

4.3 PUBLIC SECTOR INFRASTRUCTURE TOOLBOX

4.3.1 Introduction and Scope

In some towns, tourism places a significant demand on public sector infrastructure. Growing numbers of visitors, particularly overnight visitors, are steadily increasing the demands for a range of public services. Each town has its own unique visitor sector profile in terms of seasonal variability, proportion of holiday homes and day visitors relative to its permanent resident population, variable itinerant population, and industrial and commercial demands.

Local government's role in tourism is critical in providing the utilities and infrastructure on which the tourism industry is based. This includes services such as public roads, water, wastewater and waste services, parking and signage, museums, art galleries, sporting facilities, visitor centres, reserves, gardens and other amenities, and identifying sites for development.

Infrastructure for tourism is provided by both local government and the private sector. This Toolbox focuses on public sector rather than private sector infrastructure. It is recognised that there is increasing interest in South Africa in infrastructure services provided by public-private partnerships (PPPs). There is also increasing emphasis on providing infrastructural services that meet sustainability criteria. The focus of this Toolbox is public sector infrastructure. It aims to provide information, data and resources for those actively involved in planning, design and management of the public sector infrastructure and services used by the tourism sector. The target audience is infrastructure planners, designers, managers and users of the infrastructure services.

The word "infrastructure" can mean many different things to people. This Toolbox focuses on the specific public sector infrastructure needed to sustain South Africa's tourism industry. These services include:

- Water supply
- Wastewater management
- Solid waste management
- Electricity supply (where local government is service provider)

4.3.2 Benefits of Using This Toolbox

Visitors use many of the public services that are provided in towns and cities, including reticulated water, wastewater, electricity, solid waste collection, roads, parking, areas, art galleries, museums and parks. Few local authorities are able to accurately estimate how much of each service is used in their area by visitors, or just how large the visitor usage of any infrastructure systems is.

There are three reasons for this:

- Data are rarely available on numbers of visitors visiting a community
- Accurate data are not available on water use, or wastewater and solid waste production per visitor
- Collection of this type of data is too complex

Visitor demand on services can vary significantly throughout the year, creating heavy demand at the peak of the visitor season. Furthermore, a number of South African towns are experiencing significant growth in the numbers of visitors. Usage of infrastructure may vary between classes of visitors (luxury hotel users, motels, backpackers), and between geographic locations. If this data were available, local authorities and other infrastructure providers would be better equipped to determine what proportion of infrastructure use

are attributable to visitors, plan for tourism growth and hold informed debate on charging policies for these services.

Most municipalities also face challenges in funding additional infrastructure for tourism. An important use for this Toolbox is to assist with the study and modelling of selected infrastructure to enable the municipality to undertake better planning, design, funding and management to meet the needs of Visitors, Industry, the Community, and the Environment.

Therefore, local government is encouraged to obtain this data from the relevant source in order to do more effective tourism planning at the local level. This Toolbox recommends that local authorities adopt an integrated and systems approach to addressing infrastructural issues. Good infrastructure planning, design and management enables sustainable economic development; ensures integrated and efficient services and optimises benefits from the use of resources and public funds.

4.3.3 Tourism Support Infrastructure

Infrastructure is of vital importance not only to tourism but also to every government department, community, business and individual. Infrastructure with regard to tourism affects visitor satisfaction and likelihood of repeat business, as well as opportunities for local and foreign players to invest in tourism. The growth of tourism is directly linked to the ability of infrastructure to accommodate that growth.

While local and provincial government do not always have the full budget to build a complete solution to infrastructure needs, the private sector will generally foot the bill as long as basic infrastructure is provided. Tourism departments then have three roles within infrastructure development:

- Ensure the provision of basic infrastructure (roads, water, electricity, waste removal, sewerage & telephony) by providing baseline information on Tourism needs
- Promote private sector infrastructure investment in line with tourism goals
- Monitor infrastructure for maintenance and updating

Infrastructure can have vast positive implications on the tourism industry both inside the region and the country:

- Increase in number of visitors
- Diversifying tourist activity
- Prolonging visitor stay
- Increasing visitor spend in tourism and other industries
- Creating greater efficiency for tourism related businesses
- Increasing likelihood of local and foreign investment into the tourism industry
- There are economic gains directly from tourism infrastructure
- Tourism infrastructure supplies other industries, and drives demand and return on investment in those industries. This spill-over effect adds to national productivity
- A quality infrastructure will create wealth and employment within the tourism industry

Strategically, departments should have overall strategic goals for tourism infrastructure. These goals must aid the development of tourism, transport and infrastructure needs to benefit both local bodies and visitors.

Examples of Tourism Infrastructure Strategic Goals:

- Must provide safe secure and cost effective modes of transport from arrival nodes to attractions, business centres and tourism infrastructure such as accommodation. Intermodalism must be employed to achieve this.

- Must be able to accommodate the increase in visitors resulting from natural tourism and economic growth as well as from the 2010 event. Excess infrastructure requirements for the 2010 event needs to be planned for.
- Must be within environmental constraints.
- Must aid local community transport needs.
- Create increased consultation within the tourism industry between service providers, travel agents, government bodies and private sector entities to upgrade and maintain infrastructure needs.
- Must aid economic growth within the region
- Must increase competitiveness of the region on local and international tourism fronts
- Investment must be prioritised for those areas where current and potential tourism spend are high and infrastructure requirements are not being met.

4.3.4 Local Government Infrastructure Tasks

Local government must quantify the impact tourism has on the infrastructure in its area. Local government can use an information gathering/sharing approach to collect data and provide a better understanding of Public Sector Infrastructure. All components of public sector infrastructure are the domain of various departments at local, district or provincial level.

Nonetheless, local governments have a few major tasks in infrastructure provision, namely:

- Electricity supply management and monitoring
- Water supply
- Wastewater management
- Solid waste removal
- Local spatial planning

Gathering the necessary data is complicated by variations in seasonal visitor patterns and usage of services, and varying levels of usage by different categories of visitor (such as luxury hotel users compared with backpackers). This poses challenges for managing infrastructure supply and services because:

- The number of visitors to the community is not always clear;
- No accurate data on usage of water or electricity per visitor, or wastewater and solid waste production per visitor.

Electricity

Local governments are not responsible for the direct supply of electricity to residents, businesses and industry. Eskom supplies most areas in South Africa, while concessionaires under the Integrated National Electrification Programme of the DME implement supply to non-grid areas.

Local governments act as a management agent by buying power from suppliers and reselling it to the municipality.

In terms of the pricing of electricity services, tariffs are approved by the National Electricity Regulator (NER) in terms of the Electricity Act, 1987 (Act 41 of 1987).

Local government also controls the roll out of electricity services in areas with no electricity (in accordance with the Municipal Integrated Development Plan (DME) rollout). This will be important in terms of redirecting tourists towards the hinterland. According the Department of Minerals and Energy (2009), key success factors for rolling out electricity services to unserved areas include:

- Compliance of Service Providers with provisions of Section 8 of Municipal Systems Act (meeting basic requirements as a Service Provider)
- Concluding Comprehensive Service Level Agreements (SLAs) between Municipalities and Service Providers, providing for;
 - Coverage or recovery of capital, operational and energy costs;
 - Need for Service Providers to be guaranteed of sustainable Free Basic Electricity (FBE) funding from Local Government (cash flow);
- To ensure sustained roll-out of the FBE programme;
- To ensure sustained roll-out supports take up of new electricity connections, especially for non-grid sites.
- Accuracy of targeting and revenue flows:
 - Matching available resources to the service (costs recovery by providers to be sustainable).
- Municipal oversight of the FBE value chain to ensure that the FBE programmes effectively deliver within cost, time and other available resources in terms of existing legislation.
- Continuation of proper metering, billing and revenue collection and management by the providers to consumers for services rendered.

