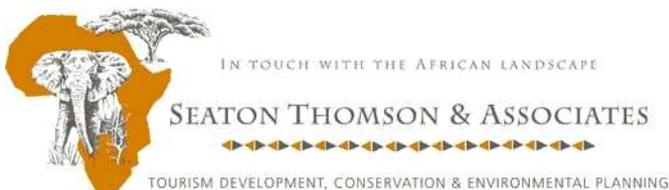




# TOURISM DEVELOPMENT PLAN FOR THE SALDANHA BAY MUNICIPALITY

## PHASE 3

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# SALDANHA BAY TOURISM DEVELOPMENT STRATEGY

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## **1.0 Portfolio of Tourism Development opportunities**

### **1.1. Introduction**

The review of the SWOT analysis (opportunities), the LED and IDP strategies and also concepts tabled at the stakeholder meeting held in Saldanha on the 24<sup>th</sup> January 2013, confirm that there are numerous tourism development possibilities and opportunities awaiting consideration and implementation.

The following schedule of tourism development opportunities/concepts indicates the great variety of possible interventions that can be implemented to ensure the development of a growing and sustainable tourism industry.

### **1.2. Cultural and Heritage/Events and Festivals**

- Create an annual St Helena Bay fish festival
- Redevelop fish market at Paternoster
- Story Telling Festival
- Development of Saldanha Cultural Village
- Develop innovative festivals/markets for each town, i.e. Oesfees/Saldanha
- Develop military/military history tour of Saldanha
- Create an annual Silver Falcon Air show
- Develop a '*matric rage*' event, in late November, competitive to the Plettenberg Bay/Balito events

### **1.3. Ecotourism Activities**

- Whale Watching at Saldanha/Langebaan
- New annual sports events – road running, cycling, mountain bikes, canoeing, power boats
- Arrange annual yachting event in Saldanha
- Develop wildlife rehabilitation centre

### **1.4. Saldanha Bay Tourism Organisation Functions**

- Create local tourism employment data base
- Skills development programme
- Create tourism internship programme
- Industrial tourism
- Target youth markets
- Increase revenues for the SBTO
- Development of a Tourism Development Agency/Forum
- Develop the four tourism nodes and apply related marketing and promotion strategies with Wesgro

### **1.5. Saldanha Bay Municipality LED unit**

- Business Plans for new tourism products
- Improve beach management

- Implement LED/IDP tourism strategies
- Develop “proud tourism concept” within the SBM
- Development of Saldanha Cultural Village
- Marina development
- Development of a Hopefield camping/caravan site
- Disposal/Refurbishment of the SBM resorts
- Capacity building (tourism development) in the SBM LED unit
- Develop “green” tourism image for the SBM region
- Incentivise investment in tourism plant

### **1.6. Provincial Initiatives**

- Upgrade Signage – national/provincial roads
- Steam train linkage between Cape Town and Vredenburg/Saldanha
- Development of 3 x tourism icons
- Development of Tourism Gateway
- Acquire statistical data on the existing tourism visitor profile

### **1.7. Conclusions and Recommendations**

It is evident that the SBTO, the SBM, the WCDM and provincial government (DEDAT) need to develop a cohesive and structured working relationship to effectively address and professionally implement the above tourism development projects.

## **2.0 Identified Priority Projects and Interventions**

### **2.1. Introduction**

Arising out of the LED/IDP review, the SWOT analysis and the stakeholder interactive meeting and also on-going interaction with interested and effected parties, STA have identified a number of key and high priority projects in relation to tourism development within the SBM region. We have also identified numerous less significant projects, which however, will also have a very positive effect in driving the tourism industry in both the short and medium term timelines.

In order to give the SBM a realistic overview of these identified high priority projects, we have applied specific criteria to each individual project, in terms of priority rating, intervention requirements, time frames and cost implications.

The priority ratings are graded as follows:

- *High = extremely urgent, implement 2013*
- *Medium = urgent, implement 2013 – 2014*
- *Low = implement over a three to five year period*

## 2.2. Key Priority Tourism Development Projects

### 2.2.1. Project 1 - Increase the capacity/resources within the SBM LED Unit

On review of the tourism development projects contained in both the IDP and LED strategies and objectives, it is evident the greater majority have yet to be implemented. The workload of the existing unit (2 staff members) is excessive with tourism development being one of many portfolios being currently managed by the unit.

▪ **Intervention-** It is therefore recommended that the SBM take immediate steps to resolve the situation and fast track a number of the high priority projects specified in the IDP/LED strategies for immediate implementation, by either:

- allocating/appointing additional qualified staff members to the unit

Or

- Employing a professional tourism consultant on a time based/project related contract, to complete 4-6 high priority projects on behalf of the SBM, LED unit.

▪ **Priority Rating – High**

▪ **Estimated Cost Implication** – one year contract @ R360 000.00, pa, including disbursements.

### 2.2.2. Project 2 Municipal Resorts

A noted priority is the current uneconomic situation prevailing within the SBM resorts, where an annual R7.4 million operating loss (2011 – 2012) is perceived as unacceptable.

The following table of expenditure/revenue for the resorts, 2011 - 2012, gives a good indication of how poorly the resorts are performing and what savings could be realised by the SBM, if the resorts were sold off/ leased out to a private sector partnership.

Resort	Revenue	Expenditure	Profit/loss
Cape Columbine	R 674 463	R 1 092 367	(R 417 904)
Saldanha Resort	R 1 705 404	R 4 610 467	(R 2 905 063)
Tabakbaai	R 967 118	R 2 750 099	(R 1 782 981)
Langebaan Resorts, Leentjiesklip, Oostewal/Seebries	R 3 130 520	R 5 545 206	(R 2 414 686)
<b>TOTAL</b>	<b>R 6 477 505</b>	<b>R 13 995 139</b>	<b>(R 7 520 634)</b>

- The combined loss of R7.4 million for the 2011/2012 operating year for all resorts is perceived as substantial and unacceptable. Furthermore, the operating budget for the 2012/2013 period indicates a further projected loss of R7.1 million, even though revenues are predicted to increase substantially, i.e. Langebaan R3.1m (2012) and R3.8m (2013).

The following table is the anticipated operating budget for 2013:

Resort	Cost	Revenue	Surplus/Deficit (-)
<b>Saldanha Bay</b>	R 4 753 017	R 1 960 000	(R 2 793 017)
<b>St Helena Bay</b>	R 1 145 322	R 240 000	(R 905 322)
<b>Tabakbaai</b>	R 2 961 212	R 979 000	(R 1 994 212)
<b>Langebaan</b>	R 5 320 865	R 3 850 500	(R 1 470 365)
<b>TOTAL</b>	<b>R 14 180 416</b>	<b>7 017 500</b>	<b>(R 7 162 916)</b>

- The operating budget for the 2012/2013 period indicates a further projected loss of R7.1m, even though revenues are predicted to increase substantially, i.e. Langebaan R3.1m (2012) and R3.8m (2013). These increased revenues are not likely to be achieved in view of the depressed economy and domestic tourism market.

The 2002 STA Commercialisation study of the resorts presented four options for consideration by the SBM, inter alia:

- Form a tourism division within the Saldanha Bay Municipality, which will be solely responsible for the future management and operation of the resorts;
- PPP option 1 - develop a joint venture partnership with Provincial government and/or private developers/operators to facilitate the development, management and operation of the resorts;
- PPP option 2 - lease out the resorts on a tender basis for a prescribed lease period for pre-qualified operators;
- PPP option 3 - after due assessment, sell off selected resorts in their entirety, on a tender basis.

**We are of the opinion that Options 2 and 3 should be carefully considered by the SBM and selected as the preferred options.**

- **Intervention** - We would also propose the 2002 Seaton Thomson & Associates commercialisation study be urgently updated and revised in the form of individual business plans for all the resorts, inter alia: Tietiesbaai, Laingville, Leentjiesklip, Oostewaal Park Saldanha, Seebries Park and Tabakbaai; so that an informed decision can be made by the SBM Council.

The business plans need to fully evaluate and assess the existing financial status of each resort, as well as the current, operating costs, a one to five year P&P projection, management and staffing requirements, market assessment and the preferred partnership agreement. (*Refer to Appendix 4: STA Commercialisation Proposal*)

- **Priority Rating – High**
- **Estimated Cost Implication** – the preparation and development of the seven business plans by a professional consultant would cost approximately R230 000.00 – R250 000.00, based on an estimated 80 professional hours per plan @ R400.00 per hour.

However, STA would be prepared to assume responsibility of the entire task and develop the business plans for all seven resorts at a greatly reduced professional fee. This is due to the fact that the Company already has completed the Commercialisation Study in 2002 and that a substantial portion of the work has already been undertaken. Professional fee estimation is R150 000.00, excluding disbursements, inclusive of seven business plans.

It is envisaged that once the business plans are completed and reviewed by the SBM LED Unit that a PPP venture will be agreed to. The process that follows will include:

- Development of the Terms of Reference;
- Advertising the process;
- Receipt and review of proposals;
- Granting of *preferred status* to the selected operator;
- Interactive negotiations with the preferred operator;
- Signature and ratification of the legal agreement to operate.

Having been appointed to manage several PPP agreements on behalf of the Eastern Cape Government (Eastern Cape Tourism & Parks Board Commercialisation Programme 2003/04) STA would be delighted to assume full management responsibility for this project, on a contractual basis.

### **2.2.3. Project 3 Develop and Market Key Tourism Icons – Identify, develop and implement marketing strategy**

We are of the opinion that it is vital that a number of select tourism projects be identified and nominated as potential tourism icons for the Saldanha Bay/West Coast region. On assessment of the tourism attractions/products, we would like to recommend the following:

#### **2.2.3.1. Cape Palaeontology Tourism Route**

The Elands Bay, Nelson's Cave, Pinnacle Point, Blombos Cave and Walker Bay sites, located along the Western and Southern Cape coastline are considered to be the most

significant palaeo-anthropology locations in Africa, where the origins of modern man can be traced. The sites are estimated to be between 80 000 and 120 000 years old and are therefore of international importance. The potential to develop an iconic Southern Cape Palaeontology Route is therefore considered significant, linking a route from the Garden Route to the West Coast, with good interpretation and professional guiding being important supportive considerations.

