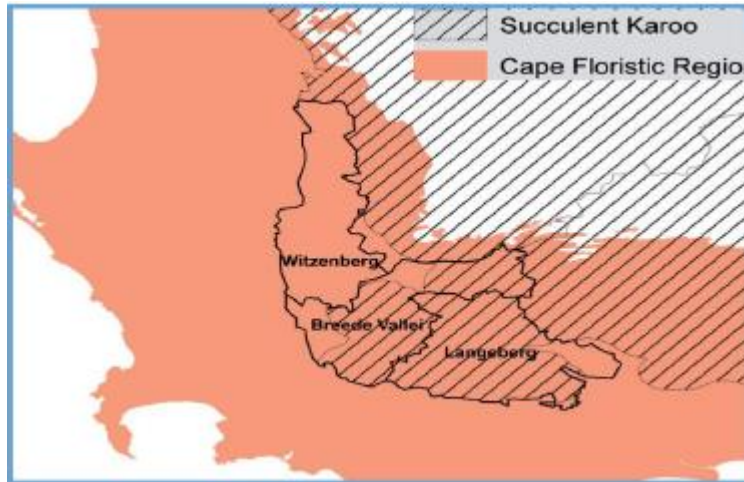


Source: Langeberg Local Municipality, 2022/23

2.3.3. Biodiversity

Biodiversity means the variety of living things in a specific habitat or region. The Western Cape has a unique biodiversity ecosystem, 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 map below indicates the location of Langeberg Local Municipality in relation to the Succulent Karoo biodiversity hotspot and the Cape Floristic Region.

Map 5: Biodiversity Hotspots

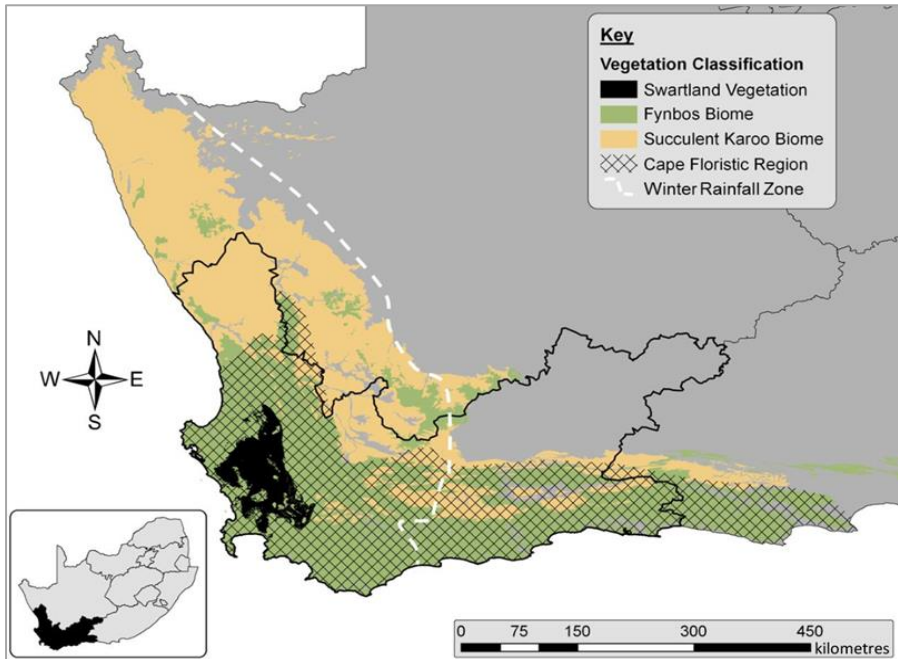


Source: Langeberg Local Municipality, 2022/23

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 within this area. The Cape Floristic Region contains 9 000 vegetation types of which 6 000 are found nowhere else in the world. The region also contains a high degree of animal diversity, lizards, amphibians, and insect species.

The map below shows the different biomes that are present in the municipality.

Map 6: Langeberg Biomes

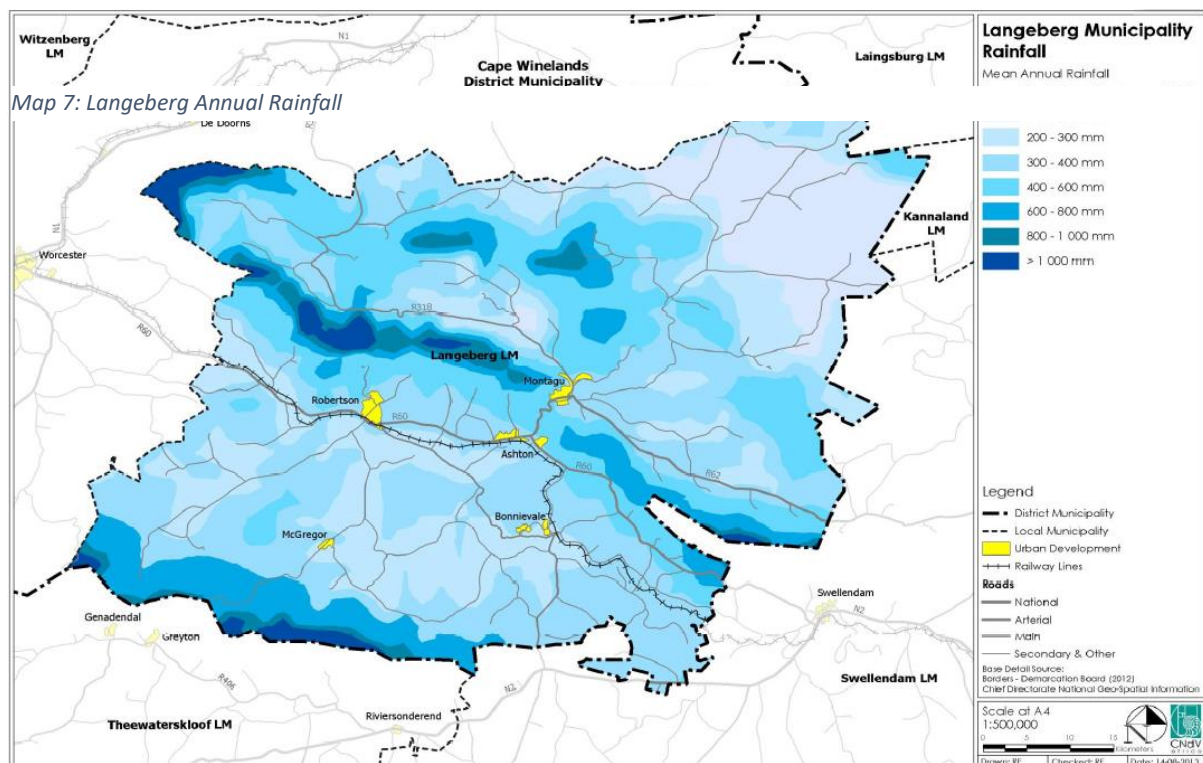


Source: Forbes, 2014

McGregor, Robertson, and Montagu are characterised by the surrounding Succulent Karoo biome. A large section of the biome is situated in the north east of the municipality. Most of the municipality is located in the 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 January and



February. The map below shows the distribution of the mean annual rainfall throughout the municipality.

Source: Langeberg Local Municipality, 2022/23

The figure shows that the highest rainfall is experienced along the Langeberg Mountains. Rainfall in this area ranges from 400 mm to more than 1 000 mm per year. High rainfall (of more than 1 000 mm) 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 Langeberg Local Municipality contributes to efforts to reduce the emission of greenhouse gases and mitigate 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 require that new buildings, whether for commercial or residential use, be designed with a view to lessening these impacts.

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

- Generate renewable energy or create an environment to encourage the use of such energy.
- Install and subsidise solar panels, and encourage households to install solar panels.
- Encourage more efficient and sustainable transport through a vehicle emission tax, incentives for electric vehicles by increasing charging points, and promoting a shift from cars to bicycles/public transport/carpooling.
- Insulate outer walls, ceilings, and windows to prevent heat/cool air loss.
- Construct buildings with lighter coloured reflective roofs to reduce heat absorption in summer. This will, in turn, reduce reliance on air-conditioning.
- Insulate geysers with thermal blankets.
- Install 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 (lime, sand, stone, bentonite, etc.);
- agriculture;
- aquaculture;
- manufacturing (product-making factories, packing, agriculture, construction); and
- 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, the tertiary sector, utilities,

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.>

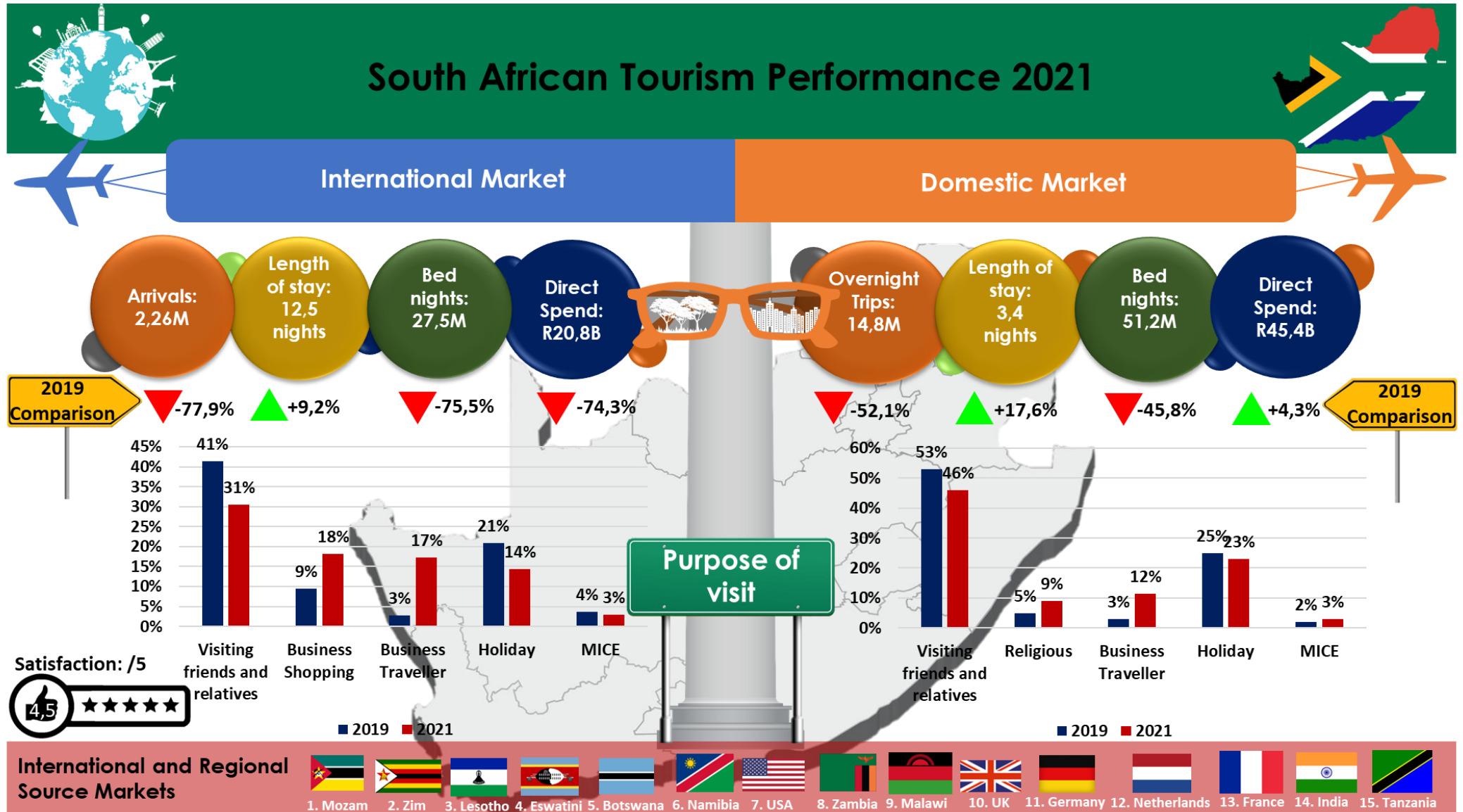
renewable energy, the automobile sector, consumer services, human resources and recruitment services, gambling, and technology.

3. Status Quo Overview

3.1. South African Tourism Performance

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

Figure 1: South African Tourism Performance for 2021



Source: South African Tourism

3.1.1. International and Regional Performance

- International and regional tourist arrivals in South Africa reached 2.26 million in 2021, 0.5% less than the 2.8 million recorded in 2020. This represented a 77.9% decline compared to 2019 and was indicative of the continued impact of COVID-19.
- Tourist arrivals in 2021 continued to show the dominance of African tourists, who now constitute 83.1% of regional arrivals (up by 8.8% compared to 2019).
- The other major source of arrivals remains Europe, but its share has been almost halved, dipping to 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 a result of COVID-19 restrictions.
- In 2019, the number of bed nights continued to decline, reaching a low of 27.5 million. This marked a decline of 75.5% compared to 2019.
- Overall, total foreign direct spend totalled R20.8 billion and was thus 74.3% less than that of 2019. Travellers from Africa and Europe continue to account for the bulk of foreign expenditure.
- The percentage of arrivals who gave visiting friends and relatives (VFR) as their reason for travel declined to 31% while the percentage of those citing holidays fell to 14%. The percentage that gave meetings, incentives, conferences and exhibitions (MICE) as their motivation for travel also declined slightly, falling to 3%.
- Conversely, the percentage of visitors giving business shopping and business travel as their reasons for coming to South Africa increased to 18% and 17%, respectively.
- Visitors from other African countries who travel overland mainly enter South Africa for VFR. Europeans and visitors from the Americas travel for holiday purposes and all others for VFR. African visitors who arrive by air and Asian visitors have a more balanced distribution of the three main purposes, with the exclusion of business shopping.
- Tourist 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 but are most pronounced amongst travellers from the Americas and Middle East.