So for tourism, local governments need to fulfil the following tasks in terms of electricity provision:

- Monitor electricity usage and report findings and trends to appropriate authorities (Department of Energy, Eskom)
 - Current electricity usage of the area
 - Expected growth and electricity increase within the area
 - Current visitor electricity usage
 - Expected growth in visitor electricity usage, especially for 2010 and beyond
- Ensure that tariffs are in line with the Electricity Act, 1987
- Ensure that the rollout of electricity to unserved areas falls within the requirements of the Municipal Integrated Development Plan
- Ensure that key tourism infrastructure (accommodation, retail, etc) and destinations have adequate electricity supply

The following are some data required to understand Tourism infrastructure in an area:

Table 2: Typical Infrastructure Use Data Required

Service provided by Infrastructure	Data Required	Unit of Measurement
Potable water supply	Water Demand Litres/Guest Night <i>(Usually presented by accommodation category alongside a Winter and Summer mean and range)</i>	L/GN
Wastewater services	Wastewater litres/Guest Night <i>(Usually presented per accommodation category)</i>	L/GN
Solid waste services	Typical Solid Waste/Guest Night	Varies. Dependent on how solid waste data is collected. Ideally, solid waste Kg/visitor/GN
Energy supply	Energy Demand Kilowatts/Guest Night	KW/GN

4.3.5 Data Collection

The quality of data required depends on the nature of the study being carried out. This toolkit suggests two types of studies as follows:

- A low cost desktop scoping study to evaluate the overall demand the tourism industry exerts on the town's water, wastewater, solid waste and electricity service; and
- A comprehensive study involving more detailed data collection and evaluation of the impact of tourism on the infrastructural services of water, wastewater, solid waste and electricity.

Desktop Scoping Study

This is a low cost desktop study that will enable the Council or the local tourism industry to create an approximate quantitative picture of the relative demand tourism places on the town's services.

Data required

- Monthly guest-night data for the town from the agency collecting accommodation information in your area; from your provincial tourism organisation; from SA Tourism; or from Statistics South Africa
- Permanent resident population.
- Twelve months of monthly water consumption and wastewater production data for the town.
- Twelve months of monthly energy consumption for the town

Comprehensive Study

As a consequence of the scoping study, the decision may be that a more detailed study is appropriate to assist the Council in designing an improved cost allocation and charging structure. One of the techniques recommended for collecting micro data is by snapshot studies.

Snapshot Studies

Obtaining real micro data for visitor demand on a town's infrastructure such as water consumption, wastewater and solid waste production; and energy consumption can be difficult and costly. The demand is seasonal and depends on the nature of the activities of the visitor (for example type of accommodation used).

There are certain services that are shared between visitors and permanent residents; for example restaurants, cafés and visitor attractions. In such circumstances identifying and quantifying the sector demands can be complicated. It is recommended that snapshot studies be used to provide representative micro level data.

Snapshot studies need to be carried out in local areas. The snapshot study method entails four 7-day snapshot studies being carried out in the town. The purpose is to obtain the necessary daily data to be able to create a reliable picture of the demand visitors place on the town's water, wastewater, solid waste and electricity services.

Two 7-day studies should be done during the low visitor season and another two 7-day studies during the peak visitor season for the town. It is important to designate the study area appropriately in order to allow for conclusions to be drawn about the impact of tourism in a given area.

In these studies the specific daily data collected during each snapshot study includes:

- Guest-nights for all commercial accommodation. This information can be obtained by delivering a survey form to each commercial accommodation provider.

- Water and wastewater flows for the whole town
- Weather conditions, including rainfall.
- Individual water meter readings for representative properties such as:
 - Different categories of accommodation providers,
 - Different categories of visitor related non-accommodation businesses, commercial and community activities.
 - Waste production from the different sector sources.
- Information Centre door counts and any other additional obvious indicator of visitor numbers within the town.
- Quantities of solid waste collected – street bins, recycling bins, rubbish and/or recycling collection, and central transfer/landfill site quantities.
- Where possible, waste quantities from representative individual properties. This may be too difficult to do in some situations.

The people implementing the snapshot studies and collecting the data will gain a very good understanding of how the town's infrastructure operates. This knowledge and information should be documented and used to inform future planning and management of the town's services and visitor industry aspirations.

4.3.6 Private Sector Infrastructure

Infrastructure is provided by both local government and the private sector. This toolkit focuses on public sector rather than private sector infrastructure. It is recognised that there is increasing interest in infrastructure services provided by public-private partnerships (PPPs). Some infrastructure service providers in South Africa are contemplating PPP arrangements for infrastructure service provision. It is important to explore these potential partnerships where they exist.

Visitor related private sector infrastructure normally includes:

- Accommodation
- Public transport – bus, rentals, rail, air, sea
- Communication, including telecommunication, internet services
- Entertainment, food and beverage, shopping and other visitor business activities

4.3.7 Local Spatial Planning

Local government is responsible for the overall spatial planning for its area. To more fully understand the role of local governments, the following documents can be consulted:

- The Constitution
- Rural Transport Strategy for South Africa
- Public Transport Strategy
- Transport Action Plan for 2010
- Provincial Land Transport Framework
- White Paper on National Policy on Airports and Airspace Management
- White Paper on National Transport Policy
- Moving SA
- Airlift Strategy

There must be an integration of local planning with provincial and national plans (DEAT, Annual National Tourism Conference Report, 2007). While local governments cannot control policy and legislative changes, they must do their best to add input into that process as well as implement the results.

Furthermore, the responsibility and construction some transport nodes will be out of local governments hands. An example of this would be national airport construction. However, local government will still have a responsibility to ensure that local spatial and transport planning supports and accommodates these initiatives.

Local governments must also keep in mind that transport is a derived demand (DEAT, Annual National Tourism Conference Report, 2007), being dependant on destinations. Local governments should look whether changes in the infrastructure are necessary given future tourism growth projections.

- For further information you can refer to the following documents either on the web or in the attached References Folder: DEPARTMENT OF MINERALS AND ENERGY, Free Basic Electricity Rollout, PROVINCIAL/DISTRICT/MUNICIPAL WORKSHOP, 5 January 2009; fbs.dplg.gov.za/fbs/index.php?option=com_docman&Itemid=45&task=docclick&bid=44&limitstart=0&limit=5
- New Zealand Planning Toolkit for Local Government, May 2006
- Tourism WA, *Submission to State Infrastructure Strategy*, 2005
- Tourism Infrastructure Policy and Priorities, TTF Australia
- The Constitution (<http://www.info.gov.za/documents/constitution/index.htm>)
- Rural Transport Strategy for South Africa (<http://www.transport.gov.za/library/docs/policy/ruraltrspolicy-summ.pdf>)
- Public Transport Strategy (<http://www.transport.gov.za/library/legislation/nlttaguide/tpr07-tp.pdf>)
- Transport Action Plan for 2010 (<http://www.transport.gov.za/library/docs/strategy/2010%20TRANSPORT%20ACTION%20PLAN%2010%20OCTOBER%202006.pdf>)
- Provincial Land Transport Framework (<http://www.transport.gov.za/library/legislation/nlttaguide/tpr08-pltf.pdf>)
- White Paper on National Policy on Airports and Airspace Management (<http://www.transport.gov.za/library/docs/white-paper/airport-wp.html>)
- White Paper on National Transport Policy (<http://www.transport.gov.za/library/docs/White%20Paper.doc>)
- Moving SA (<http://www.transport.gov.za/projects/msa/index.html>)
- Airlift Strategy (<http://www.transport.gov.za/library/docs/aistr/index.html>)

4.4 NATURAL ASSETS MANAGEMENT TOOLBOX

4.4.1 Introduction and Scope

According to SA Tourism (2008), 33.7% of foreign tourist rated South Africa's scenic beauty as their best experience in the country, and 15.2% of visitors enjoyed the wildlife, game parks and safaris. South Africa has one of the most diverse natural environments in the world and this draws in visitors both internationally and locally. International trends suggest more, rather than fewer, environment-attuned visitors in the future.