The site at Pinnacle Point at Mossel Bay will soon be receiving a grant of R34 million to develop a world class interpretive centre, as a joint venture with the University of Arizona. The site is also being nominated as a potential World Heritage Site, but there is also academic opinion that the all the Southern/Western Cape sites should form a cluster and be nominated together as a World Heritage Route of international significance.

- **Interventions** - In order to drive the process forward, it is strongly recommended that the SBTO interact with DEDAT and the Mossel Bay Municipality and propose that a detailed feasibility study be commissioned by DEDAT to fully evaluate and assess all the implications and structures that will be required for the development of a Southern Cape/West Coast Palaeontology Route.
- **Priority Rating – Medium**
- **Estimated Cost Implication** – funded by DEDAT, cost to SBM is NIL.

#### 2.2.3.2. Rock Art and Fossil Route

The West Coast Fossil Park, Cederberg Wilderness and the Beaufort West precinct, have enormous potential to be developed as an iconic rock art route, which would have enormous appeal for both domestic and international markets.

An existing national initiative is currently underway to identify potential rock art tourism sites and to involve associated communities in tourism benefits. This is being undertaken by the National Department of Arts and Culture by Mr Conrad Steenkamp who is managing the National Khoisan Heritage Project.

- **Interventions** - It is recommended that the SBTO interact with the National Department of Arts and Culture and DEDAT to strategize and formalise a close working relationship, with the long term vision of developing a Rock Art and Fossil route. A further noted intervention is the on-going marketing and promotional support that will be required by the upgraded West Coast Fossil Park. We believe this should be stated objective of the SBTO and included in their Key Performance Indicators.
- **Priority Rating - Medium**

- **Estimated Cost Implications** – NIL, time based activity of the SBTO.

#### 2.2.3.3. World Heritage Route

The linking of the West Coast Biosphere, Table Mountain and Robben Island, Agulhas Biodiversity Initiative, Gouritz Initiative, Garden Route Initiative, Cape Winelands Cultural Landscape (incorporating the Cape Floristic Region, Succulent Karoo biome and Strandveld) have the potential to be developed as an iconic World Heritage Tourism Route.

- **Interventions** - It is recommended that the SBTO, in partnership with DEDAT CapeNature and C.A.P.E., should develop strategies and a long-term plan to interlink the listed Mega Reserves, corridors, World Heritage sites, landscape initiatives and so offer the world tourism market a product of profound and unique diversity and beauty.

The further development and marketing of Palaeontology, rock art/fossil and botanical tourism (relevant to the flower season on the West Coast) will require the development of excellent interpretation through written and oral communication. Information booklets should be developed, together with the training of local guides to offer tourists an experience which matches a well marketed programme. The SBTO should engage DEDAT /Provincial Government, together with CapeNature, SAHRA, Heritage Western Cape and the Bernard Price Institute and develop interpretive booklets and signage, together with a training programme for local guides.

- **Priority Rating** – **Medium**
- **Estimated Cost Implications** – development, publishing and printing of topic specific information brochures, i.e. fossil/rock art sites, palaeontology and botanical information, cultural and heritage sites, developed under the auspices of the SBTO and WCDM. Budget amount of R50 000.00.

#### 2.2.3.4. Project 4 Saldanha Bay Tourism Organisation

The SLA agreement, entered into between the SBM and SBTO needs urgent review, particularly in terms of the Key Performance Indicators (KPI's). The draft strategic plan, currently being finalised, also needs careful review and assessment by the SBM so that there is agreement and alignment of the vision and stated objectives between the organisation and the SBM.

It is also the stated objective of the IDP of the SBM to phase out public spending on tourism marketing by 2015. The financial requirements of the SBTO will be replaced by a tourism levy on all tourism businesses operating within the SBM region. The SBM will however intensify public spending on tourism product development and entrepreneurship development.

- **Interventions** - In order to achieve these objectives, a thorough review of the line functions of the SBTO will be required, so that membership to this organisation by private sector businesses is substantially increased and that membership to the organisation is perceived to be both beneficial and rewarding. A review of membership benefits, annual levies, marketing objectives, etc., will also require assessment and possible re-alignment in order to achieve and ensure financial viability of the SBTO.

Lastly, agreement must be reached between the SBM and SBTO on the *Key Performance Indicators* (KPIs) and these should be included in the SLA between the two parties.

**The Identified KPIs are listed as follows:**

- **Local Tourism Policy** – present formal strategy document to the SBM (June 2013);
- **Strategic Marketing Plan** - present formal strategy document to the SBM (June 2013);
- **Tourism Development Opportunities** – excluding the opportunities identified in the LED strategy, prepare business plans/feasibility studies for an additional five projects, all of which must have a local community component (December 2013);
- **Skills Development Programme** – initiate four skills development programmes for the local tourism industry, with focus on marketing, B&B operation and management, hospitality software;
- **BBB EE Compliance** – ensure that the SBTO board and management staff structures are compliant with the Tourism BBB EE Charter. Submit a scorecard (June 2013);
- **Route Development** – conceptualise, develop and promote three, innovate tourism routes in the SBM region, specifically a fossil route, a historical route, an ornithological route, incorporating all the towns and regions of the SBM. The route development should be inclusive of promotional materials and signage (February 2014);
- **Forward Planning** – compile and present a strategic business plan for 2013 to the SBM (March 2013);
- **Progress Report 2012** – compile and submit a review of the work undertaken during 2012, with specific emphasis on the tourism development projects itemised in 2.2.2, inclusive of an executive manager report (March 2013);
- **LTO Support** – submission of a scorecard from each of the five LTOs currently operational in the SBM region, detailing the support and co-operation they have individually been afforded by the SBTO, inclusive of a gap analysis (March 2013);
- **Saldanha LTO** – establish active branch April 2013;

- **Membership Review** – submission of detailed membership review, inclusive of an assessment of growth patterns, finance, membership benefits, negative and positive attributes to the SBM (April 2013).
- **Priority Rating- High**
- **Estimated cost Implications** – We are of the opinion that an independent tourism professional be appointed to undertake a detailed business study and assessment of the SBTO, its current form of operation and detailed recommendations on its mode of operation after 2015. Budget amount of R150 000.00

#### **2.2.4. Project 5 West Coast Fossil Park - The development of the West Coast Fossil Park on the R27**

This project has the potential of attracting an additional 100 000 visitors to the area per year. This could therefore effectively double the GDP contribution from the sectors associated with tourism.

The granting of a R67 million Lotto grant for infrastructural development, will give added impetus to establishing the West Coast Fossil Park as a tourism icon of the West Coast region.

- **Interventions** - It is recommended that that the SBTO support the WCFC during the construction and renovation stages, particularly in terms of strategic marketing and promotions. In addition, the WCFC requires supportive funding for the housing of the external archaeological excavations and the SBTO should assist in securing this funding from external sources.
- **Priority rating – High**
- **Estimated Cost Implications** – NIL, line function and responsibility SBTO.

#### **2.2.5. Project 6 Saldanha Bay Cultural/Heritage Museum**

The existing museum is a private museum in Saldanha Bay that urgently needs funding and SBM support. There are three historical houses that are owned by the municipality that form part of the museum. There are two other houses that are rented from the municipality that could be made part of the museum. The plan is to start a restaurant in one of the houses and self-catering accommodation in the other.

- **Interventions** - In order to move the process forward, it is recommended that a business plan and feasibility study be commissioned by the SBM, to fully evaluate all relevant issues, i.e. ownership of the product, financial sustainability, the various operational

components, management structures, CAPEX requirements and funding opportunities, marketing and promotion requirements, etc.

- **Priority – High**

- **Estimated Cost Implications** - The business plan required for this project is not perceived as a high cost item. We would recommend that the SBM allocate an amount of R40 000.00 for the completion of the study.

#### 2.2.6. Project 7 Combat Seasonality

The low season winter months of May through till late September, have a hugely negative impact on the tourism industry of the West Coast region and the entire Western Cape Province. However, there are proven and definitive methods of countering this seasonality and the town of Knysna is living proof of applying the right corrective measures which supports the tourism industry during these winter months. The Knysna model effectively targets the SA domestic sport, culinary and leisure markets during the winter season and over a period of several years, has increased tourism volumes during June through till end September by in excess of 150 000 arrivals.

- **Interventions** – We would recommend that that SBM facilitate a detailed study of the Knysna model, with view to developing a number of sporting/cultural and heritage/adventure and culinary events for the greater Saldanha region. In view of the regions rich cultural and heritage background and also its dependence on fishing as a major industry, we would suggest that these events be focused these activities and historical realities.

We are of the opinion that that SBTO should be tasked with this project as part of the (KPIs) included in the SLA.

We would further suggest that the SBTO be mandated to develop a minimum of five special interest winter/low season events, inclusive of all operational dynamics which would be applicable to each individual event, inclusive of the specific theme, partnerships, event management , anticipated operating budget, marketing and promotion.

- **Priority – High**

- **Estimated Cost Implications** - NIL, line function and responsibility of the SBTO.

### 2.2.7. Project 8 Establish a Tourism Development Forum

This forum would bring together key institutional and private sector role players and work to enhance the efficient and integrated development and decision making. This forum would facilitate PPP development opportunities, prepare business plans/feasibility studies on selected high priority projects and effectively be responsible for implementation of all stated LED/IDP objectives in relation to tourism development. This forum will also have a close relationship with the provincial tourism development forum in order to align strategies.

- **Interventions** – The responsibility for the establishment of a Tourism Development Forum can either be vested with the SBM LED unit or the tourism development committee of the SBTO. STA would like to recommend that that SBM task the SBTO with preparing a formalised structure for the forum, inclusive of its mandate, operating parameters, vision and objectives.
- **Priority – Low**
- **Estimated Cost Implications** - NIL, in house SBM concept and line function and responsibility of the SBTO.

### 2.2.8. Project 9 Development of a Regional Airport at Saldanha

In 1996/97 a feasibility study was undertaken for the development of an airport in Langebaanweg. The airport could contribute to infrastructure development and socio-economic development of the entire region, particularly in relation to the establishment of the Saldanha IDZ. The Airport would also have an enormous impact on tourism flows as more International tourists would visit the area. The estimated cost (1997) for the renovations was R1.9 million, inclusive of new parking bays and renovations to the terminal building.

