

SECTION 9. TOURISM DEVELOPMENT ACTION PLAN

9.1 INTRODUCTION

The terms for reference for the Buffalo City Tourism Master Plan require a 10-year tourism development action plan for the implementation of the recommendations contained in the plan.

Based on the recommendations contained in the Tourism Master Plan and the recommendations on the responsible institutions we have compiled the action plan to include:

- The Tourism Development Objective, i.e.:
 - Integration and Implementation;
 - Tourism Product Development;
 - Skills and Enterprise Development and Support;
 - Tourism Marketing
- The actions required to achieve each objective;
- The 10 year time frame to complete the actions;
- The responsible institution for each action; and
- The performance indicator of success for each action.

We recommend that the tourism development action plan be utilised to implement the Buffalo City Tourism Master Plan and that the Action Plan be reviewed on an annual basis.

9.2 TOURISM DEVELOPMENT ACTION PLAN

The tourism development action plan with the relevant objective, action, timeframe, responsible institution and performance indicator is shown below.

| Objective | Action | To be completed end of year: | | | | | | | | | | Responsible Institution | Performance Indicator | |
|--------------------------------|---|------------------------------|------|------|------|------|------|------|------|------|------|-------------------------|-----------------------|--|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | |
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | | | |
| Integration and Implementation | Establish a task team to implement the Tourism Master Plan | X | | | | | | | | | | | LED | Establishment of a task team |
| | Establish a consultative forum to support and provide input to the task team | X | | | | | | | | | | | LED | Establishment of forum |
| | Ensure representation of Buffalo City on the Amathole District Municipality's Heritage Initiative | X | | | | | | | | | | | LED | Representation ensured |
| | Support and implement cross border initiative such as the Nkonkobe-Buffalo City Initiative | X | X | X | X | X | X | X | X | X | X | X | LED | Number of cross border initiatives implemented |
| | Review community and rural tourism projects identified for development | X | X | X | X | X | X | X | X | X | X | X | LED | Number of community and rural projects implemented |

| Objective | Action | To be completed end of year: | | | | | | | | | | Responsible Institution | Performance Indicator | |
|-----------------------------|--|------------------------------|------|------|------|------|------|------|------|------|------|-------------------------|-----------------------|--------------------------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | |
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | | | |
| Tourism Product Development | Review tourism projects and decide which fall within the areas of responsibility of BCDA | | | | | | | | | | | | LED | |
| | Transfer recommended tourism projects to BCDA | X | | | | | | | | | | | LED | |
| | Review tourism projects and conduct additional studies as necessary including environmental, traffic, engineering, financial, etc | X | | | | | | | | | | | LED & BCDA | |
| | Put tourism projects to tender | | X | | X | | X | | X | | X | | LED & BCDA | |
| | Adjudicate tender process | | X | | X | | X | | X | | X | | LED & BCDA | |
| | Award tenders | | X | | X | | X | | X | | X | | LED & BCDA | |
| | Construction of tourism projects | | | X | X | X | X | X | X | X | X | X | Private Sector | |
| | Opening of new tourism projects | | | | X | X | X | X | X | X | X | X | Private Sector | Number of new tourism projects |
| | Ensure that the environment management proposals are adhered to for each new project such as conducting an EIA, adhering to the Buffalo City Integrated Environmental Management Plan, etc | | X | X | X | X | X | X | X | X | X | X | LED & BCDA | EIA conducted on each project |