The natural environment in South Africa is effectively composed of an array of "natural assets" and visitor demand is becoming increasingly focused on specific sites and attractions rather than passive sightseeing.

Local governments are custodians of many natural resources frequented by tourists and locals, e.g. parks, beaches and forests.

However, increasingly, many natural resources also fall under private ownership such as private game farms, or riparian land ownership. Local authorities need to prepare for the environmental pressures and externalities of such trends and not focus solely on anticipated economic benefits.

This section provides tools that enable you to:

- Identify local natural assets
- Appreciate the significance of the natural assets that might or might not be used for tourism in your district or region; and
- Plan for the sustainable management of these natural assets in a tourism context.

This component also relates to:

- The public infrastructure Toolbox
- Project design, appraisal & development Toolbox
- Visitor demand Toolbox
- Visitor satisfaction Toolbox

4.4.2 Understanding Natural Assets

South Africa (and Africa as a whole) has always attracted tourists looking for unspoilt natural settings. With many national game parks and natural attractions, South Africa needs to pay special attention to these natural assets in order to both preserve such sites, as well as to use these attractions for the economic benefit of the country.

By “natural assets” we mean elements of the natural environment i.e. wildlife and their habitats, areas of native vegetation, remnant landscapes, caves, fossil deposits, wetlands and other water-bodies, rivers and beaches. Some of these natural assets are located on, or accessed by passage through or across, privately owned land.

In order to adequately protect the natural environment and natural assets from the impacts of tourism, there is a need for government agencies (SANPARKS), the National government (DEAT) and local government to have adequate and useful baseline information from which to make informed decisions.

National policies (NEMA, 1999; the Constitution, 1996) highlight the importance of conservation and sustainable responsible management of natural environment and resources. However, despite their importance, few of South Africa’s natural assets have stand-alone management guidelines to ensure that visitor impacts are monitored and the quality of the asset is adequately maintained and protected, often leading to environmental degradation.

Research confirms that at the local government level there is a lack of a coherent framework to guide tourism planning for the use and protection of natural assets.

A structured approach to managing tourism impacts on natural assets under the jurisdiction of local, district and metropolitan municipalities is needed and this need will only increase over time.

4.4.3 Benefits of Using this Toolbox

The benefits of managing natural assets sustainably include:

- At the national interest level, natural asset-targeted tourism impact management approaches will help South Africa maintain its competitive edge in "green tourism";
- At a central governance level such approaches will help South Africa fulfil both international and national obligations and strategies; and
- At the industry operational level such approaches will help ensure that the South Africa tourism industry remains profitable and can expand in a sustainable manner.

At the local government level such approaches will:

1. Assist councils in meeting quadruple-bottom-line (environment, social, economic, cultural) reporting objectives
2. Assist councils in meeting the sustainable development requirements of the as stipulated in the White Paper on Local Government (1998)
3. Reduce the likelihood of litigation, costly remediation and other reactive measures that tie up valuable council resources
4. Send pro-active leadership and guidance signals from local government to the various tourism sector groups in South Africa
5. Provide a sharper focus for councils in the management of both tourism and recreational activities in the their districts and regions

4.4.4 Resources

Research into natural assets and their management by local government internationally, there has been much research into social aspects of natural asset management, e.g. matters associated with visitor carrying capacity and crowding, at particular sites or natural attractions. There has also been considerable research, including work done in South Africa, into specific visitor/natural asset interactions, e.g. tourism impacts on whales and dolphins. However, there is relatively little research, either qualitative or quantitative, on how natural assets are managed or ought to be managed in local government contexts.

A survey of local authorities throughout South Africa is required in order to ascertain how councils manage the natural assets over which they have jurisdiction. In addition, more research on the management of natural assets in South Africa is required, along with the development of guidelines for such things as "outstanding landscapes" which visitors clearly associate with the quality of their tourism experience.

There are several options to develop relatively practical Decision Making Guidelines for local authorities.

A. Portfolio Model

Work from ground up within district or region to create portfolios of natural assets by type and manage them under these groupings e.g. caves, hot springs, outstanding landscapes

B. Case-by-case Best Practice Cross-Referencing Approach

Given the diversity of settings and circumstances of local government in South Africa, it is important to recognise that in the short term tourism impacts will have to be managed in an adaptive, if not *ad hoc* manner. To this extent 'best practice' here means borrowing from what works. In this section we present decision support tools that allow local governments to 'plug in' a given natural asset to several decision support tools.

Municipality database

With rapid improvements in information technology over the past decade, and given the excellent network in South Africa, the opportunities to tap into best practice know-how are considerable. The

Quality Planning website is a useful resource that provides relevant best practice, case studies and a publication list of landscape planning.

C. Stand-Alone Mixed-Strategy Checklist

In this section a more hybrid approach is promoted. Recognising that municipalities may prefer a limited portfolio or reference file for particular natural assets, but with the safeguard of action-guiding checks and balances, a mixed strategy checklist has been created. In principle, any municipality can ‘plug in’ any natural asset within its region or district. This checklist provides a guide to deciding upon the best course or courses of action for managing the tourism impacts.

In many municipalities there may be no obvious person to undertake natural asset inventory surveys and it is proposed that a manager in an appropriate department be designated to take responsibility for the management of natural assets.

Table 3: Stand-Alone Mixed Strategy Checklist

Attribute	Yes	No	Unclear	Option for action
History of management for visitor impact already exists				Review existing arrangements Resource consent conditions Stand alone management plan written
National significance				Central government agencies notified
Involves passive consumption				Minimal impact guidelines produced and distributed
Involves active consumption (High active recreation component)				Significant impact guidelines produced and distributed
Organised group visiting				Producer/operator guidelines produced and distributed
Informal groups visiting				Consumer/user guidelines produced and distributed
Similar type asset already managed by other government agencies				Adapt methodology to suite local government
Occupational safety and health requirements apply				Mitigate impacts
Built structures, engineering, track, roadwork's requiring resource consent				Volumes of visits, types of structures, materials specified to meet impact minimisation targets
NEMA 1998 provisions apply				Restrictions/penalties/guidelines
Other Legislation				Restrictions/penalties/guidelines
Other plans apply (e.g. – National guidelines for Responsible Tourism 2002				Restrictions/penalties/guidelines
Local Government monitoring and capacity exists				Relevant section within municipality identified and programme prepared.

Attribute	Yes	No	Unclear	Option for action
Owner monitoring capacity exists				Programme prepared with council assistance where appropriate
Third party (e.g. NGO, community members) monitoring capacity				Programme prepared with council assistance where appropriate.
Municipality education capacity				Advance visitor guidelines produced with council assistance where a appropriate
Owner Education capacity				Advance visitor guidelines produced with council assistance where appropriate.
Other				

For further information you can refer to the following documents either on the web or in the attached References Folder:

- New Zealand Planning Toolkit for Local Government, May 2006

4.5 VISITOR SATISFACTION TOOLBOX

4.5.1 Introduction and Scope

A successful tourism industry is based on visitor satisfaction. Failure to meet and exceed visitor expectations will lead to a reduction in visitor numbers and the associated economic benefits that the industry can bring to an area. Measuring visitor satisfaction should be a key function of local authorities as tourism becomes an ever increasing component of economic wellbeing of an area.