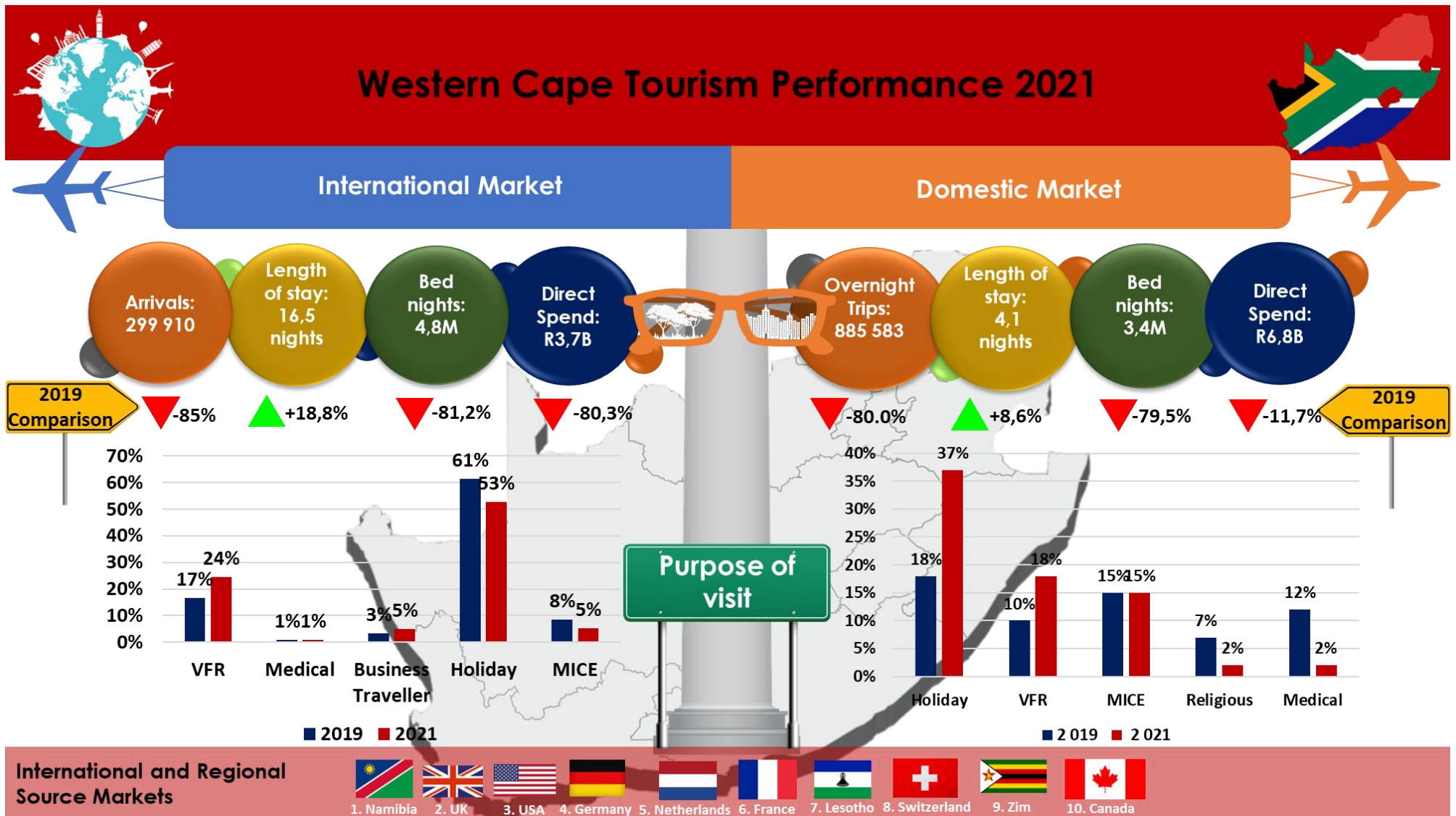
3.1.2. Domestic Performance

- In 2021, there were 14.8 million overnight domestic trips. This was 52.1% less than the number of trips in 2019.
- The duration of domestic trips stay duration was 3.4 nights, an increase of 17.6% in nights spent compared to 2019.
- The total revenue generated by overnight domestic tourism in 2021 was R45.4 billion, representing an increase of 4.3% compared to 2019. The amount per trip spent by domestic tourists in 2021 was similar to that spent in 2020, but much more than the spending in 2019. In 2021, the average spend was R3 062 (compared to R1 542 in 2019).
- The main reason for taking a trip continues to be to visit friends and family, with 46% of visitors giving this as their motivation for travel. Holidays are the second most popular reason to travel domestically, with 23% of visitors giving this as their motivation.
- Most domestic overnight trips originate in the Eastern Cape (36%). Gauteng is the second most important source province (21%).
- Popular activities include eating out, shopping, socialising, religious and nightlife.

3.2. Western Cape Tourism Performance

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

Figure 2: Western Cape Tourism Performance in 2021



Source: South African Tourism

3.2.1. International and Regional Performance

- There were just under 300 000 international and regional tourist arrivals in the Western Cape in 2021, an 85% decline relative to 2019.
- Namibia was the top source market in 2021.
- European countries remain the biggest source markets, with the United Kingdom and Germany being the top two European countries.
- International and regional tourists preferred to stay, on average, 16.5 nights, which resulted in 4.8 million bed nights in 2021. The average length of stay increased by 18.8% compared to 2019.
- The revenue generated by international and regional tourists decreased by 80.3% to R3.7 billion.
- In 2021, 53% of tourists stated that their main reason for travelling to the Western Cape was to take a vacation; this percentage was slightly below the pre-pandemic level of 2019 when 61% travelled for holidays. Other main reasons given for travelling were VFR (24%) and MICE (5%).

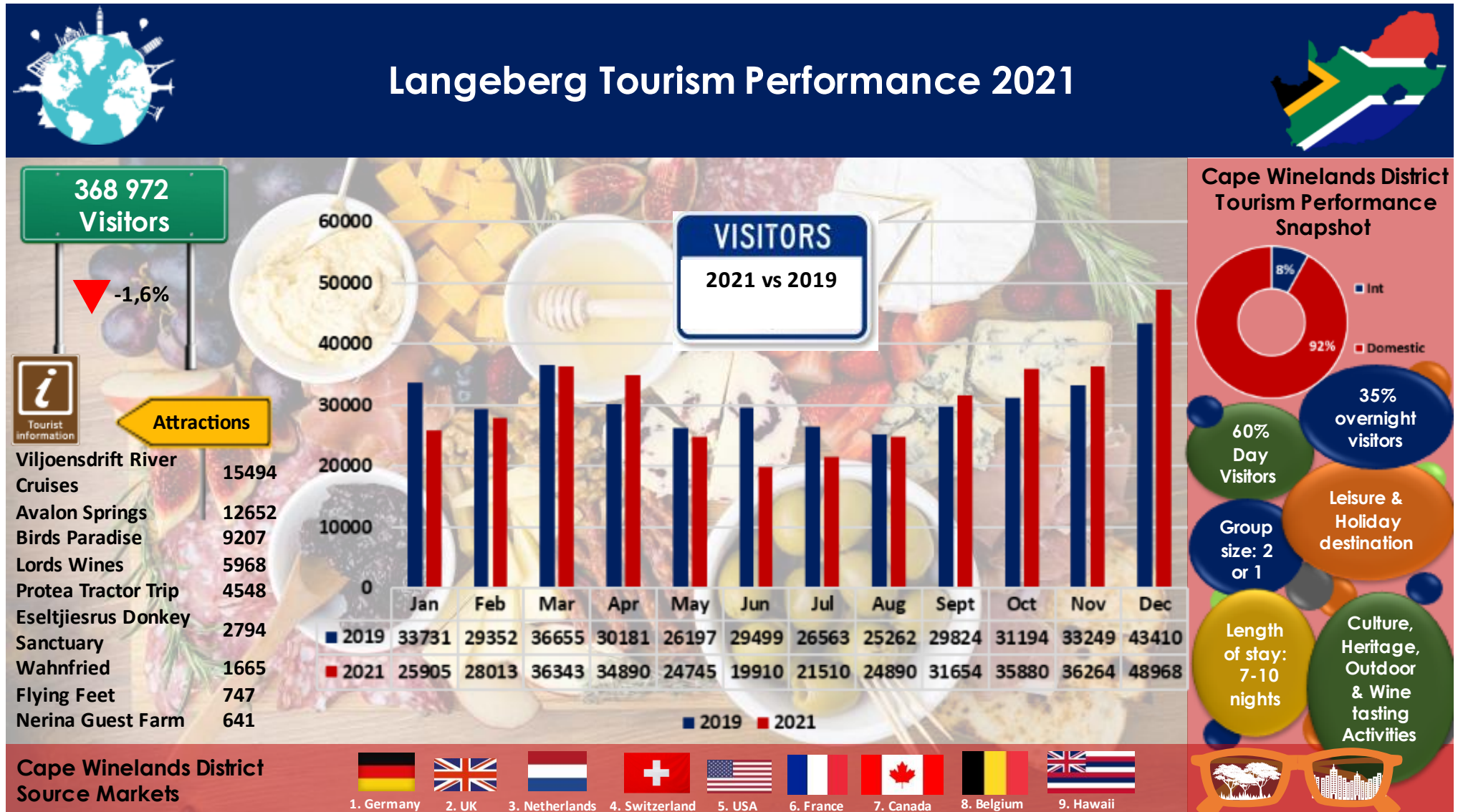
3.2.2. Domestic Performance

- There were just under 900 000 domestic trips in 2021. This marked a decrease of 80% compared to 2019.
- In 2021, the Eastern Cape and Gauteng were the main domestic source markets for visitors to the Western Cape.
- Domestic tourism trips lasted on average 4.1 nights, resulting in a total of 3.4 million bed nights. The average length of stay increased by 8.6%.
- The revenue generated by domestic tourism in 2021 decreased by 11.6% to an estimated R6.8 billion.
- South Africans largely travel to the Western Cape for holidays (37%), for VFR (18%) and for MICE (15%).

3.3. Langeberg Tourism Performance

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

Figure 3: Langeberg Tourism Performance in 2021



Source: Langeberg Municipality and Wesgro

- In 2021, the Langeberg received a total of 368 972 visitors, which was 1.6% less than the number in 2019. It can be assumed that the Langeberg tourism sector has recovered from the COVID-19 pandemic.
- The highest number of visitors was recorded in December of 2021. Almost 50 000 visitors travelled to Langeberg, about 5 000 more than in 2019.
- June and July of 2021 were the quieter months with approximately 20 000 visitors, lower than the totals in 2019. This can be attributed to the third wave of COVID-19, which hit Gauteng hardest. This province is a major source market to the municipality and the Cape Winelands District Municipality.
- Seasonality can be overcome by creating experience packages with complementary tourism businesses that feature complementary offerings, re-engaging with the locals, offering special deals for loyal visitors, and tapping into the MICE market.
- Domestic visitors make up the largest share of travellers to the Cape Winelands, accounting for over 90% of visitors in 2021; 8% of visitors recorded in this year were international travellers.
- As in 2019 and 2020, traditional markets such as the United Kingdom, Germany, Belgium, France, and the Netherlands continue to rank as the Cape Winelands' top five international markets. On a domestic level, the Western Cape was the top provincial tourist destination in 2020 and continued to do so in both 2020 and 2021, accounting for over 70% of visitors from the domestic market. Gauteng and KwaZulu-Natal were the second and third most popular provinces.
- The area caters for all age categories. Most visitors travel 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 (36%) spent 7 to 10 nights in the area. The second-largest share (26%) remained in the area for one to two nights.
- Culture/heritage-related activities, outdoor activities, visits to national parks, wine tastings, and visits to craft/food markets were the top five activities undertaken by visitors during their stay in the district.
- The attractions and activities in Langeberg that were popular in 2021 were river cruises, hot springs and bird watching.

3.3.1. Conclusion

When comparing the international and regional markets with the domestic market, it is 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 SMMEs; therefore, an intensive and continuous focus on the domestic market is required. The Western Cape is currently the third most visited province by international tourists, and the secondary data shows that international tourists enjoy and prefer this province as a destination.

