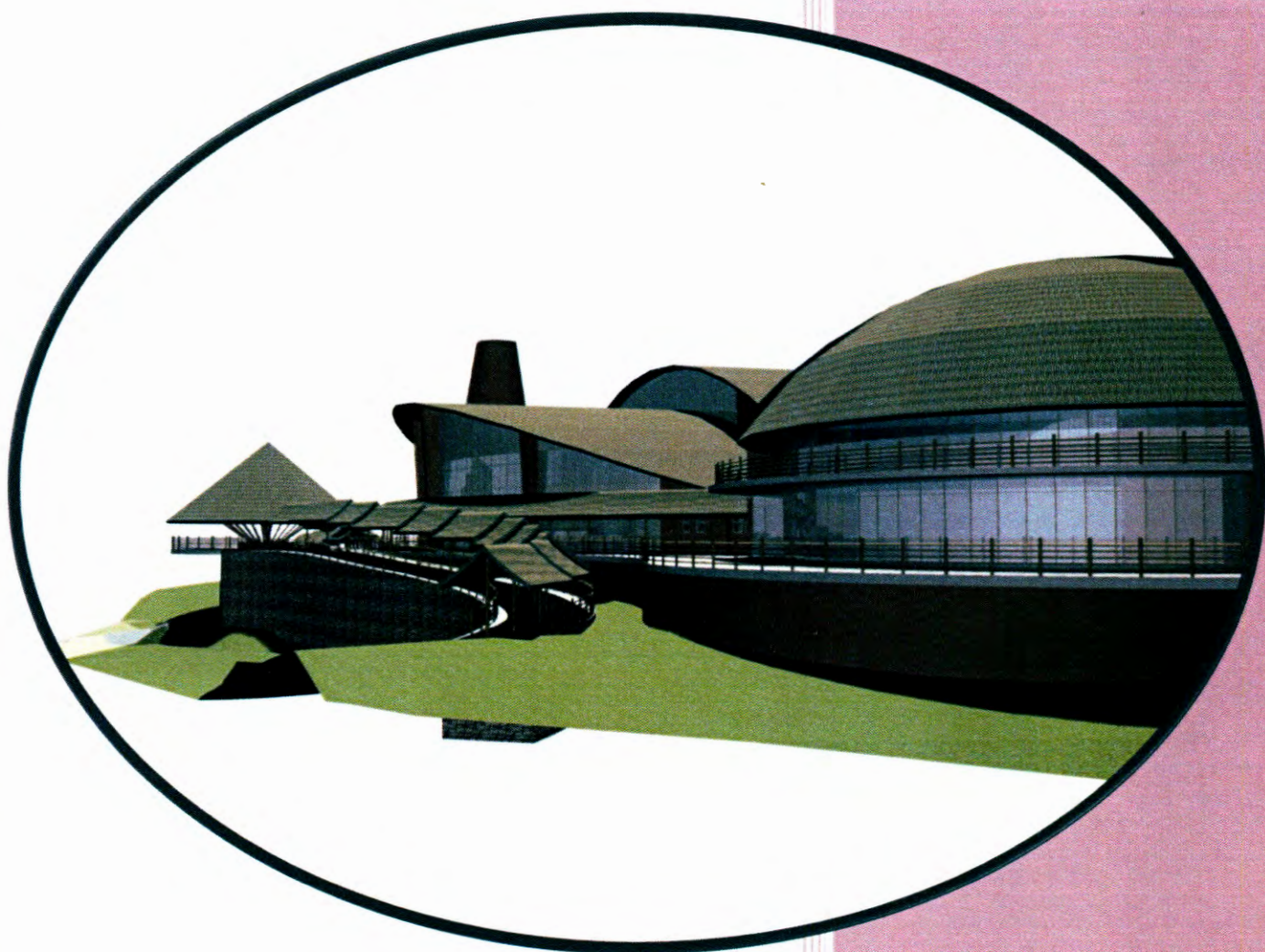


HOW CAN WE IMPROVE ON THE
CURRENT APPROACHES TO PLANNING
TOURIST PRECINCTS IN SMALL
TOWNS IN SOUTH AFRICA?

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2016

HOW CAN WE IMPROVE ON THE CURRENT APPROACHES TO PLANNING TOURIST PRECINCTS IN SMALL TOWNS IN SOUTH AFRICA?



A dissertation submitted in accordance with the requirements for the degree of Master Degree in Urban and Regional Planning in the Faculty of Natural and Agricultural Sciences, Department of urban and Regional Planning, at the University of the Free State

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Abstract

Many small towns in South Africa are burdened with a legacy of poverty and unemployment. As a response to these social and urban issues this research project argues for an approach towards town planning in such a way as to promote sustainable pro-poor tourism. The research project aims to explore how a themed integrated resort development can be used as a tool to restructure the economy of Hazyview X44 and other similar small towns in South Africa.

The research project presents a Site Development Plan for Hazyview X44, which includes an International Convention Centre ICC, Casino, Pre-Colonial Heritage museum, restaurants, hotel precinct, playpark and greenstone museum, which will potentially pave the way for future similar integrated resort developments in small towns in South-Africa. Hopefully these development nodes can act as a catalyst for economic revival not only in the tourism industry but also in its respective communities all over South-Africa. The intended outcome is that this Integrated Resort Development will be economically viable, socially just and ecologically sustainable.

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LIST OF ACRONYMS

(CBD)	:Central Business District
(CGI)	:Computer Generated Image
(CSIR)	:Council for Scientific and Industrial Research
FAR)	:Floor Area Ratio
(F&B)	:Food and Beverage
(HR)	:Human Resource
(ICC)	:International Convention Centre
(IDP)	:Integrated Development Plan
(IT)	:Information Technology
(ITP)	:Integrated Transport Plan
(KMIA)	:Kruger Mpumalanga International Airport
(KNP)	:Kruger National Park
(LED)	:Local Economic Development
(LUTS)	:Land Use Transportation Strategy
(MICE)	:Meetings, Incentives, Conventions and Exhibitions
(MLM)	:Mbombela Local Municipality
(NEPAD)	:New Partnership for Africa's Development
(SAACI)	:Southern African Association for the Conference Industry
(SADC)	:The Southern African Development Community
(SDP)	:Spatial Development Plan
(SDF)	:Strategic Development Framework
(SMME)	:Small Medium Micro Enterprise
(SWOT)	:Strength, Weakness, Opportunity, Threat
(TIRD)	:Themed Integrated Rural Development
(TEP)	:Tourism Enterprise Partnership
(UCF)	:University of Central Florida
(WTO)	:World Tourism Organization

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CHAPTER 1: INTRODUCTION

1.1 Aim of the Research

The tourism industry has been around for as long as people have been travelling. Small towns, especially in rural South-Africa, are in dire need of sustainable job opportunities. This is where the planner has an important role in planning in such a manner as to maximize the impact tourism can have on the community it operates in. The study aims to determine if tourism might be the answer to the problems of a large number of poor and unemployed people living in rural South-Africa. This study further aims to prove that a stronger link between town planning and complimentary disciplines in the building industry will be advantageous to the end product and people's quality of life.

In broad, the aim of the study is to understand, investigate and make possible recommendations and policy developments to improve upon planning approaches for tourist precincts in small towns in South Africa.

1.2 Background to the study

Many rural households in South Africa daily face the same obstacles. Among these people there are significant differences between the incomes, alternative employment opportunities and dependency ratios of the people living in these rural communities (Dorobantu & Nistoreuna, 2012:3; Ionel, [n.d.]:750; Neumeier & Pollermann, 2014:270; Liu, Li, Tang, Wang & Li, 2015: 615; Biljana, Vesna & Biljan, 2013:9; Weidinger, 2015:4).

Africa is a continent of diversity of weather, landscapes, ethnic groups, fauna and flora. With a growing human population, sustaining this diversity requires the co-existence of fauna and flora, and the surrounding communities recognising it as an asset (Dorobantu & Nistoreuna, 2012:3; Ionel, [n.d.]:750; Neumeier & Pollermann, 2014:270; Liu, Li, Tang, Wang & Li, 2015: 615; Biljana, Vesna & Biljan, 2013:9; Weidinger, 2015:4).

Biodiversity should ideally be the basis of strategies to diversify household incomes, reducing poverty and promoting socio-economic development. The connection between wealth/poverty and the environment is extremely crucial for the communities living next to these areas, for example, the Kruger National Park. For the richer community, these areas are a luxury and enjoyed for

recreational purposes while for the poor it is either a threat or an opportunity for consumption.

Eco-tourism can be the avenue to transfer wealth from the affluent who want to enjoy the environment to the poor who live close to these areas. Rural poor have a problem in selling the abundance of environment they have to the rich urban dwellers. The stagnation in South Africa's manufacturing economy led to cities in South-Africa utilising tourism as a major economic sector, resulting in job creation and economic growth. As a result an increasing number of LED partnerships were formed between local stakeholders in the private sector, local communities and government upon the economic potential of tourism (Mograbí & Rogerson 2007:85-86).

1.3 Limitations of the Study

The research study seeks to evaluate the role tourism precinct planning can play in small towns in South Africa. This research study will focus on the dynamics prevalent in the Mpumalanga province, and specific the Mbombela Municipality, as situations may vary across the country.

Proposals made by tourism specialists operating in first world countries are not necessarily applicable in a third world environment and must first be tested in practice for acceptance by the local community.

In contrast with the first world, people in the South African tourism industry see other tourism operators as competition and not as complementing their own operations, therefore they are reluctant to talk to strangers, even if the objectives of the study had been clarified.

1.4 Problem Statement

In trying to determine the maximum positive impact that pro-poor tourism can have on job creation and the general wellbeing of communities in small towns and how planning efficiently can impact on this impact the problem statement is formalized as follows:

How can we improve on the current approaches to planning tourist precincts in small towns in South Africa?