- **Interventions** – This would be a function and responsibility of the Tourism Development Forum if it was established and operational. However, in the interim period, the SBTO should initiate consultation with the various role players, including ACSA, the IDZ management team, SAAF and other interested and effected parties, so that the process can begin to take form and gain momentum.
- **Priority – Low**
- **Estimated Cost Implication** -The estimated cost (1997) for the renovations was R1.9 million, inclusive of new parking bays and renovations to the terminal building.

### 2.2.9. Project 10 – Hopefield Revitalisation

The current status of the town is considered *marginal*. The town is essentially a commercial centre for the surroundings commercial farmers and very little traffic is attracted off the R27 road from Cape Town to Vredenburg. The main street dissecting the town is attractive, but the closure of several businesses/shops has left an appearance of CBD decay. The Zoute River has a dangerously high e-coli count and is highly polluted from unknown sources. The river banks and verges are also polluted with litter, giving the town centre a very dilapidated appearance. The museum also requires further upgrading and support to improve interpretation and display. We are of the opinion that suitable municipal ground along the Zoute River should be identified for the development of a caravan/camping facility, operated and managed through a PPP arrangement. There is also an opportunity to brand and develop Hopefield as a “green town”, specifically with introduction of organic farming practices along the Zoute River.

▪ **Interventions** - On review of the development opportunities listed in the SWOT analysis the following development concepts are proposed for implementation:

- Review and implementation of the John Antoni water rehabilitation proposal for the Zoute River or part thereof;
- Further rehabilitation of the Hopefield museum – presentation, interpretation and display;
- Creation of a caravan/camping facility on the Zoute River – use of municipal land;
- Creation of bird hides along the Zoute river;
- Create financial incentives for new business development by the SBM;
- Identify specific municipal properties for development – land audit;
- Organic farming along the Zoute River – on rehabilitation of the water resource;
- Create a “green status/brand” image for the town;
- Improve signage off the R27, also town centre signage;
- Employ security guard for the Hartebeeshuise site.

▪ **Priority – Medium**

▪ **Estimated Cost Implications**

· <b>River rehabilitation:</b>	
-Labour costs =	R 54 595.00 - <i>Two workers per year</i>
-Equipment =	R 18 200.00 - <i>Shredder/weedeater/implements</i>
-Water Testing =	R 10 150.00
-Tractor =	R 20 000.00
<b>Total Estimate =</b>	<b>R 102 945.00</b>

*NB: This is an estimation of the long term costs for managing and maintaining the area in question. The labourers would be on a permanent basis, although one may be sufficient two would be better and there may be a need to hire casual workers occasionally when the need arises*

- **Museum support:**
  - Purchasing of shelving, display cabinets and scanner = R 17 500.00
- **Caravan/camping facility:**
  - Municipal land = no cost (PPP Venture)
- **Business incentives/green branding:**
  - SBTO line function – no cost

## 2.2.10. Project 11 – Create an annual iconic festival in the Saldanha region

Cultural, sporting, food & wine, musical and heritage festivals have become a way of life in South Africa and many small towns and rural areas accrue substantial economic benefits through their establishment. It is imperative that the SBM identify a specific theme that would be appropriate for the Saldanha region and mandate the SBTO to develop the festival as a national and provincial attraction.

In order to assess what festival theme could best be developed and operated on an annual basis in the greater Saldanha region, the following schedule of SA's most popular country themed festivals is presented:

### **Music Festivals:**

*Splashy Fen* – launched in the Midlands area of KZN in 1990, the annual event attracted in excess of 10 000 participants.

*Cape Town International Jazz Festival* - possibly SA most popular music festivals, it operates over two days, last year attracting 34 000 participants.

*Afrika Burn* – an annual art and music camp out in the desolate Tankwa Karoo, operates over a seven day period and attracts around 8000 visitors.

*Oppikoppi* – an annual music/rock festival, located in the far northern outpost of Limpopo province, it attracts around 10 000 visitors and musicians over a three day festival period.

### **Food Festivals**

*Prince Albert Olive Festival* – established twenty years ago, the town has well established olive trees and a great diversity of other additives. It attracts approximately 5000 visitors over a three day period.

*Riebeck Kasteel Olive Festival* – new established, much closer to Cape Town, with lots of olive tasting, tapenades, salads and bottles of pickles. It operates over a weekend and attracts around 4000-5000 visitors.

*Knysna Oyster Festival* – held in the cold winter month of July, this well established festival attracts in excess of 50 000 visitors over a seven day period. The festival is multi-

faceted; music, sports events, mountain bike races, marathons, food and wine, etc. It is SA's best country themed festival.

*SA Cheese Festival* – held at Sandringham near Stellenbosch, this festival attracted 32 000 visitors in 2012. Now in its 11<sup>th</sup> year of operation, the organisers dispensed with 35 tons of cheese over the three day festival. A fairground supports the festival.

*Hantam Vleisfees* – a meat festival held in the small town of Calvinia in the Karoo with lots of diverse attractions including a beauty pageant, sheep shearing competition and a tractor parade. Meat is however the central focus with lots of braai's, serving potjies, sosaties and wors. It is run over a two day period, and attracts approximately 10 000 visitors.

### **Arts, Science and Boats:**

*Little Karoo National Arts Festival* – known as the KKNK festival in Oudtshoorn, it is SA's biggest art festival operating over a seven day period and occurs at the end of summer. This year there are 52 plays or musical performances, township and historical tours, a mountain bike race and numerous food and bar stores. It attracts approximately 75 000 – 80 000 visitors.

*Grahamstown National Arts Festival* – the English version of the Little Karoo Arts Festival, it is held in mid-winter and attracts approximately 60 000 visitors.

*Grahamstown Scifest* - a newly established festival in Grahamstown, is highly successful and innovative and attracts 72 000 visitors in March 2012 from the entire SADC region. These are mainly science and technology students. Numerous exhibits, workshops and lectures, this year's theme was "Science on the Move" with hundreds of interactive events, such as a science Olympics, field trips and science master classes.

*Simonstown Navy Festival* – held in Simonstown over a three day period in April, this festival showcases the SA Navy in all its forms. There are navy tug boat rides, cannon firing, displays by the navy Lynx helicopters and also an aerial display by the Silver Falcons. Arena events include precision drills, firefighting displays and music by the SA Navy band. It attracts over 100 000 visitors.

- **Interventions** – on review of the above rural festivals and the dynamics of the West Coast region, we are of the opinion that a multi-faceted event, incorporating a mix of cultural/historical sites, food and wine and the West Coast fishing industry, would be the optimum festival development opportunity for Saldanha Bay. Furthermore, we believe the SA Navy base at Saldanha should form the cornerstone of the festival and provide similar attractions to those offered at the Simonstown Naval Festival, i.e. visitations to the SA naval vessels, SA navy band, aerial displays by Lynx helicopters and the Silver Falcons. Unique and colourful fish/crayfish markets and stalls could be operated at Paternoster, Saldanha Bay and perhaps St Helena Bay. Cultural and historical tours could be conducted at SAS Saldanha, the West Coast Fossil Park,

wine tasting at selected outlets. A yachting regatta/wind surfing or similar water sporting event could be incorporated into the festival to create added market diversity. In conclusion, we would therefore like to recommend that the SBM mandate the SBTO to develop a multi-faceted festival theme as part of the 2013 KPI's and present to Council their final concept recommendations by mid-2013

- **Priority- High**

- **Estimated Cost Implications.** The festival/event should be private sector driven with minimal capital investment by the SBM, except for marketing and promotion.

### 2.2.11. Project 12 – Develop a “Matric Rage” event

- **Interventions** – The annual “matric rage” event in Plettenberg Bay, held in the low season month of late November, attracts in excess of 10 000 visitors over a seven day period and injects an estimated R45 million into the local economy. There is a definite opportunity to conceptualise and develop a similar event in Saldanha Bay which would specifically target the Cape Town and Western Cape schools. Due to the close proximity of towns in the SBM region, all major towns/villages could benefit from this event. We would therefore like to recommend that the SBM mandate the SBTO to develop a matric rage concept which fully evaluates all operational issues, constraints, themes, etc., as part of the organisations 2013 KPI's and present to Council their final concept recommendations by mid-2013

- **Priority – High**

- **Estimate cost Implications** - The event should be private sector driven with minimal capital investment by the SBM, except for marketing and promotion through the SBTO.

### 2.3. Recommended Implementation Programme

Project	Priority Rating	Timing
<b>Project 1 - Increase the resources within the SBM LED Unit</b>	High	2013
<b>Project 2</b> –Commercialisation of the Municipal Resorts	High	2013
<b>Project 3</b> - Develop and Market Key Tourism Icons	Medium	2013 - 2015
<b>Project 4</b> - Review of the Saldanha Bay Tourism Organisation/establish LTO SB	High	2013

<b>Project 5</b> - Marketing support for the West Coast Fossil Park	Medium	2013 -2015
<b>Project 6</b> - Establish the Saldanha Bay Cultural/Heritage Museum	High	2013
<b>Project 7</b> - Combat Seasonality	High	2013
<b>Project 8</b> - Establish a Tourism Development Forum	Low	2013-2015
<b>Project 9</b> - Development of a Regional Airport at Saldanha	Low	2013 -2018
<b>Project 10</b> –Hopefield Revitalisation Plan	Medium	2013 -2014
<b>Project 11</b> – Create an annual Iconic festival in the Saldanha region	High	2013
<b>Project 12</b> – Develop a “Matric Rage event	High	2013

## 2.4. Timeframes and Responsibilities

Project	Timeframe	Responsible entity
<b>Project 1 - Increase the resources within the SBM LED Unit</b>	New fiscal year 2013	SBM or appointed consultant
<b>Project 2</b> - Commercialisation of the Municipal Resorts	3 months for the business plans x 7. PPP process = 4 months	SBM or appointed consultant
<b>Project 3</b> - Develop and Market Key Tourism Icons	2013 - 2015	SBTO (KPI)
<b>Project 4</b> - Review of the Saldanha Bay Tourism Organization/establish an LTO SB	New fiscal year 2013	SBM
<b>Project 5</b> - Marketing support for the West Coast Fossil Park	Ongoing during the construction	SBTO
<b>Project 6</b> - Establish the Saldanha Bay Cultural/Heritage Museum	New fiscal year 2013	SBM
<b>Project 7</b> - Combat Seasonality	New fiscal year 2013	SBTO
<b>Project 8</b> - Establish a Tourism Development Forum	Within the next two years	SBM
<b>Project 9</b> - Development of a Regional Airport at Saldanha	Within the next 5 years	SBTO/SB Development Forum
<b>Project 10</b> – Hopefield Revitalisation Plan	New fiscal year 2013	SBM
<b>Project 11</b> – Create an annual Iconic festival in the Saldanha region	New fiscal year 2013	SBTO
<b>Project 12</b> – Develop a “Matric Rage” event	New fiscal year 2013	SBTO