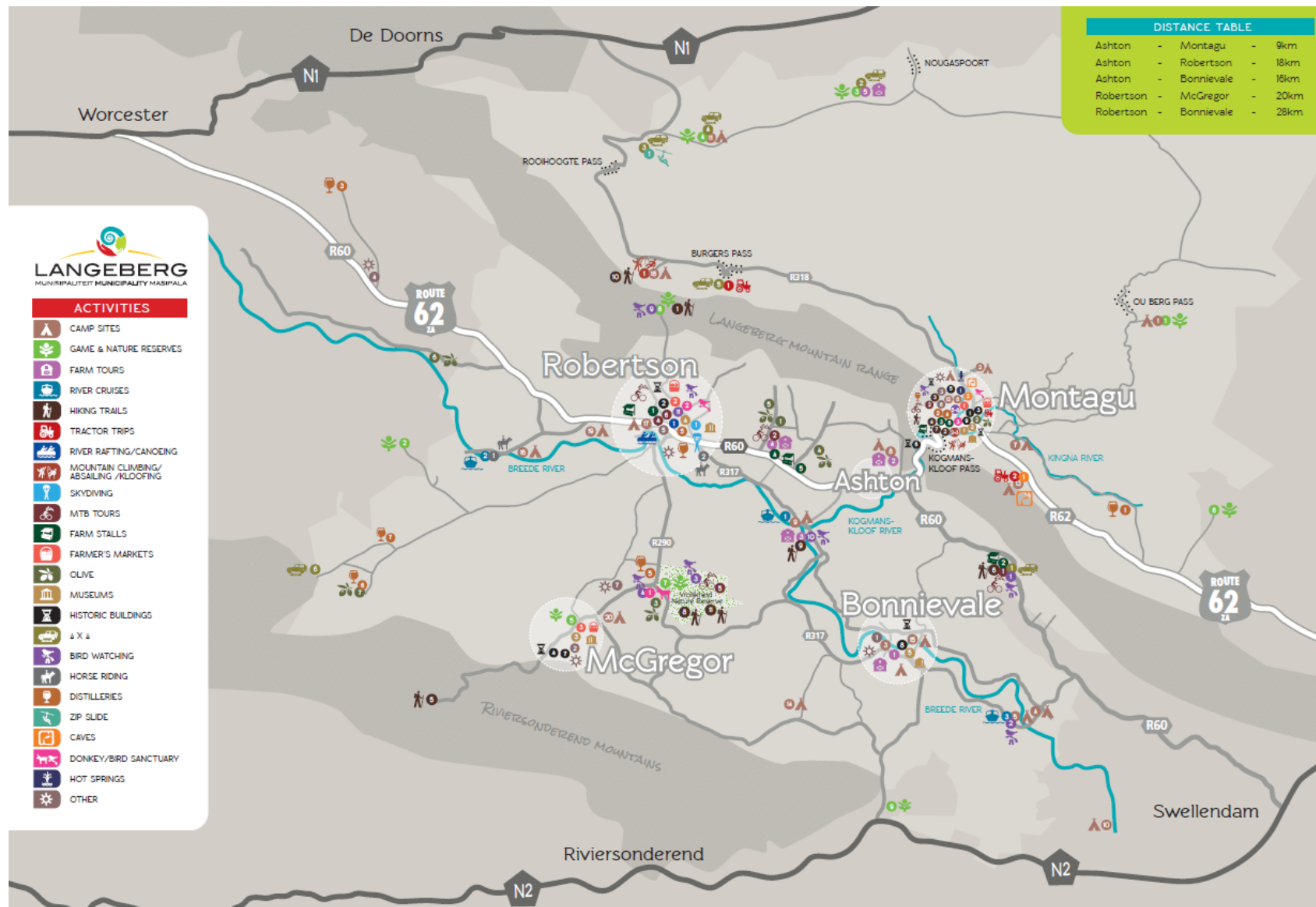
Tourism in the Langeberg Local Municipality is growing, but it could grow at a faster rate without producing any negative impacts. Langeberg Local Municipality has the potential to be an extremely competitive destination and to become the most visited municipality by international tourists. Aggressive marketing is required within the emerging and core international markets on a continuous basis along with the establishment of direct and indirect distribution channels. Furthermore, world-class service delivery relating to branding and positioning of the Langeberg Local Municipality is

needed. The Western Cape province is responsible for providing support and guidance to the tourism sector, thereby helping to increase its competitiveness at the provincial, national, and global level.

3.3.2. Tourism Supply

The following map depicts the various offerings in Langeberg. Clearly, the tourism supply is clustered around the five main towns of the municipality.

Map 8: 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 much to offer tourists. Activities and attractions include camping, game and nature reserves, farm tours, river cruises, hiking trails, tractor trips, skydiving, farmers' 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

The wholesale and retail trade, catering, and accommodation contributes 17.7% to the GVA of Langeberg and is the second-largest contributor after the finance, insurance, real estate, and business services sector (22.2%).

3.3.4. Total Employment

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

Table 5: Sector Employment

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

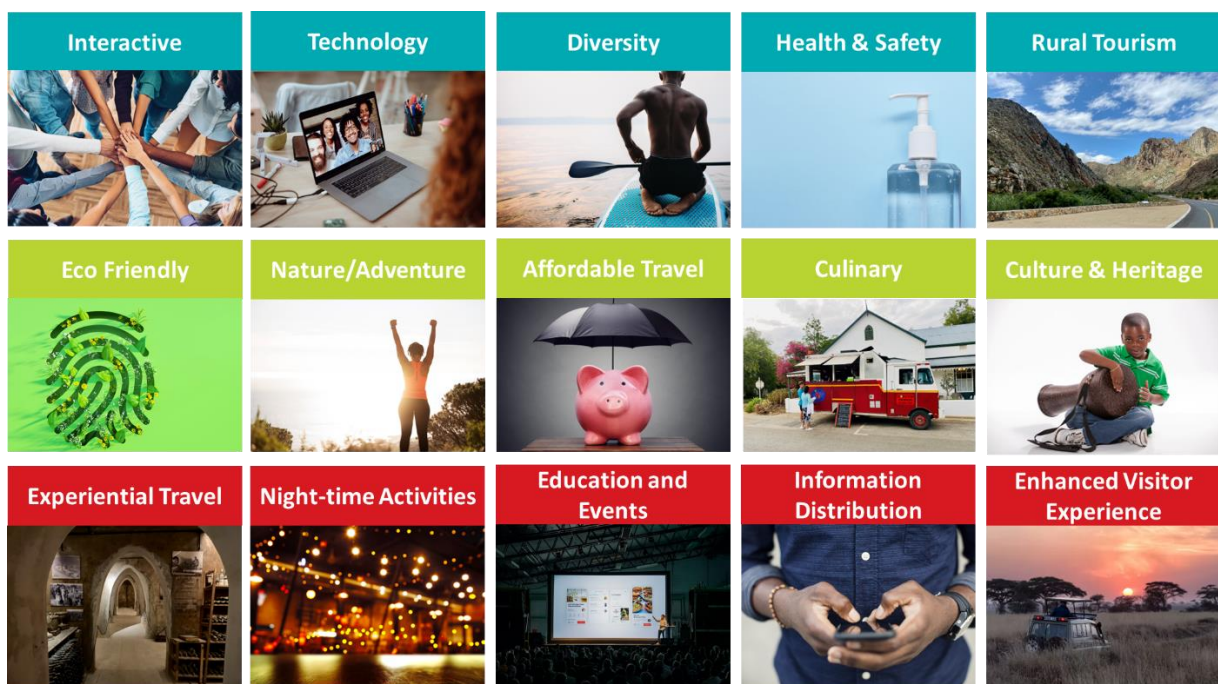
The top three employing sectors in the Langeberg Local Municipality are agriculture, forestry, and fishing (12 022 people); the wholesale and retail trade, catering, and accommodation (10 296 people); and community, social and personal services (7 350 people). This is similar to the situation in the Cape Winelands District Municipality, where the top employing sectors are the wholesale and retail trade, catering, and accommodation (75 434 people); agriculture, forestry, and fishing (72 882 people); and community, social and personal services (66 929 people).

4. Gap and Opportunity Analysis

The tourism gap and opportunity analysis is informed by stakeholder engagements, 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 his or her planning of their trip to the return home, and it should aim to have a positive impact on the tourist throughout. The impact of COVID-19 has changed travelling trends; thus, planning must be done thoroughly to develop the tourism sector. Each tourist destination within the Langeberg has unique offerings. However, it is important for destinations to keep up with global tourism trends 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 seek experiences that extend beyond the main attractions of 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 attracting tourists to a destination and to enhancing their experiences.
- Millennial and Gen Z tourists are more diverse in character, each having unique demands and expectations. They are more culturally diverse, and this is reflected in their lifestyle choices

and ethnic origins. They tend to prioritise climate and scenic attractions when choosing a tourism destination.

- Health and safety are top priorities for tourists, so it is important that tourism products and services adhere to health and safety protocols.
- Rural tourism has grown in popularity as more people travel to smaller or remote places to experience the wilderness and relaxation.
- There is a preference for the use of eco-friendly tourism products as many tourists are concerned about the environment and the protection thereof.
- A love of adventure and physical activity is observed among tourists as more choose to participate in physical activities and maintain their exercise routine while travelling.
- The concept of micro-holidays will become more common as such holidays are more affordable. Domestic tourists tend to take shorter and frequent trips.
- As part of the cultural experience, tourists are eager to enjoy 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 meals that make use of these ingredients. Hosting culinary events is an ideal way of attracting people of all ages. When combined with entertainment and other activities, it can contribute in a meaningful way to enhancing local pride in tourist offerings.
- There is a notable preference for heritage and cultural tourism products as these link 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 is key in motivating tourists to travel to a specific destination. Consumers in developed economies are re-evaluating their spending habits and moving away from materialism to simplicity, authenticity, and individuality.
- Nighttime activities are a growing trend, with tourists attending night markets, joining night tours and attending 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 about each of the tourism sub-sectors (and enrich industry role players). Industry leaders can give talks and presentations on how the sector operates and what it takes to participate. They can also give advice and advocate for 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 bring to a region. It is important to generate excitement and support for tourism and to gain buy-in from residents. The more knowledge they gain about 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 can be 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.
- A tourist's first impression of a destination is created even in the planning stage of a trip when bookings and other travel arrangements are being made, with part of their relationship with the destination is established during this period. However, the physical arrival and experiences at the destination carry the most weight. Many destinations around the world are

implementing welcoming strategies that enable them to carry out actions that affect and ultimately shape tourists' perceptions of a place. It is all about creating a good and lasting first impression.

4.2. Tourism SWOT Analysis

Taking the stakeholder engagement into consideration, a tourism SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was developed for the Langeberg. The analysis is intended to direct and inform the tourism strategy for Langeberg.

The table below depicts the SWOT analysis for the Langeberg tourism sector.

Table 6: Langeberg Tourism SWOT Analysis

SWOT Analysis	
Strengths	• Mountainous and naturally scenic landscapes • Unique festivals • Close to Cape Town, making it a weekend getaway • Strongest sectors are agriculture and tourism • Known for its hospitality • Rich in history • Provincial roads are in good repair and provide easy access to all towns and villages. • Diverse tourism offerings with potential to expand • Many accommodation establishments • Good weather year round • Attractive property market/preserved architecture • Vibrant street/pedestrian culture/nightlife • Good communication between public and private sectors • Live music venues • Eco-living • Jakes Gerwel Technical High School • Valley of Cheese, Wine, and Steak • Strong wellness offering • Strong tourism node with well-developed network of holiday farms and farmstalls along the R62 tourism route • The Ashton Bridge has beneficial opportunities. • Art & artists • Well known Spiritual Retreat and Wellness destination
Weaknesses	• Infrastructure is available but needs to be better maintained. • Lack of large interest-specific events • Insufficient marketing budgets and funding for events • Available labour not sufficiently skilled or educated (e.g. in project management, admin) • Lack of high-quality basic services, e.g. electricity, storm water management, waste management, etc. • Some roads in towns need better maintenance. • Roads leading into towns lack beautification. • Petty crimes due to lack of police enforcement • Limited activities on a Sunday, which negatively impacts the tourist experience

SWOT Analysis	
	• Weak connection between local and district municipalities in terms of funding • No benefits to the municipality from participating in tradeshow in neighbouring countries • Municipality not adopting a fair and equitable policy for municipal rates and taxes • Insufficient municipal investment due to lack of funding requests from locals • Communal sports facilities are not free. • Agriculture Research Centre underutilised along with other skills development centres • Town entrances are underwhelming and can be improved to make the towns more attractive. • Restaurants are not open in the evening. • No day visitor options alongside the river • Weak communication between public and private sectors • The river is filled with hyacinths, making it inaccessible. • There is no official tourism information website. • Signage issues are not being resolved with sufficient speed.
Opportunities	• Municipality can invest in more arts and nature/adventure projects • Enhance tourism product offerings and assets in terms of the green economy and eco-tourism development and promotion. • There is a need for a youth education centre closer to each town. • Collaborative marketing between all LTAs and between tourism establishments. • Promotion of the towns to mid-week visitors. • Speed up event applications. • Host more smaller festivals to create demand for accommodation throughout the year. • Establish a uniform brand for the municipality as the Langeberg brand is not strong enough. • Develop a tourism marketing policy and a tourism destination marketing strategy. • Capitalise on the growing cannabis market. • Agri-tourism opportunities, e.g. hiking through the vineyards • Tourism is a popular subject at high schools in Robertson. Tourism readiness programme for high schools to educate the youth about the economic importance of tourism; fund an NGO to drive the programme • Harness the power of digital tools and other visual media. • Adopt a fair and equitable policy for municipal rates and taxes. • Promote Langeberg as part of the larger Winelands and Conservation regions (ecotourism): birdlife, biomes, lush agricultural landscape, horses, wine production, cooking and cultivation. • Promote the expansion westwards of the Gouwritz Cluster Biosphere over the entire area north of Langeberg, linking to Anysberg Reserve (neighbouring municipality). • All the historic and art deco infrastructure can be restored to create a compelling high street strip.