1.5. Secondary Research Questions:

The secondary research questions are asked to further dissect and give validation to the primary problem statements and are as follows:

- 1.5.1** What are the existing approaches in small towns to promote pro-poor tourism?
- 1.5.2** Are there alternative approaches to promote pro-poor tourism in small towns?
- 1.5.3** What are the advantages and disadvantages of these current and proposed approaches?
- 1.5.4** What are the advantages and disadvantages of Hazyview X44 as the chosen study area?
- 1.5.5** What does the application of current & alternative approaches tell us about planning for tourism development in small towns?

1.6 Research Method

1.6.1 Research Methods & Data Collection

1.6.1.1 Introduction

A research by design method was used observing the behaviour and proficiencies of a selected group of people and their behaviour and perception towards specific topics and issues. In the process to guide and support the construction of a hypothesis in depth studies of small groups of people were done. This study searches for an expressive component in the planning industry and adding something new to existing proposals and expressing the qualitative aspects of the world. Forming a pathway through which new insights, knowledge, practices and products will come into being is the aim of the planning process. The results gained were more descriptive rather than prescriptive.

1.6.1.2 Interview

The following are the most informative of the interviews done:

- Prof. Ron Logan – University of Central Florida
- Mr. Harris Rosen – Rosen Hotels Resorts
- Dr. Matilda van Niekerk – University of Central Florida and formerly LED co-ordinator at Mbombela Local Municipality.
- Mr. Rick Silanskas – Dream Vision
- Mr. Martin Etsebeth – Sivesetfu Resorts
- Mr. Franzwa Bouwer – Town Planner at Mbombela Local Municipality.

The book from L. Cockerell is also included under interviews as not specific facts are used in this study but his general approach towards tourism.

Photo No 1



The Author in front of University of Central Florida

Dept. State- an Streetbeplanning W
 Dept. Urban and Regional Planning &
 Room 411, Box 389
 University of
 32816

Photo No 2



Professor Logan of University of Central Florida

Photo No 3



Mr. Silanskas of Dream Vision

1.6.1.3 CONCLUSION

Data collected was used to identify theories, methods and concepts that underpin the study of the tourism industry in small South-African towns.

The problem statement & secondary research questions will guide the study when interviews are done with tourism operators and government officials as well as steering the literature study in a definite direction.

CHAPTER 2: LITERATURE STUDY

2.1 Introduction

In this chapter the study aims to focus on relevant literature to assist in answering the problem statement and in doing also giving individual attention to the secondary research questions. If a planner aims to determine how we can improve upon the current planning approaches towards developing tourism precincts in small towns, you need to start with looking at the merit of existing approaches.

2.2 The Community and Tourism

2.2.1 Social Mediation in world tourism locations: The tour guide as link between the tourist and local community

In some African and Asian countries social encounters between Western tourists and the tribal communities of the developing world have been frequently criticized in literature on mass tourism (Jensen, 2010:615).

In many cases tour guides facilitate and mediate the contact between the host and the tourists. It can be assumed that the roles and functions of a tourist guide will vary as the contextual conditions within which they operate change. The size of tourist groups may also affect host communities. According to contextual variations linked to cultural and social characteristics the life cycle of the host destination has different stages (Jensen, 2010:615).

In ethnic tourism and some types of eco-tourism characterized by remote host communities the social position and skills of the tour guide are crucial in obtaining good contact with local people. A person must be known locally in order to establish good social relationships with local communities.

It is easier for a local guide who is a resident in and familiar with the community to develop close social ties with the host community than a non-local guide covering multiple destinations covering large heterogeneous areas (Jensen, 2010:616).

For the acceptance of the tour guide by the visiting tourists, it is crucial to focus on the significance of the guide's social ties with the host society. These social ties can be divided into social and cultural mediation.

The host society's social norms will possibly have an effect on the guide as well as his/her position when faced by these normative conditions in his/her endeavour to create an atmosphere of confidence between the tourists and the host (Jensen, 2010:616).

This is especially crucial in remote regions in the developing world that have poorly developed tourism structures and limited tourist exposure. The guide's roles include bridging the cultural gap between visitors/tourists and the cultures of the hosts or locals, and facilitating the tourists' cognitive understanding of the cultural characteristics of the hosts or locals.

In ethnic and environmental eco-tourism, a key function to consider is interpretation. Just as social mediation representation has been regarded as an interaction component, cultural mediation and interpretation have also been categorized as communicative components, all of which are crucial for a guide to be successful. There is a tendency between the cultural and social aspects of mediation to absorb social mediation in interpretation.

In understanding local communities' attitudes and relationships to tour guides it is important to understand the distinction of the different roles of local guides and accompanying guides who are working for tour operators located in remoted areas (Jensen, 2010:617).

The accompanying guide will lead tourists to different places, changing the local social environment as part of a round-trip tour in contrast with the local guide staying in his/her social environment. Accompanying guides are involved in round trips and frequently remain with their clients for a longer period of time. They further operate across different sub-cultures and geographical borders. Local guides, on the other hand, will constantly change clients, but remain in familiar surroundings with the same culture.

Therefore, accompanying guides have to rely on an overall knowledge of a large area and good communication skills. Detailed knowledge of their domestic areas is not the only advantage that local guides have, but they also have the means to enable their customers to obtain intimate contact with the local community and therefore develop personal social ties with the local community. (Jensen, 2010:617).

Psychological empowerment of the host community and building their self-esteem and capacity happen as a result of them sharing their experiences and knowledge with the tourists. A favourable environment for appreciating the voice of the local community is created through close contact between the local guide and the host community, therefore appreciating the voice of the local community in decision making on local tourism development. The local guide can create a strong power base as he possesses two-sided information. The capacity to establish local ties can initially be regarded as a crucial part of bringing visitors in social contact with locals, and especially so in small-scale tourism with an ethnic profile in remote areas.

This contact will nurture and enforce the host role of the community. Representation is the key to mutually rewarding experiences between the tourists and the hosts (Jensen, 2010:618-629).

2.2.2 Rural Eco-Tourism

Tourism comprises a wide variety of destinations and products, with a variety of stakeholders involved (Dorobantu & Nistoreuna, 2012:3; Ionel, [n.d.]:750; Neumeier & Pollermann, 2014:270; Liu, Li, Tang, Wang & Li, 2015:615; Biljana, Vesna & Biljan, 2013: 9; Weidinger, 2015:4).

In economic development, eco-tourism and rural tourism have significant roles to play with regard to the economic development of those areas or regions (Dorobantu & Nistoreuna, 2012:3; Ionel, [n.d.]:750; Neumeier & Pollermann, 2014:270; Liu, Li, Tang, Wang & Li, 2015:615; Biljana, Vesna & Biljan, 2013:9; Weidinger, 2015:4).

Gathering the traditional activities related to hospitality sparked the thought of rural tourism. To foreign tourists, an area rich in traditions and ancestral customs provides the necessary dose of the exotic and unknown to attract and convince them to spend their holidays in these areas. If the main motivation of a tourist is to observe and appreciate nature and local traditions, the activity is referred to as eco-tourism (Dorobantu & Nistoreuna, 2012:3; Ionel, [n.d.]:750; Neumeier & Pollermann, 2014:270; Liu, Li, Tang, Wang & Li, 2015: 615; Biljana, Vesna & Biljan, 2013:9; Weidinger, 2015:4).

Eco-tourism must meet the following conditions:

1. It must protect and preserve nature.
2. Local human resources must be used.
3. Tourists must be made aware of and educated to respect nature.
4. Socio-cultural and natural environment must be impacted

negatively as little as possible (Dorobantu & Nistoreuna, 2012:3; Ionel, [n.d.]:750; Neumeier & Pollermann, 2014:270; Liu, Li, Tang, Wang & Li, 2015:615; Biljana, Vesna & Biljan, 2013:9; Weidinger, 2015:4).

For rural tourism development to be sustainable and responsible, the application of ecological thinking is crucial (Dorobantu & Nistoreuna, 2012:3; Ionel, [n.d.]:750; Neumeier & Pollermann, 2014:270; Liu, Li, Tang, Wang & Li, 2015:615; Biljana, Vesna & Biljan, 2013:9; Weidinger, 2015:4).

2.2.2.1 Develop and strengthen rural-based tourism

“The scenic environment (natural resources), coupled with numerous attractions, rich cultural heritage and Kruger National Park, being one of the top ten tourist attractions in South Africa, make Mbombela a sought after destination to tourists. These attractions need to be consolidated into a municipal-wide tourism destination network and need to be made even more accessible. Such a network should form an integral part of the broader Mpumalanga Tourism Growth Strategy. Refer to Figure 1 for the map of the strategy.

2.2.3 Residents' attitudes towards Tourism Development

As many communities experience industrial restructuring, planners are increasingly turning towards tourism as a viable economic development strategy.

Many residents are consequently exposed to tourism for the first time and in other established destinations increased volumes of tourists are experienced.

How the public perceives tourism and how to gain local support for new tourism initiatives are two of the main challenges that planners face (Harrill, 2004:251-264).

Job creation, income generation and enhanced community infrastructure are all factors influencing residents to see tourism in a positive way. However, socio-cultural and environmental costs are aspects influencing residents negatively towards tourism (Andriotis & Vaughan, 2003:172-173; Johnson & Snepenger, 1994:629-630).

2.3 Tourism as an Economic Catalyst

2.3.1 Sustainable Tourism Development

Over the last fifty years tourism has been one of the activities with the highest potential for expansion. The opening of national economies resulting in the quickening of the internationalization process boosted tourism to taking the second place, with the financial sector becoming the most global sector.

Reduced travelling time and costs, as a result of an improved transport and communication sector, also increases the number of business trips and social gains. These social gains, for example, long weekends and paid holidays, have accelerated the internationalization process, resulting in growing tourism. Tourism takes on an important role in a strategy for local development, because it is a product that can only be consumed "in loco".