<b>Project 13</b> – Signage and brand development R27	Allocate a budget of R200 000(2013/14). Function is SBTO	Interact with SANRAL.
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## 2.5. Projected Costs and Interventions

Project	Estimated Cost	Interventions
<b>Project 1 - Increase the resources within the SBM LED Unit</b>	To be confirmed by the SBM	Apportion budget, advertise, appoint either long term or on contractual basis (consultant).
<b>Project 2 - Commercialisation of the Municipal Resorts</b>	7 x business plans x R25 000 = R175 000 Commercialisation process = R40 000	Develop terms of reference, appoint consultant, assess PPP submissions and award contracts.
<b>Project 3 - Develop Key Tourism Icons</b>	NIL- time based activity of the SBTO	Identify icons; interact with DEDAT for marketing support and funds.
<b>Project 4 - Review of the Saldanha Bay Tourism Organisation/establish an LTO SB</b>	Estimated R150 000	Appoint independent consultant, review SLA, implement KPIs and review membership benefits.
<b>Project 5 - Marketing support for the West Coast Fossil Park</b>	NIL – SBTO budget	Ongoing marketing support to establish the WCFP as a West Coast tourism icon.
<b>Project 6 - Establish the Saldanha Bay Cultural/Heritage Museum</b>	1 x business plan, provision of R80 000	Develop terms of reference, appoint consultant, develop business and submit to SBM.
<b>Project 7- Combat Seasonality</b>	NIL – line function of the SBTO and a KPI	Research and development to establish several iconic Saldanha festivals in the winter season.
<b>Project 8 - Establish a Tourism Development Forum</b>	NIL – line function of the SBTO and a KPI	SBM task the SBTO with preparation of a formalised structure, inclusive of its mandate, operation, vision and objectives.
<b>Project 9 - Development of a Regional Airport at Saldanha</b>	Costs (established in 1997) for the renovations was R1.9 million, inclusive of new parking bays and renovations to the terminal building.	Interface with the various role players, including ACSA, the IDZ management team, SAAF and other interested and affected parties.
<b>Project 10 - Hopefield Revitalisation</b>	<ul style="list-style-type: none"> <li>- River rehabilitation</li> <li>- Museum support</li> <li>- Caravan/camping facility</li> <li>- Business incentives and green branding</li> </ul>	<p>Review and implementation of the John Antoni water rehabilitation proposal for the Zoute River.</p> <p>Further rehabilitation of the Hopefield museum – presentation, interpretation and display.</p>

		Creation of a caravan/camping facility on the Zoute River.
<b>Project 12</b> – Signage and brand development R27	Allocate a budget of R200 000 (2013/14). Function is SBTO	Interact with SANRAL.
<b>Project 13</b> – Develop a “Matric Rage” event	NIL – line function of the SBTO and a KPI	R & D on the Plettenberg Bay and Balito models.

## 2.6. Other selected priority Tourism Development Projects

- Incentivise investment in tourism plant (SBM) - High Priority
- Business Plans for new tourism products (SBM) - High Priority
- Create local tourism employment data base (SBTO) - High Priority
- Arrange annual yachting event/regatta at Saldanha (SBTO) - Medium Priority
- Develop military/military history tour of Saldanha (SBTO) - Medium Priority
- Redevelop fish market at Paternoster (SBTO) - Medium Priority
- Create an annual St Helena Bay fish festival (SBTO) - Medium Priority.

## 2.7. Implementation Budget

Project	Implementation Budget	Fiscal Year
<b>Project 1</b> - Increase the resources within the SBM LED unit	R 360 000 (estimated consultancy fees)	2013
<b>Project 2</b> – Commercialise/sell off Municipal Resorts	R 220 000	2013
<b>Project 3</b> -Develop Key Tourism Icons	NIL SBTO budget	
<b>Project 4</b> - Review of the Saldanha Bay Tourism Organisation/establish LTO Saldanha Bay.	R150 000	2013
<b>Project 5</b> - West Coast Fossil Park	NIL SBTO budget	2013 -2015
<b>Project 6</b> - Saldanha Bay Cultural/Heritage Museum	R80 000 – business plan	2013
<b>Project 7</b> - Combat Seasonality	NIL – line function of the SBTO and a KPI	2013
<b>Project 8</b> - Establish a Tourism Development Forum	NIL SB/SBTDF line function	2013 - 2015
<b>Project 9</b> - Development of a Regional Airport at Saldanha	NIL SB/SBTDF line function	2013 - 2018
<b>Project 10</b> - Hopefield Revitalisation	Labour costs = R54595.00 Equipment = R18200.00 Water = R10150.00 Tractor hire = R20000.00 <b>Total = R102 945.00</b>	2013 - 2015

<b>Project 11</b> – Create an annual iconic festival in the Saldanha region	NIL – line function of the SBTO and a KPI	2013
<b>Project 13</b> – Develop a “Matric Rage event	NIL – line function of the SBTO and a KPI	2013
<b>TOTAL PROJECTED COST</b>	<b>R 912 945.00</b>	<b>2013</b>

## 2.8. Conclusion arising from the Identified Priority Projects and Interventions

We believe that the projects and relevant interventions we have identified and researched in this study, will, if professionally implemented, have an enormous positive impact on the tourism industry of the Saldanha Bay region. The estimated spend of R912 000 for the 2013 fiscal year is not excessive if one quantifies the tangible and expected returns in the next 1-3 years, inter alia:

- The Zoute River in Hopefield will have been rehabilitated and this will facilitate a new town attraction, allow for the development and operation of a caravan/camping facility. New employment opportunities will also have been created;
- The resources and capacity of the SBM LED unit will have been substantially improved through the appointment of a contracted tourism consultant, thus supporting and facilitating the implementation of the projects recommended in this study;
- A business plan for the establishment and operation of the Saldanha Bay Cultural/Heritage museum will have been completed, thus allowing the project that has been stalled for in excess of five, to proceed.
- The Municipal Resorts problem will have been resolved, thus negating an annual loss of R7.4 million to the Saldanha Bay Municipality. The PPP/Sell Off options will have been implemented by the recommended process, which should secure an additional revenue stream for the SBM;
- The projected revenue (income) for the SBM resorts has been estimated at R7.1 million for the 2013/2014 operating cycle. If one uses a 15% lease charge out/concession fee, this will achieve an additional R1.05 million revenue for the SBM;
- The “seasonality problem” will have been addressed through implementing a variety of projects recommended in this study;
- A full review and assessment of the SBTO SLA will have been completed, inclusive of the Key Performance Indicators. This should increase memberships and membership benefits and in the medium term (2-3 years), facilitate the financial independence of the SBTO.

### **3.0 New Tourism Packages/Concepts**

#### **3.1. Introduction**

A variety of new tourism packages and concepts have been described in Chapters 1 and 2, however, we would like to elaborate on some of the more unique and innovative concepts, which we believe could have important impact on the further development of the tourism plant of the Saldanha region.

#### **3.2. Cultural and Heritage**

- Develop military/military history tour of Saldanha
- Redevelop fish market at Paternoster
- Development of Saldanha Cultural Village
- Development of a St Helena Bay fish festival
- Multi-faceted Saldanha Festival - we are of the opinion that a multi-faceted event, incorporating a mix of cultural/historical sites, food and wine, the West Coast fishing industry, would be the optimum festival development opportunity for Saldanha Bay. Furthermore, we believe the SA Navy base at Saldanha should form the cornerstone of the festival and provide similar attractions to those offered at the Simonstown Naval Festival, i.e. visitations to the SA naval vessels, S A navy band, aerial displays by Lynx helicopters and the Silver Falcons.

#### **3.3. Fauna and Flora**

- West Coast Ornithological Tour
- West Coast Fossil and Palaeontology Tour

#### **3.4. Other**

- Industrial tourism package
- Annual Silver Falcon Air show
- A “Matric Rage” event

#### **3.5. Conclusions**

We are of the opinion that the SBTO should be tasked with developing these festival concepts in the 2013/2014 operating period and that 2015 is earmarked for the launch of three selected festivals. The multi-faceted Saldanha festival should be targeted as the premier event and promoted locally, regionally and nationally by the SBTO. The development

and management of the three identified festivals should be included as part of the KPIs of the SBTO for 2014/15.

## **4.0 Status Quo Report on the Paternoster Fishing Industry**

### **4.1. Introduction**

The West Coast rock lobster fishery provides direct employment for approximately 4 400 people. However, some of the vessel crew and most of the processing workers are also active in other fisheries, such as line-fish, abalone or pelagic fish. While most of the West Coast rock lobster caught is landed in the western sub-region (Cape Town and environs) of the Western Cape (61%), most of the processing of the West Coast rock lobster takes place in the north-western sub-region (Saldanha Bay and environs).

### **4.2. Current Status**

The Lobster industry experts are warning that lobster will soon go extinct locally if South Africa continues to allow the species' overfishing.

A recent extension of rights to subsistence fishers has generated an "open season" on West Coast rock lobsters. This is being exploited by the Chinese and has caused stocks to diminish to a lower level than that of abalone, experts said.

The R347 million (US\$47.96 million) industry now supports more than 4,300 jobs.

"Lobster stock is about three per cent of pristine, which is the level needed to sustain fishing. They are biologically worse off than abalone, which is at eight per cent," noted Shaheen Moolla, the former head of Marine and Coastal Management (MCM), reported by Mail & Guardian. He said stocks began to plummet in 2007 after Marthinus van Schalkwyk, the former environmental affairs minister, introduced "interim measures" to give 1,500 subsistence fishers rights for lobsters. Lobster and line-fish quotas were provided, and a challenge to the allocation by the West Coast Rock Lobster Association was rejected by the Supreme Court of Appeal in September 2010.