For the visitor to South Africa visitor satisfaction is about more than the people with whom they came into contact, the places they stayed or the attractions they visited. Local and district municipalities are important role players in providing essential services and infrastructure that enables the tourism industry to operate.

People do not want to visit unattractive places. Therefore there is considerable pressure on municipalities to ensure that the first impressions visitors have of places are positive and this is carried through as visitors utilize the services available to them. This is very much the responsibility of the public sector, in particular local municipalities.

4.5.2 Benefits of Using This Toolbox

It is important to conduct visitor satisfaction surveys because destination benchmarking provides a customer focused and competitor-related basis on which to set priorities for action to improve the destination product.

Visitor satisfaction can be used for:

- Identifying strengths and weaknesses, under-performance against competing destinations can be a powerful influence on decision makers;
- Securing additional resources for visitor management projects;

- Raising the profile of the visitor management function and helping to secure political support for tourism;
- Influencing product suppliers to improve; it can be a driver for initiatives aimed at improving the standards of external suppliers;
- Generating positive public relations from benchmarking findings, playing a key role in building civic pride;
- Helping to identify best practice amongst a range of destinations which can be shared; and
- Demonstrating achievement through year on year improvement against benchmarks and helping to measure the impact of capital expenditure on projects, such as environmental improvements.

4.5.3 Resources

Despite the importance of visitor satisfaction to the tourism industry and to the success of destinations, very little research has been completed on how particular destinations in South Africa meet visitor expectations.

Use the checklist below to find out how satisfied visitors are with the services available in your town.

Key Criteria	Yes	No	Unsure/Partially
1. Quality, range, value for money of accommodation			
2. Ease and cost of parking in the area			
3. Range/choice, quality of visitor attractions and activities to do			
4. Range/choice, quality of service, value for money of places to eat and drink			
5. Range/choice, quality of the shopping environment, value for money of shops			
6. Ease of finding way around – road signs, pedestrian signs, display maps and information boards			
7. Availability and cleanliness of public toilets			
8. Cleanliness of the streets			
9. Upkeep of parks and open spaces			
10. Range and quality of evening entertainment			
11. Overall impression of city/town			
12. Popularity of attractions			
13. Feeling of safety in terms of crime and traffic			
14. Ease of finding, quality of service, usefulness of information received from the I Site/information centre			
15. Things liked most about the city/town			
16. Things that spoilt the visit			
17. Likelihood of recommending city/town to others			
18. Improvements like to see			

If you have answered 'No' or 'Unsure/Partially' to any of the above you will need to access available resources and potentially undertake surveys identified in this section of the Toolbox to obtain the base information required to prepare a strategic plan or address specific issues.

4.5.4 Safety and Security Self Audit for Local Destination Officials

Use the checklist below to find out how safe and secure a destination in your area is for the visitor.

		Yes	No
1.	Do you have a Safety and Security Policy which clearly sets out your goals and objectives?		
2.	Do you have a Safety and Security Plan based on an analysis of the risks to tourists at your destination?		
3.	Do you have good coordination to carryout your tourism safety and security policy and plan with: SA Police Services..... Home Affairs: Immigration Dept..... SARS: Customs..... Health Institutions..... Fire..... Emergency Services..... Other Officials.....		
4.	Do you include local businessmen in discussions of your safety and security policy and plan?..... Are meetings open to interested citizens' groups?.....		
5.	Do you provide Safety and security information to the principle tour operators for your destination?		
6.	Do you have a multilingual brochure for visitors with the most pertinent safety and security tips?		
7.	Do you have clear signage, good lighting and emergency telephones for tourists?		
8.	Is there a licensing system for: taxis?..... accommodation? tour guides? restaurants? Are measures taken to prevent unlicensed operators?.....		
9.	To what extent is your destination handicapped accessible? 0% to 40%..... 40% to 60%..... 60% to 80%..... 80% to 100%.....		
10.	Is water supply adequate and of good quality?		
11.	Are restaurants and catering facilities regularly checked for sanitation and good hygiene?		
12.	Do all hotels meet local fire standards? Are hotels regularly checked for fire safety plans?		
13.	Are there up-to-date contingency plans for natural disasters?		
14.	Do you hold regular Safety and Security meeting with representatives from government and the community?		

(Source: Tourist Safety and Security World – Practical measures for Destinations, Tourism Organisation)

Reports and Resources

Links to resources to be included.

4.6 TOURISM INDUSTRY INVENTORY TOOLBOX

4.6.1 Introduction and Scope

Whether tourism is an industry or a number of related sectors is a moot point. The fact that many tourism businesses additionally operate in other sectors/industries, can make it difficult to categorise them. Local municipalities relate to tourism businesses through the services they provide as a regulator, planner, infrastructure/service provider, funder, facility owner, manager. Local authorities are therefore inextricably linked to the tourism industry. On this basis alone, it is essential that local authorities are aware of both the demand and supply side of tourism including the physical resources provided by businesses.

4.6.2 Benefits of Using this Toolbox

Whose responsibility is it to ensure that a particular destination is maximising its potential to attract visitors, assuming the tourism industry is considered an important economic development tool? Provincial Tourism Authorities have responsibility for marketing specific destinations, but have limited ability to influence the supply, range and quality of tourism products.

In terms of destination management it is the local municipality through its statutory and non statutory roles that is in the best position to act as the 'enabler' for the development of appropriate tourism products. Specifically a municipality can be proactive in ensuring that it has the tourism products to attract and retain the visitor by:

- Undertaking a review of the number, range and quality of visitor attractions to determine a 'gap' analysis and then work with the tourism industry, developers and investors to identify market needs, development opportunities and potential sites.
- Similar studies could be undertaken in terms of the accommodation sector. This is particularly important to ensure that as demand increases, the 'lag' between identifying the need and the opening of new facilities is minimal, as a lack of accommodation can be a significant 'brake' on sector development working in advance of tourism demand, local municipalities have the opportunity to 'shape' tourism development in their area through (vision, brand, location, timing, infrastructure), this enhances the potential to meet community outcomes, rather than simply reacting to development pressures.
- In essence the municipality should be aware of the need for all the tourism products identified in the Toolbox Resources in this section and take a proactive approach to ensuring that the 'visitor demand' is matched by the 'supply'

NOTE: Tourism products do not have to be tangible or developed in any way. Especially in the cases of cultural or heritage tourism destinations, the following should also be taken into consideration and reflected in any research methodology (Jamieson, Nd):

- **Historic Resources:** sites, buildings, neighbourhoods, districts, landscapes, parks, farms, ranches, barns;
- **Ethnic Tangible and Intangible Features:** features associated with ethnic, minority or religious groups including settlement patterns, languages, lifestyles, values, housing types, work patterns, education;
- **Natural Features:** dominant landforms, topography, vegetation, water;

