

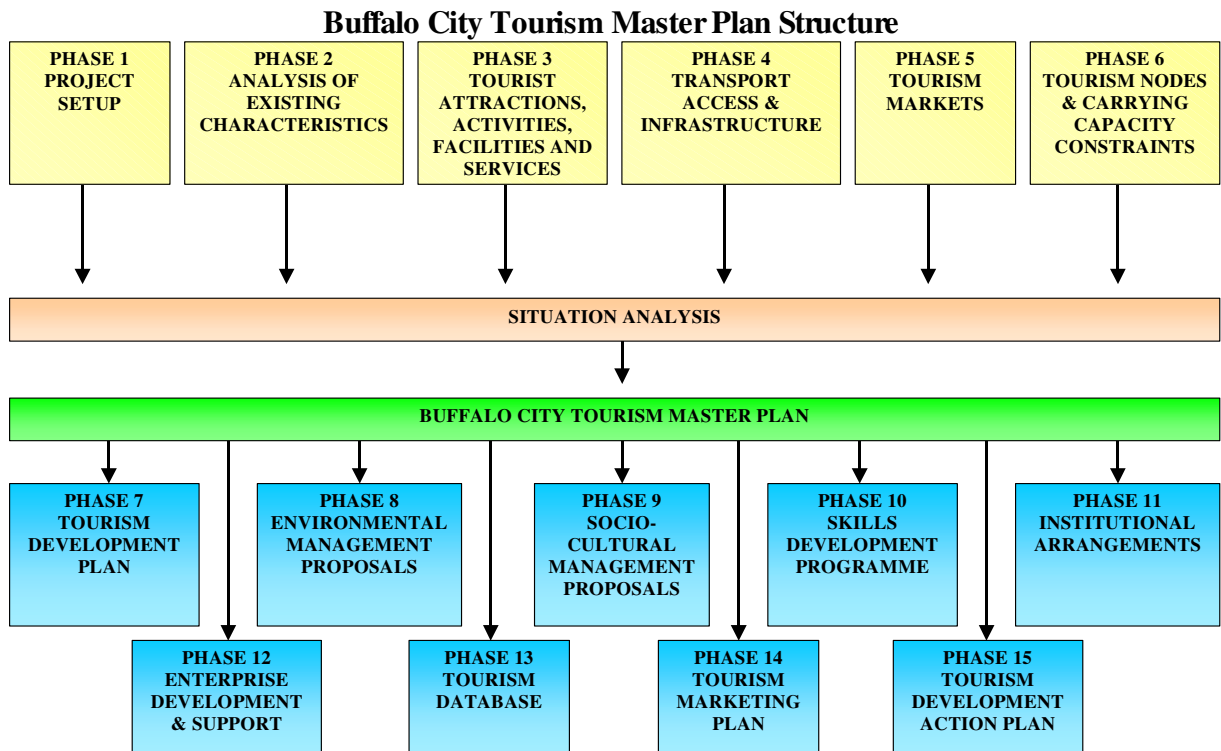
SECTION 2. TOURISM DEVELOPMENT PLAN

2.1 BACKGROUND

This section of our report details the tourism development projects that have been identified in consultation with the steering committee and with the input of various stakeholders.

This section is structured to first provide an overview of where the Tourism Development Plan fits in with the complete Tourism Master Plan. It then provides a brief summary of the tourism markets and tourism nodes, identified in Phase 5 and Phase 6 of our study, which were used to prioritise the tourism development projects. This section then provides the details of the prioritised tourism development projects.

2.2 TOURISM MASTER PLAN STRUCTURE



Phase 7: Tourism Development Plan is one component of the complete Tourism Master Plan and it is important to understand how this component fits into the rest.

The Buffalo City Tourism Master Plan consist of two broad components namely the Situation Analysis, which includes Phase 1 to 6 and the Tourism Master Plan, which includes Phase 7 to 15.

The Situation Analysis provides an analysis of, amongst others, the tourism products, tourism markets and tourism nodes that exist or could be developed in Buffalo City. It forms the base for the recommendations made for the various components of the Tourism Development Plan.

The Tourism Master Plan incorporates all the actions required to achieve the tourism objectives of Buffalo City and has various phases. Phase 7 describes the tourism development projects that have been identified and prioritised with the input from stakeholders and the steering committee.

Phase 7 ties in with Phase 15: Tourism Development Action Plan during which mini-feasibilities will be conducted on the top priority projects and time-frames for their implementation will be determined. The tourism development projects will thus be refined during Phase 15 and greater detail will be added.

Phase 7 of the Tourism Master Plan is not meant to deal with issues such as marketing or skills development but focuses on tourism development projects that will expand and enrich the current tourism product that Buffalo City has to offer.

Phase 14 will deal with the Tourism Marketing Plan, while skills development and training and enterprise development and support will be dealt with in Phase 10 and Phase 12 respectively.

2.3 PRIORITY TOURISM MARKETS

During Phase 5: Tourism Markets we identified and prioritised the tourism markets that use the tourism products in Buffalo City. The priority markets that were identified are utilised during this phase to prioritise the tourism development projects and it is prudent to re-list those markets here.

The following market segments were identified as priority markets segments:

Foreign	Domestic
<ul style="list-style-type: none"> • German FIT's 	<ul style="list-style-type: none"> • Eastern Cape Day Visitors
<ul style="list-style-type: none"> • UK FIT's 	<ul style="list-style-type: none"> • Eastern Cape City Break
<ul style="list-style-type: none"> • German Organised Tours 	<ul style="list-style-type: none"> • Sport tourists
<ul style="list-style-type: none"> • UK Organised Tours 	<ul style="list-style-type: none"> • Domestic Special Interest
<ul style="list-style-type: none"> • Backpackers 	<ul style="list-style-type: none"> • Weekend Break (Black mid market)
<ul style="list-style-type: none"> • USA African America/ Scandinavia 	<ul style="list-style-type: none"> • Eastern Cape Holiday
<ul style="list-style-type: none"> • Foreign Special Interest 	

The following market segments should be considered as medium priorities:

Foreign	Domestic
<ul style="list-style-type: none"> • Cruises 	<ul style="list-style-type: none"> • Domestic VFR
<ul style="list-style-type: none"> • German VFR 	<ul style="list-style-type: none"> • Conference/ Incentive
<ul style="list-style-type: none"> • UK VFR 	<ul style="list-style-type: none"> • Western Cape Holiday High Income (African & White)
	<ul style="list-style-type: none"> • KwaZulu-Natal Holiday High Income (African & White)
	<ul style="list-style-type: none"> • Free State High Holiday Income (African & White)
	<ul style="list-style-type: none"> • Gauteng High Holiday Income (African & White)
	<ul style="list-style-type: none"> • Western Cape Holiday Medium Income (African & White)
	<ul style="list-style-type: none"> • KwaZulu-Natal Holiday Medium Income (African & White)
	<ul style="list-style-type: none"> • Free State Holiday Medium Income (African & White)
	<ul style="list-style-type: none"> • Gauteng Holiday Medium Income (African & White)

The following market segments should be considered as low priorities:

Domestic
<ul style="list-style-type: none"> • Western Cape Holiday Low Income (All races)
<ul style="list-style-type: none"> • KwaZulu-Natal Holiday Low Income (All races)
<ul style="list-style-type: none"> • Free State Holiday Low Income (All races)
<ul style="list-style-type: none"> • Gauteng Holiday Low Income (All races)
<ul style="list-style-type: none"> • Rest of SA Holiday Low Income (All races)
<ul style="list-style-type: none"> • Western Cape Holiday Low Income (All races)
<ul style="list-style-type: none"> • Rest of SA Holiday (All income & all races)

It should be kept in mind that we are not disregarding any of these market segments, but merely prioritised the markets to indicate which markets should receive precedence when resources and funding are scarce. The prioritised market segments were utilised to prioritise the tourism development projects.