These interim relief fishers were allocated a 200-tonne lobster quota for the 2010-11 seasons, said Moolla, now a director of Feike Natural Resource Management Advisers and consultant for the Worldwide Fund for Nature and the World Conservation Union (IUCN).

"In the Elandsbaai area alone they have already harvested at least 500 tonnes, with more than half the season left. In Paternoster they are removing 30,000 lobster tails a day. If poaching levels are even half that in other zones, we are probably looking at the interim relief sector taking about 1,500 to 2,000 tonnes.

### 4.3. Recommendations

Despite important progress made over the past ten years in restoring and improving the state of South Africa's marine resources, significant challenges remain. According to a new report by WWF-SA, many of South Africa's inshore marine resources are still considered overexploited or collapsed.

The WWF report provides an overview of the status of the local fishing sector and the marine environment in which it operates. In highlighting some of the key areas of concern, the report paints a clear picture of the precarious state in which we find ourselves. It also emphasizes the importance of WWF-SA's drive to promote an Ecosystem Approach to Fisheries (EAF); the state of all marine organisms and interconnected processes are considered when fishing decisions are being made.

Globally, the United Nations Food and Agricultural Organisation (FAO) estimates that approximately 85% of the world's fish stocks are either overexploited or exploited to their maximum. The WWF Fisheries: Facts and Trends South Africa report suggests that we are in a relatively similar position, with almost 50% of our marine resources fully exploited. A further 15% of marine resources are overexploited, including important commercial species such as West coast rock lobster and Indian Ocean yellowfin tuna populations. Of equal concern is the number of species in which the current stock status is uncertain.

Some of the other key findings include:

- While the offshore marine resources are in a relatively stable state, some of the most popular seafood choices South Africans currently make include species that are classified as collapsed; such as kob/kabeljou and geelbek.
- The status of many of South Africa's line-fish species is particularly worrying, with almost 70% of the commercial species considered collapsed; less than 10% of their pre-fishing populations.
- Fisheries play a critical role in providing direct and indirect livelihoods for over 140 000 people in South Africa. Fish protein is also a critical protein source for many of the traditional fishing communities along the South African coastline, many of whom are considered food insecure. The successful roll out and implementation of a new small-scale fisheries policy will be critical in ensuring the livelihoods and food security of many of these fishing dependent communities.
- There are a number of positive initiatives underway to improve and restore the state of our marine resources. These include the Marine Stewardship Council's (an international eco-label) certification of South Africa's offshore and inshore hake trawl fishery as well as the industry's efforts to reduce some of the broader environmental impacts such as seabird by-catch and habitat damage.
- Marine Protected Areas (MPAs) play a critical role in supporting our marine ecosystems. South Africa has gazetted 21 coastal MPAs covering approximately 20% of the coastline but as yet, no offshore MPAs have been created. This is a

concern as less than 0.4% of South Africa's exclusive economic zone is protected by MPAs. Globally, less than 0.1% of our oceans are formally protected in MPAs, compared to some 10% of our terrestrial ecosystems.

The report also highlights the fact that given the state of many of South Africa's fisheries resource, in particularly those located on the Cape West Coast (St Helena/Paternoster) it is unlikely that job creation can take place in the short-term without progressive rebuilding strategies. "The immediate goal of fisheries management should be on job security with job creation being a longer-term goal," the report states.

It is clear that as a nation, South Africa is facing significant challenges with regards to managing our marine resources sustainably. However, we are not alone and many other countries are facing similar challenges.

"Recent studies have shown that effective management and science-based decision making can set the stage for ecological and economic recovery. Responsible consumers and retailers are also playing an increasingly important role in building the momentum for change within the global fishing industry by demanding 'greener' choices," says Dr Morné du Plessis, CEO of WWF-SA.

The long-term success of South Africa's fishing industry and coastal fishing communities is inextricably linked to our ability to implement sustainable solutions to these challenges through responsible and collaborative management. In the past, fisheries were managed under a single species approach, which failed to incorporate the effect of fishing activities on non-target components of marine ecosystems. This strategy has failed us. "Today there is a growing understanding of the need to implement a holistic approach to environmental management if we are to meet man's growing demands on our marine ecosystem, this is clearly one of the key challenges of the 21st century," concludes Du Plessis.

Some interesting fish facts:

- R4.4 billion of fish were landed in 2009. This is equivalent to 583 000 tonnes of fish.
- Commercial fisheries contribute about 0.5% of South Africa's GDP.
- In the impoverished Eastern Cape region, R500 million in foreign revenue is generated in the squid fishery every year; making it one of the country's most valuable fisheries. South Africa's commercial fishing industry employs 43 458 people, including seasonal and permanent employment.
- The Cape West Coast lobster industry is in serious decline due to over exploitation, corruption of the quota system and uncontrolled poaching.

## 5.0 Revitalisation strategy for the town of Hopefield

### 5.1. Introduction

Hopefield is an historic town on the West Coast, located just 120km from Cape Town and inland from Saldanha Bay. It lies at the heart of the arid Sandveld, with the Zoute River running through it. As the West Coast's oldest town, it's not surprising Hopefield has an old world atmosphere. Its origins date back to 1851, when farmers donated money to build the majestic whitewashed Dutch Reformed Church – and the century old organ is still played on Sundays.

Hopefield has a year round natural fynbos display, and is also renowned for its vibrant and indigenous spring daisies that appear after winter rains during August and September. Added to the over 500 different species of fynbos that naturally occur here, this area is an Eden for botanists and flora lovers. Fine fynbos honey is also produced here. Every August, the popular Hopefield Fynbos Show depicts the breath-taking and diverse flora of the region.

Fossils excavated from Elandsfontein, near Saldanha Bay, are on display in a small fossil museum at the Visitor Information Centre in the main street. A replica of the hominid skull Saldanha Man – also called the Saldanha skull or Elandsfontein skull – can be seen here too. Further along the street is an example of an intriguing Hartebeeshuise, one of the traditional reed houses for which the area is well known. Three of the original farms of the town – *Langrietvlei*, *Kersfontein* and *Coenradenberg* - are also National Heritage Sites.

### 5.2. Current Status

The current status of the town is considered *marginal*. The town is essentially a commercial centre for the surroundings commercial farmers and very little traffic is attracted off the R27 road from Cape Town to Vredenburg. The main street dissecting the town is attractive, but the closure of several business's/shops has left an appearance of CBD decay. The Zoute River has a dangerously high e-coli count and is highly polluted from unknown sources. The river banks and verges are also polluted with litter, giving the town centre a very dilapidated appearance.

A brief SWOT analysis of the status quo will provide a good point of departure for revitalization of the town.

#### Strengths

- Close location to Cape Town and the R27
- Unique historical background and “old world” ambiance
- Annual fynbos show
- Very active and progressive LTO
- Well attended and functional high school
- Unique “Hartebeeshuise and Dutch Reformed Church” in the town centre

## **Weaknesses**

- Decline in local commercial farming activity
- Highly polluted of the Zoute River
- No coffee shops/restaurants/limited accommodation
- Poor signage off the R27
- Poor and/or occasional removal of litter along the Zoute River

## **Opportunities**

- Further rehabilitation of the Hopefield museum – presentation, interpretation and display
- Creation of a caravan/camping facility on the Zoute River – use of municipal land
- Rehabilitation of the polluted Zoute River
- Rehabilitation of the reed beds and the river ecosystem – clearing of the “Giant Exotic Reeds” and replanting with indigenous species
- Creation of bird hides
- Create financial incentives for new business development by the SBM
- Identify specific municipal properties for development – land audit
- Organic farming along the Zoute River – on rehabilitation of the water resource
- Review and implementation of the John Antoni water rehabilitation proposal or part thereof
- Create a “green status/brand” image for the town.

## **Threats**

- Further pollution of the Zoute river
- Further decline in number of commercial outlets in the town.
- Further decline of the Hopefield economy.
- Vandalism of the Hartebeeshuise site

## **Conclusions of the SWOT Analysis**

On assessment of the SWOT analysis, it is evident that the key factor supporting the revitalisation of Hopefield is the rehabilitation of the Zoute River. The John Antoni proposal (refer Appendix 2), has identified a practical approach for this process, inter alia:

- A series of water tests, upstream and downstream, to identify the actual cause of the pollution;
- Clearing of the exotic reed beds and replacement with indigenous species;
- Employment of five general labourers by the SBM for the task of on-going river maintenance and litter management.

### **5.3. Interventions/Development Concepts**

On review of the development opportunities listed in the SWOT analysis the following development concepts are proposed for implementation:

- Review and implementation of the John Antoni water rehabilitation proposal for the Zoute River or part thereof;
- Further rehabilitation of the Hopefield museum – presentation, interpretation and display;
- Creation of a caravan/camping facility on the Zoute River – use of municipal land;
- Creation of bird hides along the Zoute River;
- Create financial incentives for new business development by the SBM;
- Identify specific municipal properties for development – land audit;
- Organic farming along the Zoute River – on rehabilitation of the water resource;
- Create a “green status/brand” image for the town;
- Improve signage off the R27, also town centre signage;
- Employ security guard for the Hartebeeshuise site.

#### 5.4. Implementation

On review of the above development opportunities, it is highly evident that the SBM must appreciate the current predicament of the town and thereafter implement a number of positive initiatives to affect a “turn around” strategy.

The following implementation schedule should therefore be carefully assessed to effect a success transformation of the town.

DEVELOPMENT CONCEPT	RESPONSIBILITY	ACTION
<b>Rehabilitation of the Zoute River</b>	SBM	Budget for and implement the John Antoni rehabilitation proposal.
<b>Further rehabilitation of the Hopefield museum</b>	SBM	Purchase display cabinets x 3, labelling machine x 1 (SBM) shelving for book display.
<b>Create a “green status/brand” image for the town.</b>	SBTO	Develop marketing and promotion plan, interface with local community, implement.
<b>Develop camping/caravan site on the Zoute River</b>	SBM	Land audit, facilitate PPP venture with an operator.
<b>Create financial incentives for commercial investment</b>	SBM	Develop incentive scheme, advertise opportunities.
<b>Create bird hides</b>	Hopefield LTO	Select sites, build.
<b>Road signage</b>	SBTO	Signage audit, engage SANRAL.
<b>Security Hartebeeshuise</b>	SBM	Budget for and employ security guard.