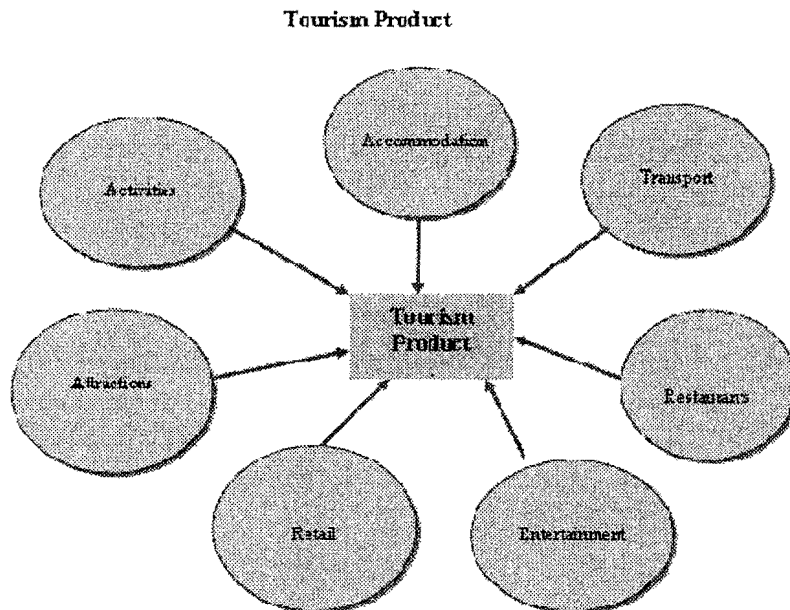
- **Sequences:** sense of entry (gateways), visible approaches to dominant features or into districts, clarity of routes;
- **Visibility:** general and targeted views, visual corridor from a pathway or road;
- **Details and Surfaces:** street furniture, floorscape (pavement material and pattern);
- **Ambient Qualities:** climate, noise levels, smells, quality of light;
- **Visible Activities:** people observing people, everyday activities, festivals and events;
- **Physical Factors:** boundaries, colours, housing types and densities, settlement patterns, nature of materials, sizes, textures;
- **Intangibles:** history, lifestyles, political decision-making structure, sense of community, structure of society, tradition, values.

This includes:

- Cultural villages
- Church sites
- Heritage sites
- Historical and Cultural – battlefields, missionary outposts
- Township tourism sites

4.6.3 Resources

The diagram below identifies the key elements of the tourism product (supply side).



An inventory of tourism products identifies the opportunities and constraints that a local municipality has in attracting visitors to their town/ city/region. The number and range of attractions and activities, things visitors can see and do, are particularly important. Gaps and/or oversupply in the product range and/or poor quality facilities will make places less attractive to visitors. In the same way lack of transport and accommodation will deter visitors from travelling to and stopping at the destination.

Until an inventory of attractions, activities, accommodation and transport has been completed and this is matched with an understanding of visitor demand and visitor satisfaction, destinations will be unsure

whether they are meeting Visitor expectations. In terms of prioritising tourism requirements, the attraction and activity sectors are the key areas. Visitors come to South Africa 'to see game and places as well as to experience the local way of life. The attractions sector provides this opportunity. Local government is often also, a key provider of visitor (and residents) attractions and amenities.

Checklist: Accommodation Inventory

Accommodation Type	No Properties	of	No Rooms/sites	of	No of Beds	Avg No of Rooms
Hotel						
Motel						
Backpacker/hostel						
Farm stay/home stay/B&B						
Caravan/camping sites						
Student accommodation						
Luxury lodge						
Rented accommodation						
shared flat						
National Park/chalets/tents						
Time share/apartment						
Free camping/ campervan						
Other						
Total						

Checklist: Transport Inventory

Type of Transport	No of Businesses
Campervan and motor home rentals	
Bus charter companies	
Limousine and chauffeur services/tours	
Rental cars and vans	
Trains	
Launch and sailing charter and cruises	
Ferry and water taxi services	
Coach tour operators	
Air transport	
Other	
Total	

Checklist: Attractions Inventory

Type of Attractions	No of Businesses
Amusement/theme parks/entertainment complex	
Art galleries	
Historic buildings/sites	
Industry (brewery, winery)	
Cultural experience	

Type of Attractions	No of Businesses
Museums	
Natural (caves, rivers, lakes mountains)	
Nature (zoos/wildlife/aquaria)	
Transport (train, boat trips, plane trips)	
Other	
Total	

Checklist: Activities Inventory

Type of Activity	No of Businesses
4WD adventures	
Abseiling and climbing	
Adventures and outdoor pursuits	
Jet boating	
Boating – other	
Bungy jumping	
Canoeing, kayaking	
Caving	
Cycling/mountain biking	
Diving	
Eco tours	
Fishing	
Gliding	
Golf courses	
Horse trekking	
Hot air ballooning	
Hunting and shooting	
Parachuting and skydiving	
Paragliding, hang gliding, parasailing	
Rafting and river surfing	
Tramping, trekking, hiking, walking	
Cultural villages – dancing	
Church sites	
Heritage sites	
Historical and Cultural – battle fields, missionary outposts	
Township tourism sites	
Other	
Total	

From the inventory it will be possible to identify any obvious 'gaps' in the provision of tourism product. These may need to be addressed in the Strategic Planning Section.

From the attractions inventory it should be possible to identify the attributes (physical and man-made) that emphasize the 'Local Distinctiveness' of the area. This will be particularly important when determining the competitive advantage and marketing strategies for an area.

For further information you can refer to the following documents either on the web or in the attached References Folder:

- New Zealand Planning Toolkit for Local Government, May 2006

- TTF Australia Tourism Infrastructure Policy and Priorities
- Bay County Tourism Profile, June 2001
- Jamieson,W; The Challenge of Cultural Tourism;
http://www.icomos.org/icomosca/bulletin/vol3_no3_jamieson_e.html

4.7 ECONOMIC IMPACT TOOLBOX

4.7.1 Introduction and Scope

Tourism is both an important income generator and employer. Over 900,000 people in South Africa are directly or indirectly employed in the tourism industry. (SA Tourism Annual Report, 2007) The economic effects of tourism can be derived directly through direct tourist expenditure for goods and services or indirectly through inter-business transactions in the domestic economy. Tourism expansion also involves considerable investment and expenditure on the provision and maintenance of infrastructure in the form of roads, airports, energy, water and sanitation.

The economic impact of tourism at the municipality level is difficult to quantify from existing national statistics yet it is this local impact however, which for many (local authorities and businesses) is the most important, as it provides a picture of what is happening locally and enables provincial/district comparison.

This section provides checklists and survey methodologies that will enable the economic impact of tourism to be determined at the local level.

4.7.2 Benefits of Using This Toolbox

Many municipalities own and manage tourism facilities such as museums, art galleries, visitor information centres, convention centres and events. They have targeted tourism as a potential economic opportunity. In addition, local government invests in tourism organisations and agencies – many SA metropolitan municipality tourism agencies are a case in point - to market the region on their behalf.

To know the volume and economic value associated with tourism within a municipality is an important component in understanding the benefits that tourism can bring to a community. Having obtained information regarding the economic contribution of tourism it can be used in the following ways:

- Determine the priority for tourism within the municipality as one of the contributors to the economic development of the region/town/district
- Assist with the evaluation of whether current and potentially increased expenditure in tourism facilities and marketing is a sound investment and provides economic and social benefits for residents and businesses as well as for the municipality

4.7.3 Resources

The checklist indicates the areas of information required to ensure an understanding of the likely benefits of tourism to the local economy. Complete the checklist by ticking the appropriate boxes to confirm which information you already have available, which you do not have and which you have partially or are unsure about.

Key information	Yes	No	Unsure/Partially
-----------------	-----	----	------------------

How many visitors come to the area?			
How much do visitors spend in the area and on what?			
How many tourism businesses are there in the area?			
How many people are employed directly in different types of tourism businesses?			
How do other businesses and residents benefit from tourism expenditure?			
Regional and national tourism trends/performance			

If you have answered 'No' or 'Unsure/Partially' to any of the above you will need to access available resources and potentially undertake surveys identified in this section of the Toolbox to obtain the base information required to prepare a strategic plan or address specific issues.

Municipalities require a cost-effective way of measuring both the direct and flow-on impacts of tourism in their area. In this section two methods of establishing direct impacts are illustrated, a source of approximate multipliers is given, and copies of the most recent questionnaires used to derive the results are provided.