2.4 PRIORITY TOURISM NODES

During Phase 6: Tourism Nodes we identified and prioritised tourism nodes within Buffalo City. As with the tourism markets, these tourism nodes were utilised to prioritise the tourism development projects and it is prudent to re-list the tourism nodes here. A visual presentation of the nodes is given in **Annexure B**.

Again, it should be emphasised that we do not recommend that the lesser priority nodes not be developed, but rather that the higher priority nodes are given precedence if resources are limited.

The 5 high priority nodes are (in no particular order):

- King William's Town/ Bisho;
- N6 to Mclean Town;
- Mdantsane;
- Nahoon Beach/ Bonza Bay;
- Main Beachfront;

The 5 lesser priority nodes are (in no particular order):

- Gonubie & Sunrise on Sea;
- Kidds & Kaysers Beach;
- CBD/ Quigney;
- Bridle Drift Dam;
- Laing Dam.

The other nodes that have been identified are the West Bank, Queens Park/ Zoo and the Harbour.

As stated in our Phase 6 report, we do not recommend that only one project be developed per node as some nodes may be able to accommodate more than one tourism development project. It would thus be possible for one node to accommodate a high priority project as well as a lesser priority project.

2.5 EVALUATION AND SELECTION PROCESS

There was a lengthy and thorough evaluation and selection of the tourism development projects.

A first draft of suggested tourism development projects was presented to the steering committee at the beginning of November 2003. These suggested tourism development projects were discussed and refined at this meeting.

The projects were then presented to a stakeholder meeting held on 12 November 2003 where input from various stakeholders was obtained.

Following the incorporation of the input from the stakeholders, the suggested tourism development projects were presented to the steering committee at a meeting at the beginning of December 2003. During this meeting the projects were refined and prioritised for inclusion in this report.

It should be noted that various discussions have been held on each of the tourism development projects and that they have been prioritised based on these discussions.

It should also be noted the recommended tourism development projects could be further refined before finalisation in Phase 15: Tourism Development Action Plan.

2.6 TOURISM DEVELOPMENT PROJECTS

The following tourism development projects have been identified and prioritised:

Priority Tourism Development Projects

1. Sport Centre of Excellence
2. Marina Glen Multi-purpose Venue
3. Struggle Route
4. Steve Biko Interpretation Centre
5. Nahoon Seaside Resort

Lesser Priority Tourism Development Projects

6. Formalized Car Guards – Ambassador Programme
7. Grand Prix Circuit development
8. Adventure Buffalo City
9. Sport Festival
10. Military History Route

Other Development Projects (in no particular order)

11. Adventure festival
12. Jazz Festival – including cultural activities
13. Kidds & Kayser Beach Seaside Resort
14. Gonubie/ Sunrise on Sea Seaside Resort
15. Golf Tours and Packages
16. Marine History Route
17. Branded Hotel
18. City Development/ City beautification/ Artist zone
19. Performance Groups
20. Nahoon beach – Backpackers
21. Overnight Lodge at Umtiza & Bridle Drift Dam
22. Bird Watching Route
23. Hiking Trails
24. City marketing forum

An overall view of the spatial localities of the above projects is illustrated (where relevant) on **Map 1** in **Annexure E**.

With regard to spatial planning issues related to the tourism projects identified, the approach adopted was to utilise the parameters of the Buffalo City Municipality's recently approved Spatial Development Framework as the overall point of reference.

The Buffalo City Spatial Development Framework provides the guidelines within which the Municipality would seek to invest in spatial development in certain areas of priority, in order to achieve its stated spatial and developmental objectives. The latter objectives are derived principally from the Municipality's Integrated Development Plan, but are also drawn from the various Sector Plans undertaken by the Municipality in the course of elaborating and defining further its core functions and responsibilities as an arm of developmental local

government. Examples of such Sector Plans include the Water Services Development Plan, the Solid Waste Management Plan and Tourism Master Plan and, accordingly, the Tourism Master Plan interacted with the process to formulate the Buffalo City Spatial Development Framework and has both been informed by and informed that exercise.

The Buffalo City Spatial Development Framework has identified four principal structuring elements for spatial development within the Municipal area; these being identified as follows: -

1. **Development Nodes** – comprising existing and proposed nodal points in the city where mixed uses and high intensity transport, business and residential activities can or do take place.
2. **Development Corridors** – described as follows: -
 - **Activity Corridors**, which are “bands” of high-density urban development up to 800 metres wide along a public transportation route. Typically, activity corridors link areas of greater intensity of land use, which are commonly called nodes. Activity corridors are generally considered the highest order of corridor.
 - **Activity Spines**, which are defined as the central road or railway line within an activity corridor that links major or minor nodes.
 - **Activity Street**, which is usually defined as a local street that is located within the sphere of influence of an activity corridor and reinforces it. To be classified as an activity street; vehicle and pedestrian access to a mix of land uses is a priority.
 - **Mobility Routes**, which are defined as roads with limited access that principally carry traffic between major nodes. An example of a mobility route would be the N2 linking East London to King William’s Town.
3. The **Open Space System** identified in the Municipal area, comprising of designated Protected Areas; areas identified for Protection, environmentally sensitive areas (conservancy areas etc.) and sensitive areas associated with watercourses and major river systems.
4. **The Edge of the Urban area** – where the transition from the urban area is proposed to change to peri-urban and rural development, involving differing land use characteristics and density of development, and associated with appropriate Levels of Service provision that are

sustainable within the context of the local area of provision/ consumption.

It is within the above conceptual approach to managing and guiding the spatial aspects of development that the proposed Tourism Development Projects are assessed under the following headings: -

- Context within the Spatial Development Framework
- Spatial Planning Requirements

2.6.1 Sport Centre of Excellence

Concept

A task team has been appointed by the National Minister of Sport to investigate high performance sport in South Africa. The Task Team was charged with identifying factors which impact negatively on South Africa's sporting performance and coming up with recommendations as to how such factors could be addressed.