Tourism is a sector that favours local development because it generates jobs, increases the income of workers and stimulates capital investment in an area. These investments create new business

opportunities resulting in the establishment of new organizations, which include small and medium enterprises (Rukuižienė, 2014:170). However, the development of tourism also introduces a number of negative impacts to the local economy and its social and environmental sustainability. These impacts include noise, water and visual pollution, invasion of protected areas, property speculation, higher crime rates, loss of local culture and identity, and a modified consumer pattern.

The way that local role players are organized and interact influences the direction and intensity of whether it has a positive or negative impact. This impact can also be a combination of a negative and a positive impact. All of these actions have as a goal not only the improvement of local standards of living, broadening attractions and competitiveness, but also protecting and preserving the cultural and natural environment (Rukuižienė, 2014:171).

The specific characteristics of the tourism industry are well suited for the concept of clustering. Conglomerates are created as the tourism product interacts with the local base, both in physical space and social actors. All of this leading to joint actions if inter-related enterprises with a great power to create conglomerates. Cluster potential is further defined by the following characteristics of tourism activities: parts are inter-dependent and mutually complementary in this interaction, and the organisation of the local role players in the tourism industry (Rukuižienė, 2014:172).

Actions and interventions as a result of the necessary integration of culture, economy and nature all combined, come true in a systematic way. This power of attraction depends on the different potential of the various services supporting the tourism product (Rukuižienė, 2014:173).

In sustainable regional development tourism *activity* should be one of the main sources with widespread positive effects, generating income by creating jobs and therefore improving the quality of local life. In tourism, the consumer seeks for tourism services, which is in

direct contrast with most economic activities where the product reaches the consumer.

For a region to be suitable for development as a tourism cluster it should have cultural, natural-physical and social characteristics that define its identity, and it must also be accessible with proper infrastructure and supra-structure including restaurants and accommodation. A strategic location with enough tourist attractions, close to a source of tourists, is important to guarantee high quality tourism activities resulting in sustainable economic activity. In order to divulge an attractive, unique and competitive image for a tourism product a good tourism marketing strategy is crucial.

According to Rukuižienė (2014:174-177) "Sustainable tourist development means the optimal use of social, natural, cultural and financial resources for national development on an equitable and self-sustaining basis to provide a unique visitor experience and an improved quality of life through partnerships among local government, private sector and communities".

Tourism allows regional economic development and diversification and brings much-needed foreign exchange

According to Nunkoo (2013:1-2), tourism played an instrumental role in the economic development of many small islands. However, with regard to such development the benefits of the tourism sector is well documented in contrast with the negative effects threatening sustainable development. A condition of dependency is a characteristic of tourism developments on islands, and this results in enclave tourism. Tourism activities that are concentrated in remote areas are referred to as enclave tourism. The needs of the local communities are not taken into account in this all-inclusive approach, ignoring facilities, services and physical location. Local communities are marginalized in the development process and a major criticism on enclave tourism is that it does not take into account its adverse economic and environmental impacts.

Nunkoo (2013:1-2) refers to tourism as a complex system, which is often characterized by clashes arising from the shared use of resources, coupled with clashing views on the management strategy of how the industry should be developed and managed by a number of stakeholders. If the views of key stakeholders in tourism development are understood and incorporated in the development process of the industry, sustainable tourism planning can be achieved.

Akuma and Kieti (2015:135) argue that the concept of sustainable tourism aims for economic growth, environmental protection and social justice, and strives to harmonize and reconcile issues of intergenerational equity. Sustainable tourism recognizes the need for fairness between hosts and guests and between local groups and individuals.

2.3.2 Tourism investment in less Developed Countries

To jumpstart the process in less developed countries many policy-makers view foreign direct investment as a method of wealth creation. To attract foreign direct investment a favourable economic environment must be created in terms of economic policies. These policies may include incentives such as the exemption from import duties, direct subsidies or special tax treatment for emerging tourism economics (Katircioglu, 2011:6-13; Candela, 2013:16-17).

Foreign direct investment is most important and is mostly concentrated in hotels and restaurants (Das & Ghosh, 2014:39-51).

Foreign direct investment is more crucial in tourism than other sectors of the economy, because it can initiate the tourism industry. However, it poses a risk of foreign domination to the host country.

The new role of tourism in economic and social development is confirmed by numerous policies, programmes and projects in many parts of the global South, according to Rogerson (2012:28). In developing countries, which includes Sub-Saharan Africa, tourism is now widely recognized as a valuable source of long-term growth.

The African continent offers many leading iconic tourism attractions, such as the Victoria Falls, Table Mountain and the “Big Five” experience, which is of specific significance to the study area. Since 2005 the value of Africa’s international arrivals has outpaced other global regions. By 2010, according to estimates by the World Travel and Tourism Council, tourism was expected to account for 7% of GDP and give jobs to ± 10 million people. In Sub-Saharan Africa tourism is responsible for one in every 20 employment opportunities Rogerson (2012:29).

The New Partnership for Africa’s Developments (NEPAD) Tourism Action Plan of 2004 highlighted tourism’s potential for contributing to economic and social uplifting across Sub-Saharan Africa.

2.3.3 Tourism as a chance to develop cities

Chmielewska & Lamparska (2011:67-68) postulate that when regions are losing their original function as a consequence of a wide spectrum of external factors, a shift in focus is needed in finding a new way to develop and to change their image.

During the development of mines, steel works and other factories more and more people and workers were attracted to the area. Most of these areas became conurbations, which entailed the urbanization of these regions, resulting into multi-core metropolitan areas. People inhabiting these cities are from a specific group of people, who are devoted to their homeland as well as strongly connected with their workplace.

As a cause of restructuring these cities have to deal with a great number of problems in connection with both inhabitants and urban spaces, which includes unemployment or the revitalization of waste lands.

A form of cultural tourism based on industrial heritage is referred to as post-industrial tourism.

Creating themed tourism routes may be a chance for the development of post-industrial cities.

It is profitable and also possible to develop cities in traditional industrial areas by evolving the cultural tourism based on their industrial heritage. Cultural tourism stimulates regional economic development and doing so by

demanding proper infrastructure including advertisements, accommodation and a catering industry all of which will create new job opportunities. Through the process of economic development locals might be prompted to act and also attract attention from investors.

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2.3.4 Pro-Poor Tourism

Pillay and Rogerson (2013:49) do claim that pro-poor tourism and poverty reduction are key considerations contributing towards tourism and the future of international tourism management. The link between agriculture and sustainable tourism needs investigation as much as the study of sustainable tourism (Rogerson, 2008:395).

Capturing gains from tourism growth depends largely on the strengthening of local links in the value chain building the capacity of destinations in capturing these gains (Pillay, Rogerson, 2013:50). In peripheral regions economic leakages are the main contributor towards tourism incapacity to generate the designed level of local economic development. Either local level development interventions or national government actions are needed to strengthen linkages in tourism. Continuous growth and consolidation of economic linkages is needed for the maximization of tourism's potential contribution to the well-being of local communities in developing countries. In the context of the developing world, inter-sectoral linkages between tourism and other economic sectors are often neglected by tourism planners. Focus should also be on integrating tourism more closely into local communities.

Mograbí and Rogerson (2007:85-86) state that over the last ten years tourism was identified as a significant contributor for local development in the small towns of South Africa. On the basis of economic diversification tourism can assume a valuable supplementary position in local economies of small towns in which tourism does not play the lead role. For a greater pro-poor impact several challenges must be addressed, including improving skills levels and giving access to small business opportunities in the local economy.

Unfortunately, the negative impacts of crime upon tourism development are always relevant in areas with the highest unemployment rate. Tourism

remains a popular focus across many small towns in South Africa for local economic development planning.

Mograbi and Rogerson (2007:86) now widely acknowledge the positive benefits that tourism can bring to local economies in terms of opportunities for small business development and empowerment as well as job creation.

The scholarship and approach of proper tourism are of critical importance in terms of local economic development planning. A focus on how tourism affects the livelihood of the poor and how positive impacts can be enhanced is the focus of a pro-poor tourism agenda and done so by interventions or strategies for pro-poor tourism. A tourism that generates benefits to the poor and seeks to contribute towards poverty reduction can be labelled as pro-poor tourism. Pro-poor tourism is an overall approach and not a specific product or sector in tourism. This approach aims to unlock opportunities for the poor in gaining livelihood benefits and representation decision-making.

2.4 Government's involvement in Tourism

2.4.1 Is Local Government the facilitator or inhibitor of Sustainable Tourism Development?

According to Da Cunha (2005:48-60) and (Lonel, [n.d.]:145-151) relative to other service sectors government's approach to tourism has been more interventionist. This stemmed from an avid interest by government in the economic returns from taxes paid by businesses and job opportunities created. Governments on purpose developed tourism related infrastructure and services in order to further stimulate the financial returns. Considerable funds were committed to the promotion of towns, regions and countries. This was done not only for financial gain, but also to address the social and physical effects of the tourism industry. However, it has happened that the negative impacts of tourism started to over-shadow the positive impacts. Government-led planning was integrated to control tourism development as anti-tourism sentiments grew in an attempt to control undesirable socio-economic and environmental impacts (Da Cunha, 2005:48-60; Lonel, [n.d.]:152). In the latter half of the twentieth century, the sustainable development paradigm emerged and governments resumed much of the

responsibility for implementing the sustainable development concept in tourism destinations. A collaboration and shared responsibility between the different destination stakeholders are advocated by most (Da Cunha, 2005:48-60; Lonel, [n.d.]:153).

The intervention and regulation of the public sector are ultimately required if effective management systems are to be implemented. Support for government involvement and direction in addressing the objectives of sustainable development in a tourism destination context are widely supported. The public sector has mandates to represent the population in general; it does not have commercial interest. Therefore, the public sector is impartial, and can implement change with its legislative powers. It is also not constrained by short-term financial objectives, giving it more support compared to the private sector. However, government has been known for a top-down approach in planning and decision-making and lacks the will to implement planning policy. In general, on the government's side overall direction and coordination are lacking.