| Objective | Action | To be completed end of year: | | | | | | | | | | Responsible Institution | Performance Indicator | |
|---|--|------------------------------|------|------|------|------|------|------|------|------|------|-------------------------|-----------------------|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | |
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | | | |
| | Ensure that the socio-cultural management proposals are adhered to such as community consultation, tourism awareness programmes, etc | | X | X | X | X | X | X | X | X | X | X | LED & BCDA | Community participation on each project |
| Skills and Enterprise Development and Support | <u>Education and Training Provision:</u> | | | | | | | | | | | | | |
| | Establish Quality Tourism Forum | X | | | | | | | | | | | LED | Quality Tourism Forum Established |
| | Form partnerships with Education and Training Institutions | X | | | | | | | | | | | LED | Number of partnerships formed |
| | Quality Tourism Forum to develop and agree quality indicators | X | | | | | | | | | | | LED | Agreement of quality indicators |
| | Quality Tourism Forum to establish measurement tools to measure quality indicators | X | | | | | | | | | | | LED | Establishment of measurement tools |
| | Monitor and review quality indicators | X | X | X | X | X | X | X | X | X | X | X | LED | Annual review report |
| | Implement recommended programmes through partnerships | X | X | X | X | X | X | X | X | X | X | X | LED | Number of programmes implemented |

| Objective | Action | To be completed end of year: | | | | | | | | | | Responsible Institution | Performance Indicator |
|-----------|---|------------------------------|------|------|------|------|------|------|------|------|------|-------------------------|------------------------------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | |
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | | |
| | <u>Tourism Awareness:</u> | | | | | | | | | | | LED | |
| | Identify recipients of tourism awareness programmes | X | | | | | | | | | | LED | Number of recipients identified |
| | Agree programmes as recommended | X | | | | | | | | | | LED | |
| | Establish partnerships with Municipal delivery mechanisms e.g. Business Bus, One-Stop-Shop, etc | X | | | | | | | | | | LED | Number of partnerships established |
| | Implement recommended programmes through partnerships | X | X | X | X | X | X | X | X | X | X | LED | Number of programmes implemented |
| | <u>School Programmes:</u> | | | | | | | | | | | | |
| | Establish partnerships with schools that offer tourism as a senior certificate subject | X | | | | | | | | | | LED | Number of partnerships established |
| | Agree programmes as recommended | X | | | | | | | | | | LED | |
| | Implement recommended programmes through partnerships | X | X | X | X | X | X | X | X | X | X | LED | Number of programmes implemented |
| | <u>Tourist Education Programmes:</u> | | | | | | | | | | | | |
| | Agree content of tourist education | X | | | | | | | | | | LED & BCT | |
| | Design and produce information brochure for tourists educating them on cultural, environmental, safety, etc aspects | X | | | | | | | | | | LED & BCT | Brochure designed |

| Objective | Action | To be completed end of year: | | | | | | | | | | Responsible Institution | Performance Indicator | |
|-------------------|---|------------------------------|------|------|------|------|------|------|------|------|------|-------------------------|-----------------------|------------------------------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | |
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | | | |
| | Distribute brochure widely to tourists | X | | | | | | | | | | | LED & BCT | Number of brochures distributed |
| | <u>Enterprise Development and Support Programme:</u> | | | | | | | | | | | | | |
| | Establish the Tourism Small Business Support Function within the LED | X | | | | | | | | | | | LED | |
| | Identify Tourism SMME's to assist | X | | | | | | | | | | | LED | Number of SMME's identified |
| | Agree programmes as recommended | X | | | | | | | | | | | LED | |
| | Form partnerships with Education and Training Institutions, Municipal delivery mechanisms and national and provincial SMME programmes | X | | | | | | | | | | | LED | Number of partnerships established |
| | Implement recommended programmes through partnerships | X | X | X | X | X | X | X | X | X | X | X | LED | Number of programmes implemented |
| Tourism Marketing | <u>Personal Selling:</u> | | | | | | | | | | | | | |
| | Obtain and maintain listings of tour operators, travel agents, special interest associations, PCO's & sport associations | X | X | X | X | X | X | X | X | X | X | | BCT | |
| | Telephone calls to travel agents and tour operators | X | X | X | X | X | X | X | X | X | X | | BCT | Number of telephone calls |