<b>Rehabilitation of the river ecosystem</b>	SBM	Employment of 5 x general labourers.
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## 5.5. Conclusions

On review of the above and also from interaction and discussions with members of the Hopefield LTO, it is apparent the expansion and further revitalisation of the town may well be centred on the successful rehabilitation of the Zoute River. This action will facilitate the opportunity to implement a number of the opportunities detailed in the SWOT analysis. It is therefore strongly recommended that the water rehabilitation proposal, prepared and submitted by Mr John Antoni in 2012, be revisited and assessed with view to implementation.

## 6.0 Strategic Marketing

### 6.1. Introduction

Unfortunately, STA did not receive a requested copy of the SBTO's strategic marketing plan 2013, which according to Tourism Manager, is still in draft format. We did receive a copy of the minutes of the 17<sup>th</sup> October 2012 strategy meeting and it is on this document that we must assess the marketing and development strategies that will be implemented by the SBTO in 2013.

### 6.2. Review of the draft SBTO marketing strategies

The vision of the SBTO is defined as follows:

***“To create a unique people and place experience”***

***“To establish a sustainable, unified, inclusive, accredited and recognised LTO that:***

- *Is committed to developing new tourism products, markets and service providers.*
- *Supports and develops existing infrastructure and products.*
- *Is working jointly with Government and the private sector with the active participation of local communities.*

On review of the matters arising from the marketing strategy meeting held at the West Coast Fossil Park on the 17<sup>th</sup> October 2012, the following marketing objectives were noted as priority:

- Collect statistical data to measure tourism volumes and trends within the SBM region;
- Develop a strategic marketing plan, inclusive of market segmentation and present the strategy to the SBM;

- Establish the SBTO as a nationally recognised brand;
- Overcome seasonality;
- Develop new attractions to increase seasonality and tourism volumes;
- Tap into the Cape to Namibia route;
- Develop photographic workshops during the flower season;
- Encourage and promote business and wedding tourism;
- Encourage and promote new cultural, sporting tourism;
- Facilitate the development of eco-tourism opportunities, such as the West Coast Bird Route, fynbos and flower route, game farm tours;
- Promote West Coast nature;
- Develop new “tourism nodes”, such as the Saldanha Cultural Village, Saldanha waterfront, Malgas Kop, etc.;
- Develop township tourism and promote the West Coast cultural experience;
- Establish the SBTO as a non-profit company and implement a business tourism levy;
- Increase membership to the SBTO by 100%;
- Commercialise the SBM resorts.

*Whilst it is not the function or responsibility for STA to make comment on these strategies and concepts, it is obvious that many of the stated goals, objectives and developments have yet to be achieved and/or implemented. However, we are of the opinion, that too many objectives and goals have been nominated for inclusion in the strategic plan, without the sufficient resources and capacity to effect implementation.*

*We would therefore like to recommend that a small number of high priority projects be identified for implementation in 2013 and that specific funding, resources and effective planning be applied to these projects. An alternative to this is for the SBM to increase both manpower within the LED unit and also to increase funding to the SBTO.*

### **6.3. Proposed revisions/amendments**

We have conceptualised 12 separate tourism development projects during Phase 3 of the TDP and we would like to propose that the SBM council accept the greater majority of these for implementation during 2013/14. The projects we have identified do cover some or most the stated objectives of the SBTO, as listed above; those not included and of high priority should also be undertaken and included in the Key Performance Indicators of the SBTO, inter alia:

- Record on going statistical data to measure tourism volumes and trends;
- Establish the SBTO as a nationally recognised brand;
- Establish the SBTO as a non-profit company and implement a business tourism levy;
- Develop a strategic marketing plan, inclusive of market segmentation and present the strategy to the SBM;
- Develop strategies to overcome seasonality.

## **6.4. Conclusions**

Other marketing interventions recommended, after the strategic marketing plan has been completed by the SBTO and presented to the SBM, include the following:

### **6.4.1. West Coast Portfolio Booklet**

We would recommend the compilation and production of an informative DL size portfolio booklet which would feature and promote the tourism icons, the tourism routes and nodes of the West Coast, accommodation establishments, adventure and eco-tourism operators, informative route maps, etc. Numerous other LTOs, district municipalities and provincial governments have/are producing similar DL brochures, including the Eastern Cape parks and Tourism Board, the Overberg, Prince Albert and Agulhas municipalities, all to good effect. The cost of production can be off-set by the inclusion of advertising the private sector accommodation establishments and local tour operators. The responsibility for production should be a function of the SBTO.

### **6.4.2. Upgrade of the SBTO website**

The existing SBTO website needs to be upgraded and refreshed; a good example of an interactive website is the West Coast District Municipality, which is user friendly with updated information. The incorporation of a booking/reservation function for member establishments is highly recommended.

### **6.4.3. Improve the service levels at the SBTO information offices**

From some limited exposure to the SBTO information offices, there is a need for improved service levels and better supervision. On three occasions, during normal office hours, I found the Langebaan office closed and unattended. Several email enquiries to the same office, have not been responded to, which is unacceptable.

### **6.4.4. Establish a Saldanha Bay LTO**

There is a dire need to establish and operate a LTO in the town of Saldanha Bay, which has been neglected in terms of marketing and promotion. There are several important tourism development projects which have been neglected, inter alia: the SB Cultural Village; the development of a multi-cultural SB festival; the development of a military history tour in conjunction with the SANDF and the potential of an industrial tour in association with the IDZ.

#### **6.4.5. Interactive marketing and promotion with WESGRO**

The appointment of WESGRO by the Western Cape Provincial Government to facilitate the marketing and promotion of tourism for the province is a significant step forward, as the previous agency, Cape Town Routes Unlimited, was largely ineffective. It is therefore recommended the SBTO develop a close working relationship with the newly appointed agency, with the objective of implementing interactive and cohesive marketing of the West Coast region.

#### **6.4.6. Joint venture marketing**

Develop close working relationships with other local government, provincial government and district municipality tourism organisations, specifically for developing tourism routes and nodes for joint venture marketing and promotion at ITB Berlin, WTM London and the SA Tourism Indaba.

#### **6.4.7. Billboard ‘gateway’ advertising**

It is recommended that the SBTO proceed with the development and placement of high profile “hit you in the face” advertising billboards at selected locations and sites along the R27 and N7 roadways i.e. at the Ysterfontein turn-off and Malmesbury. This will assist in brand building and promoting the region as a significant tourism destination.

#### **6.4.8. Marketing the Tourism Icon**

We are of the opinion that the new West Coast Fossil Park has the very real potential to become the tourism icon of the West Coast region and a ‘must see’ destination for both the domestic and international, group and FIT markets. We would therefore propose that the SBTO support the endeavours of this project with supportive marketing and promotion, particular during the renovation and building phase, so that when it is officially re-opened in 2015, the branding is already in place and effective.

### **6.5. Conclusions**

The above marketing strategies will obviously require professional implementation and the recruitment of a new marketing officer for the SBTO is obviously vital for this task. The projects as listed above do not form part of the SBTO KPIs as identified and listed in Phase 2 of the TDP. These are specific marketing/branding and promotional projects and are site specific to the ongoing operational functions of the SBO.

## **7.0 Review of Existing Regional, Provincial and National development activities**

### **7.1. Introduction**

We have undertaken a detailed assessment of regional, provincial and national government initiatives in relation to tourism development. The most significant recent development is the release and publication of the National Heritage & Cultural Tourism Strategy, released by the Department of Tourism in 2012. This is discussed under the relevant chapter below.

A further important development is the disbanding of Cape Town Routes Unlimited and the re-allocation of the provincial destination marketing portfolio to Wesgro, effective from 2013. This should have some extremely positive outcomes and we strongly recommend that the SBTO engage the new marketing body to strengthen ties and develop ongoing joint venture initiatives.

From a regional and local government perspective, the SBM has realized the importance of tourism as an economic and potential growth pillar in the region and thus the need to plan accordingly and the subsequent appointment of STA to develop a TDP. We trust this plan; will therefore be used as an important tool to move forward and structure future tourism development.

### **7.2. Regional Assessment**

As we indicated in Phase 2 of the TDP, the following issues are relevant and impacting on tourism development in the SBM region:

- The SBM LED division currently does not have the capacity and/or resources to effectively implement and manage the tourism portfolio and the related projects specified in the 2011/2012 IDP;
- The municipal resorts is projected to expend R14.1 million (2013), whilst revenues are projected at R7 million, a nett loss of in excess of R7 million;
- The establishment of a Local Development Agency has not been promulgated or taken further;
- The greater majority of the SBM tourism projects specified in both the 2008/2009 and also the 2011/2012 IDPs have not been initiated, nor implemented;
- Budgeted projects, such as the Hopefield Museum, have not been completed;
- There appears to be little synergy and/or joint venture co-operation between the SBTO and the LTO's and also provincial/regional tourism agencies;
- Financial resources for tourism projects and initiatives are limited.

- The SBTO has yet to formulate and present their strategic marketing plan.
- The SLA agreement entered into between the SBM and SBTO has yet been amended to include Key Performance Indicators.

However, the following council resolution taken by the Saldanha Bay Municipality does indicate a willingness to accept that tourism and tourism development is a significant contributor to the regional economy. The commitment to allocate adequate funding for selected and high priority tourism development projects in the new financial year (2013 – 2014), is indeed a promising step forward and it is hoped that the projects identified in this TDP study will receive the attention and priority status that has been stipulated by the Council resolution.

***The Council statement***

- (i) that Council take cognizance of the confirmation of SALGA about LED spending that is within the legal mandate and should therefore come immediately into effect in the municipality;
- (ii) that Council urgently execute the decision previously taken regarding the approval of the LED proposed organisational design in order for tourism to operate as a dedicated component of LED as also requested by SBTO, and simultaneously to prevent further delay of the process;
- (iii) that Council takes up the development responsibility mandated by the Constitution and that adequate budget provision in the next financial year is made for the implementation which will be informed by the approved tourism development strategy.

**7.3. Provincial Assessment**

The disbanding of Cape Town Routes Unlimited and the function of destination marketing now being allocated to WESGRO, is a positive step forward for tourism development in the Western Cape. WESGRO has the intellectual capacity and resources to develop and implement effective marketing strategies for both local government and private sector initiatives.