The sustainable development agenda is still best driven by local governments. Therefore, local governments are both a facilitator and an inhibitor of sustainable tourist development (Ruhanen, 2013:81-93). Tourism revenues are of great importance in both developed and developing countries due to its contribution to regional employment. The income effect of tourism is not limited to its own field, but reaches people and institutions in linked sectors (Bingol, 2013:490-493; Hughes, [n.d.]:87).

Tourism also supplies government with a wide spectrum of tax income and contributes towards balancing the foreign exchange deficit.

A process in which partnerships are established between local governments, the private sector and community based groups, with the aim to manage existing resources for job creation as well as the stimulation of local economics, is referred to as LED (Local Economic Development). Public-private partnerships are positioned centrally in this new local entrepreneurialism. Local entrepreneurialism attempts to

attract external sources of funding, new employment sources or direct investments.

By investing public money in urban re-development projects by sponsoring certain events in this way, the public sector can attract new business into a locality. In the international context tourism is widely recognized as an instrument of LED. Local Economic Development initiations in many developed countries tend to be based increasingly to promote areas as centres of consumption rather than that of producing activities.

Since 1994, a surge of studies on LED occurred in a post-apartheid South Africa, happening parallel with the resultant new policy emphasis. Tourism-led LED is a theme that is under-represented and little discussed in South Africa, and it is therefore essential that local policy-makers develop a better understanding of the many complex issues surrounding tourism-led LED.

A certain locality may be recognized as a tourism space in at least three different ways and is something to be recognized from day one.

Firstly, many locations are discovered by entrepreneurs who see certain opportunities for development in these areas, for example, many seaside resorts and spas. In these resorts, the appeal may only partly depend on the attractiveness of the place where they are located and also consist of a development of accommodation and recreational facilities with tourist attractions or conference facilities (Bingol, 2013:490-493; Hughes, [n.d.]:88).

Secondly, certain destinations became tourism spaces by default as a result of increased personal mobility and an increased search for new experiences in previously untouched destinations, in many cases in remote coastal, mountain or wilderness spaces, mostly in rural areas.

Finally, many tourism spaces emerge out of necessity as a community strives to secure new economic development in order to create growth and employment. This move is initiated by the decay or decline of traditional industries (Bingol, 2013:490-493; Hughes, [n.d.]:90).

A number of critical factors must be in place for any locality to emerge as a successful tourism destination. Firstly, a total tourism product attracting numerous visitors, combining resources and services in one portfolio.

The initial attraction is provided by the resources, and services are provided to enhance the visit and, in most cases, for the exclusive use of the tourists. Diversity and quality of resources and services determine the competitive position of any tourist destination.

In a tourism space, considerable emphasis is given to the importance of quality as a factor impacting on competitiveness.

Natural resources, including climate, environment and landscape, are important in any locality. Natural resources are complemented by manmade environment resources including retail attractions, historic sites, monuments and heritage sites. Furthermore, social-cultural resources comprising art and culture festivals and sport attractions should also be included.

For success and a unique image the combination of resources and locality is essential in an appropriate packaging and marketing strategy for a tourist facility (Bingol, 2013:490-493; Hughes, [n.d.]:90).

Transport services (roads, airports, and railways), hospitality services (accommodation, restaurants and bars) and critical support services (tourist information centres, conference and guide services) are all essential services as part of a locality's tourism product. The blend of resources and services is crucial for the attractiveness of a particular tourism space.

The management of the competition for resources that may occur between tourism and other economic activities must be successfully addressed in terms of destination management and in particular tourism spaces. Other kinds of enterprises may find resources that have tourism potential appeal. For example, areas that are beautiful and remote might also be rich in mineral deposits (Bingol, 2013:490-493; Hughes, [n.d.]:91).

For South African conditions, ten principles exist for compiling an emerging best practice for tourism. For planning future tourism-led LED interventions in South Africa, the following principles are important:

1. Policy makers need to be realistic whether tourism is a viable option for the particular locality.
2. Environmental and social development cannot be divorced from economic development.
3. Tangible benefits to poor communities are crucial to LED.
4. Tourism and other economic activities do not exist in isolation.
5. Tourists must be encouraged to venture away from the frontline and instead aim for a richer learning experience, to meet local people, and take part in local events.
6. Preference must be given to small-scale projects at the cost of prestigious and large-scale projects.
7. Local suppliers and networks must be encouraged as far as possible to ensure that the tourism industry is maximized for local suppliers.
8. Performance indicators need to be put in place and constantly and objectively monitored.
9. Community participation and support must be maximized.
10. For the effective implementation of tourism-led initiatives, there are critical needs for good governance, co-operation and institutional thickness (Rogerson, 2007:49-66; [n.d.]:96-114).

According to Gibb & Nel (2007:69), the research of small towns in South Africa has largely been neglected in contrast with urban studies focusing on larger cities. In the last 20-30 years small towns in many parts of the world have entered a period of socio-economic and demographic unrest, according to a general consensus among students in this field. Local people are questioning the future of small town economies as a result of a shift of economic activities to larger cities, resulting in a rise in unemployment in small towns. For a small town in a rural community to re-focus its economy on the service sector it is crucial that it be close to a larger urban sector, that it be situated along major transport corridors, that it has an educated population and lastly, has favourable environmental conditions, as evident in the USA, Canada, the UK and Australia. In developing countries the majority of inhabitants still live in small towns or rural communities, and small towns are under-researched and not properly understood. The above is sufficient motivation for a wider contextual study of small towns and their LED approaches.

2.5 Crucial Facilities in Tourism

2.5.1 Transport Planning

A tourism activity in the countryside catering for urban tourists on vacation, doing sightseeing, relaxing, and being entertained is the principal scope of activities in rural tourism. Various spiritual cultures and material cultures are the main tourist resources created by rural residents and done so in life over a long period (Li, He & Jiang, 2005:1316).

In rural tourism, peasants are the soul theme with activity as an important creator and carrier of tourism resources.

In any country, rural tourism plays an important role in breaking the barriers between urban and rural areas. Promoting a rural economy helps to break these barriers and solve the issue of farmers and agricultural activities in these rural areas. Rural tourism has three characteristics, namely a broad market prospect, good social, economic

and ecological benefits, and it is also labour intensive, making it an ideal tool for poverty alleviation.

For rural tourism to be sustainable it must remain people-centred, therefore focusing on the needs of the vulnerable groups, and applying a rational benefit balance mechanism to look after the interests and rights of farmers (Li, He & Jiang, 2005:1316).

With regard to the six elements of tourism economics, tourism transportation is an important element. For travel agencies to improve efficiency and to reduce costs, it is important to consider the importance of tourism transportation. Tourism transportation infrastructure must have information systems and through affective means it can guarantee the normal tourist traffic easing (Li, He & Jiang, 2005:1319).

Transport facilities, transport planning, transportation scheduling and transport statistics are the four major functional modules in a dynamic tourism transportation monitoring system. A reasonable basis of scientific management and statistical information allows for the creation of real-world web applications (Li, He & Jiang, 2005:1320).

Tourism consumers are the object of tourist traffic and transportation services. Tourist traffic and transportation must adapt to the various needs of many different travellers on the road. Tourists need special services, which is different from ordinary visitors, where fast, comfortable and a multi-services approach are needed.

In tourist transportation, it is important to provide modern tourist transportation such as large aircraft, high-speed direct trains, high performance luxury cars and internal facilities with ride comfort technologies.

An overall functional design is to be followed when catering for the tourist (Yafan, 2015:1527).

Tourism has an enormous role in economic activities. A United Nations resolution states that tourism is a fundamental and desirable human activity deserving the encouragement and praise of all people and governments.

From 2007 to 2013 a growth in world tourism can be seen with the number of trips in the world reaching 6 429 million, with an expected growth to 10 602 million trips in 2020. In solving some tourist issues this proposed legislation is the fundamental nature of the development of the tourism sector.

A government should make policy in a creative economy and doing so in relation to the existence of the ministry of tourism. In allocating the value of power in the public interest as a whole encapsulates the implementation of the government's policy, and collaborating with the tourism sector is included in this policy (Yafan, 2015:1528).

Communication, resource, attitude and the bureaucracy structures are the four factors that affect the success of the implementation of public policies. In implementation of partnership policies for the tourism sector there are three positive impacts (Yafan, 2015:1529).

These three factors are increasing the number of tourists visiting, creating jobs and increasing income levels. These policies might also have negative impacts, namely unbalanced development, unhealthy business competition and damage to the environment. Implementation of this public policy is very important to understand, for this is a system with emphasis on partnerships. For the realization of development goals, a partnership is needed between the government, the private and the public sector (Yafan, 2015:1530-1532).

In tourism, complex relationships exist between people, places and products.

Trans-immigration of people from different regions of origin to a mutual destination for a certain period of time, results in these relationships. This shared time is of a short duration and is not of a permanent nature. In essence, tourism is a fun activity (Suni, Musa, Ridjul & Rifdan, 2015:525-528).

According to Bole (*et al.*, 2012:143), settlement structures support transport planning in a crucial way. A number of questions regarding effective community and transport connections between centres of employment and suburban areas are raised by suburbanization. During

this period of suburbanization it is crucial to integrate transport planning with the centralization of activities (Bole *et al.*, 2012:144).

As a result of increased motorization, resources were mainly focusing on building freeways and not on promoting an effective public transport system. Poor public transport resulted in an increased use of cars, as reflected in increased employee commuting, resulting in a greater demand for parking space and increased rush hour traffic (Bole *et al.*, 2012:145).

Intense commuting and a “harmonized” development of transport infrastructure inclusive of public transport systems are two common characteristics of settlements within an urban region.

Transport conditions are negatively affected by this settlement development. The use of public transport tends to decrease if a region is characterized by a monochromatic spatial structure with an employment centre and a single mode transport structure favouring cars. This mode of transport is mainly connected with bus transport, which is not conducive to saving of transport time and results in even more traffic jams (Bole *et al.*, 2012:146).

According to Bole *et al.*(2012:152), economic activities that are taking place at regional level create a great need for travelling, resulting in pressure on the main arterial routes.