- The two approaches to estimating visitor impacts are:
- Direct surveys of visitor numbers and spend, and
 - Direct surveys of business employment and financial ratios.

Both need to be combined with estimates of employment to output ratios, and value added to output ratios, to give the whole range of direct impacts which include output, employment and value added.

4.8 COMMUNITY TOURISM TOOLBOX

4.8.1 Introduction and Scope

Communities whether they are large or small are very likely to come face to face with the pros and cons of tourism. Tourism is an 'in your face industry' which shows itself in the same places and uses the same services as the local community. Tourism in South Africa will continue to grow and therefore the advantages and disadvantages of tourism will become more apparent and potentially more widespread.

The key to ensuring that tourism meets both community and visitor expectations is through destination management. This section provides checklists and survey methodologies that will enable the community response to tourism to be determined at the local level.

4.8.2 Benefits of This Toolbox

Communities have great interest in tourism because it is one of South Africa's visible industries. The increased interest, and the fact that tourism can have a daily impact on our lives, encourages people to respond to its positive and perceived (if not in reality) negative impacts.

Consultation and public participation provides an opportunity to involve the community in the planning, management and marketing of tourism so that Visitors, Industry, Community and the Environment (VICE) can maximise the benefits and minimise potential negative aspects.

Effective community consultation can:

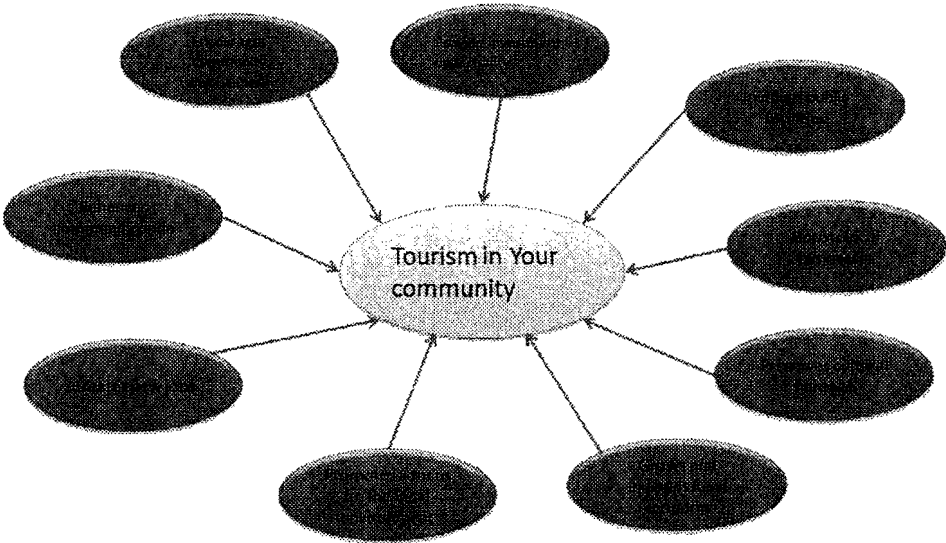
- Assist tourism to support a community's economic and social goals (community outcomes)
- Provide confirmation for the municipality that an initiative is appropriate
- Provide support for new initiatives
- Increase the awareness of tourism within the community
- Increase the pride in the destination and what it has to offer the visitor
- Create a welcoming attitude to visitors from the host community

The Municipal Structures Act (2000) through the Integrated Development Plan (IDP) recognises the need to involve the community in local government planning not only for tourism, but for a wide range of services that local government is directly or indirectly responsible for.

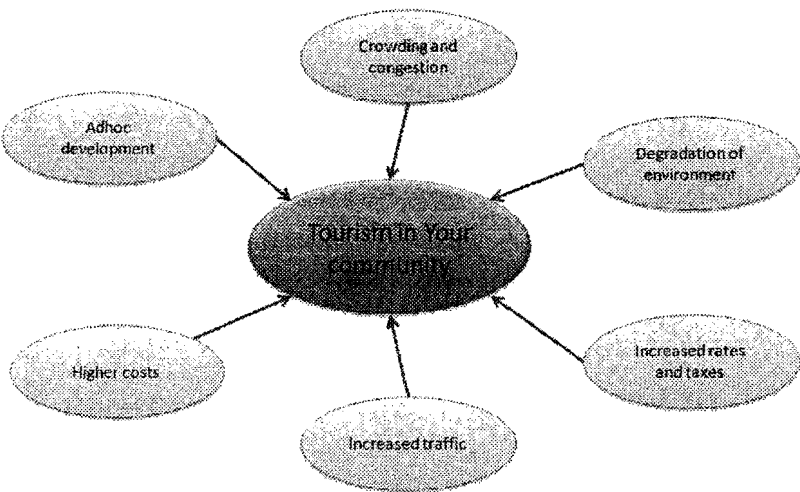
4.8.3 Resources

The Figures below identify the potential pros and cons of tourism for a community.

Potential Benefits of Tourism for Communities



Potential Negative Impacts of Tourism for communities



The checklist in the table below indicates the areas of information required to ensure an understanding of community attitudes to tourism. Complete the checklist by ticking the appropriate boxes to confirm which information you have already available, which you do not have and which you have partially or are unsure about.

Some local authorities may already obtain this information through annual ratepayer surveys or annual tourism reports.

Checklist: Community Attitudes to Tourism

Key Criteria	Yes	No	Unsure/Partially
1. Community awareness of the economic benefits of tourism			
2. The impact of tourism on the social structure of communities			
3. Community views regarding the potential negative impacts of tourism on the environment			
4. Community consulted regarding tourism developments and investments.			

If you have answered 'No' or 'Unsure/Partially' to any of the above you will need to access available resources and potentially undertake surveys identified in this section of the Toolbox to obtain the base information required to prepare a strategic plan or address specific issues.

4.8.4 Community Views and Opinions

Seeking out and understanding community views and opinions on tourism (or any other area/issue) can be time consuming and potentially expensive. Community views can be obtained through a number of channels.

- Elected representatives – Ward councillors, Ward Committee Members, Local maKgotla/izinkundla/community structures
- Community Groups – residents' associations, youth and women's groups
- Interest Groups – recreation, environmental, cultural, heritage groups
- Industry – not just tourism, but other sectors that may be affected
- Individuals – people interested in specific issues, but do not belong to an organisation
- Tribal Authorities – views specific to the local community

The range of issues that these groups and individuals could cover is detailed in the table below:

Potential Community Tourism Issues

Community of Interest Key Issues

Elected representatives	<ul style="list-style-type: none">• Views and opinions of constituents• Issues related to public spending
Community groups	Mainly local issues – parking, congestion, developments, provision of services.
Interest groups	Specific issues related to areas of interest – access to recreational areas, retention of heritage buildings, environment
Industry	<ul style="list-style-type: none">• Profitability of business• Issues related to planning and development• Accessible and trained labour force
Individuals	Issues related to individual circumstances – parking, congestion
Tribal Authorities	Issues related to land access and ownership, sacred/heritage sites, environment

4.8.5 Surveying Community Views and Opinions

The methods used to gather community views and opinions will depend on:

- The specific nature of the issue
- The complexity of the issue
- The size of the community to be consulted
- How the information will be used

The table below lists the range of consultation techniques that may be appropriate for the different types of issues to be addressed.