| Objective | Action | To be completed end of year: | | | | | | | | | | Responsible Institution | Performance Indicator |
|-----------|--|------------------------------|------|------|------|------|------|------|------|------|------|-------------------------|----------------------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | |
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | | |
| | Buffalo City Workshop and events | X | X | X | X | X | X | X | X | X | X | BCT | Number of events |
| | Ongoing gathering of intelligence from trade | X | X | X | X | X | X | X | X | X | X | BCT | |
| | Assist with trade show arrangements and attending trade shows | X | X | X | X | X | X | X | X | X | X | BCT | Number of assistance |
| | Develop and implement familiarisations for travel intermediaries and the media | X | X | X | X | X | X | X | X | X | X | BCT | Number of familiarisations |
| | Gathering intelligence on competitor destinations | X | X | X | X | X | X | X | X | X | X | BCT | |
| | <u>Trade Fairs:</u> | | | | | | | | | | | | |
| | Attend WTM in conjunction with Eastern Cape Tourism Board | X | X | X | X | X | X | X | X | X | X | BCT | |
| | Attend ITB in conjunction with Eastern Cape Tourism Board | X | X | X | X | X | X | X | X | X | X | BCT | |
| | Attend Indaba with a separate stand including the private sector | X | X | X | X | X | X | X | X | X | X | BCT | |
| | Attend the Getaway Shows in Durban, Cape Town and Johannesburg with a separate stand | X | X | X | X | X | X | X | X | X | X | BCT | |
| | Attend the Motor and Outdoor Adventure Show with a separate stand | X | X | X | X | X | X | X | X | X | X | BCT | |
| | Attend 2 or 3 regional events with a separate stand | X | X | X | X | X | X | X | X | X | X | BCT | |

| Objective | Action | To be completed end of year: | | | | | | | | | | Responsible Institution | Performance Indicator |
|-----------|---|------------------------------|------|------|------|------|------|------|------|------|------|-------------------------|-----------------------------------|
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| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | | |
| | <u>Public Relations:</u> | | | | | | | | | | | | |
| | Articles and editorials in general travel and specialist print media | X | X | X | X | X | X | X | X | X | X | BCT | Number of articles and editorials |
| | Coverage on radio and TV travel and news programmes | X | X | X | X | X | X | X | X | X | X | BCT | Number of radio and TV mentions |
| | <u>Familiarisations:</u> | | | | | | | | | | | | |
| | Familiarisation trip for media | X | X | X | X | X | X | X | X | X | X | BCT | Number of familiarisations |
| | Familiarisation trip for tour operators | X | X | X | X | X | X | X | X | X | X | BCT | Number of familiarisations |
| | Familiarisation trip for travel agents | X | X | X | X | X | X | X | X | X | X | BCT | Number of familiarisations |
| | Familiarisation trip for PCO's | X | X | X | X | X | X | X | X | X | X | BCT | Number of familiarisations |
| | Familiarisation trip for sport governing bodies | X | X | X | X | X | X | X | X | X | X | BCT | Number of familiarisations |
| | <u>Advertising:</u> | | | | | | | | | | | | |
| | Targeted print advertising in market segments | X | X | X | X | X | X | X | X | X | X | BCT | Increase in visitor numbers |
| | Production of one 30 second radio add to be flighted on local radio stations in Cape Town, Durban and Johannesburg. | X | X | X | X | X | X | X | X | X | X | BCT | |