In these conditions more harmonized and sustainable development is enabled in a region if the ideology of a polycentric or regional city is to be realized.

Gallez *et al.*(2013:1235-1243) state that for setting sustainable urban development into motion, it is crucial to co-ordinate transportation and urban development. Urban automobile use has only been successful and sustainable in cities that combined public transport development within a number of restrictions of automobile use.

These restrictions include parking combined with urban planning and development measures. These measures include urbanization and densification around public transport nodes. In the domain of territorial

development and planning the protection of agricultural spaces solidly imposed themselves as organizing principles as land becomes scarcer. According to Busscher (2013:492), management theories and practices show considerable overlap with the body of knowledge regarding transparent and land use planning.

Naess *et al.*(2013:470) argue that in terms of environmental sustainability the transportation sector is one of the most problematic areas worldwide. Therefore, in urban planning and development sustainable mobility became an important concern. National planning authorities should emphasize less dependency on the private car and should further facilitate lower needs for transportation.

According to Joseph (2014:151-152), the definition of sustainability is the following: “Economic or social development that meets the needs of the current generation without undermining the ability of future generations to meet their own needs”.

Transport planning projects in sustainability based frameworks tend to only get attention in an urban context. Transport policies focus on daily congestion problems, such as trips to school or work. Therefore, ignoring travel for recreational purposes amounts to 24% of kilometres travelled. If lifestyle patterns and travel behaviour are examined it is evident that a recreational orientated lifestyle has a positive influence on sustainable travel behaviour.

Pamučar (2015:649-651) and Brömmelstroet & Bertonlini (2011:139-143) State that supporting planners in coping with transport-related issues leads to a low implementation rate in real life. Consultants and academics have developed numerous state of the art transport applications – none of them coping with the constantly evolving nature of daily planning practice.

Synergy can be found between land use and transport policies by balancing complex interdependencies between land use and mobility developments.

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In recent years, high speed railway has become an effective approach for solving the rapid transportation of large numbers of passengers on a corridor (Feng, Li & Li, 2013:9-10).

The passenger's travel choice will also be affected by the high speed railway with an influence on the passenger share on a specific route between two nodes. On a particular route the passenger share is the proportion of passengers sharing the same mode of travel. Other transport modes are destined to be greatly influenced by the high speed train.

2.5.2 International Convention Centre Planning

According to URBAN-ECON SURVEY (2010:2-6), up-to-date services, technology and facilities are in general the focus of ICCs, all of which have to comply with the current international market. The structure layout and technical features of the building must comply with current international expectations in order to host international events. Furthermore, appropriate event services must be supplied and it is crucial that the staff has the experiences and skills required to enable them to operate the centre in an efficient and safe manner.

The following aspects are considered as the minimum requirements for ICCs:

- Space
- Breakfast rooms with a main auditorium
- Exhibition areas
- Centre management
- Sales and marketing
- Centre operating requirements
- Supporting city infrastructure

Five ICC facilities are to be found within the boundaries of South-Africa:

- Cape Town – Western Cape
- Durban – Kwa Zulu Natal

The other three are situated in Gauteng:

- CSIR – Tswane
- Gallagher Convention Centre – Midrand
- Sandton Convention Centre – Sandton

The centres in Cape Town and Durban are classified as large convention centres with 6000 and more guests. The other three are classified as medium sized convention centres with less than 6 000 guests.

Regarding large and medium sized ICC facilities the following are the key observations within South Africa:

Capacity:

- Large facilities:
 - large exhibition space – 10,000m² or more
 - 3,000 hotel rooms or more within close proximity
- Medium facilities:
 - exhibition space of approximately 3,500m²
 - approximately 800 hotel rooms within close proximity (far less than larger convention centres)

Occupation:

- Large facilities:
 - events last an average of 2.5 days
 - average occupation rate of 90%
 - long lead periods over a year
- Medium Facilities:
 - events last an average of 2.5 days
 - average occupation rate of 85%
 - long lead periods over a year

Currently in South Africa domestic events are the focus of both medium and large ICCs. Due to their size, Pretoria, Durban and Cape Town initially focused on attracting the international markets, but events are limited affecting the survival of these centres, resulting in a shift to the domestic market that is smaller, but more regular.

(URBAN-ECON SURVEY, 2010: 6-7)

Table 1: Facilities and Services

	Large Convention Centre	Medium Convention Centre
Business Centres	X	-
Data connection in meeting rooms	X	-
Translation booths and facilities	X	-
AV/Sound/Light control room in every meeting room seating 300+ delegates	X	-
	Large Convention Centre	Medium Convention Centre
Satellite kitchens	X	-
Built-in audio equipment	X	-
Total black-out or dimmable options	X	X
Wi-Fi	X	X
Access for disabled guests	X	X
Public address systems in foyers	X	X

All types of events can be hosted by both categories. However, the larger convention centres offer significantly more facilities, thus placing them in an advantaged category. Delegates who stay overnight value business centres offering secretarial services as well as internet connections very highly.

Medium sized facilitators do not offer as many facilities as larger centres, but are not limited to the four services indicated in Table 1 above.

In order to determine whether enough demand exist within the Mbombela Local Municipality for an ICC, both international and domestic tourism statistics should be taken into consideration (URBAN-ECON SURVEY, 2010:9-13). The demand is as follows:

- International demand:
 - South Africa's business tourism market experienced a 7% increase between 2002 and 2008 with 556 000 business tourists arriving in 2008.

- International meetings (according to ICCA) increased from 5,283 in 2005 to 7,475 in 2008, which indicated a 12.3% increase per annum.
 - Since Mpumalanga, more specifically Nelspruit, is strategically located it can be assumed that the proposed ICC development will attract the largest portion of the international business tourists from Mozambique and Swaziland.
- Domestic demand:
 - The number of domestic business trips increased from 2007 to 2008.
 - A large increase is expected with the recovery of South Africa's economy.
 - Average number of nights per business trip increased from 5.2 in 2007 to 7.1 in 2008.
 - Total amount generated by business trips increased from R 2.8 billion in 2007 to R 3.0 billion in 2008.
 - SAACI research conducted in July 2009 showed that 44,373 conferences lasting longer than one day were hosted by SAACI venues across South Africa.
 - Additional demand factors:
 - The Northern Territory branch experienced a 55.5% increase in events hosted in January to June 2009 over July to December 2008. Events and exhibitions are rapidly increasing. With the development of an ICC, Nelspruit could tap into the current growing market.
 - The Kruger National Park (KNP) is one of South Africa's iconic attractions for both the international and domestic markets, which can provide the Nelspruit ICC with a unique selling point (above already existing ICCs in Cape Town, Durban and Gauteng).

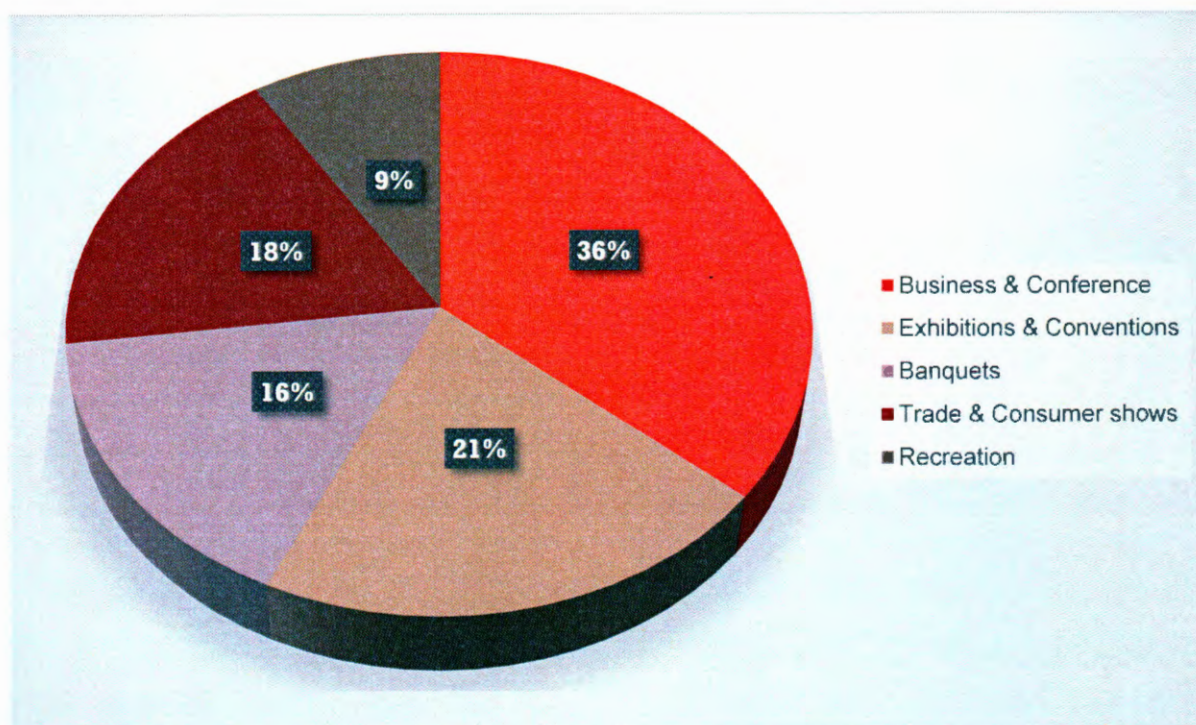
From the above it is evident that both international and domestic tourists increased rapidly over the last couple of years. According to case studies the 5 current facilities experience a 90% occupation rate thus justifying the

development of an additional ICC. Current facilities will not be able to accommodate the fast growing market.

When taking the existing five ICCs into account, current events can be defined into the following categories:

- Conferences and business meetings,
- Dinners and social events including gala dinners and year end functions (banquets),
- Exhibitions and conventions,
- Consumer shows and trade fairs, and
- Recreational events, for example, sport and cultural events.