SWOT Analysis	
	• Establish a bicycle library along with biking routes. • Revive the train station to improve accessibility and diversification. • The airstrip has the potential to be upgraded to a domestic airport that can service high LSM visitors. • The Breede River has potential for river camps and boat rides. • 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 • The Breede River clean-up project - hyacinth infestation • Data collection of visitor information and travel behaviour • Private investment in restaurants that will operate in the evening • Bonnievale Tourism Information Office • Develop a market area along activity corridors such as the corner of Madeliefie and Barlinka Streets. • Formalise open spaces (landscaped recreational facilities, play parks, picnic sites, and areas containing outdoor gym equipment) within and adjacent to settlements. • Develop hiking and mountain bike trails along main activity routes.
Threats	• High poverty levels and unemployment threaten the safety of tourists. • Lack of electricity impacts the provision of water to communities and businesses. • Lack of funds from municipality to extend infrastructure • Illegal and legal foreigners take jobs for which locals could be employed. • Lack of strategic implementation • Over-commercialisation could negatively impact the town's aesthetic appeal. • Noise pollution prompts tourists to seek quieter towns. • Exploitation of international travellers in terms of higher rates • Seasonal jobs are making communities poorer.

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

The Langeberg has many strengths, and these can act as drawing cards to stimulate further growth in tourism in the area. As indicated, each main town has unique strengths. Collectively, the towns create strong tourism sector, which is one of the main economic drivers in the Langeberg.

Throughout the municipality, the most prominent weakness highlighted related to service delivery (the provision of electricity, water, cleaning services, and sanitation, to name a few). The other matter highlighted by most stakeholders was the need for practical skills training in hospitality and other fields along with concerns that the existing skills centres are not being used to their full potential. If locals were upskilled, current and future tourism establishments would not have to source skilled labour outside the municipality. Upskilling would contribute to employment creation and assist with reducing crime. While the municipality has many strengths, stakeholders highlight several weaknesses that the municipality should address to create an enabling environment for tourism development.

The Langeberg offers many opportunities for the further development and flourishing of tourism. Each main town in the municipality is unique and has the potential both to attract visitors and to entice

them to stay longer and spend more. However, it is essential that each town interlinks with the others through collaboration. The towns also need to tap into current tourism trends such as outdoor activities, agri-tourism, and heritage and culture. Together with the LTAs, the municipality can assist by providing a platform for stakeholder collaboration.

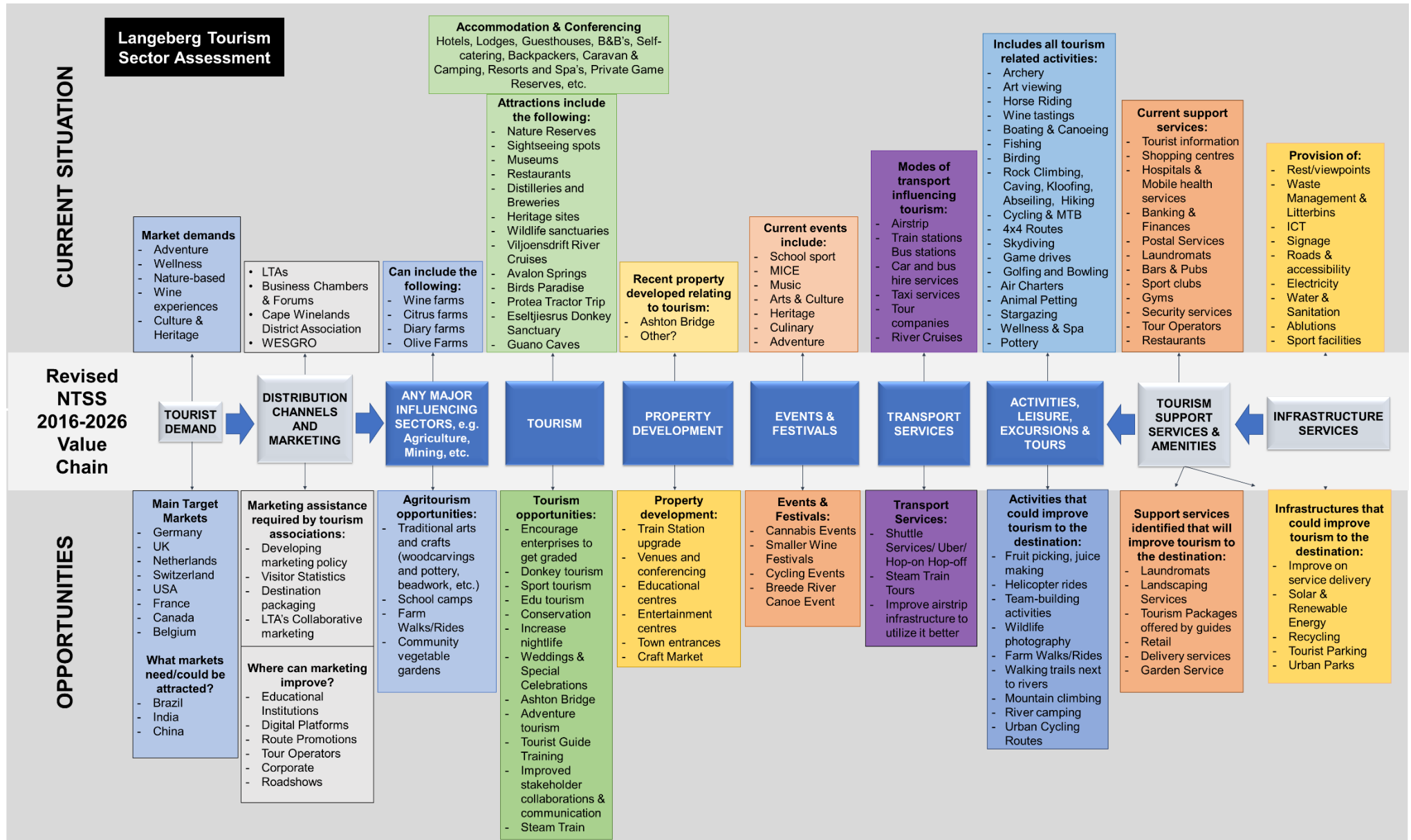
Stakeholders indicated that poverty and unemployment are leading to petty crime throughout the municipality and that police visibility needs to increase, especially during peak tourist visiting times. Furthermore, the stakeholders feel that many service providers are transient and that the municipality is not prioritising the implementation of tourism strategies. Threats to tourism can be detrimental to any destination, and it is thus vital for such threats to be mitigated through proactive planning and strategy implementation.

The SWOT analysis informs the actions to be undertaken in the strategy, which will address the key concerns and interests of the tourism sector.

4.3. Langeberg Tourism Value Chain

Tourism has a far-reaching value chain that offers many SMME opportunities, from vehicle manufacturing for the car rental industry to production of the textiles 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 the linkages in this sector stronger than those 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. The survey asked them to rate the previous vision and identify the components that best describe the tourism sector (and which they associate with 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 Principles

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

Achieving service excellence and visitor satisfaction is the main goal of the strategy, which is intended to 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.

5.2.1. Foundation

The foundation of the tourism sector forms the basis of the desired sustainable growth. The foundation of the tourism sector, which supports tourism demand and supply, must carry the weight of uncertainty, unforeseen events (e.g. 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 of municipal area • Tourism planning and development strategies

Fundamental challenges present barriers to tourism growth. It is thus recommended that the focus should be on “getting the basics right” throughout and establishing stronger communication between all stakeholders. The key components that link the various levels of operations in the tourism sector include the following:

- improved coordination and governance structures;
- effective communication between all stakeholders;
- skills development;
- community involvement; and
- investment.

These components 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 result in a positive impact on development, implementation, and the flow of benefits to all.

5.2.2. Value Chain Enhancement

For the municipality to benefit from tourism growth, linkages need to be developed between the various industries in the tourism value chain. Once the foundation has been laid and the relevant processes put in place, an enabling environment will be created in which the value chain can 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 promote them effectively in target markets, the tourism sector will grow and see an increased flow of benefits. Through value chain enhancement, an inclusive sector can be established; such enhancement includes ensuring market access, encouraging employment creation, promoting skills development, and providing funding and support to SMMEs.

5.2.3. Visitor Satisfaction

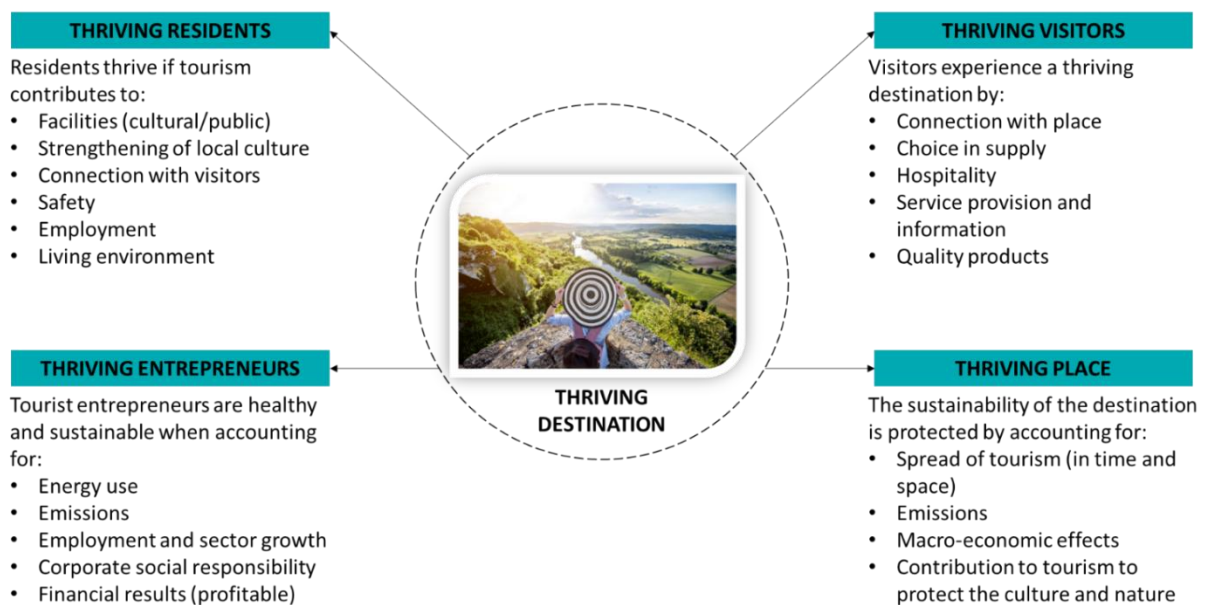
Tourist satisfaction can be defined “as the extent of the tourist’s fulfilment pleasure which occurred from the visiting experience about a product or service feature that fulfils the tourist’s desires,

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 high-quality experiences through product and service delivery. 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.

5.2.4. Thriving Tourism Sector



The Langeberg Local Municipality has the potential to increase tourism economic activity and so contribute directly and indirectly to the livelihoods of the local people residents. 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 rural areas as tourists seek authentic cultural experiences and interactions. These new entrants should be provided with tourism mentors (provided by the relevant Local Tourism Organisations) to assist them with legal compliance, establishing communication channels, business management, tourism protocols, promotions, and direct sales, etc.

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>]

5.3. Strategic Direction

The IDP of the Langeberg Local Municipality lists several strategic objectives (SO), one of which concerns the creation of an enabling environment for economic growth and decent employment (SO 3: Local Economic Development). Under SO 3 a key outcome is support for the growth and development of the tourism sector. In addition, the local economic development strategy aims to enhance the tourism value chain.

Figure 4: Langeberg Tourism Strategic Direction



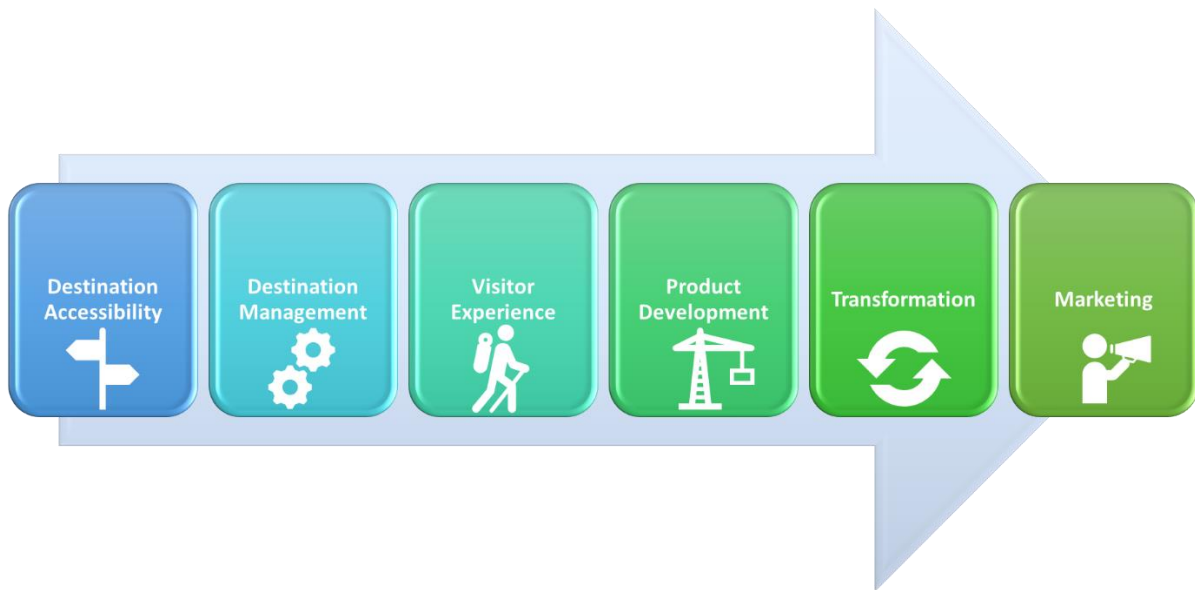
For the municipality and tourism sector players to achieve the intended outcomes, six objectives were set by stakeholders:

- Provide comprehensive, high-quality, user-friendly, accessible, and objective tourist information at all tourist hotspots.
- Improve coordination between local, district, provincial, and national bodies responsible for tourism marketing.
- Establish a safe and secure environment for all.
- Enhance infrastructure and service delivery and development to support a high-quality experience throughout the value chain.
- Ensure that previously disadvantaged people actively participate in the tourism sector.
- Promote Langeberg in a way that enables it to be seen as a destination which offers unique and high-quality products.