Consultation Techniques

Techniques	Appropriate Issues
Telephone survey	<ul style="list-style-type: none">• Focus on obtaining quantitative information from a large cross section of the community• Broad based issues (e.g. support for new convention centre)
Postal survey	Similar to telephone survey, but with ability to include more detailed qualitative and quantitative responses

Techniques	Appropriate Issues
Focus groups	6-12 people to discuss specific issues to seek a solution (e.g. options for improving traffic congestion)
Workshops	Similar to focus groups, but generally include more people, working in small groups (e.g. strategic plan development)
Public participation meetings	Often used to introduce and/or report back on issues to a larger group of people, limited participation by attendees (e.g. report back on information obtained from telephone or postal survey)
Exhibition	<ul style="list-style-type: none">• Used to provide information to interested people before the decision making process is completed.• Generally includes extensive visual material (e.g. concept plans for a new museum)
Community Indaba	Forum for communities to share information and discuss views and opinions on specific issues
Tourism Authorities/Interest groups	Stakeholder group to manage the consultation and strategic plan development process



The South African Tourism Planning Toolkit for Local Government

5.5. STRATEGIC PLANNING TOOLKIT

5.1 Introduction

This Toolkit identifies the planning process for local authorities and the associated inputs from other stakeholder groups on completion of the Situation Analysis. It indicates the requirement for local authorities to achieve a balanced approach between the needs of the industry and the needs of other stakeholder groups.

5.2 MUNICIPALITY TOURISM PLANNING TOOLBOX

5.2.1 Introduction and Scope

Having determined the current situation regarding tourism in their area, local governments will need to utilise this information in their planning processes. A key issue for local authorities will be to determine how planning for tourism is, or should be, any different from planning for other areas for which they are responsible.

The Toolbox identifies how strategic planning can be applied to tourism planning and provides a process and draft structure for developing a tourism strategy.

The diagram below tells you what is available in this section and with which other sections the information links. You can either work through each Toolbox or jump into those areas that are of the most interest to you. Within each Toolbox is a series of Tools that includes checklists, surveys, and models for your use.

5.2.2 Contents of This Toolbox

This toolbox on Strategic Planning will help you to use this information to implement concrete actions that allow your local area to maximise the gains from tourism. It may be that there is already a large number of tourists visiting your area or it may be that the flow of tourists is slow to your part of the world. Whatever the situation this strategic planning process will assist you to get the most of the tourism potential in your area.

This toolbox answers the following questions:

Toolbox 1: What is strategic planning all about?

Toolbox 2: What perspective should you keep in mind when doing a strategic plan?

Toolbox 3: Why is there a need for tourism planning?

Toolbox 4: What should you do to prepare for a strategic planning process?

Toolbox 5: Apart from the information in the Situation Analysis Toolbox, is there a need to do more research and analysis?

Toolbox 6: What model should be used to do the planning?

In addition to looking at the above questions we have noted Special Sections Toolbox on:

Toolbox 7: Community outcomes

Toolbox 8: Communication and consultation

Toolbox 9: Marketing and branding

Toolbox 10: Specific Infrastructure Planning

This Toolkit also provides you with resources (best practice examples and templates) that you can use as references when designing your strategic plan.

5.3 Toolbox 1: What is strategic planning all about?

Strategic planning determines where an organisation is going over the next three to five years. It takes the leadership and staff of an organisation beyond the day-to-day activities and gives a big picture of what the organisation is doing and where it is going. It aims to address the key challenges and problems facing the organisation and maps out how the organisation will go about tackling such challenges and problems.

Importantly, strategic planning helps with making sure that everyone in the organisation, including the leadership and all the staff, are working from the same script. It provides a common understanding to every one of what should be done and how the organisation will go about doing it. In doing so, a strategic plan gives unity of purpose and action across the organisation.

The strategic plan will enable the stakeholders of an organisation or department to know what to expect.

Usually a strategic plan is done:

- ☐ Once every three to five years, or
- ☐ When an organisation is being started, or
- ☐ When an organisation is facing a major crisis, or
- ☐ When there is fundamental internal change, or
- ☐ When there are serious changes to the external environment.

A well-prepared strategic plan will increase the performance of an organisation as there is clarity about the targets that an organisation should be striving to achieve and the detailed plans to achieve these targets. Thus, strategic plans are not only about macro, high level issues, but also about the details of who will do what by when. It gives everyone clarity about what is expected from them and provides a concrete base to measure progress.

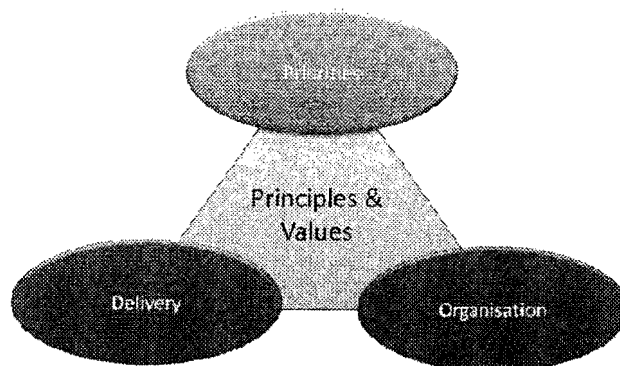
5.4 Toolbox 2: What perspective should you keep in mind when doing a strategic plan?

There are a number of important issues that need to be kept in mind when doing a strategic plan. Here we point to three such issues that should be taken into account:

- ☐ Delivery orientation
- ☐ Integrated development planning
- ☐ National policies and directives

5.4.1 Delivery orientation

A major challenge in our country facing all departments is to change policies into actions. Therefore, all planning must be done with a view to enhancing delivery that bring about economic and social benefits. We propose the following orientation that we hope will keep the delivery of public promises, benefits and projects uppermost in the minds of everyone involved in the preparation and execution of the plan.



- i) **Priorities** At any one time in any local department, there are a number of actions to be undertaken. All the actions cannot be undertaken at the same time. Thus, based on our resources and capability we must choose which is the most urgent that must be immediately tackled. A department should ensure that they consult with and have the support of key stakeholders when they choose the priorities. There should not be more than two or three priorities at the same time. Too many priorities often lead to poor delivery and frustration within the department and frustration amongst the department's stakeholders. It is very important to note that strategic planning will force your department to make hard choices about what you will and won't do. Through the process of planning, you will be forced to make strategic choices about priorities.
- ii) **Organisation** We must build the right organisation. By this we mean:
 - ☐ Having the right people with the right skills or an effective capacity building programme to develop the required skills quickly.
 - ☐ Making sure everyone has a clear understanding of what is expected of them.
 - ☐ Making sure everyone is clear about the policies that they must adhere to and the reporting lines they must work within.
 - ☐ That everyone should have the required resources and support to enable them to deliver.

Only if there is a strong organisation in place, will delivery take place.
- iii) **Delivery** This refers to the achievement of the objectives that have been set for your department. There should be a system in place to monitor delivery and its effectiveness i.e. what effect it has had on the department and its stakeholders.

- iv) **Principles and Values** Everything that is done, from planning to execution to monitoring and evaluation, should be guided by a clear set of principles and values. In many ways these principles and values are already contained in the mandate, legislation and policies directing your department and guiding tourism across the country. But it is important to be conscious of these principles and values and openly integrate them into all the activities of the department, including strategic planning. The guiding policies are very much contained in the principles of Batho Pele. You may want to remind everyone involved in the planning process of these principles. You may also want to add something that may be specific to your department, e.g. the preservation and promotion of local culture via the local tourist products.

Note: The issue of priorities are dealt with in this Strategic Planning Toolbox, whilst the issue of delivery is dealt with in the next toolbox on Capacity Building and delivery is taken into account in the Implementation Toolbox.

5.4.2 Integrated Development Planning

The Municipal Systems Act, 2000 requires all municipalities and local governments to undertake their planning with the framework of Integrated Development Planning (IDP).

Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development.