Figure 3: Event Distribution, 2010



Best suitable location in Mbombela

An ICC in Mbombela should be strategically located in terms of the following:

- Airport and accommodation supportive infrastructure
- Accessibility
- Urban and business development modems

All of the above are present at the proposed site taking into account the proposed development.

2.5.2.1 CONSUMPTION PATTERNS

In the following Table, the combination of location and corresponding accommodation availability and utilisation is indicative of important visitor consumption patterns.

Table: 2 Reported number of tourists staying at Hotels, 1993-1998

Reported number of tourists staying at hotels, 1993 - 1998						
Location	1993	1994	1995	1996 *	1997 **	1998 **
Mbabane	57 324	55 236	50 794	52 575	37 187	31 992
Ezulwini Valley	188 048	205 332	170 601	185 357	172 732	178 392
Manzini	14 398	17 160	18 666	17 095	9 416	6 159
Rest of Swaziland	27 253	42 369	34 164	59 894	49 778	48 171
Total	287 023	320 097	274 225	314 921	269 113	264 714

(Swaziland Millennium Project Consolidated Report, 2001:24)

2.5.3 Casinos as an Economic Development Strategy

The new role of tourism in economic and social development is confirmed by numerous policies, programmes and projects in many parts of the global South, according to Rogerson) (2012:28-29). In developing countries, which includes Sub-Saharan Africa, tourism is now widely recognized as a valuable source of long-term growth.

Many leading iconic tourism attractions are on offer from the African continent, including the Victoria Falls, Table Mountain and the “Big Five” experience, which is of specific significance to the study area. Since 2005 the value of Africa’s international arrivals has outpaced other global regions. By 2010, according to estimates by the World Travel and Tourism Council, tourism was expected to account for 7% of GDP and give jobs to ± 10 million people. In

Sub-Saharan Africa one in every 20 employment opportunities are created by tourism (Rogerson, 2012:29).

The New Partnership for Africa's Development (NEPAD), Tourism Action Plan of 2004 highlighted tourism's potential for contributing to economic and social uplifting across Sub-Saharan Africa.

2.5.4 Themed Resorts

Paradis (2002:22) states that small towns and cities throughout the USA implemented re-development strategies commonly used by their metropolitan counterparts in an effort to revitalize ailing business districts. Some of the common strategies include historic preservation planning, pedestrianization, transportation improvements, tourism promotion, waterfront developments, festivals and theming. Smaller towns and cities are increasingly promoting themselves as tourist attractions within their rural economy in reaction to metropolitan municipalities seeking to promote themselves as urban entertainment destinations with their roots in sport, culture and retailing.

It is important to understand how the process of redevelopment plays out in the central business districts in smaller urban places influenced by the contingencies of place and scale. Small and large downtowns have fundamental contrasts. In small towns the downtown is perceived as the economic and social centre of the community, in contrast with metropolitan cities where the downtown is seen as the centre of command. When themed developments are initiated by city leaders and local organizations this difference in approach can impact upon community cohesiveness. In understanding the CBDs of small and large cities scale is of utmost importance. Due to their small size, compact space and lower buildings small city downtowns tend to be more human scaled. In smaller towns large scale real estate development projects are usually absent resulting in the preservation of their historic buildings. Due to this small towns exhibit a heightened sense of place and character with their own character and attraction for tourists. In the case of Roswell, New Mexico, claimed alien sightings cleared the natural path for a UFO themed approach to develop the

downtown. This happened spontaneously with local residents and city leaders capitalizing on this for as long as it lasts (Paradis, 2002:23).

In some cases a theme develops as a result of a chain of unplanned events, as in the case of Rosswell, in contrast with the town parks at a small New South Wales country town where a decision was made to introduce an *Elvis festival* (Gibson & Connell, 2011:175). Even though many people initially were sceptical the majority of citizens are now participating and reaping the financial rewards.

According to Mair (2009:463), to study the effect theming has on a community extensive research must be conducted. Although research has been done on the impact of themed and fantasy resorts on cities, relatively few researchers have studied the impact on small communities. The exception to the rule is the previously mentioned Rosswell.

Mair (2009: 465) states that with the dilemmas of rural development tourism is an accepted response within small communities. Rural leaders and business owners have a strong tendency to create a tourism-orientated strategy to revitalize their downtowns. While these strategies generate economic opportunities and retain the youth they have a formidable impact on how small towns and their communities are experienced.

Agarwal (2002:48) argues that the resort lifecycle and restructuring have theoretical relationships between them. The inter-action of internal and external forces results in a decline. External forces intensify the competitiveness of market conditions and internal force intensifies the competitiveness of a destination.

Decline is not necessarily associated only with the course of the lifecycle of a resort, but an ongoing threat to the resort. To appreciate the uniqueness of a place, restructuring must be a continuous process.

Liu and Wall (2009:347) argue that to understand resort morphology, more attention needs to be given to different types of resorts and to developing countries. In an observation of resorts in developing countries compared to traditional western resorts a lot of attention in this regard is still necessary. The morphological character of resorts is directly or indirectly influenced by a

complex set of economic, political, social and cultural factors, and needs to be addressed in a more systematic approach.

Resort planning and development needs a more direct approach when studying resort morphology.

2.6 CONCLUSION

In this chapter four topics that are crucial in tourism were identified and will further guide the study with regard to whom to interview, what to include in the concept design, working proposals and recommendations.

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CHAPTER 3: STATUS QUO OF HAZYVIEW AREA

3.1. Introduction

This chapter focuses on the study area and all conditions that may influence the planner in decision making and planning to reach the intended outcome. According to The Local Government Handbook (2016:1), Mbombela Local Municipality (previously Nelspruit) is situated in the Mpumalanga Province. In December 2000, previous local councils amalgamated resulting in the Mbombela Local Municipality. The councils that were amalgamated are Nelspruit Transitional Rural Council, White River Transitional Rural Council, White River Transitional Local Council, Hazyview Transitional Local Council and the greater Nelspruit Area. In SiSwati (Statistics SA, 2011:2), Mbombela means “A lot of people Together in a small town”.

Mbombela Local Municipality is located in the Ehlanzeni District Municipality (Statistics SA, 2011:2), situated in the North-Eastern part of Southern Africa within the Lowveld sub-region in the Mpumalanga Province.

Some of the best eco- and adventure activities are reached through Mbombela as the gateway. It is a preferred tourist destination all year round because of its moderate climate. It is also well known for its sub-tropical fruits with the smell of orange blossoms in the air during spring.

The main economic sectors in Mbombela are:

Finance & Business Service	21.7%
Manufacturing	17,0%
Government Services & Trade	16.4%
Transport & Communication	10.2%
Community Services	9.2%
Agriculture	3.6%
Construction	3.2%
Mining	2.5%

3.2 Southern Africa

“According to the World Tourism Organisation, tourism arrivals to SADC countries totalled 10.4 million in 1998, constituting 44.5 percent of all arrivals to Africa, and generating US\$4 billion tourism receipts. Over the next decade, 1.6 million new jobs are forecast to be created as the impact of the sector flows through the regional economy.”

Table: 3 International tourist arrivals to SADC

Year	World	Africa	Africa's Market share (%)	Southern Africa (millions)	Southern Africa' Market share of the world (%)	Southern Africa's market share of Africa (%)
1990	438	15.1	3.5	2.6	.6	17
1995	534	20	3.8	8.8	1.7	44
2000	684	27.9	4.1	12.6	1.8	45.2
2005	802	37.3	4.7	16.1	2	43.2
2008	922	46.7	5.1	19.8	2.1	42.4
2010	940	49.2	5.2			

Source: Retosa 2010 report and UNWTO 2011 Tourism barometer

The SADC region has experienced relatively consistent tourism growth in recent years. The majority of travel is intra-regional, followed by arrivals from Europe, the Americas and the East Asia/Pacific region. South Africa continues to be the biggest travel and tourism economy in the SADC region and represents more than half of international arrivals.

The future growth pattern in Africa and the SADC region is projected to be significantly higher than the world average. The continent is forecast to increase its market share from 4.1 per cent to approximately 5.0 per cent of international tourism arrivals by the year 2020. The strongest growth is forecast to take place in Southern Africa, with South Africa expected to receive approximately 30.5 million international arrivals by the year 2020.

3.3 Regional

Historically, tourism to Southern Africa has been dominated by tourists from Africa, which accounted for over one half of tourist arrivals.

The following table depicts tourist arrivals by area of origin during the period 2011 to 2012.

Table: 4 Tourism arrivals by source region



Source: Statistics South-Africa, Tourism 2012.

In 1989, 58 per cent of total tourist arrivals to Southern Africa came from the African continent. Market share has risen to 75 per cent in 2000. During the same period, the share of arrivals from Europe reduced from 24 per cent in 1989 to 13 per cent in 2000” (Swaziland Millennium Project Consolidated Report, 2001:19-20).

3.4 Comparative Advantages of Mbombela Municipality

“Mbombela Municipality’s comparative advantages to other local municipalities in the Ehlanzeni District are:

- Strategic location
- Infrastructure
- Scenic environment
- Fertile land”

Mbombela is the regional service hub of Mpumalanga, Swaziland and southern Mozambique as it offers high level support, business, educational and financial services. Mbombela is only three hours' drive from the Johannesburg Metropole and two hours from Maputo in Mozambique. Table 5 indicates approximate distances between Nelspruit and other urban centres (Mbombela Local Municipality Spatial Development Framework, 2012:19).