Each strategic objective aligns with a development pillar so as to ensure the comprehensive development of the tourism sector in the Langeberg Local Municipality.

6. Strategic Development Pillars

The figure below indicates the strategic development pillars of the strategy.



6.1. Destination Accessibility

The accessibility of a destination takes various forms. Information access relates to potential visitors being able to obtain information about the destination when doing research or planning/booking a trip. This is usually linked to the distribution channels used by a destination to market itself.

Convenient access also relates to how easy it is to reach the destination (transport/roads) and, when at the destination, how easy it is 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 for 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 when entering the Langeberg Local Municipality.
- Travellers should be encouraged to leave the main highways and drive through the towns of Langeberg.
- The airfields are underutilised.
- Digital transformation is slow.
- Generally, the access roads are in good conditions. However, roads in the towns need repairs and maintenance is lacking.
- The lack of public transport between products and towns needs to be addressed.
- The process to change tourism product signages takes too long.
- Bonnievale does not have an official tourism information website. There are a few unofficial websites.
- 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 are required.
- 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 as this will secure and improve access to the municipal area and to tourist attractions located between the main urban centres. Airfields are central to increasing economic activity, attracting new businesses, and generating jobs.⁶

Signage

Stakeholders are frustrated with local government as their grievances are not acknowledged or addressed. 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 that travellers on the N1 and N2 be persuaded to take detours through Langeberg en route to their destination, possibly through the installation 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 a domestic airport.
- Enable Wi-Fi access that is subject to a short survey. This will facilitate the gathering of 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 road repairs in the towns.
- Improve public transport, either through public provision or through agreements with the local taxi/shuttle industry for provision of 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 the Robertson Tourism Office.
- Identify areas along rivers that can be developed into picnic sites where day visitors can relax and enjoy the natural scenery. Provide the infrastructure necessary for such sites.
- Help restore the train station in Robertson.
- Identify areas along the rivers where boat launching infrastructure can be developed.
- The Breede River clean-up project to remove hyacinth infestation.

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>]

- Determine the feasibility of upgrading the Robertson Airfield to a domestic airport.
- Ensure wheelchair useable pedestrian-friendly sidewalks.
- Provision of pedestrian walkway from Nkqubela.
- Erect a large map (5 m x 5 m) of the Langeberg at the Robertson and Montagu town entrances.

6.2. Destination Management

Destination management has a direct impact on the success of the tourism sector. Destination management establishes the foundation of the tourism sector. 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. Electricity and water supply is poor, especially in rural areas.
- There is a failure to learn from past mistakes. What has been attempted in the past? What went wrong? How can we improve/move forward from this?
- Tourism management, hospitality and catering are not offered by local Colleges, such as Boland College in Worcester. However, is a popular subject at high school in Robertson.
- Marketing resources and funding are inadequate.
- Data collection/statistics gathering is inadequate.
- There is a lack of qualified tour guides.
- The available labour is not sufficiently skilled or educated.
- Increase of petty crimes that target tourists visiting the areas.
- Town entrances are underwhelming.
- There is weak communication between the private and public sectors.
- Communication between local and district municipalities is sub-optimal.
- Residents lack knowledge about the economic importance of tourism.
- Public toilets in McGregor and Montagu need maintenance.

6.2.2. Key Considerations

Infrastructure Development and Maintenance

Before considering the building and development of new infrastructure, improvements must be made to existing infrastructure that services the tourism sector. Due to limited resources and capacity, it is unproductive and wasteful to implement elaborate projects about which there has been little or no consultation. Such initiatives may absorb funds that could have been used elsewhere and had a more significant impact on the sector. Proper research should be conducted before new developments are approved to avoid the creation of white elephants. Dilapidated infrastructure needs to be prioritised, not only to create an enabling environment for tourism, but also to 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 municipalities not having the resources needed to provide basic services to the communities in which

they operate. The lack of resources and adequate infrastructure derails economic development and growth opportunities in poor communities.⁷ Other causes of poor service delivery include corruption, political interference or instability, and insufficient skills at local administrative levels.⁸

Tourists cannot be accommodated and presented with service excellence when, in certain 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 being put 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 freely. 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 causes of petty crime is the perception that tourist activities does not benefit local residents. If this perception persists, there will be an escalation of petty crimes such as:

- the harassment of tourists through requests for money, especially by car guards and homeless people at tourism attractions/shopping centres/markets;
- the setting up of self-proclaimed tolls at tourist attractions; and
- the robbing of hiking groups that do not make use of guides.

Skills Development

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

- Training and accreditation of tourist guides.
- Training of LTA officials in 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.

Tourism Data Management

Data management is critical for tourism planning, development, and marketing. To date, only the Montagu/Ashton Tourism Association collects tourism data. The current lack of data in other areas constitutes a barrier to marketing efforts given that these efforts should target key markets, addressing the specific preferences of these markets. Primary data collection should be implemented,

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.

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

- Matters relating to safety must be given priority by law enforcement officials at all levels.
- Capture tourists' safety concerns, and embark on awareness campaigns to educate communities about the value of a tourist.
- Regular updating of the tourism database is critical for communication, information sharing, marketing, and tourism development planning.
- Strong collaborative relationships throughout the tourism sector value chain are essential as they enable excellent service delivery to be experienced from the initiation phase to the departure phase of visitor experiences.
- Host responsible tourism events/roadshows/campaigns to create awareness in the tourism sector, and offer incentives to motivate businesses to be more responsible.
- Establish sustainable development goals for the sector, e.g. recycling and other green tourism initiatives.

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 Climate Change 8, 522–528 (2018). <https://doi.org/10.1038/s41558-018-0141-x>

- 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 welcoming entrances to each town.
- Conduct tourism awareness campaigns for all residents of Langeberg Local Municipality.
- Train interested residents to become tour guides for nature, adventure, and culture and 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 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, and the variety of attractions and activities. The visitor experience impacts the general repeat visitation rates, which are beneficial to the municipality as repeat visits generate more income. It is also more affordable to retain regular visitors than to spend more on marketing strategies to attract new tourists. The municipality should thus aim to meet tourist expectations, and visitors should leave with their individual needs met or exceeded.

In the context of enhancing visitor experiences and understanding that infrastructure and amenities have an impact on these experiences, there is an ongoing need to support the upgrading of the towns. Thus, all infrastructure, facilities and public domains should be kept in optimal order, and operational processes at ground level should be informed by product and service quality standards.

6.3.1. Main Challenges

The following main challenges have been identified:

- Not all accommodation establishments are graded.
- Hosts struggle to provide high-quality experiences to visitors on Sundays as most tourism businesses are closed.
- There are no restaurants in Bonnievale that stay open at night. As a result, visitors are referred to restaurants outside of town.
- Visitors to Montagu are harassed by the homeless.
- There is a lack of litterbins and of awareness regarding the importance of cleanliness.
- Noise pollution in McGregor needs to be addressed.
- There is exploitation of international visitors, who are charged much higher rates than are domestic visitors.

6.3.2. Key Considerations

Grading of Accommodation Establishments

It is beneficial for accommodation establishments to get graded as this will greatly assist with promotion of the establishments. Grading status is obtained from the Tourism Grading Council of South Africa (TGCSA). It 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 high-quality product and experience for the visitor. The level of excellence is represented by the grading level of the establishment. Grading brings benefits relating to procurement, recruitment, legal advice, access to information, training, and marketing.

The 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. This highlights the importance that South Africa places on service excellence and providing a high-quality experience to all tourists. On successful completion of the pilot, the BQV programme will be rolled out in the other eight provinces. It will act as a starting point for the formalisation of homestays in South Africa and the Langeberg Local 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. This needs intervention with regard to the state of tourism infrastructure, public spaces and facilities 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 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 visitors. Tourism is, therefore, not only based on the place and the products as individual components, but also on 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 they are also looking for closer community interaction.

6.3.3. Recommendations

- Encourage all non-graded establishments to get graded through campaigns run in conjunction with the TGCSA.
- Create awareness among tourism businesses regarding the economic value of operating on Sundays and provide recommendations about ways of avoiding employee burnout in the event that a seven-day workweek is adopted.
- 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 about why litter is bad for tourism and the environment.
- Engage with tourism business owners in McGregor about the noise pollution and how it can be addressed.
- Encourage and educate residents and businesses about the negative impacts of exploiting tourists.
- To improve the visitor experience, products should consider including virtual experiences in their offerings. They should experiment with 4D technology in this regard to create a cultural interface.

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

- Strong collaborative relationships throughout the tourism sector value chain are essential in ensuring that excellent service delivery can be experienced from the initiation phase to the departure phase of visitor experiences.

6.4. Product Development

Product development 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 (nature-based, cultural, or history-based attractions; 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. It is important to keep up with tourism trends as this enables operators to gain a competitive advantage over other tourist destinations. The quality of product offerings should ultimately meet and exceed visitors' desires and needs.

Product development usually takes place at the local or district municipality level. Furthermore, product development is usually undertaken by the private sector or by community groupings assisted by non-governmental organisations or local government. The Western Cape, however, does have a critical role to play in instances where a product cuts across or is delivered within several districts. This is the case for tourist routes as well as instances where the local or district capacity requires provincial interventions to ensure that product development 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 (i.e. insufficient information concerning the travel appetites for which operators should cater)
- Lack of stakeholder coordination and collaboration to drive product development processes
- There are, with few exceptions (e.g. in the wine industry), few linkages between products of a similar nature across the different areas of the municipality; this needs improvement.
- Certain parts of municipal land could be developed 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. It involves linking the tourism resources of a few smaller attractions and collectively marketing them as a single tourism destination region.

Langeberg includes various tourism routes that contribute to the awareness of different areas and their respective tourism products, providing an opportunity to package tourism offerings in ways that

contribute to and encourage a wider geographical spread of tourists. Tourism routes have the potential to display those aspects that make a destination unique (e.g. historic and cultural elements) and also to increase the spread of benefits to more than one product owner. Elements to consider when evaluating the effectiveness and success of the tourism routes are as follows: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.
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 is critical to the success of the route as they are the ultimate delivery agents of the experience. It is important to ensure that the product mix is diverse and does not over-represent any of the sectors (e.g. accommodations) as visitors will expect that all aspects of the experience be available.
5. Members should establish a clear brand identity for the route and then market this according to identified targets.
6. Members should decide what sort of governance and operational structure they need to ensure that the route is maintained.
7. Members should determine the financial resources required over the long term to make the route a success in the minds of visitors. The author suggests that many routes start small and can take 20 to 30 years to mature and deliver substantial economic benefits. 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 towards 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 a responsibility to involve communities that are situated close to tourism infrastructure and attractions through the development of meaningful economic linkages.
- There is a need to respect, invest and develop local cultures. In addition, they should be protected from over-commercialisation and over-exploitation.
- Local communities have a responsibility to become actively involved in the tourism industry, to practice sustainable development, and to ensure the safety and security of visitors.
- Employers and employees in the tourism industry have a responsibility both to each other and to the customer (responsible trade union and employment practices).
- There is a need for responsible government, and tourists have a responsibility to observe the norms and practices of South Africa.

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

Birding Tourism

Birding attracts mostly medium to high income pensioners during the middle of the week when tourist's numbers are low. At least 68 bird species that are endemic and near-endemic to southern Africa occur in our Central Cape Valley (Langeberg) area with many of these being "Western Cape specials". This implies that 44% of the endemic and near-endemic species that occur in southern Africa can be found in our relatively small area! At least 39 migratory species also visit our region during the summer months.

MICE Industry

Business tourism increases tourist arrivals. It provides a destination with opportunities to capture these visitors and promote tourism activities to them, thereby increasing their length of stay and expenditure. A focus on the MICE industry will enable more tourists to be attracted to an area before and after events that are held there.