One of their suggestions was to establish Sport Centres of Excellence. These Centres would concentrate on one or two sports and provide development and training to new as well as top class athletes.

The concept for Buffalo City is to establish a Sport Centre of Excellence that concentrates on athletics, boxing and cricket. The Centre will partner with tertiary institutions such Fort Hare and Rhodes and sporting institutions such as Border Cricket.

The Centre will have its head office at the Bisho Stadium, with a boxing academy at the Mdantsane Indoor Sport Centre and a Cricket Academy at the Border Cricket Ground.

The sports of athletics, boxing and cricket were chosen as the greater Buffalo City area has a history of producing national and international boxers and cricketers and the city currently has sporting facilities to train and develop athletes in these sporting codes.

Location

The Centre will be located in the following nodes:

- King William's Town/ Bisho – Head office at the Bisho Stadium
- Mdantsane – Mdantsane Boxing Academy
- Main beachfront – Border Cricket Academy

Refer to **Plan No. 1** in **Annexure E**.

Functionality

The Centre will serve as a national training centre of new as well as top class athletes and will execute the requirements of national government in regards to sport development.

Institutional Structure

The centre will be a public private partnership between the following parties:

- Buffalo City Municipality;
- Provincial Department of Sport, Recreation, Arts & Culture;
- National Department of Sport and Recreation;
- Tertiary Institutions in Buffalo City;
- Sport Associations such as Border Cricket and Boxing Association;
- Private Sector Sponsors;
- Foreign Donors.

Target Markets

The Centre will focus on various sport related visitors. The Centre will act as a training academy where athletes are based in Buffalo City and utilise the facility throughout the year. The Centre will also attract athletes for short periods of time when events and training camps are held. Various support staff such as trainers, physiotherapists, etc will also be attracted.

Transport and Infrastructural Issues

The main infrastructural issue related to the Centre is the maintenance of Buffalo City's sport facilities. As was indicated in Phase 3: Tourists Attractions,

Activities, Facilities and Services, Buffalo City has sport facilities that could host world events but most of these facilities are in need of maintenance to keep them on an international standard.

Spatial Planning Issues

As noted above, the concept underpinning this project requires that facilities be developed (or enhanced) at three separate localities: Bisho (the Bisho Sports Stadium – also proposed as the headquarters of the Centre of Excellence), East London (Buffalo Park Cricket Ground), and Mdantsane (Indoor Boxing/ Sports Arena). Refer to **Plan No. 1** in **Annexure E**.

- **Context within the Spatial Development Framework**

The three nodes around which the Sports Centre of Excellence is conceived all fall within identified Development Nodes and Corridors set out in the Buffalo City Spatial Development Framework.

The Bisho Sports Stadium is located on the fringe of Bisho, due north of King William's Town, on Maitland Street, which is identified in the Spatial Development Framework as an Activity Street, indicating in-principle planning support for the extension of the Sports Stadium's range of functions.

The Buffalo Park Cricket Ground in East London is located on the northern fringe of Central Beachfront/ Marina Glen area. The latter area is highlighted as an area prioritised for Urban Renewal and the Buffalo City Municipality has promoted the revitalisation of this part of the city as the first priority of its newly formed Buffalo City Development Agency.

Finally, the Indoor Boxing/ Sports Arena in Mdantsane is located within the Mdantsane Central Business District, a development node that is prioritised for development as a Special Development Area in terms of the Spatial Development Framework as well as the current Mdantsane Urban Renewal Programme.

- **Spatial Planning Requirements**

The following comments are recorded: -

SCE Node	Spatial Planning Comments
<p>Bisho Sports Stadium</p>	<p>No spatial planning requirements are noted at this scale. The Sports Stadium is an existing facility with potential for increased intensity of use. It has good accessibility to the surrounding hinterland and, via Bisho or King William’s Town, to the N2 route linking the local area to East London.</p> <p>Successful development of the Sports Centre of Excellence and, more specifically, the Bisho Stadium as its headquarters would enhance the development of a range of land uses in the local area, which is in keeping with the identification of Bisho as an Administrative and cultural development node within greater Buffalo City.</p> <p>The availability of accommodation in the King William’s Town/ Bisho area is limited and largely focuses on Bed and Breakfast types of establishments. Nevertheless, the successful implementation of this project would serve to enhance the local economy in this sector.</p>
<p>Buffalo Park Cricket Ground</p>	<p>This facility is well developed and already functions as a higher order sports venue.</p> <p>The principle spatial planning requirements associated with the enhancement of this facility are noted as: -</p> <ul style="list-style-type: none"> • Measures to manage the interface between this facility and adjacent high potential recreation development areas such as Marina Glen. • The further development of Buffalo Park needs to be incorporated into the planning frameworks to be developed for the overall development of the Central Beachfront area and the Urban Renewal efforts to be focused in that area and in the greater Quigney area.

SCE Node	Spatial Planning Comments
	<ul style="list-style-type: none"> In this regard, it is advised that the Sports Centre of Excellence concept be discussed with the Buffalo City Development Agency.
<p>Mdantsane Indoor Boxing/ Sports Arena</p>	<p>This facility is located in an area that has come under pressure in recent times, due mainly to the downgrading of the adjacent Mdantsane Sun Hotel from a casino venue to an establishment that relies largely on functions.</p> <p>Consequently, the major spatial planning requirements noted here are for the integration of effort in upgrading the overall quality of the urban environment in this locality.</p> <p>As an acknowledged major development node, the Mdantsane CBD as a whole requires a dedicated programme of measures to improve security in the area, and to provide improved linkages to the major transportation hub located due south of this facility.</p> <p>A broad Spatial Planning Framework for the upgrading/ revitalisation of the Mdantsane CBD is in place and has been approved by the Municipality as part of the Mdantsane-East London Development (MELD) Corridor proposals.</p> <p>Accommodation in the local area is limited at present, although the proximity of the Mdantsane Sun hotel offers potential for negotiating extended arrangements, when required.</p> <p>Current planning activities in Mdantsane are integrated in terms of the Mdantsane Urban Renewal Programme and it is proposed that this project be brought forward as a priority within the scope of that Programme.</p>

Linkages

The Centre links with national initiatives to develop sport in South Africa.

Funding Sources

We have attached the “Funding Programmes for Tourism Business Handbook” from the DEAT to this report (see **Annexure D**), which provides details of each recommended funding source, criteria for selection, etc. The Centre could obtain funds from various sources such as:

- National Department of Sport and Recreation;
- Private sector sponsors;
- Foreign Donors;
- Development Bank of South Africa
- Khula Enterprise Finance
- Community Public Private Partnership Programme
- National Empowerment Fund
- Business Partners
- Eastern Cape Development Corporation
- The National Lottery Distribution Fund.

2.6.2 Marina Glen Multi-Purpose Venue

Concept

The concept is to develop a multi-purpose venue at the Marina Glen site to cater for a variety of markets.