| Objective | Action | To be completed end of year: | | | | | | | | | | Responsible Institution | Performance Indicator | |
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| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | |
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | | | |
| | <u>Events and Workshops:</u> | | | | | | | | | | | | | |
| | Event for media | X | X | X | X | X | X | X | X | X | X | X | BCT | Number of events |
| | Event and workshop for tour operators | X | X | X | X | X | X | X | X | X | X | X | BCT | Number of events |
| | Event and workshop for travel agents | X | X | X | X | X | X | X | X | X | X | X | BCT | Number of events |
| | Event and workshop for PCO's | X | X | X | X | X | X | X | X | X | X | X | BCT | Number of events |
| | Event and workshop for sport governing bodies | X | X | X | X | X | X | X | X | X | X | X | BCT | Number of events |
| | <u>Direct Mail:</u> | X | X | X | X | X | X | X | X | X | X | X | | |
| | Direct mail/e-mail to media | X | X | X | X | X | X | X | X | X | X | X | BCT | Number of mentions in the media |
| | Direct mail/e-mail to tour operators | X | X | X | X | X | X | X | X | X | X | X | BCT | Increase in visitors |
| | Direct mail/e-mail to travel agents | X | X | X | X | X | X | X | X | X | X | X | BCT | Increase in visitors |
| | Direct mail/e-mail to PCO's | X | X | X | X | X | X | X | X | X | X | X | BCT | Increase in visitors |
| | Direct mail/e-mail to sport governing bodies | X | X | X | X | X | X | X | X | X | X | X | BCT | Increase in visitors |
| | Direct mail/e-mail to special interest associations | X | X | X | X | X | X | X | X | X | X | X | BCT | Increase in visitors |
| | <u>Website:</u> | | | | | | | | | | | | | |
| | Redesign of website | X | | | | | | | | | | | BCT | Redesigned website |

| Objective | Action | To be completed end of year: | | | | | | | | | | Responsible Institution | Performance Indicator |
|-----------|--|------------------------------|------|------|------|------|------|------|------|------|------|-------------------------|------------------------------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | |
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | | |
| | Listing of website with search engines | X | | | | | | | | | | BCT | Number of listings |
| | Inclusion of website on all marketing material | X | X | X | X | X | X | X | X | X | X | BCT | |
| | Maintenance and updating of website | X | X | X | X | X | X | X | X | X | X | BCT | |
| | <u>Cooperative Marketing:</u> | | | | | | | | | | | | |
| | Compilation of package with domestic travel intermediary | X | X | X | X | X | X | X | X | X | X | BCT | Increase in visitors |
| | <u>Merchandising</u> | | | | | | | | | | | | |
| | Identify merchandising opportunities | X | X | X | X | X | X | X | X | X | X | LED | Number of opportunities identified |
| | Identify merchandise manufacturers | X | X | X | X | X | X | X | X | X | X | LED | Number of manufactures identified |
| | Produce merchandise | X | X | X | X | X | X | X | X | X | X | LED | |
| | Sell merchandise | X | X | X | X | X | X | X | X | X | X | LED | Profit from merchandise sales |
| | <u>Operational Issues:</u> | | | | | | | | | | | | |
| | Training of staff | X | X | X | X | X | X | X | X | X | X | BCT | Number of staff trained |

| Objective | Action | To be completed end of year: | | | | | | | | | | Responsible Institution | Performance Indicator |
|------------------------------|---------------------------|------------------------------|------|------|------|------|------|------|------|------|------|-------------------------|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | |
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | | |
| Other Tourism Related Action | Safety and Security | X | X | X | X | X | X | X | X | X | X | BCM | Number of crimes against tourists |
| | Public Amenities | X | X | X | X | X | X | X | X | X | X | BCM | Evaluation of amenities received from tourists via BCT surveys |
| | Refuse Removal | X | X | X | X | X | X | X | X | X | X | BCM | Evaluation of City cleanliness received from tourists via BCT surveys |
| | Signage | X | X | X | X | X | X | X | X | X | X | BCM | Evaluation of signage received from tourists via BCT surveys |
| | Prioritisation of Tourism | X | X | X | X | X | X | X | X | X | X | BCM | Feedback received from tourism industry stakeholders |

Abbreviations:

BCT – Buffalo City Tourism

LED – Buffalo City Municipal Department of Economic Development and Tourism

BCDA – Buffalo City Development Agency

BCM – Various Departments of Buffalo City Municipality