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

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

Community Involvement

Tourism is known to be a tool that improves the lives of local communities in a destination; thus, involving 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 in identifying, implementing and managing 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 of 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: 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 seeks to support initiatives that encourage the development of new products or the upgrading of existing tourism events, experiences, and programmes. These products enhance the overall tourism experience of the destination. In addition, they may contribute to its competitive positioning and destination branding identity as well as to 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 products related to heritage and culture that strongly service 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 aspects of heritage and culture, including language, religious practices, music, and oral histories/narratives that are important in helping people to establish an identity and sense of community. It also includes memory, people’s sense of attachment, and their emotional engagement to a place.

Health and Wellness

A tourist who seeks out wellness looks for destinations that will assist them to improve their health, which automatically leads to an enhanced quality of life. Wellness tourism aims to eliminate the physical and intangible toxins from an individual through relaxation and destressing methods. According to a report released at the opening of the Global Wellness Tourism Congress (GWTC), the global wellness tourism industry has an annual revenue of R18 trillion and accounts for 14% of total global tourism earnings. Furthermore, it 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. The economic benefit of investing in health and wellness tourism is that it brings direct foreign exchange earnings, contributes extensively to government revenues, and offers employment and business opportunities to residents.¹⁶

Agri-tourism

The municipality has considerable potential for agri-tourism, which could serve as a major tourist and investment attraction. These products need to be packaged and promoted in ways that boost 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. For Langeberg, the wine industry is what created and sustained the tourism sector as it is the reason for the existence of the main towns and offers various experiences for tourists on wine farms, from restaurants and wine tasting, cellar and vineyard tours, wedding and events venues, local wine and product shops, etc.

Edu-tourism

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

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/>]

Film Tourism

The film industry generates extensive revenue for the tourism sector, and there has recently been an increase in the number of international film makers and brands choosing South Africa as a location to shoot. That said, there is still considerable scope for growth as these film makers are lured by the favourable exchange rate and fast improving film studio infrastructure.¹⁷ The variety of landscapes, climate and locations in Langeberg makes the area an ideal destination for commercial film and television 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 in them.¹⁸ Sport tourism is a growing tourism industry. To leverage this trend, the focus should be on unique sporting opportunities closely linked with schools and with wilderness and agriculture settings. These could include school sporting events, warrior races, trail running, mountain biking, cycling, etc. It is widely 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.
- Establish and support MTB routes through natural attractions and possibly wine farms.
- Promote hiking and trail running through municipal and private natural areas and on private farms.
- All the historic infrastructure in McGregor can be restored to support independent shops in a village street setting.
- Bicycle routes can be developed in and around McGregor.
- Revive the train station in Robertson to improve on accessibility and diversification.
- The airstrip in Robertson has potential to be a domestic airport servicing high LSM visitors.
- The Breede River has potential for river camps, boat rides, and walking trails.
- Source private investment in restaurants in Bonnievale that will operate in the evening.
- The Breede River canoe event needs to be bigger.
- Establish a satellite Robertson Tourism Office in Bonnievale.
- Collaborate with the municipality concerning 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 in product packaging is needed. Host workshops about who should package products, how this can be done, how products should be priced, etc.
- Ensure that conference facilities/locations have reliable image, sound, and video systems (dual screens, high-speed internet connections and more) to effectively cater for such events.
- Expand on heritage and cultural tours by packaging similarly themed offerings together.
- The redevelopment and integration of the Robertson Museum.
- Support McGregor's Museum.

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.

- Preservation of historical events and related literature, e.g. *Marjorie's Journey*.

6.5. Transformation

The National Transformation Strategy for the Tourism Sector (2016-2026) provides insights regarding problems that need to be addressed in the tourism sector concerning ownership, management control, skills development, enterprise and supplier development, socioeconomic development, and stakeholder partnership and collaboration. Furthermore, the NTSS maintains that the transformation of the 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 has been unable to successfully facilitate the inclusion of previously disadvantaged Black people.
- Stakeholders are unsure of how transformation should be implemented and achieved at a local level.

6.5.2. Key Considerations

Existing Support Programmes

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

Table 7: National Tourism Support Structures

Programme	Description
National Empowerment Fund (NEF)	The NEF was developed to promote Broad-Based Black Economic Empowerment (B-BBEE). The purpose of this fund is to anticipate the future funding and investment required for supporting SMMEs and enabling previously disadvantaged individuals to establish sustainable businesses. The availability of this fund will enhance entrepreneurial activities.
Small Enterprise Development Agency (SEDA)	SEDA's ultimate objective is to provide support to and promote sustainable development of SMMEs nationwide. It also seeks to ensure that they can build business partnerships, this through linking them with relevant role players at the domestic and international level. Furthermore, the agency implements programmes aimed at facilitating 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

Programme	Description
	programmes, market linkages, entrepreneurship development programmes, youth cooperative development programmes, and other business support services.
Business Growth/Resilience Facility	The Business Growth/Resilience Facility was established during the global COVID-19 pandemic to benefit qualifying SMMEs by helping them cope with a shortage of goods in the local market. The facility provides SMMEs with the advantage of supply opportunities in response to challenges caused by the pandemic.
CATHSSETA	CATHSSETA has a mandate to facilitate skills development within tourism sub-sectors. The disburse grants for learning programmes. Further, monitoring 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 its diverse sub-sectors relating to tourism, arts and culture and conservation.
South African Tourism Services Association (SATSA)	The purpose of the association is to provide international buyers with advice and information about high-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 of government and among non-governmental organisations on issues impacting the inbound tourism industry.
Green Tourism Incentive Programme (GTIP)	The GTIP was launched by the national Department of Tourism to encourage private sector tourism enterprises to move towards 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 the costs of investing in more energy- and water-efficient operations. Such investments increase 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, namely ensuring sustainable development and growth of tourism enterprises in a way that facilitates inclusive participation and job creation while contributing to the competitiveness of tourism destinations.
Small Enterprise Finance Development Agency (SEFA)	The agency was established to focus on the provision of financial support to qualifying SMMEs and cooperatives. The purpose of the agency is to foster the establishment, development, and growth of SMMEs and cooperatives so as to assist in 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 purpose of the Market Access Support Programme is to reduce the cost for small tourism enterprises of participating in selected international trade platforms. This provides such enterprises with greater access to buyers in new and growing markets, unlocking demand growth and allowing 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

Programme	Description
	accommodation establishments. This initiative will contribute significantly to the service delivery excellence of the tourism sector.
Tourism Transformation fund (TTF)	The TTF was established by the NDT, in collaboration with the NEF, as a dedicated capital investment funding mechanism. It focuses on providing financial support to 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 thus addresses the Department's tourism development and growth objectives, assisting in job creation and community empowerment through appropriate training programmes.
Tourism Business Council of South Africa (TBCSA)	The organisation represents businesses in the travel and tourism sector. The purpose of the organisation is to unite and influence the diverse travel and tourism sector so that it can contribute to a competitive, responsible, and inclusive tourism economy.
Public-Private Growth Initiative	The initiative was established by the government and private sector businesses. It is intended to encourage engagements and build closer relationships between government and private sector organisations through 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 in the development of sustainable and responsible tourism in South Africa. It focuses on increasing 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 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 SMMEs need to be easy to identify, access, and manage.
- Use preferential procurement for B-BBEE-compliant tourism companies.
- Assist B-BBEE tourism product development through linking them to funders, giving assistance with feasibility assessments and business plans, providing training and mentoring, marketing, etc.

6.6. Marketing

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

6.6.1. Main Challenges

The following main challenges have been identified:

- LTAs do not have sufficient funding to support tourism businesses and events with marketing.
- The brand “Langeberg” is not strong enough to use for destination marketing.
- Due to low awareness of the name “Langeberg”, there is little to be gained from participating in tourism tradeshow.
- Attracting mid-week visitors is challenging.
- There is no marketing policy to guide a marketing strategy for the municipality.
- There is no official tourism office with a website in Bonnievale.
- The range of tourism products on LTA social media platforms is not sufficiently diverse and inclusive.
- 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, and 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 offerings and to establish long-lasting relationships with their customers.

Content Marketing

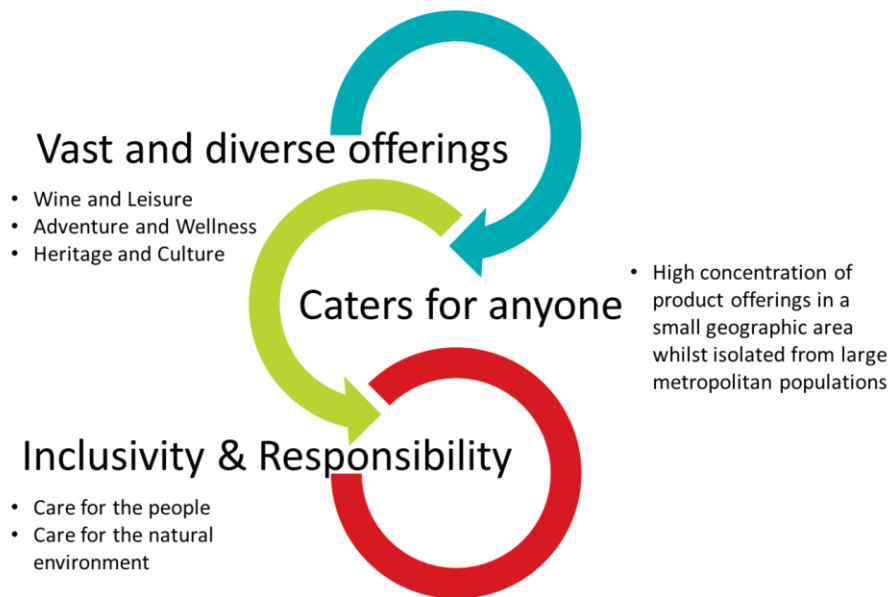
Content marketing means that the entire strategy uses media (pictures, videos, virtual tours and more) to connect with prospective visitors. It allows LTAs and tourism establishments to implement the more creative and entertaining aspects of digital marketing. Visuals are a powerful tool for attracting and enticing 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 to look forward to experiencing it in person.²⁰

Brand and Identity

Based on the situational analysis and stakeholder inputs received, the VDM tourism experiences are diverse and multifaceted. However, the experience still needs to be translated 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 influencers, etc.) 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 determine the additional funds needed to support all marketing activities.
- Establish a uniform brand for the municipality as the "Langeberg" brand is not strong enough, the "Cape Central Valley" will unify the tourism marketing brand for the region as it will do well on search engines, it describes the region/location, and has a historical link to the Cape Central Railway.
- 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 should encourage members to harness the power of digital tools and other visual media.
- Promote Langeberg as part of the larger network of winelands and conservation areas in the Western Cape: attractions, features and activities that can be promoted include birdlife, biomes, the lush agricultural landscape, horses, wine production, cooking, and farming activities.

- Promote the Langeberg, the Riviersonderend Mountains and the Gouwritz Cluster Biosphere as important conservation corridors that traverse municipal boundaries.
- Promote the agri- and eco-tourism corridor at Montagu that extends along the Kinga River corridor/meander and along the Breede River at Bonnievale.
- Establish a satellite Robertson Tourism Office in Bonnievale that has an official website. Employ a local resident from Bonnievale as manager.
- Review the social media strategy of each LTA and develop a checklist to ensure that all members are included in shared posts.
- LTAs should improve on collaborations with all other LTAs in the municipality.
- Target business travellers by packaging pre- and post-meeting/conference itineraries.

7. Implementation Plan

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. For implementation to be successful, it is critical that the institutional arrangements and capabilities are align.

7.1. Development Projects for Implementation

7.1.1. Integrated Development Plan Projects

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

- **Truck stop:** A truck stop could provide a big opportunity for a commercial and economic injection. This development will need roadside wellbeing facilities, e.g. ablution facilities (showers), possibly power points that can enable 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, taking Kerk Street, Dirkie Uys Street, Van Zyl Street and De Jongh Avenue back to Callie De Wet. Drommedaris Avenue up to Marais Park and Goede Hoop Avenue is ideal to add. Then return with Van Zyl Street.
- **New Cape Central Rail** is what makes Robertson unique. Its history, heritage and culture will link Robertson to other areas while bringing the area's diverse demographic backgrounds together. All additions to existing infrastructure will be upgraded and integrated with all towns of the Langeberg Local Municipality. "Cape Central Valley" will be the logo of the R62 that represents the Langeberg Municipality. However, this name will only be for marketing purposes. The identity on the products and attractions of the area will have a signature brand and a specific location.
- **The Vine Dome:** This idea is to pay tribute to the wine industry at the Callie De Wet or Nkqubela sports grounds. This concept – which involves mixing agriculture, upliftment programmes (including for arts and crafts), theatre, music, food, and wine – will be the first of its kind. A steel dome, designed by engineers, will have an amphitheatre shape; it will possibly be 14 m high, with arms of 21 m that extend to a central point. Vines that are planted to creep up the dome-shape will be harvested by cable car systems. These systems will be a tourist attraction throughout the year, allowing visitors beautiful views of this area. The facility

will also feature safety capsules that will be windproof and small enough to take a few passengers who can dine whilst travelling up and down.