The recommendation is for an indoor facility that can cater for up to 2 500 people during indoor events such as boxing matches, but also be able to cater for conference delegates. The design should include a large hall that can be sub-divided for breakaway rooms during conferences. Innovative design is required and we recommend that the facility have a stage that can open its doors to the outside to host larger events and to provide entertainment to holidaymakers during the peak holiday season.

We recommend that the facility be as versatile as possible to ensure its commercial viability. In general facilities such as these cover their operating

costs, if well managed, but do not show a return on capital. Accordingly we recommend that the Buffalo City Municipality develop the venue and outsource the management of it to a suitable private operator. Buffalo City will benefit from this development through the economic impact of hosting events as visitors spend money on accommodation, car hire, food & beverage, shopping etc.

We stress the multi-use of the facility and recommend that the facility be used for:

- Indoor sports events such as boxing, basketball, indoor cricket, etc;
- Conferences;
- Exhibitions;
- Launch events;
- Concerts; and
- Live entertainment for holidaymakers during the holiday season.

We also stress that the operators of the multi-use facility and also the Buffalo City Municipality will need to be innovative in its marketing and hosting of events. Both parties would need to be proactive in promoting the facility and creating events. This facility has to be used as the catalyst to fill other facilities on the site and in the city, and therefore other facilities may have to provide good rates for these events and pitch in with marketing costs.

Location

The Centre will be located in the main beachfront node. Refer to **Plan No. 4 in Annexure E**.

Functionality

The Centre will serve as a conference venue for delegates during the low holiday season, while serving as an entertainment venue for holiday visitors during the peak holiday season. The Centre will also host various events for residents, day visitors, weekend break visitors, etc.

Institutional Structure

We recommend that the management of the centre be outsourced to a private operator. The management contract should contain performance clauses to incentivise the operator to market and fully utilise the centre.

The centre will be a public private partnership between the following parties:

- Buffalo City Municipality;
- Private operator;
- Private Sector Sponsors;
- Foreign Donors.

Target Markets

The Centre will focus on a broad range of markets including Meeting, Conference, Incentive and Event visitors, Eastern Cape Day Visitors, Eastern Cape City Break Visitors, Weekend Break (Black mid market) visitors, Eastern Cape Holiday Visitors, Domestic VFR Visitors and Medium and High Income Holiday Visitors from the Western Cape, KwaZulu-Natal, the Free State and Gauteng.

Transport and Infrastructural Issues

Access to the Marina Glen would need to be improved for busses and other vehicles. The public amenities would also need to be upgraded, while safety and security would need to be improved.

Spatial Planning Issues

- **Context within the Spatial Development Framework**

This project is located within the extended Central Beachfront Area, which is identified in the Buffalo City Spatial Development Framework as comprising part of a Special Development Area, the Quigney Urban Renewal Area.

As such, the project is potentially a major component of the effort to undertake integrated development actions in the area, which has been identified as the first priority of the newly formed Buffalo City Development Agency.

- **Spatial Planning Requirements**

The Marina Glen area has a recent history of being subject to a number of planning initiatives focused on establishing the area as a venue for a casino

establishment and, related to this, broader proposals to revitalise the Central Beachfront area and to provide for the protection of conservation-worthy natural elements in the local area. Included amongst these initiatives were the Central Beachfront Structure Plan and the Marina Glen Framework Plan, both of which were approved by the erstwhile East London Transitional Local Council in the late 1990's.

However, with the establishment of East London's Casino at its fringe location north of the city, many of these proposals fell away. Consequently, there is a need to undertake a new local spatial planning framework for the Marina Glen and Central Beachfront areas, where clear proposals are required on issues such as: -

- The previously proposed realignment of John Baillie Road north of the existing Holiday Inn hotel;
- The integration of the Marina Glen area with the Buffalo Park Cricket Ground node (the potential for harmonising the proposed Marina Glen Multi-Purpose Venue with the proposed Sports Centre of Excellence node at the Cricket Ground needs to be explored in detail);
- The possibility of extending beachfront entertainment facilities to the south-west of Eastern Beach, thereby reducing the environmental pressures on that Beach and permitting its upgrade in keeping with its status as a potentially significant tourism attraction; and
- Environmental management proposals in relation to the protection of conservation-worthy natural elements in the Marina Glen area and the development and management of appropriate recreational facilities for Eastern Beach and Marina Glen.

It is proposed that such a spatial planning exercise be undertaken within the context of the efforts of the Buffalo City Development Agency. Refer to **Plan No. 4** in **Annexure E**.

Linkages

The centre links with any initiative in Buffalo City to host any type of event. The centre should be the first choice to host any event in Buffalo City and should be actively promoted for municipal and governmental events.

Funding Sources

Attached in **Annexure D** are the “Funding Programmes for Tourism Business Handbook” from the DEAT, which provides details of each, recommended funding source, criteria for selection, etc. The Centre could obtain funds from various sources such as:

- Private sector sponsors;
- Foreign Donors;
- Development Bank of South Africa
- Khula Enterprise Finance
- Community Public Private Partnership Programme
- National Empowerment Fund
- Business Partners
- Eastern Cape Development Corporation
- The National Lottery Distribution Fund.

2.6.3 Struggle Route

Concept

To develop a route that showcases the recent political history (“Struggle History”) of the Buffalo City area. It is suggested that the route include the following:

- Lock Street Goal complex where many women of the struggle were imprisoned such as Winnie Mandela;
- Fort Glamorgan Prison where many activists were imprisoned before being sent to Robben Island;
- Duncan Village Memorial;
- Steve Biko statue in East London;
- Contact with veterans through the established Tour of the Dove, where people can hear firsthand stories from political veterans in Mdantsane;
- Bisho Massacre Memorial;
- Griffiths and Victoria Mxenge’s graves;
- Steve Tshwete’s grave in Peelton;
- Steve Biko’s house and grave in King William’s Town;
- Garden of Remembrance in King William’s Town; and
- Amathole Museum in King William’s Town.

We do not recommend that merely a brochure should be developed, but that sites are developed along with route guides. This entails the development of, for example, particular houses that were lived in by veterans to include historical photographs, relevant artefacts, traditional food and beverages, etc as well as the placement of interpretation boards at significant sites such as the Bisho Massacre site.

Route guides should be developed from the local community to lead visitors on the route and provide the required interpretation of significant sites. The names and contact details of the route guides need to be included in any brochure or marketing material for the route.

Location

The Route will be located in the following nodes:

- King William's Town/ Bisho
- Mdantsane
- East London CBD

Refer to **Plan No. 2** in **Annexure E**.

Functionality

The Route will serve as an addition to the available tourism product in Buffalo City. The Route will educate both foreign and domestic tourists on the recent political history of South Africa and Buffalo City and will showcase the heritage of the area.