The National Heritage & Cultural Tourism Strategy, released by the department of Tourism 2012 has clearly indicated that local and provincial government must take responsibility, in terms of identifying specific cultural and heritage tourism sites and opportunities in their regions. Once these have been identified, researched and documented, the National Department will unlock both funding and resources to develop these tourism sites, in partnership with both local and provincial government.

This policy statement is a clear indication that national government wants more interface/interaction/collaboration between the three tiers of government, specifically for tourism related interventions and tourism development projects.

In this regard, we would urge both the SBM LED unit and the SBTO to engage DEDAT on the priority projects and interventions that have been identified and nominated for implementation in this Tourism Development Plan.

## **7.4. National Assessment**

### **7.4.1. Introduction**

STA have undertaken a detailed assessment of the National Heritage & Cultural Tourism Strategy, released by the Department of Tourism in 2012 with particular reference to what issues would be relevant and impact on tourism development in the Saldanha Bay and West Coast regions. The following is a summary of points contained in the white paper; viz, problem areas/constraints, goals, objectives and final recommendations that are relevant:

#### *The Vision:*

- To realise the global competitiveness of South African heritage and cultural resources through product development for sustainable tourism and economic development.

#### *The Mission:*

- To unlock the economic potential of heritage and cultural resources through responsibly and sustainable tourism development;
- To raise awareness of the ability of heritage and cultural tourism to contribute towards social cohesion.

### **7.4.2. Problem Areas**

The following problematic areas have been identified and served as the basis for the development of the strategy:

- There is poor alignment and integration of heritage and cultural resources into mainstream tourism;
- It is a recurring challenge that heritage and cultural tourism products are underrepresented in marketing South Africa as a tourist destination;
- The value and impact of this segment of tourism has not been fully realised, particularly the economic potential of heritage and cultural tourism products;
- There seems to be fragmentation and disparity between the conservation needs of heritage and the development requirements of tourism. This is due to a lack of comprehensive data and an integrated framework for heritage and cultural tourism products;

- There is lack of mutual beneficiation of revenue streams linking the domains of culture, heritage and tourism, accrued from the commercialisation of heritage and cultural resources through tourism;
- Often heritage resources tend to be misrepresented through uninformed interpretations at tourist venues. This can compromise the integrity and authenticity of heritage and cultural tourism products.

#### **7.4.3. Goals and Objectives**

Flowing from the above problematic areas, the following set of goals and objectives of the strategy were identified:

- To provide strategic guidance to support the integration and coordination of heritage and cultural resources into mainstream tourism for product development and sustainable tourism;
- To utilise heritage and cultural tourism products, through strategic partnerships and the participation of local communities, to stimulate sustainable livelihoods at community grass-roots levels;
- To provide an opportunity to raise awareness, increase education and profile the conservation needs of heritage and cultural resources for sustainable tourism which is in line with values of respect for culture and heritage as stated in the NTSS (2011);
- To provide an opportunity for the diversification of tourism products and the formalisation of the segment or niche of heritage and cultural tourism, towards contributing to the growth of tourism as outlined in the objectives of the NTSS (2011).

#### **7.4.4. Strategic Themes**

Stemming from the data analysis, the situation analysis and the stakeholder consultations, five key strategic themes have been identified and are outlined below:

1. *Strategic Theme:* Research, Information and Knowledge Management
2. *Strategic Theme:* Sustainable Development and Management
3. *Strategic Theme:* Marketing, Promotion & Raising Awareness
4. *Strategic Theme:* Co-operation, Partnerships, Institutional Arrangement and Policy
5. *Strategic Theme:* Resource Mobilisation

Research has revealed that a substantial number of the heritage and cultural resources in South Africa, for tourism product development, are located in semi-urban and rural areas. In this regard, the Rural Tourism Strategy has identified demarcated nodes for tourism development which include six of the eight of World Heritage Sites as well as the culture and heritage resources in Transfrontier Conservation Areas (TFCA).

#### **7.4.5. Recommendations**

The heritage and cultural tourism strategy recommends the immediate prioritisation of the following programmes and flagship projects, for tourism development in partnership with relevant stakeholders including the Department of Arts and Culture, the Department of Environmental Affairs and relevant provinces:

- The further development and active promotion of the eight World Heritage Sites in South Africa declared by UNESCO as sites of outstanding universal significance, as tourist attractions;
- A number of projects known for their global significance and demonstrated feasibility. These include the National Heritage Monument which is part of the liberation heritage of South Africa; the First Indigenous Peoples Project (KhoiSan) in Graaff-Reinet, the Dinosaur Interpretative Centre in Golden Gate Highlands National Park;
- As this strategy draws synergy with provincial heritage, culture and tourism strategies, it is highly recommended that provinces and local government should identify and prioritise in partnership with the NDT, potential heritage and cultural tourism products for tourism development;
- Sufficient allocation of resources, in terms of funding, human capital and other material resources, by the public and private sector as well as civil society is vital for supporting the implementation of the strategy and its many facets including but not limited to the identified strategic themes, objectives and action.

## 7.5. Conclusions

The National Heritage & Cultural Tourism Strategy, released by the Department of Tourism in 2012, is one of the most important strategies released by national government in recent times. The most significant statements and commitments of this policy document are to quote:

- (1) *It is highly recommended that provinces and local government should identify and prioritise in partnership with the NDT, potential heritage and cultural tourism products for tourism development.*
- (2) *The heritage and cultural tourism strategy recommends the immediate prioritisation of the programmes and flagship projects, for tourism development in partnership with relevant stakeholders including the Department of Arts and Culture, the Department of Environmental Affairs and relevant provinces:*
- (3) *That funding for identified flagship projects will receive adequate funding, inclusive of human capital and other material resources from the NDT.*

In terms of regional initiatives, the council resolution taken by the Saldanha Bay Municipality does indicate a willingness to accept that tourism and tourism development is a significant contributor to the regional economy. The commitment to allocate adequate funding for selected and high priority tourism development projects in the new financial year (2013 – 2014), is indeed a promising step forward and it is hoped that the projects identified in this TDP study will receive the attention and priority status that has been stipulated by the Council resolution.

## **8.0 Supportive Partnerships**

### **8.1. Introduction**

It is important for the SBM and the SBTO to develop strong and interactive partnerships with various tourism structures, the business community, district tourism structures (West Coast District Municipality) regional marketing organisations (WESGRO) and DEDAT and the national tourism body (SA Tourism). This can be achieved by ongoing interaction by the SBTO with the above identified organisations.

### **8.2. Local Tourism Organisations**

In order to foster and develop good relationships with Local Tour Organisations, it is recommended that joint venture marketing initiatives be entered into, specifically for the purpose of West Coast branding and also development of tourism icons, tourism routes and nodes. Furthermore, it is strongly recommended that the SBTO prepare an annual marketing plan, which would include inputs and projects from all the SB and West Coast LTO's.

### **8.3. Local Communities**

In order to foster support and buy-in from local communities in relation to tourism development, the SBTO needs to understand and implement the following remedial steps:

- Facilitate the establishment of supportive tourism entities such as vegetable farming, laundry services, fish produce, local transportation, guiding to specialist sites;
- Establish a local tour guide training programme in each LTO, site specific to the tourism attractions and sites in that area;
- Arising out of the above point, establish and finance a graduate system, whereby the pre-eminent guides are given further tourism education opportunities in a formal guide training programme such as FGASA 1,2 and 3;
- Ensure that the SBTO board and structures are BBBEE compliant, so that local communities feel that they are represented in tourism development;
- Develop a cultural and heritage route in the SBM region, which takes into account the historical background of local communities and their involvement in the new South Africa.;
- Establish a traditional cultural and heritage festival, supported and initially managed by the SBTO, but operated by a tourism entity, structured from within the local community;
- Facilitate and fund appropriate business plans for SMME tourism development opportunities.

### **8.4. Conclusions**

It is a historical and unfortunately also a current fact that tourism in South Africa is a white dominated, white controlled industry and that BBBEE legislation has yet to make any significant impact on this norm. It is therefore vital that local and provincial governments

assist with a transformation process that will support the entry of previously disadvantaged communities into mainstream tourism. To this end, it is vital that sufficient resources and the facilitation of training be adopted by the SBM as the effective tools for implementation and the achievement of this vision.

## **9.0 Work Programme/Capacity Building**

### **9.1. Introduction**

The programme of work has been documented in the selected projects Chapter 2.0 i.e. Identified Priority Projects, inclusive of the anticipated interventions and estimated budget and line responsibilities. In terms of building capacity, both within the SBM LED unit and also amongst local communities, chapter 8.4 details specific additional projects which will grow tourism development skills.

### **9.2. Methodology**

We are of the opinion that skills development and capacity building are the two most important building blocks for the future development of tourism with the Saldanha Bay region. It is therefore imperative that the SBM and SBTO accept this and thereafter introduce supportive measures to achieve this. We would recommend the following:

- Establish a local tour guide training programme in each LTO, function of the SBTO;
- Facilitate and fund appropriate business plans for PDI hospitality projects;
- Develop a cultural and heritage route in the SBM region;
- Facilitate the establishment of supportive tourism entities;
- Finance a bursary scheme for tourist guides who show exception potential and passion for the industry. Bursaries should be nominated for formal hospitality qualifications such as FGASA 1, 2 and 3, and the Hotel School in Cape Town.
- Ensure that the SBTO board and structures are BBBEE compliant;
- Establish a traditional cultural and heritage festival, which under the auspices of the SBTO, would be operated and managed by members of the local community;
- Should a consultant be appointed for any specific tourism related project, the SBM LED unit must be integrated into the actual work programme;
- Interact with DEDAT and the NDT for training and bursary funding.

### 9.3. Schedule of opportunities

The table below provides some examples how both the SBM and SBTO can assist with capacity building in the various projects and work programmes that have been identified in this study.