- **“Vader se blad” bo-dorp:** This collection of facilities needs upgrading so that it can serve as a central park where local community members are able to relax, enjoy informal sports and organise gatherings. Community members also need braai facilities to be installed in this area. A children’s playground should be installed in the park, which is situated at a safe distance from the main road which is fenced off from the main road. Tourists who are taken to the bo-dorp on future bo-dorp tours will also be able to take pictures of housing in the area, which has the qualities of a colourful painting. Demonstrations of local dancing, cuisine and music can be held at the nearby school.
- **Skateboard Park development with Vader se blad:** an attraction for BMX, roller blading and skateboarding activities. The site can also include an amphitheatre for the cricket and the other three sports.
- **Pad na Dassieshoek:** Safer access route for the reserve. Future development of businesses, schools and residential town planning will promote increase use of the route. Two central taxi points serving the upper town and lower panorama can be better utilised for the community's commercial needs.
- **The future is EV Chargeable Station:** Battery cars and bicycles are the future of any developing town.
- **Local Tourism Expo:** Host a local tourism expo in the municipal area showcasing what the municipality has to offer in terms of tourism.

7.1.2. Stakeholder-identified Projects

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

Robertson

- **Shuttle/taxi service:** This will enable visitors to enjoy the full wine farm and tasting experience without driving under the influence of alcohol and putting others’ lives at risk. It was suggested that a shuttle service be started at a fee determined by the distance required to travel to and from wine farms, tourism activities, and attractions.
- **Airport development:** The airstrip has the potential to be a domestic airport for high LSM visitors. A feasibility study 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

- **Litter prevention programme:** Litter is damaging the image of the destination, and awareness needs to be created about the economic importance of clean towns. More litterbins are required in public spaces as well.
- **Safehouse for the homeless:** A safehouse needs to be established to accommodate the homeless in Montagu. This will improve on the visitor experience as it will help ensure that homeless people don’t harass visitors for items or money. In addition, it will provide shelter and skills development.
- **Mountain climbing (via ferrata – meaning “iron way” in Italian):** The municipal land around Montagu/Ashton provides for excellent adventure activities, including via ferrata mountain climbing. This involves the use of metal cables, iron pins and foot holds to climb mountains.
- **Yellow frame:** Erect a yellow photographic frame in the Cogmanskloof Pass.

- **Ashton tourism precinct:** Develop a tourism precinct in Ashton that encompasses the new bridge and steam train as well as the Platform 62 precinct.

McGregor

- **High street strip:** All the historic infrastructure can be restored to create a compelling high street strip.
- **Car guard/ambassador project:** Provide training, equipment, and support for the existing pilot project.
- **Bicycle library:** Increase the tourist appeal of this town by hiring out bicycles for short-term use (see Montagu's success in this regard). There are numerous requests from tourists concerning bike hire as the village is very bike friendly.

Bonnievale

- **Satellite Robertson Tourism Office:** Establish a satellite Robertson Tourism Office to coordinate and communicate with members of this LTA and to encourage new members to join. Employ a coordinator/manager to deal with all marketing-related activities and to communicate important information from the municipality. Another important function of the office would be to manage an official tourism website and ensure that it is regularly updated.
- **Restaurant investment:** This project aims to source investors who are interested in opening restaurants that also operate at night, as currently there are no such facilities.
- **Breede River clean-up:** Areas of the river that are infested with the water hyacinth are inaccessible and therefore not suitable for tourist activity. Thus, addressing this problem will allow more visitors to enjoy the leisure benefits that this river has to offer.
- **Picnic site:** Establish a picnic site next to the Breede River for day visitors to enjoy the scenery.

7.1.3. Other projects

The following projects will add value to the tourism sector:

- **Wheelchair-useable and pedestrian-friendly sidewalks** to improve on universal accessibility.
- **A pedestrian walkway from Nkqubela:** Road safety for cars, trucks, buses, and agricultural vehicles is of utmost importance. Hundreds of pedestrians cross over the R62, a main route, and animals from neighbouring areas also cross the road unsupervised.
- **Tourism Readiness Programme:** Educate the youth about the economic importance of tourism and how they can play their part in and benefit from tourism. Fund an NGO to drive the programme.
- **Petrol Attendant Ambassador Programme:** Train petrol attendants to be ambassadors for the municipality.
- **Map billboard:** Erect a large map (5 m x 5 m) of the Langeberg at the Robertson and Montagu town entrances.
- **History recordings:** Record the history of all population groups in the Langeberg.
- **Revitalize township tourism:** The focus here is on township product development and training with special emphasis on experience development.
- **Route 62 brochure:** Compile a Route 62 brochure to market the route as well as everything the municipality has to offer in terms of tourism.

7.2. Attracting Investment to the Tourism Sector

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

- existing markets that should be captured;
- good infrastructure, e.g. electricity, water, sanitation, waste management, roads, ICT, etc.;
- prime locations;
- a central online presence for a municipal destination;
- sufficient tourism sector support services;
- crime prevention policies;
- a tourism marketing strategy;
- protection of natural resources;
- less red tape; and
- investment in training and upskilling of the local population to improve employability.

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

7.3. Action Plan

This involves assigning a priority level 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 in terms of the following levels of importance/urgency.

Table 8: Priority Levels

Priority Level	
Low	These actions are recommended and necessary but are not likely to have an immediate impact on the quality, performance, or functionality of the tourism sector. They included general requests that are not tied to a specific mission milestone and have the least business impact.
Medium	These actions have equal priority and are carried out on a first-come-first-served basis. They are labelled “potentially critical” and are subject to availability of resources. These actions have a medium business impact.
High	These actions have the highest priority and should be carried out first. They are labelled as “currently critical”. The actions with a priority basis of high business impact.

Table 9: Langeberg Tourism Strategy Implementation Framework²¹

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
Destination Accessibility	Universal access	Ensure that the disabled, the elderly and those travelling with small children are considered in destination access planning approaches, i.e. concerning ablutions, walkways, ramps, handles, special parking, etc.	DoT, NDT, CWDM, LLM, LTAs, private sector	Medium	R5 000 000	✓	✓		
		Ensure that 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 for tourism.	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 infrastructure such as bridges and stormwater drains is regularly maintained and upgraded so as 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 a detour through the municipality en route to their destination.	CWDM, LLM, SALGA, private sector	Medium	R2 000 000	✓	✓		
		Development of a pedestrian walkway from Nkqubela.	DoT, LLM, private sector	Medium	N/A	✓			

²¹ The implementation of the projects indicated in the action plan would be subject to availability of municipal budget and where applicable private funding. Further, timeframes indicated could change depending on resource and capacity allocation.

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
		Erect a large map (5 m x 5 m) of the Langeberg at the entrances to Robertson and Montagu.	LLM, LTAs, private sector	Low	R500 000				✓
	ICT services	Strengthen ICT provision to ensure that 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	✓	✓		
		Ensure that emergency contact numbers for police, medical, and fire services are easily available through technology and digital media.	LLM, LTA's, private sector	High	R100 000	✓	✓		
	Tourist transport	Develop the park-and-ride concept 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	Investigate how and where the regulatory environment for tourism businesses can be simplified and develop a	NDT, WESGRO,	High	N/A	✓	✓		

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
	business to ensure growth of the tourism economy	programme to work with relevant authorities at all levels, with a particular focus on relieving the regulatory burden on SMMEs.	CWDM, LLM, private sector, SEDA						
	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		✓		
		Support the Breede River Clean-up Project (hyacinth infestation).		High	N/A	✓	✓		
	Rail access	Robertson Train Station is along the route for the Blue Train and could become a Blue Train destination. The train station would require an upgrade for this to occur.	NDT, WESGRO, CWDM, Transnet, LLM, private sector	High	N/A	✓	✓	✓	
Destination	Infrastructure development and maintenance	Conduct a needs assessment of infrastructure development to determine the shortfalls and improve on regular maintenance.	LLM, private sector, relevant sectoral departments	High	N/A	✓	✓	✓	
	Basic service delivery	Improve on service delivery to ensure that the needs of the private sector are met and that they can operate optimally.	LLM, private sector, relevant	High	N/A	✓	✓	✓	

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
			sectoral departments						
	Tourism safety	Matters relating to safety must be afforded priority status by law enforcement officials at all levels.	LLM, LTAs, private sector, local communities, neighbourhood watch groups, SAPS, security companies	High	N/A	✓	✓		
		Develop a victim support programme for tourists that outlines the steps for reporting an incident and the support available to victims. Ensure effective responses to incidents of crime against tourists/victim support through a working 24-hour call line.		Low	R100 000		✓	✓	
		Increase visible policing at tourism nodes and within townships.		Medium	N/A	✓	✓		
		Capture tourists' safety concerns, and embark on awareness creation campaigns to educate communities about 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 skills development programmes relating to hospitality, wine sommeliers, birding guides, digital and marketing technology, and artisans such as plumbers and electricians.	CATHSSETA, NDT, Universities, private sector, LTAs, LLM	High	R10 000 000		✓	✓	
		Tourism readiness programme for high schools.	LLM, local schools, Department	Medium	N/A			✓	✓

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
			of Basic Education						
		Langeberg requires a Vocational College (possibly as a satellite of Boland College in Worcester) with a focus on offering programmes as identified by stakeholders in the report.	LLM, Boland College, DHET	Medium	N/A			✓	✓
		Training for LTA officials on effective digital marketing	LLM, LTAs, Training agent	High	R120 000	✓		✓	
		Local tourism businesses need skills development in the following categories- hospitality, administration, business management, digital marketing, effective product packaging and costing of offerings.	LLM, LTAs, Tourism Support Programmes	High	N/A	✓	✓	✓	✓
		Train locals to become skilled tour guides. 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		✓	✓	
	Stakeholder coordination and communication	Regularly update the tourism database for communication, information sharing, and marketing purposes and for tourism development planning.	LTAs, private sector	Low	R10 000	✓	✓	✓	✓
		Host formal bi-monthly meetings with the tourism sector to discuss tourism-related matters and receive progress updates. These meetings should have an agenda and include minute taking.	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	NDT, WESGRO, STATSSA,	High	R10 000 000	✓	✓	✓	✓

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
		stakeholders to inform planning and development in this space.	CWDM, LLM, LTAs, private sector						
	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 about 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 to report problems.	LLM, private sector	Medium	R250 000		✓		
	Beautification	Create a welcoming look and feel for tourists in towns by planting trees, creating cycling routes along roads, and keeping sidewalks neat.	LLM, relevant ward councillors, LTAs, private sector, local communities	High	R5 000 000	✓	✓		
		Upgrade town entrances with structures, signs, and gardens to make the entrances more eye catching and attractive.		High	R5 000 000	✓	✓		
	Institutional functions	Provide support and funding to organisations that are partners in community-based tourism.	LLM, LTAs, private	Medium	R500 000		✓	✓	✓

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
		Start a meeting support platform for stakeholders to communicate transport issues and suggestions.	sector, local communities	High	N/A	✓	✓	✓	✓
		Ease restrictions that pertain to event hosting and speed up approvals to attract more international and local events.		High	N/A	✓	✓		
		Improve the regulations on Airbnb levies and taxes.		Low	N/A		✓	✓	
		Focus on developing stronger collaboration with the private sector and effective communication channels.		High	N/A	✓	✓		
		Ensure all LTAs are functional and equipped with the tools necessary to optimise performance.		High	N/A	✓	✓		
		Build good working relationships with local conservation authorities and conservationists and seek ways in which product owners can assist with local conservation efforts.		Medium	N/A		✓	✓	
		Implement effective coordination between relevant local and district municipal departments.		Medium	N/A	✓			
		Conduct a feasibility study on establishing a local community tourism association that can get the community involved and represented in tourism development.		Low	R250 000		✓		
		Set up a monitoring and evaluation system to ensure proper implementation of programme and projects.		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	Grading of establishments	Encourage all non-graded establishments get graded through conducting campaigns in conjunction with the TGCSA.	LLM, LTAs, TGCSA, SAT, NDT, accommodation and conference	Medium	N/A	✓	✓		

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
			venue establishments						
	Operating hours	Create awareness among tourism businesses regarding the economic value of operating on Sundays and provide recommendations about ways of avoiding employee burnout in the event that a seven-day workweek is adopted.	LLM, LTAs, private sector	High	R50 000	✓			
	Visitor satisfaction	Introduce a litter prevention programme. Litter is damaging the image of the destination and awareness needs to be created about the economic importance of having a clean environment in Langeberg's towns.	LLM, LTAs, private sector, local communities	High	N/A	✓	✓	✓	✓
		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 tourism business owners in McGregor regarding the noise pollution and ways in which it can be resolved.	LLM, McGregor LTA, local communities	High	R5 000	✓			
		Encourage and educate residents and businesses about the negative impacts of exploiting tourists.	LLM, Robertson LTA, private sector	High	R5 000	✓			
		Create awareness about virtual experiences and the economic benefits thereof. Experiment with 4D technology in this regard to create a cultural interface.	LLM, LTA, private sector	Medium	R20 000	✓			
Product	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	High	N/A	✓			

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
		Develop a creative industry strategy to improve on offerings related to arts, culture and heritage, and film tourism.	sector, local communities	Medium	R300 000		✓		
		Provide promoters and funders with an opportunity to undertake familiarising tours in tourism nodes and routes that will enable them to get acquainted with the background and history of the area and what it has to offer, this 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	✓	✓	✓	
		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		✓		
		To diversify offerings while showcasing local arts and crafts, identify regions to where street market development could be implemented.		Low	R5 000 000	✓	✓		
		Erect a yellow photographic frame in Cogmanskloof Pass, Robertson Entrance, Ashton Bridge, main road of McGregor, etc.		High	N/A	✓			
		Identify areas along rivers that can be developed into picnic sites where day visitors can relax and enjoy the natural scenery; provide the infrastructure necessary for such sites.		Low	R2 000 000		✓		
		Record the history of all population groups in the Langeberg.		Low	R500 000			✓	
		Institute a tourism readiness programme. Educate the youth about the economic importance of tourism and how they can		Medium	R800 000		✓	✓	