Institutional Structure

We recommend that route be a public private partnership between the following parties:

- Buffalo City Tourism;
- The established Tour of the Dove;
- Community Groups or NGO's;
- Private Sector Sponsors;
- Foreign Donors.

Target Markets

The Route will focus mainly on USA African America/ Scandinavians and foreign special interest tourists, while attracting German FIT's, UK FIT's, German Organised Tours, UK Organised Tours, Backpackers and domestic special interest visitors.

Transport and Infrastructural Issues

It should be ensured that roads to relevant sites on the route are firstly well maintained and secondly well signposted. Adequate parking and ablution facilities should also be provided as required.

Spatial Planning Issues

- **Context within the Spatial Development Framework**

The Struggle Route links clusters of places of interest in East London, Mdantsane and the greater King William's Town area.

The localities of these sites of interest vary from inner city locations (e.g. Duncan Village, East London CBD) to rural villages (e.g. Peulton).

The major road providing mobility along this route is the N2. However, the Mdantsane-East London Development ("MELD") Corridor identified in the Buffalo City Spatial Development Framework should be promoted as providing the preferred route for tourists travelling between East London and Mdantsane, as this offers the potential for integration of effort with the Municipality's broader development proposals focused on developing nodes of significance along this Corridor.

- **Spatial Planning Requirements**

As noted above, the concept underpinning this project requires that the places of interest identified along the Struggle Route be enhanced and developed into individual attractions.

This may require local spatial planning measures to ensure that appropriate zonings are acquired (for example, if a residence is to be converted into a

museum) and that adequate provision for parking of vehicles in the local areas is made.

Refer to **Plan No. 2** in **Annexure E**.

Linkages

The Route should link with routes being offered in other parts of the country, for example Soweto. The brochure for the Struggle Route should be available at places like Wandi's in Soweto, Vicki's B&B in Khyaelitsha, the Apartheid Museum in Johannesburg, Robben Island, the Hector Peterson Museum and other heritage and cultural related attractions.

Funding Sources

Annexure D provides details of the recommended funding sources, their selection criteria, etc. The Centre could obtain funds from various sources such as:

- The National Heritage Resource Agency
- Private sector sponsors
- Foreign Donors
- Development Bank of South Africa
- Khula Enterprise Finance
- Community Public Private Partnership Programme
- National Empowerment Fund
- Business Partners
- Eastern Cape Development Corporation
- The National Lottery Distribution Fund.

2.6.4 Steve Biko Interpretation Centre

Concept

The concept is to provide an interpretation centre that shows the history of Steve Biko's life. The centre should be closely linked with the Struggle Route, but is seen as a separate tourism development project that could be a self-standing attraction.

This tourism development project should closely link with initiatives by the Steve Biko Foundation and the Amathole Museum. These initiatives range from regular memorial lectures at tertiary institutions and leadership development to a display at the museum.

Location

The Centre will be located in the King William's Town/ Bisho node and could be housed in an existing building such as the Amathole Museum.

Functionality

The Centre will serve as a focal point to tell the story of Steve Biko's life and to promote the ideals he strived for.

Institutional Structure

The centre will be a public private partnership between the following parties:

- Buffalo City Tourism;
- Steve Biko Foundation;
- Community Groups or NGO's;
- Private Sector Sponsors;
- Foreign Donors.

Target Markets

The Centre will focus mainly on USA African America/ Scandinavians and foreign special interest tourists, while attracting German FIT's, UK FIT's, German Organised Tours, UK Organised Tours, Backpackers and domestic special interest visitors.

Transport and Infrastructural Issues

Infrastructural issues will centre on the location of the centre. If the centre is housed in an existing building issues such as adequate access and parking for visitors should be taken into account. Adequate signposting would also be required from major roads to the centre.

Spatial Planning Issues

- **Context within the Spatial Development Framework**

Should this project be located at the Amathole Museum, it would fall within the King William's Town Central Business District and be located along Alexandra Road.

Current initiatives to revitalise the King William's Town CBD are underway and this project should be integrated into these.

- **Spatial Planning Requirements**

No significant spatial planning requirements are noted in relation to the development of the project at the Amathole Museum.

Linkages

The interpretation centre should link closely with initiatives of the Steve Biko Foundation and the Amathole Museum.

Funding Sources

We have attached the "Funding Programmes for Tourism Business Handbook" from the DEAT to this report (see **Annexure D**), which provides details of each funding source, criteria for selection, etc. The Centre could obtain funds from various sources such as:

- The National Heritage Resource Agency
- Private sector sponsors
- Foreign Donors
- Development Bank of South Africa
- Khula Enterprise Finance
- Community Public Private Partnership Programme
- National Empowerment Fund
- Business Partners
- Eastern Cape Development Corporation
- The National Lottery Distribution Fund.

2.6.5 Nahoon Seaside Resort

Concept

The concept is to transform the current Nahoon Caravan Park into a seaside resort.

We recommend that the Buffalo City Municipality allow the inclusion of a residential estate component to this tourism development project. It is our understanding that the Nahoon Caravan Park has been put out to tender for development in the past but that no developers have come forward as they perceive the return on investment to be low.

If a residential estate component can be included in the tourism development project it could offset some of the capital cost involved in the development. Buffalo City Municipality would thus provide the Nahoon Caravan Park at a low cost and allow a residential estate development, with the caveat that a seaside resort be developed with self-catering accommodation and camping and caravan sites with supporting facilities such as swimming pools, a restaurant, etc.

Location

The resort will be located in the Nahoon Beach/ Bonza Bay node. Refer to **Plan No. 3** in **Annexure E**.

Functionality

The resort will revitalise an existing municipal resort that is currently not being utilised to its full potential. It will also attract more tourists to Buffalo City by increasing the tourism product offering.

Institutional Structure

The resort will be a private initiative that is facilitated by the Buffalo City Municipality.

Target Markets

The resort will focus mainly on holiday visitors from the Western Cape, KwaZulu-Natal, the Free State and Gauteng who fall in the medium- and high-income groups. Eastern Cape holiday visitors will also be attracted.

If positioned correctly the resort could serve as a stop over destination for organised tours for German and UK visitors.

Transport and Infrastructural Issues

The access to the existing caravan park would need to be improved to cater for higher traffic flows and tour busses. Signage should also be put in place from the main access roads to the proposed resort.

Spatial Planning Issues

Given its locality in one of East London's prime residential areas, this project has the potential to be contentious and will require careful spatial and environmental planning.

- **Context within the Spatial Development Framework**

The Nahoon Mouth Caravan Park does not fall within any identified or proposed development nodes in terms of the Buffalo City Spatial Development Framework.

The Spatial Development Framework does, however, propose that the area due west of Nahoon Beach, extending from Nahoon Point to the Blind River be declared a Nature Reserve. The overall objectives of that proposal include: -

- To promote the area for touring and learning visitors;
- To promote the area for bona fide palaeoanthropological research;
- To protect the area from human exploitation;
- To disseminate information relevant to the significance of the area; and
- To control and provide safe picnicking, trailing and fishing areas for all visitors and citizens of Buffalo City.