Work programme	Capacity Building	Tasks
<b>Project 1</b> - Increase the resources within the SBM LED Unit	If a consultant, appoint a SBM LED staff member to receive ongoing training in the process	Apportion budget, advertise, appoint either long term or contractual basis (consultant) or full time appointee.
<b>Project 2</b> - Commercialisation of the Municipal Resorts	If a consultant, appoint a SBM LED staff member to receive ongoing training in the process	Develop terms of reference, appoint consultant, assess PPP submissions, award contracts, handover and training.
<b>Project 3</b> - Develop Key Tourism Icons	SBM LED unit to assist with interactions with DEDAT	Identify icons, interact with DEDAT for marketing support and funds
<b>Project 4</b> - Review of the Saldanha Bay Tourism Organization/establish an LTO at SB	If a consultant, appoint a SBM LED staff member to receive ongoing training in the process	Appoint independent consultant, review SLA, implement KPIs, review membership benefits
<b>Project 5</b> - Marketing support for the West Coast Fossil Park	SBM LED unit to be part of the marketing initiative	Ongoing marketing support to establish the WCFCP as a West Coast tourism icon.
<b>Project 6</b> - Establish the Saldanha Bay Cultural/Heritage Museum	SBM LED unit to assist with interactions and the development process	Develop terms of reference, appoint consultant, develop business and submit to SBM.
<b>Project 7</b> - Combat Seasonality	SBM LED unit to be part of the research and development and marketing initiative	Research and development to establish several iconic Saldanha festivals in the winter season.
<b>Project 8</b> - Establish a Tourism Development Forum	SBM LED unit to assist with the process and interactions with business and the hospitality sector	SBM task the SBTO with preparation of a formalised structure, inclusive of its mandate, operation, vision and objectives.
<b>Project 9</b> - Development of a Regional Airport at Saldanha	SBM LED unit to assist with the process and interactions with business and ACSA	Interface with the various role players, including ACSA, the IDZ management team, SAAF and other interested and effected parties.
<b>Project 10</b> - Hopefield Revitalisation	SBTO to provide skills and training for the operation of both the camping site and museum and also with the ecological rehabilitation of the river.	Review and implementation of the John Antoni water rehabilitation proposal for the Zoute River Further rehabilitation of the Hopefield museum –

		presentation, interpretation and display Creation of a caravan/camping facility on the Zoute River.
<b>Project 11</b> – Create an annual iconic festival in the Saldanha Bay region	SBTO to provide skills and training for the operation, marketing and management of the festival to identified personnel from the community	Develop a multi-faceted event, incorporating a mix of cultural/historical sites, food and wine, the West Coast fishing industry.
<b>Project 12</b> – Finance Business Plans for new tourism SMME products	Skills development in business planning and development	Identify selected projects that require business plans, appoint consultant, support and training by the SBTO.
<b>Project 13</b> – Signage and brand development R27	NA	Interact with SANRAL.

#### 9.4. Conclusions

The above table has given some practical concepts on capacity building and skills development for implementation by both the SBM and SBTO. It is however vital that both organisations realise the critical need to obtain 'buy in' and support from the local communities of the West Coast region for tourism development. This cannot be a private sector responsibility, but must be driven by local and provincial government.

### 10.0 Final Conclusions and Recommendations

#### 10.1. Introduction

We have completed the Tourism Development Plan for the SBM in accordance with the published Terms of Reference and have added value to our submission by reviewing the SLA entered into between the SBTO and the Municipality. We believe the recommendations and interventions we have put forward for implementation will have a profound effect on tourism development in the next three to five years.

The weaknesses/threats as defined in the SWOT analysis are noted as follows:

- The SBM LED division currently does not have the capacity and/or resources to effectively implement and manage the tourism portfolio and the related projects specified in the 2011/2012 IDP.
- The municipal resorts are projected to expend R14.1 million (2013), whilst revenues are projected at R7 million, a nett loss of in excess of R7 million.

- The establishment of a Local Development Agency has not been promulgated or taken further.
- The greater majority of the SBM tourism projects specified in both the 2008/2009 and also the 2011/2012 IDP's have not been initiated, nor implemented.
- Budgeted projects, such as the Hopefield Museum, have not been completed.
- There appears to be little synergy and/or joint venture co-operation between the SBTO and the LTOs and also provincial/regional tourism agencies.
- Financial resources for tourism projects and initiatives are limited.
- The SBTO has yet to formulate and present their strategic marketing plan.
- The SLA agreement entered into between the SBM and SBTO has yet been amended to include Key Performance Indicators.

## 10.2. Schedule of Final recommendation

The following tourism development/tourism marketing and capacity building projects have been identified in the TDP to counter the threats/weaknesses, extrapolated in the SWOT analysis.

### Tourism Development Projects

- **Project 1** - Increase the resources within the SBM LED Unit
- **Project 2** - Municipal Resorts – implement the commercialisation/sell-off plan
- **Project 3** - Develop and Market Key Tourism Icon – West Coast Fossil Park
- **Project 4** - Saldanha Bay Tourism Organization – review SLA/include KPIs
- **Project 5** - West Coast Fossil Park – assist and promote the development as a tourism icon
- **Project 6** - Business and development plan for the Saldanha Bay Cultural/Heritage Museum
- **Project 7** - Combat Seasonality – develop strategies
- **Project 8** - Establish a Tourism Development Forum
- **Project 9** - Development of a Regional Airport at Saldanha – interact with IDZ and ACSA
- **Project 10** – Implement the Hopefield Revitalisation plan
- **Project 11** – Create an annual iconic festival in Saldanha Bay
- **Project 12** – Develop a 'Matric Rage' event

### Tourism Marketing Projects

- Record on-going statistical data to measure tourism volumes and trends
- Establish the SBTO as a nationally recognised brand
- Establish the SBTO as a non-profit company and implement a business tourism levy
- Present the strategic marketing plan to the SBM, inclusive of market segmentation
- Develop and distribute the West Coast Portfolio Booklet
- Upgrade of the SBTO website
- Improve the service levels at the SBTO information offices

- Establish a Saldanha Bay LTO
- Interactive marketing and promotion with WESGRO
- Joint venture marketing with District Municipalities, Provincial Government
- Billboard 'gateway' advertising

### **Capacity Building projects**

- Establish a local tour guide training programme in each LTO, function of the SBTO
- Facilitate and fund appropriate business plans for PDI hospitality projects
- Develop a cultural and heritage route in the SBM region
- Facilitate the establishment of supportive tourism entities
- Finance a bursary scheme for tourist guides who show exception potential and passion for the industry. Bursaries should be nominated for formal hospitality qualifications such as FGASA 1,2 and 3 and the Hotel School in Cape Town
- Ensure that the SBTO board and structures are BBBEE compliant
- Establish a traditional cultural and heritage festival, which under the auspices of the SBTO, would be operated and managed by members of the local community
- Should a consultant be appointed for any specific tourism related project, the SBM LED unit must be integrated into the actual work programme
- Interact with DEDAT and the NDT for training and bursary funding

### **10.3. Final Statement**

We hope that the Tourism Development Plan as prepared and submitted by Seaton Thomson & Associates will be of long term benefit to the Saldanha Bay Municipality and made a positive contribution to the region in terms of tourism development and a sustainable tourism industry.

The founding statement of the 2012 National Cultural and Heritage Strategy has relevance to the implementation of the final recommendations contained in this study, inter alia:

- (1) *It is highly recommended that provinces and local government should identify and prioritise in partnership with the NDT, potential heritage and cultural tourism products for tourism development.*
- (2) *The heritage and cultural tourism strategy recommends the immediate prioritisation of the programmes and flagship projects, for tourism development in partnership with relevant stakeholders including the Department of Arts and Culture, the Department of Environmental Affairs and relevant provinces:*

*(3) That funding for identified flagship projects will receive adequate funding, inclusive of human capital and other material resources from the NDT*

## 11.0 LIST OF REFERENCES

- The Service Level Agreement – Saldanha Bay Tourism Organisation 2007
- The LED Strategy, Fishing Sector Status Quo Report 2005
- The LED Strategy, Enabling Projects Report 2005
- Constitution of the Saldanha Bay Tourism Organisation 2006
- The Saldanha Bay Industrial Development Zone Update Report 2012
- The Seaton Thomson Study commissioned to assess a commercialisation/concession process for the SBM resorts on the West Coast 2002
- The LED Strategy, Annexure 1 Tourism
- The LED Strategy Project 6 Marketing and Tourism Development
- The LED Strategy, Sectoral Opportunity Analysis, The Fishing Industry
- The IDP Review 2011/2012
- The IDP Review 2008/2009
- The LED Strategy, Tourism Sector Status Quo Report 2005
- The Seaton Thomson & Associates Western Cape Cultural and Heritage Audit, commissioned by DEDAT 2012.
- The Cultural and Heritage Strategy Plan. DNT 2012
- The SBTO strategy workshop minutes Oct 2012
- National Cultural and Heritage Strategy. DNT 2012



## **12.0 ABBREVIATIONS**

SBTO – Saldanha Bay Tourism Association

SBM – Saldanha Bay Municipality

TDP – Tourism Development Plan

STA – Seaton Thomson & Associates

LTO – Local Tourism Organisation

NDT – National Department of Tourism

TFCA – Trans Frontier Conservation Area

LED – Local Economic Development

PPP – Public, Private Partnership

IDP – Integrated Development Plan

DEDAT – Department of Economic Development and Tourism

WCFP – West Coast Fossil Park

KPI – Key Performance Indicator

SLA – Service Level Agreement

ACSA – Airports Company of South Africa

BBB EE - Broad Based Black economic Empowerment

### **13.0 Acknowledgements and Thanks**

STA would like to thank the following persons/organisations/public servants for their individual contributions and support of this study. Hopefully, the final recommendations will have a long term and profound influence on tourism development within the greater Saldanha Bay region.

- Mr. Charles Barends – SBM
- Mr. David Osborne – SBTO
- The Saldanha Bay tourism Organisation
- The Destination Marketing team of WESGRO
- The Saldanha Bay Cultural Museum
- Mrs. Kay Law – Chairperson SBTO
- Mr. Andre Kruger – SBM Councilor
- Mrs. Lizana De Jongh – Hopefield LTO
- Mr. Frank Ponk - SBM
- Mr. John Antoni – Hopefield
- Ms. Coleen Paul – Langebaan SBTO
- Mr. John Ndhlovu DEDAT
- The West Coast Fossil Park

## **14.0 APPENDICES**

1. The Hopfield and Zoute River reclamation proposal John Antoni 2012
2. The SBTO draft tourism strategy Oct 2012
3. Saldanha Bay Tourism Development Strategy C Barends Jan 2012
4. The Executive Summary- SBM Municipal Resorts Commercialisation study, Seaton Thomson & Associates 2002
5. The Municipal Resorts proposal- Seaton Thomson & Associates Feb 2013