An Integrated Development Plan is a super plan for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. It should take into account the existing conditions and problems and resources available for development. The plan should look at economic and social development for the area as a whole. It must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected

All municipalities have to produce an Integrated Development Plan (IDP). The municipality is responsible for the co-ordination of the IDP and must draw in other stakeholders in the area who can impact on and/or benefit from development in the area.

Once the IDP is drawn up all municipal planning and projects should happen in terms of the IDP. The annual council budget should be based on the IDP. Other government departments working in the area should take the IDP into account when making their own plans.

Tourism plans and projects at a local level must fit into the IDP model. In effect the local tourism plan will be a subset of the IDP. We have very much kept to the planning model as noted in the Integrated Development Planning for Local Government Toolbox. The IDP Toolbox is referenced as a resource.

5.4.3 National policies and directives

Local tourism activities fall part of the national drive to promote sustainable tourism in the country. All tourism related activities are done under the auspices of the following policies, legislation and national strategies:

- White Paper on Tourism
- Tourism Legislation

All local plans and activities should be done within the framework of the above documents.

For further information you can refer to the following documents either on the web or in the attached References Folder:

- White Paper on Development and Promotion of Tourism;
<http://www.info.gov.za/whitepapers/1996/tourism.htm>
- IDP Toolbox;
<http://www.etu.org.za/toolbox/docs/localgov/webidp.html>

5.5 Toolbox 3: Why is there a need for tourism planning?

There are a number of potential benefits of tourism planning. These benefits include:

- ☐ Economic benefits
- ☐ Social benefits
- ☐ Preservation of local culture
- ☐ Promotion of the sustainable use of the local natural resources
- ☐ Revenue stream to defray costs of infrastructure delivery
- ☐ Enabling local business development, especially SMMEs
- ☐ Expanding tourism destinations to beyond the major centres in the country.

In addition, we list some of the benefits of undertaking local tourism planning.

Understanding the local tourism industry

The tourism industry is diverse, and it is important that local authorities understand the needs of the wide range of sectors that make up the tourism industry. In sections above we looked at the many sectors and stakeholders that make up the tourism industry and the importance of consultation and joint action of these stakeholders to find solutions to the challenges that face tourism.

Tourism policy objectives

Once local tourism policies objectives are in place, they will become an important driver to:

- ☐ Promote tourism as a social and economic force;
- ☐ Build community awareness of the benefits of tourism;
- ☐ Enhance sustainable tourism as per the (DEAT strategy doc up to 2013) as attached above;
- ☐ Facilitate the provision of basic facilities and infrastructure to encourage tourism development;
- ☐ Ensure facilities are adequate to cater for visitors;
- ☐ Ensure tourism development is consistent with the character of the region.

Tourism policies are important because:

- ☐ Councillors may be replaced after local elections, but a policy document ensures continuity of commitment to tourism;
- ☐ A tourism strategy enables a long-term focus, forward planning and budget allocations for an integrated and coordinated approach within the framework of the local IDP;
- ☐ Industry sector representation in an area may change, altering emphasis;
- ☐ Local authorities are often providers of substantial visitor infrastructure, but may not be identified as such;
- ☐ A policy document ensures agencies work together to benefit the community.

In addition local authorities may develop specific policies covering:

- ☐ Budget allocation;
- ☐ Representatives on an regional tourism organisation board (RTO);

- ❑ Balanced development of tourism;
- ❑ Protection of sensitive areas, heritage and cultural assets;
- ❑ Municipality's role in the provision of visitor information services;
- ❑ Use of historic buildings for tourism purposes;
- ❑ Proposals for specific areas of land;
- ❑ Traffic flows resulting from tourism development;
- ❑ Acceptable levels of environmental impact;
- ❑ Regional and local tourism organisation input into policies.

Planning and development facilitation

A local tourism plan will improve visitor numbers locally. As visitor numbers increase, demand for facilities (e.g. accommodation) will grow. This could stimulate the private sector to invest at the appropriate time and in areas where the development can complement other related services.

Planning of infrastructure and amenity provision

Additional visitors and demand for new facilities also increases the need for improved infrastructure (e.g. water/wastewater, solid waste, roads, parking, signage, and public toilets). The costs of providing these could become economically feasible if strong revenues are generated locally through tourism.

Improved marketing of the area

A successful tourism plan can improve the marketing of the local area and its destinations. It can also promote its local brand through Sister City organisations, the promotion of events and becoming known as a safe and visitor friendly environment.

Identification of financial requirements

Many local authorities directly fund local tourism activities and regional and district tourism organisations. These financial needs must be incorporated into the municipality's financial plan. In addition the tourism industry can also make recommendations regarding the provision of amenities and infrastructure improvements which can be essential elements in making a destination attractive to visitors (e.g. parks and gardens, streetscape). The need for local authorities to work with the tourism industry at the national and local level is paramount to making informed strategic decisions concerning the municipality's role in the development of a local tourism industry.

The importance of tourism planning is well documented in the New Zealand Tourism Toolkit which is quoted above and referenced.

For further information you can refer to the following documents either on the web or in the attached References Folder:

- New Zealand Planning Toolkit for Local Government, May 2006

5.6 Toolbox 4: What should be done to prepare for a strategic planning process?

The planning process is a very important part of ensuring that tourism can be successful in your area. It is often the case that the planning process itself is far more important than the document that is produced. We provide you with some ideas here on what can be done to prepare for this planning process.

Information gathering

Collect as much information about the potential of tourism in your area, situation analysis relevant to your area, visitor experiences and what suggestions have already been made about improving tourism locally.

Get familiar with legislations and plans

Make sure that you are familiar with all relevant national policies, laws and plans and the local IDP. Please find all relevant national policies, laws and plans on www.deat.gov.za

Develop a rationale for the planning process

To ensure that the planning process is successful you will need to consult with the leaders in your local government who will approve of the planning process and the participants that will be involved in the planning process. You can circulate this via email or fax these to relevant individuals to create interest in the planning process and will allow for informed discussions with those you wish to consult.

The rationale should:

- ☐ If there is no tourism function in your municipality, you should motivate why you think that tourism could be important and what benefits it could bring to your area.
- ☐ If there is already a tourism function instituted in your local government, then you should motivate why strategic planning could help to improve the performance of the tourism sector locally.
- ☐ Outline how you will prepare for the planning process.
- ☐ Outline the planning process and provide a schedule of events and timeframes.
- ☐ Outline what resources you will need to undertake the process.

Make the rationale widely available internally and to select stakeholders. By going through the rationale they will not only be better prepared to participate but may give you important feedback that you can incorporate into planning process and workshop agendas.

Consult and win support

Go on a concerted drive to win support from the following:

- ☐ Senior level individuals that you report to and who will be part of approving the planning process or the strategy that is developed.
- ☐ Relevant decision makers in the local government.
- ☐ Stakeholders especially those who will be part of developing and implementing the tourism plan.
- ☐ Representatives from the business (including SMMEs) and community.

Plan the planning process

There will be a number of meetings or workshops necessary to undertake the planning. You should work through carefully how many meetings are necessary, what is the purpose of each meeting and what the agenda for the meeting will be.

Do not let the planning process run for too long as it could lose momentum. Generally, the planning process should not last more than about three months.

Make sure that the leadership of your organisation shows open support for the process, approves the planning process and instructs targeted participants from within the local government to attend. Where appropriate, get the leadership to directly speak to external and community representatives to attend.

We have referenced an example of a planning process that could be adopted.

Use a planning facilitator, if necessary

Determine if you need a planning facilitator who could help you undertake the planning process. This may be required if:

- ☐ No one is available internally who has experience with strategic planning.
- ☐ Previous strategic plans have failed.