- **Spatial Planning Requirements**

Given the potentially contentious nature of this proposed project, it is proposed that a detailed local Spatial Development Framework be compiled for the Nahoon Mouth area, that focuses on the following details: -

- Current land development trends in the area;
- Specific land use proposals in respect of the Nahoon Mouth Caravan Park and other vacant, developable land parcels in the local area westward to the existing Dolphin Hotel (including the old Municipal camping area located between the Dolphin Hotel and the beachfront);
- Access arrangements and linkages, and the potential impact of the Seaside Resort development on traffic flows and volumes along Beach Road through to lower Princess Alice Drive (the only access route to the project locality);
- The potential environmental and socio-economic impact (positive and negative) of the proposed Seaside Resort on the area;
- The integration of the proposed resort development and other land use proposals with Nahoon Beach (the prime attraction of the area);
- The potential for the revitalisation of (or development of new) beach-related recreational facilities; and
- The development potential of the Nahoon Mouth Tea Room building, which is presently utilised by a variety of enterprises on short-lease arrangements with the Buffalo City Municipality.

Refer to **Plan No. 3** in **Annexure E**.

Linkages

The proposed resort should link with tour operators offering tours through the area but who are not currently utilising Buffalo City as an overnight destination.

Our research during Phase 5 has shown that tour operators feel that there are no seaside resorts in the Buffalo City area that could cater for their tour groups.

Funding Sources

It is envisaged that the resort will be funded through the private sector and that the inclusion of a residential estate component would assist in making the tourism development project more financially viable.

2.6.6 Ambassador Programme

Concept

The concept is to formalise the current “car guards” operating in Buffalo City into Tourism Ambassadors. The current car guards will be provided with standardised clothing, equipment and training in order to fulfil the following functions:

- Provide visible security by acting as the eyes and ears of the police;
- Provide information to tourists; and
- Keep their respective area of responsibility clean.

It is not envisaged to create a new police force, but rather utilise the existing car guards to act as the eyes and ears of the police. The tourism ambassadors should be provided with two-way radios in order to be in direct contact with the police. Any crime can thus be quickly reported and dealt with.

By providing the tourism ambassadors with standardised clothing or uniform, visible security is increased providing an improved feeling of safety for tourists.

The tourism ambassadors should also be trained as information officers to provide directions to tourist attractions, local transport, etc. They could also be provided with tourism brochures to hand out.

It is important that the tourism ambassadors take responsibility for the area in which they operate to ensure that it is kept clean. This will address the view that Buffalo City is a dirty town.

The tourism ambassadors should also provide change for parking meters and ensure that parking meters are correctly utilised, rather than soliciting money from tourists to watch their car without putting any money in the parking meters.

Location

It is envisaged that the tourism ambassadors operate throughout Buffalo City, but we do recommend that a pilot project be launched in the East London CBD and the main beachfront.

Functionality

The ambassador programme will address the following issues:

- Safety and security through more visible security;
- Information provision through distribution of brochures and giving of directions;
- Cleanliness through taking responsibility of a specific area; and
- Employment through the provision of formal employment to informal workers.

Institutional Structure

The ambassador programme should be a public private partnership between the following parties:

- Buffalo City Municipality;
- Private Sector Sponsors;
- Foreign Donors.

Target Markets

This tourism development project does not target one specific target market but rather every tourists to and resident living in Buffalo City.

Transport and Infrastructural Issues

It should be ensured that the parking meters within each ambassador's area of responsibility are operational and regularly serviced.

Spatial Planning Issues

No spatial planning issues are noted that are specific to this project.

Linkages

The programme links with the goals of the Buffalo City Municipality to improve the image of the city as well as improve safety and security.

Funding Sources

The operation of the tourism ambassadors could be outsourced to a private company that would earn a percentage of the income generated from the parking meters.

The ambassadors could be incentivised by paying them a percentage of the revenue collected from the parking meters in their area of responsibility. This would ensure that the parking meters are utilised rather than soliciting money directly from tourists.

Private sector companies and foreign donors could be approached to fund the clothing, equipment and training of the tourism ambassadors.

2.6.7 Grand Prix Circuit Development**Concept**

The concept is to develop the existing Grand Prix Circuit in East London into a motor related attraction that can be utilised throughout the week. It is recommended that in addition to the grand prix circuit, an off road course be built to accommodate 4x4, motocross and quad bike enthusiasts.

A motor museum could also be incorporated in the development drawing on the rich motor racing history of East London.

The tourism development project could then host regular events during the weekends, while being utilised for 4x4 courses, etc during the week.

Location

The tourism development project will be located in the West Bank node.

Functionality

The tourism development project will serve the purpose of increasing the utilisation of the Grand Prix Circuit and adding an attraction to the Buffalo City tourism asset base.

Institutional Structure

The tourism development project should be a private initiative that is facilitated by the Buffalo City Municipality.

Target Markets

The tourism development project will focus on foreign and domestic special interest tourists but will also appeal to day visitors to and residents of Buffalo City.

Transport and Infrastructural Issues

It should be ensured that the Grand Prix Circuit is well maintained and access from the main routes should be well signposted.

Spatial Planning Issues

- **Context within the Spatial Development Framework**

The East London Grand Prix Circuit falls within one of the proposed Special Development Areas identified in the Buffalo City Spatial Development Framework; namely, the West Bank Mixed Land Use Cluster, which includes the East London Industrial Development Zone (“**ELIDZ**”), the West Bank industrial area, the East London Harbour and the so-called motor industry activity cluster focused on the Daimler-Chrysler plant.

The draft Master Plan for the development of the East London IDZ has proposed that the East London Grand Prix Circuit form the hub of a so-called Motor Sports Cluster, which is explicitly related to the development of the circuit as a tourism attraction. The Buffalo City Spatial Development Framework supports this proposal.

- **Spatial Planning Requirements**

In addition to proposing that the Grand Prix Circuit be utilised for Motor Sports and related developments, the IDZ Master Plan indicates that adjacent land could be utilised for the establishment of accommodation related to both the Grand Prix Circuit and the potential beachfront activities in the area. Other facilities (such as a remote-controlled car racing venue etc.) are also indicated.

Given the proximity of the Grand Prix Circuit to other beachfront facilities (e.g. Water World), it is proposed that a detailed urban design framework be undertaken to ensure that an appropriate approach to the development of this project is followed that would permit the enhancement of existing facilities in the area.

It is essential that such a Framework take note of the proposals contained in the ELIDZ Master Plan and, moreover, engages with both the ELIDZ Corporation and other relevant stakeholders in the area in formulating spatial proposals.

Linkages

The tourism development project should link with national bodies to ensure regular events. Linkages with businesses should be built to utilise the projects for teambuilding, 4x4 courses, etc as well as launch events for new vehicles.