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
		play their part in and benefit from tourism. Fund an NGO to drive the programme.							
		Revitalise township tourism.		High	N/A	✓			
	Product packaging	Develop innovative packages tailor-made to capture specific target markets, e.g. business travellers.	LTAs, private sector	Medium	N/A	✓	✓	✓	✓
		Provide training in product packaging by hosting workshops. The district can determine who should package the products, how this could be done, and how products should be priced.	LLM, LTAs, private sector	High	R200 000		✓		
	Events	Arrange a local tourism expo in the Langeberg municipal area.	LLM, LTAs, private sector, local communities	Low	R150 000			✓	
		Create three large events per annum that involve all tourism stakeholders and which can benefit the entire region.		High	R450 000		✓	✓	✓
	Robertson	Establish a shuttle/taxi service.	LLM, Uber, Bolt, transport companies, private sector	Medium	N/A	✓	✓		
		Preservation of historical events and related literature link to Robertson.	LLM, LTAs, private sector, Roberson Museum	Low	N/A		✓		
		The redevelopment and integration of the Museum into proposals for the promotion of tourism in Robertson and the greater area.	LLM, LTAs, private sector	High	N/A	✓	✓		

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
		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: The municipal land around Montagu/Ashton provides for excellent adventure activities such as via ferrata mountain climbing.	LLM, MATA, private sector	High	N/A	✓	✓		
		Develop a tourism precinct in Ashton that encompasses the new bridge and steam train as well as the Platform 62 wine/eatery/shop.	LLM, MATA, private sector, local communities	High	N/A	✓	✓		
	McGregor	All the historic infrastructure in McGregor can be restored to create a compelling high street strip.	LLM, McGregor LTA, local communities	Medium	R100 000		✓		
		Support McGregor's Museum and create linkages with Robertson Museum.		Medium	N/A		✓	✓	
		Development for tourism activities relating to the Donkey Sanctuary and possible "Donkey Cart Project".		Medium	N/A		✓	✓	
		Bicycle routes can be developed in and around McGregor.		High	R150 000		✓		
	Bonnievale	Restaurant investment: Source investors who are 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 well-being facilities, e.g. ablution facilities (showers), possibly power points that can enable 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		✓	✓	✓

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
		New Cape Central Rail: Existing infrastructure needs to be upgraded and integrated with all towns of the Langeberg Local Municipality.	DoT, NDT, CWDM, LLM, LTAs, private sector	High	N/A		✓	✓	
		The Vine Dome: Identify a location for development of the Vine Dome and formulate an implementation plan.	LLM, LTAs, private sector	Medium	N/A		✓	✓	✓
		“Vader se blad” bo-dorp and skateboard park. These facilities need upgrading so that they can serve as a central park where local community members are able to relax, enjoy informal sports and organise gatherings.	LLM, LTAs, private sector	Medium	N/A		✓	✓	✓
		Pad na Dassieshoek: Safer route for the reserve to support and increase tourism development.	DoT, LLM, Dassieshoek NR, private sector, local communities	Low	N/A		✓		
		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 of 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	✓	✓		

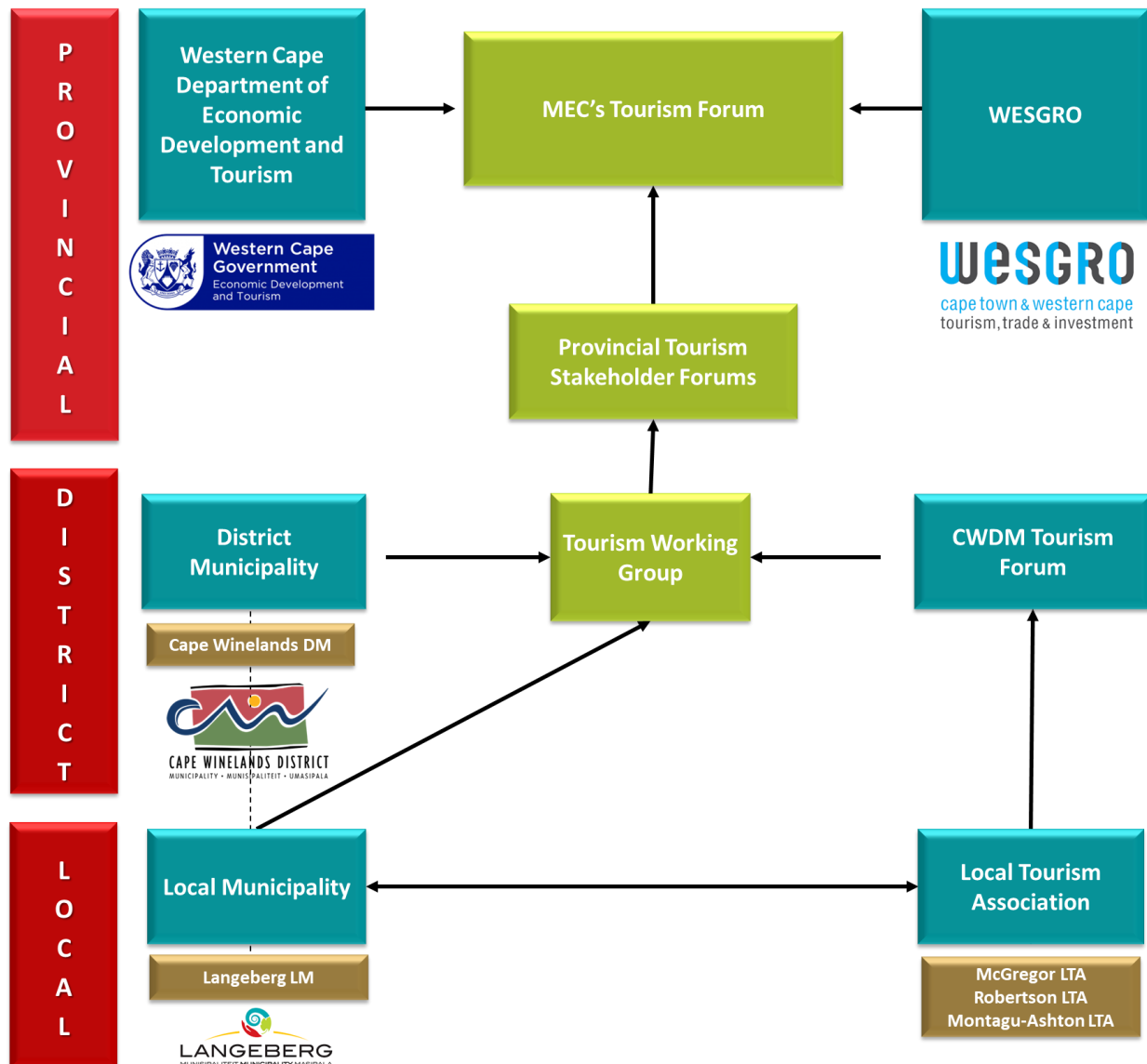
Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
		Introduce best practice approaches and risk management tools for SMMEs.		Low	N/A		✓	✓	
	Economic transformation and job creation	Establish a transformation platform with clear objectives to 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 concerning tourism transformation.		Medium	R500 000		✓	✓	✓
		Identify and address the red tape that is impeding development in the tourism sector.		High	R100 000	✓	✓		
		Offer internship and learnership opportunities to tourism and biodiversity students.		Low	N/A	✓	✓	✓	✓
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 that can 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 other information sources to promote and develop the tourist guiding industry in the municipality.	LLM, LTAs, private sector	High	R20 000	✓	✓		
	Digital platforms	Product, destination, and LTA website designs should be interactive and able to guide visitors to their specific interests.	LLM, LTAs, private sector	High	N/A	✓			
		Focus on digital media platforms to publicise online articles, blogs, listings, photos, virtual tours, and other forms of content promoting the district and its venues, activities, services, etc.		Medium	R50 000	✓	✓	✓	

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
		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	✓	✓		
	Brand management and destination positioning	Develop the “Cape Central Valley” tourism destination brand.	LLM, LTAs	High	R350 000	✓			
		Provide tourism products with marketing support and mentorship through a marketing capacity building programme.		High	R100 000	✓	✓		
		Coordinate with influencers/ambassadors to put events on the map.		Medium	R300 000		✓	✓	✓
		Leverage unique selling points, i.e. adventure activities, 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, excursions, etc.		Low	R500 000		✓	✓	✓
	Traditional marketing	Market and support Route 62, while creating awareness amongst R62 existing and potential members. Further, consider promoting the Route 62 on R60 from Ashton to Swellendam.	LLM, LTAs, private sector	High	N/A	✓			
	Responsible marketing	Ensure truth in advertising through spot checks or mystery shopping. Evaluate the quality, range and price of experiences offered, and ensure that guests get what they expected.	SAT, WESGRO, CWDM, LLM, LTAs, ACSA, airlines, media companies,	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 establishments.		Low	N/A	✓			

Pillar	Output	Actions	Role Players/ Partnership	Priority Level	Proposed Budget	Timeframe			
						23/24	24/25	25/26	26/27
		Link up with national and provincial marketing initiatives, and inform emerging/informal enterprises about sources of marketing and related support.	private sector, local communities	Medium	N/A	✓	✓		
		Encourage tourism products to promote local cuisine as part of their offerings. This will create opportunities for local entrepreneurs to provide visitors with local cuisine accompanied by interpretation of local dishes.		Low	N/A	✓			
		Encourage tourism products to promote local heritage and culture offerings to visitors as this will 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, websites and databases are continuously updated.		Low	N/A	✓			
		Make use of international media and broadcasting.		Medium	R500 000	✓	✓		
		Investigate the possibility of accessing in-flight entertainment on airplanes. Visitors can be introduced to the district's product offerings before even setting foot in the country.		Medium	N/A		✓	✓	
	Events markets	Coordinate the events calendar to address challenges related to seasonality and the geographic spread of tourists in the district. This can be linked to a festival and events newsletter and database.	SAT, WESGRO, CWDM, LLM, LTAs, SANCB, SATSA, ICCA, SAACI, private sector	High	N/A		✓	✓	✓
		Educate the sector about upcoming events and promote underutilised venues as possible locations for meetings.		Medium	N/A		✓		
		Target business travellers by packaging pre-and post-meeting/conference itineraries.		Medium	N/A		✓	✓	✓

7.4. Institutional Arrangements

Proper institutional linkages and collaboration is key for the tourism sector. At a provincial level, the tourism sector is well supported. The Cape Winelands District Municipality promotes the Winelands tourism for the region and ensures coordination with the provincial and local governments bodies and associations. Langeberg Local Municipality hosts the tourism support function under the Local Economic Development Division. However, the successful management, development and marketing of Langeberg required support and collaboration with the local LTAs.



According to the NTSS, this is a regional/local tourism association constituted by tourism business operators to organise and represent the interests of the private sector speaking in one voice. Depending on the local dynamics, as not all the local municipalities have equal tourism strength and potential, the district may decide to establish the regional tourism association. The associations must keep an up-to-date database of all tourism service providers (affiliated members) for each region and locality (supply database).

The roles and responsibilities of the RTAs/LTAs are:

- broadening the tourism base in the region

- providing holistic tourism planning and marketing
- developing linkages and cooperatives
- establishing accredited information centres
- creating institutional arrangements to support growth for the tourism sector

The introduction of LTAs (at local municipality level) have been welcomed by the municipality as a good vehicles to support the growth of the tourism sector and to encourage the involvement of all South Africans in the sector. It must be noted that the LTAs are predominantly driven by private sector practitioners. The municipality can fund and support the LTAs within a specified Terms of Reference relating to development, marketing and transformational goals for Langeberg's tourism sector.

These relationships between private and public can be strengthened through multi-stakeholder forums chaired by the Executive Mayor or the Chairperson of the Tourism/Economic Development Portfolio and attended by local business forums and tourism association representatives. Participation should also include the Executive Committee of the Regional Tourism Association/Forum to represent private sector interests and other relevant regional entities, including representatives of provincial tourism departments as well as the provincial marketing authority.

Implementation of projects and developmental activities within the municipality can be promoted through agreements and working groups underpinned by the private sector.

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 (e.g. culture/heritage and adventure, agriculture and leisure), various packages can be developed and marketed to tourists. Furthermore, trail tourism (as part of adventure tourism) can be further developed as the municipal area includes many natural assets that can offer unique hiking and cycling experiences. Cultural and heritage tourism can offer authentic experiences to tourists as the Langeberg boasts a long, colourful history. Film tourism is a factor that can contribute significantly to the economy of Langeberg as the natural setting of the area and local 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 that seeks to steer positive change in the tourism sector of Langeberg;
- continuous building of mutually beneficial strategic partnerships with relevant tourism stakeholders;
- constant advocacy for tourism as a strategic economic sector that can drive job creation, local economic growth, and transformation;
- ensuring that the tourism department of Langeberg is result driven, streamlined, dynamic and adaptable, and that it is staffed with skilled, passionate, and committed personnel.
- enhancing capacity to lobby, identify and attract investors relevant to catalytic tourism projects.

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