Funding Sources

It is envisaged that the project will be funded through the private sector.

2.6.8 Adventure Buffalo City**Concept**

The concept is to create and market a single point of reference for all adventure activities in Buffalo City. It is envisaged that the words “Adventure Buffalo City” and a telephone number be extensively marketed. The telephone number will be for a dedicated Buffalo City Tourism line with an information officer that has the details of every possible adventure activity in Buffalo City.

The concept is to book the activity through “Adventure Buffalo City” rather than have an information officer redirect a tourist to the relevant service provider. A tourist would thus book an activity through “Adventure Buffalo City” and arrive for the activity at the agreed time and place, rather than the tourist having to phone the service provider themselves.

In essence it will be a central reservation system for adventure activities aimed at addressing the perception that there are no activities in Buffalo City.

The success of the project is dependant on the willingness of the adventure providers to be part of the project and provide up-to-date information, as well as the extent of the marketing done.

Location

The project will be located at the Buffalo City Tourism offices, currently in the Main Beachfront node.

Functionality

The project will address the perception that there are no adventure activities being offered in Buffalo City. It will also address the difficulty tourists have in knowing who to contact in order to partake in a specific adventure activity.

Institutional Structure

The project will be housed within the institutional structure of Buffalo City Tourism but will be a partnership between Buffalo City Tourism and the adventure service providers.

Target Markets

The project will focus mainly on adventure tourists, i.e. foreign and domestic special interest tourists, but will appeal to any of the tourists that visit Buffalo City looking for activities.

Transport and Infrastructural Issues

The main infrastructural issue to address with this project is the existence and maintenance of the information distribution channel i.e. a telephone line and

website where tourists can obtain information and adventure service providers can update their information.

Thought should also be given to payment for activities with “Adventure Buffalo City” being enabled to process credit cards and other forms of payment, either in full or on a deposit basis.

Spatial Planning Issues

No spatial planning issues are noted that are specific to this project.

Linkages

The project links with the various activities that are available throughout Buffalo City.

Funding Sources

The tourism development project will mainly be funded through the regular budget allocation to Buffalo City Tourism but revenue could be earned by “Adventure Buffalo City” taking a percentage of bookings made.

Additional funding could be obtained through the following sources (see **Annexure D** for full details):

- Private sector sponsors;
- Foreign Donors;
- Eastern Cape Development Corporation
- The National Lottery Distribution Fund.

2.6.9 Sport Festival

Concept

The concept is to create a week to two week long festival of sport aimed at juniors/ school children.

The festival can be held during the June/ July school holiday period to ensure participation from a variety of schools as well as address low occupancies of accommodation facilities during this time of the year.

Juniors are being targeted as they travel within large groups and are usually accompanied by family members, teachers, coaches, etc.

The festival should include a range of events such as athletics, soccer, tennis, etc that can be held throughout Buffalo City. The Sport Centre of Excellence mentioned above should be utilised for this purpose.

The festival should be a national event with schools from all over South Africa being invited and sponsors being obtained to subsidise travelling and accommodation. Schools within Buffalo City could host other schools in South Africa and compete in specific events for which the hosting school has facilities.

Location

The festival will occur throughout Buffalo City with events being held in all nodes.

Functionality

The sport festival will serve as a national event that addresses the seasonality of Buffalo City's accommodation establishments and utilises the variety of sport facilities in Buffalo City.

Institutional Structure

We recommend that the festival be a public private partnership with a Section 21 company being established to raise finance. The Section 21 company should have the following shareholders:

- Buffalo City Municipality through Buffalo City Tourism;
- Provincial Department of Sport, Recreation, Arts & Culture;
- Sport Associations;
- Private Sector Sponsors;
- Foreign Donors.

Target Markets

The festival will focus mainly on sport tourists with athletes from around South Africa being attracted to the event. Various related travellers would also be attracted such as family members, trainers, etc.

Transport and Infrastructural Issues

The main infrastructural issue related to the festival will be the transport of the various sport groups to the various venues. A transport plan would need to be completed for the event with the cooperation of the Buffalo City Municipality.

Spatial Planning Issues

No spatial planning issues are noted that are specific to this project.

Linkages

The festival links with municipality's goal of targeting sport tourists and with the Sports Centre of Excellence project mentioned above.

Funding Sources

The festival could obtain funds from various sources such as (see **Annexure D** for full details):

- National Department of Sport and Recreation;
- Private sector sponsors;
- Foreign Donors;
- Community Public Private Partnership Programme
- National Empowerment Fund
- The National Lottery Distribution Fund.

2.6.10 Military History Route

Concept

The concept is to establish a frontier wars military history route in Buffalo City that draws on the areas numerous forts and their history.

It is suggested that the route include the following:

- East London Museum with a section devoted to the Frontier Wars;
- Fort Glamorgan Powder magazine;
- Fort Pato which is an earthworks fort;
- Fort Murray which is a stone fort;
- Fort Hill that has two powder magazines;
- The Military Reserve, King Williams Town that has numerous well preserved buildings; and
- Amathole Museum that has a new history display.

As with the Struggle Route we do not recommend that only a brochure should be developed, but that sites are developed along with route guides. In the case of the military route it entails the development of the various forts included in the route.

Most of these forts are not maintained and have become overgrown. These forts should be cleaned up and interpretation boards and signage to indicate the existence of the route should be added.

Route guides should be developed from the local history community to lead visitors on the route and provide the required interpretation of significant sites.

Location

The route will be located in the following nodes:

- East London CBD;
- King William's Town/ Bisho; and
- Laing Dam; and
- Bridle Drift Dam.

Refer to **Plan No. 5 in Annexure E.**

Functionality

The route will serve as an addition to the tourism product in Buffalo City.

Institutional Structure

The route will be a public private partnership between the following parties:

- Buffalo City Municipality;
- East London and Amathole Museum;
- Private Sector Sponsors;
- Foreign Donors.

Target Markets

The route will focus mainly on foreign and domestic special interest tourists.

Transport and Infrastructural Issues

Access to the forts on the route should be improved and well sign posted. The provision of ablution facilities at these forts should also be investigated.

Spatial Planning Issues

- **Context within the Spatial Development Framework**

The Military History Route follows the Mobility Route 346 linking East London to King William's Town (located south of the Buffalo River), which is identified in the Spatial Development Framework.

In terms of the proposals contained in the Spatial Development Framework, the Struggle Route falls within the planning area of the West Bank – Tyolomnqa Detailed Spatial Development Framework, which is currently underway.

It is suggested that the proposed route be highlighted within the scope of that project.

In specific regard to Fort Pato, it is noted that the Buffalo City Municipality Spatial Development Framework proposes that this locality and its immediate surrounds be included in an extended Nature Reserve extending eastwards between the Buffalo River and the Mount Coke Road (Mobility Route 346) to the existing Umtiza Nature Reserve.

- **Spatial Planning Requirements**

As is the case with the Struggle Route proposed above, the concept underpinning this project requires that the places of interest identified along the Military History Route be enhanced and developed into individual attractions.

This may require local spatial planning measures to ensure that appropriate zonings are acquired and that adequate provision for parking of vehicles in the local areas is made, where relevant.

Moreover, given the sensitive nature of some of the places of interest identified above, specific measures need to be taken to ensure the preservation of the localities. This is especially pertinent, for example, in the case of Fort Pato, which is an earthworks fort that requires restoration and protection from the environment as well as tourists.

In the case of Fort Murray, its relative proximity to surrounding rural settlements and the urban settlements of Phakamisa and Zwelitsha offer opportunities for the integration of local development efforts. It is essential, however, that local communities be included into the project to develop the fort as an attraction along the Military History Route, to ensure their support and participation.

Refer to **Plan No. 5** in **Annexure E**.

Linkages

The route links with similar routes that are being developed throughout the Eastern Cape and ways of linking the Buffalo City route with these routes should be investigated.

Funding Sources

The route could obtain funds from various sources such as (see **Annexure D** for full details):

- The National Heritage Resource Agency
- Private sector sponsors
- Foreign Donors

- Development Bank of South Africa
- Khula Enterprise Finance
- Community Public Private Partnership Programme
- National Empowerment Fund
- Business Partners
- Eastern Cape Development Corporation
- The National Lottery Distribution Fund.

2.6.11 Other Tourism Development Projects

During the selection of the priority tourism development projects, various other projects were discussed and highlighted. As mentioned before we do not advocate that any of these other projects not be developed and thus include a short description of them here.

Adventure festival

One of the events that could be held in Buffalo City is a week to two-week adventure festival where all the adventure providers from Buffalo City and neighbouring areas are incorporated to provide adventure activities and competitions.

Jazz Festival

A jazz festival could be held in Buffalo City that incorporates a couple of days of a jazz concert and various cultural activities such as performance groups and arts and crafts making and selling.

Kidds & Kayser Beach Seaside Resort

As with the Nahoon Caravan Park, an opportunity exists to develop a seaside resort in the Kidds & Kayser Beach node. We do believe that the Nahoon Caravan Park project has a greater chance of success, but we see no reason why a similar but smaller resort could not be developed in this node by the private sector.

Gonubie/ Sunrise on Sea Seaside Resort

A seaside resort could also be developed in the Gonubie/ Sunrise on Sea node and we believe that a private sector investor could utilise the available property in this node to develop a seaside resort.

Golf Tour and Packages

Buffalo City has golf courses that have been rated amongst the top ten in South Africa and the opportunity exists to package a golf tour incorporating the Buffalo City golf courses along with golf courses at the Fish River Sun and in the Wild Coast. We recommend that this project be developed by the private sector with the facilitation of Buffalo City.

Marine History Route

As with the military history, Buffalo City has various sites related to marine history and the East London Museum in particular has an extensive marine history display. The East London Museum, various shipwreck sites and lighthouse on the West Bank could be incorporated into a marine history route.

Branded Hotel

The development of a branded hotel is one of the projects suggested to improve the reality and perception of the standard of hotels on particularly the main beachfront. Following various discussions with stakeholders and the steering committee it was decided to allocate this project as a lower priority. It was felt that there is already a branded hotel on the main beachfront which has not resulted in a changed perception of the standard of hotels in the area. Also some stakeholders felt that a branded hotel may not necessarily bring new tourists to the area but rather take existing tourists from other hotels.

It is recommended that a new branded hotel should be welcomed on the main beachfront but that it should not actively be pursued as a tourism development project.

City Development/ City beautification/ Artist zone

Various stakeholders have raised the issue of city development or city beautification in order to address the perception that Buffalo City is run down and dirty. Following discussions with stakeholders and the steering committee it was decided to assign a lower priority to this proposed project as the responsibility for this project falls has a much broader scope than just tourism.

It was felt that this was an wider issue that had to be addressed by the municipality as well as land owners and that efforts would be better spent by Buffalo City Tourism if they concentrated on key tourism development projects which would have a positive impact on the city development and city beautification such as addressing the development of the main beachfront and creating tourism ambassadors.

Performance Groups

The creation of performance groups is one way of empowering disadvantaged communities to partake in the tourism industry. However, our discussions with various stakeholders and the steering committee have shown that the existing performance groups are not being utilised on a regular basis.

It was thus decided not to recommend the creation of new performance groups but rather include the existing performance groups in the marketing of Buffalo City. Buffalo City Tourism will create a list of performance groups and provide this information based on requests from the public, corporates, etc.

This would be a marketing initiative rather than a tourism development project and has thus not been expanded on in this phase of the tourism master plan.

Nahoon beach – Backpackers

It has been suggested that the tea garden or the lifeguard station at Nahoon beach be developed as backpacker accommodation. Our discussions with stakeholders and the steering committee has shown that residents of Nahoon perceive backpacker accommodation in a bad light and would object to such a development.

It has been decided to rather explore ways to incorporate backpacker accommodation in a more upmarket seaside resort development proposed for the Nahoon Caravan Park rather than develop separate facilities.

Overnight Lodge at Umtiza & Bridle Drift Dam

It has been proposed that overnight accommodation be developed in the Umtiza area at or close to Bridle Drift Dam. A need has been identified for overnight accommodation for hunters to hunting farms outside the Buffalo City municipal area.

It was felt that this projects would be best developed by the private sector for a specific niche market and it has subsequently been assigned a lower priority.

Bird Watching Route

As mentioned in our Phase 3 report, Buffalo City has various bird watching spots that are not being fully utilised at present. It was generally agreed that a bird watching brochure would be a good idea, but due to the importance of other

tourism development projects with higher economical and social impacts, it was decided to assign a bird watching route a lower priority.

Hiking Trails

There are various hiking trails in Buffalo City, as highlighted in our Phase 3 report. As these hiking trails are not being fully utilised at present it is recommended that Buffalo City Municipality develop no new hiking trails. This does not however exclude any private investor from developing a hiking trail. It merely means that the municipality's efforts could be best spent elsewhere.

City Marketing Forum

Buffalo City Tourism currently outsources the production of marketing material for the city and the contract is renewed on a regular basis. The existing contract has only been renewed for a short period of time as the Buffalo City Tourism Master Plan will guide the new marketing material to be developed. Discussions were held around this issue and as it relates to marketing rather than strictly to a tourism development project, it was agreed that this issue would be dealt with in Phase 14: Tourism Marketing Plan.

2.7 CONCLUSION

During the course of this phase, various discussions have been held with various parties in order to identify and prioritise the tourism development projects. Although further discussions is welcomed it should be kept in mind that the projects in this report will be refined in **Phase 15: Tourism Development Action Plan** when preliminary feasibility studies will be completed for the top priority projects, which will include cost estimates and time frames for implementation.