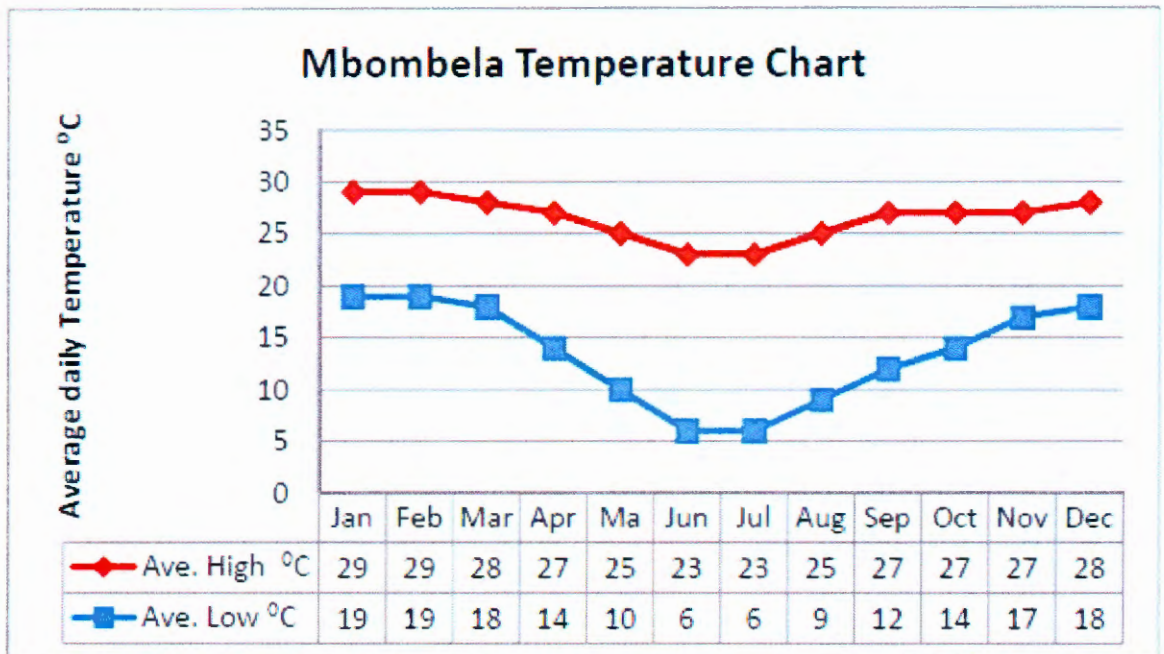
Table: 5 Distance to urban centres from Mbombela

Urban Centres	Distance from Nelspruit (km)
Metropolises	
Johannesburg	353
Pretoria	316
Durban	575
Maputo	200
Main centres	
Middleburg	178
Polokwane	278
Secunda	256
Other towns	
Ermelo	177
Barberton	40
Secunda	256
Malalane	64
Bushbuckridge Town	84
Lydenburg	78

3.5 Climate of the Study Area

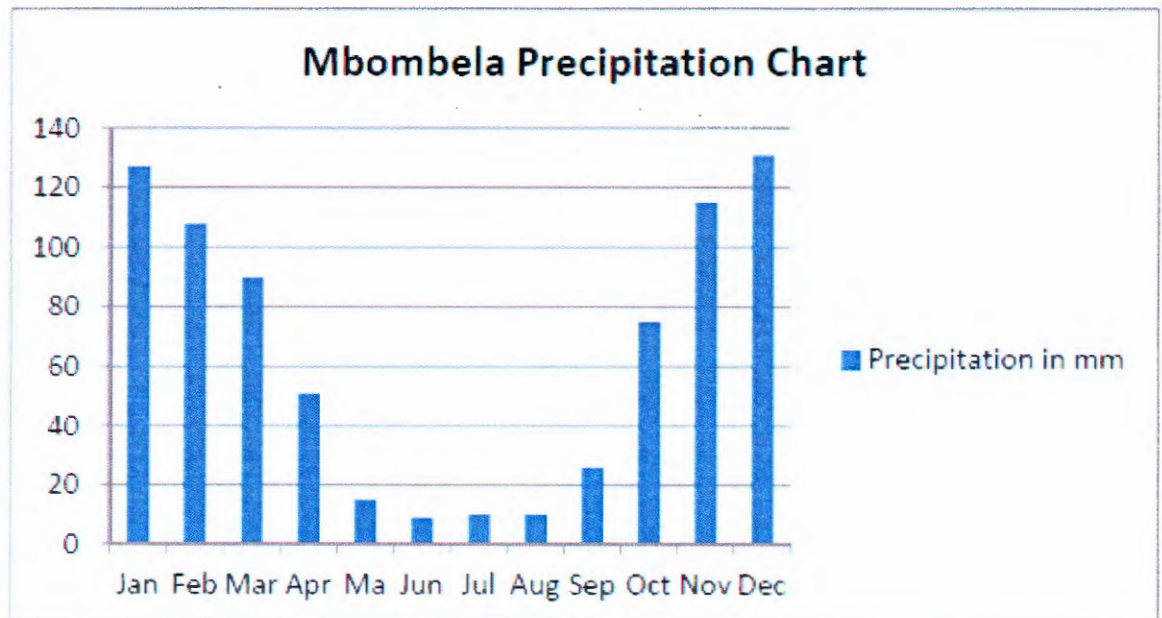
Mbombela is characterised by a humid, subtropical climate with mild winters and warm summers. The average monthly minimum and maximum temperatures and precipitation for Mbombela are provided in Table 6 and 7 below.

Table 6: Mbombela Temperature Chart



Source: South African Weather Service

Table 7: Mbombela Precipitation Chart



Evident from the figures above the following:

- The average daily temperature fluctuates from 6 °C in winter (June and July) to 29 °C in summer (January, February).

- The average rainfall varies from 10mm during the winter (June, July and August) to 120 mm during summer (November, December, January and February).
- The highest average rainfall is recorded in December and January.

The geographic distribution of rainfall in Mbombela is depicted in Map 5: Annual Rainfall. The following is noted:

- The highest rainfall (800-1500mm) is recorded in the areas surrounding Ngodwana, Kaapsehoop and Elandshoek to the west and in the area north-west of White River town.
- The Crocodile River catchment area and a north-south belt, including White River, Sabie River, Longmere Dam, Klipkoppie Dam and Da Gama Dam fall within a 700-800mm rainfall zone.
- The eastern areas receive the lowest annual rainfall between 400-700mm”

(Mbombela Local Municipality Spatial Development Framework, 2012:58-60).

3.6 Social and Economic Character of the Area

This natural capital base is the primary or foundational layer on which the socio-economic and built environments must feed, in a sustainable way. This section gives a brief description of the following social and economic characteristics of the Mbombela Local Municipality as follows in pie-chart format:

Figure 10: Population Groups

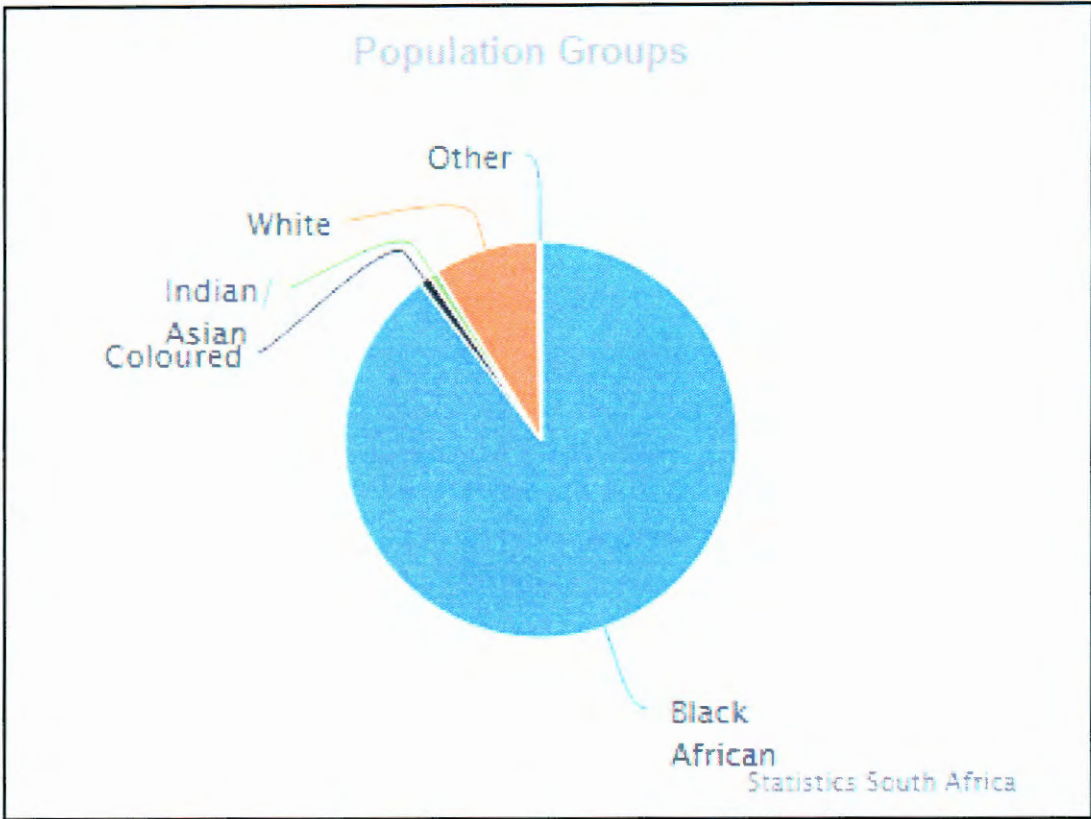


Figure 11: Marital Status

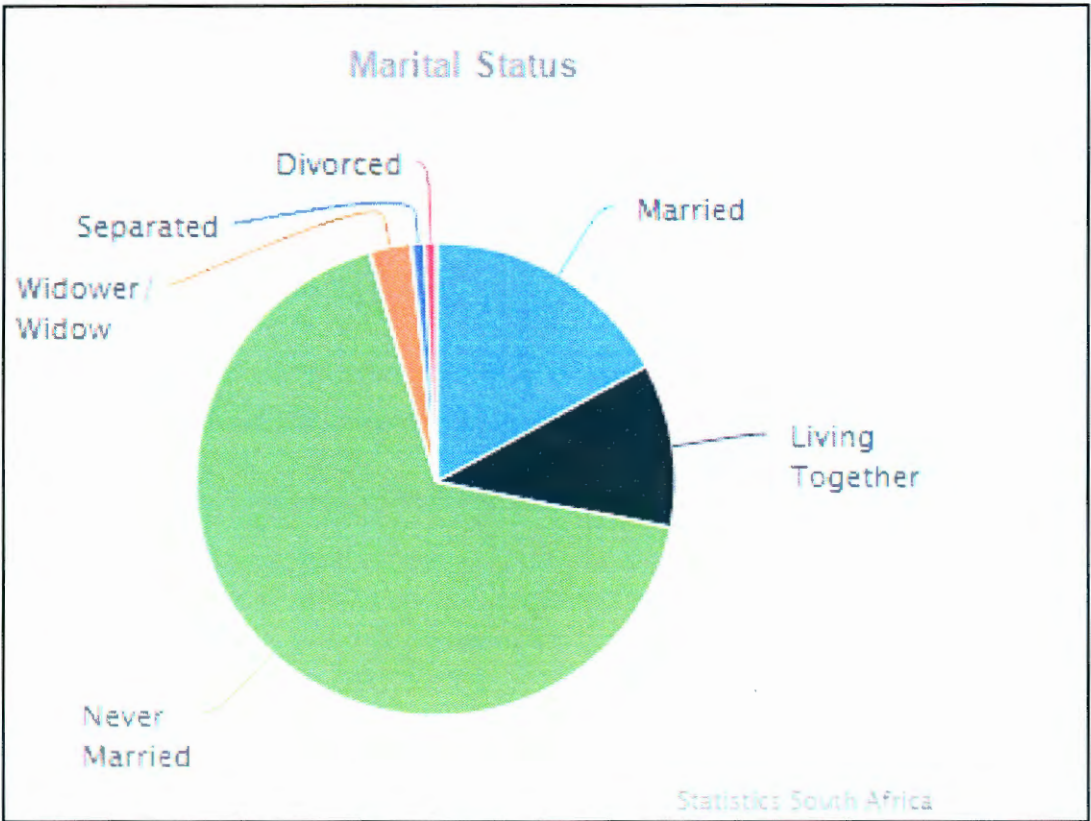


Figure 12: Gender

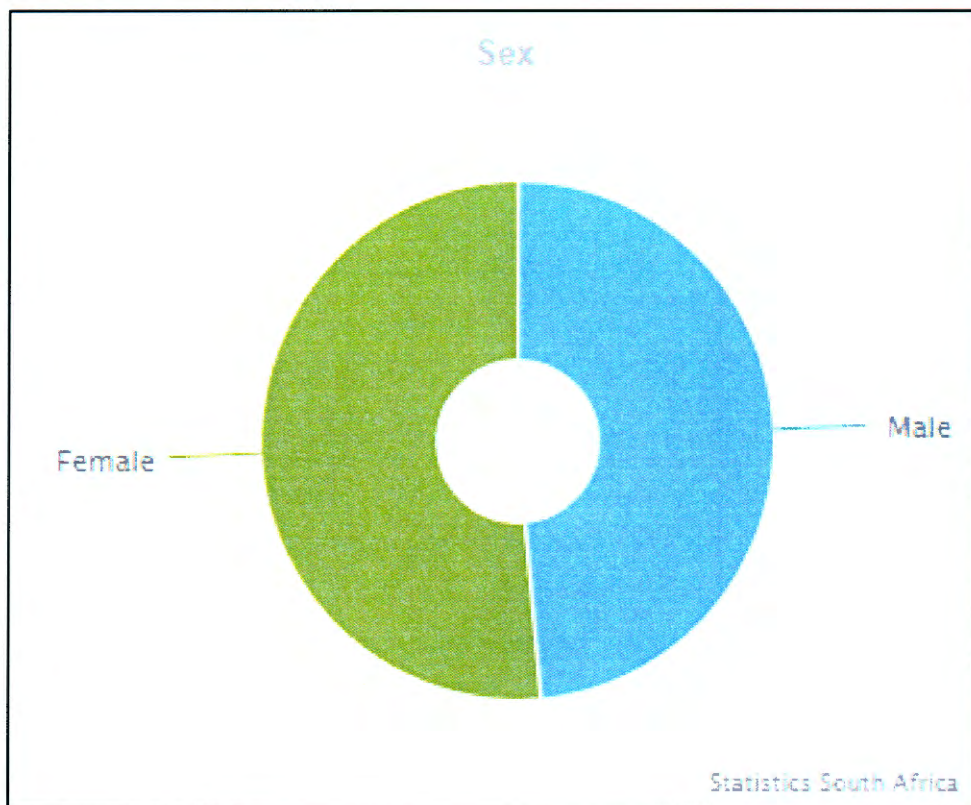


Figure 13: Settlement Type

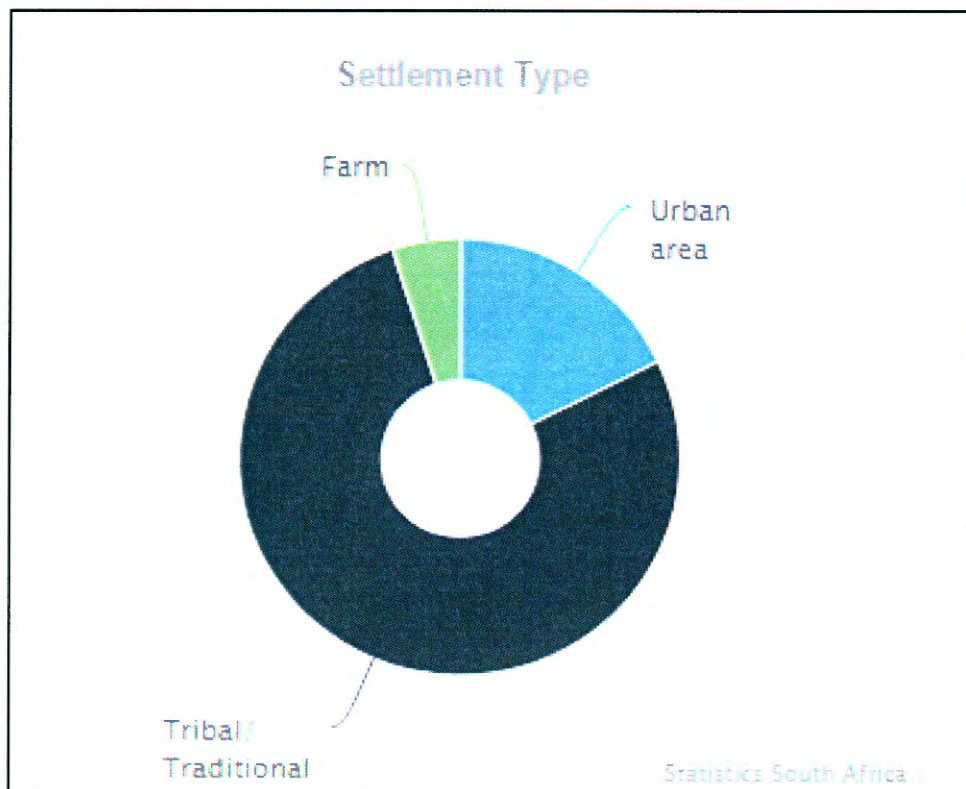


Figure 14: Access to Internet

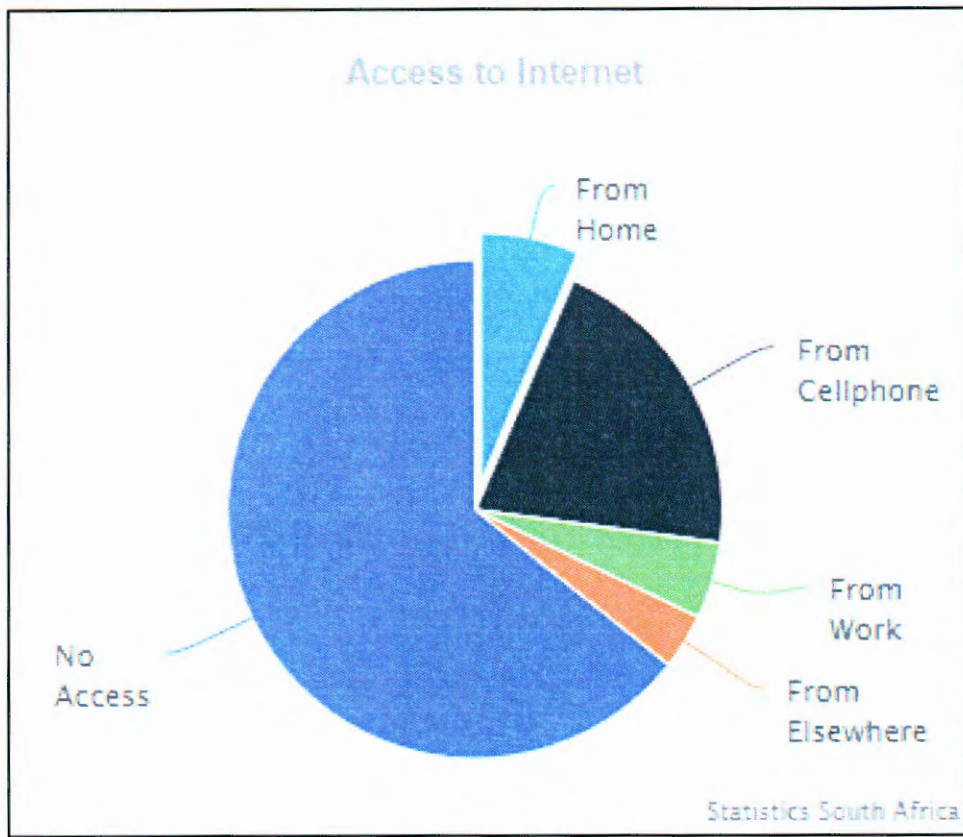


Figure 15: Tenure Status

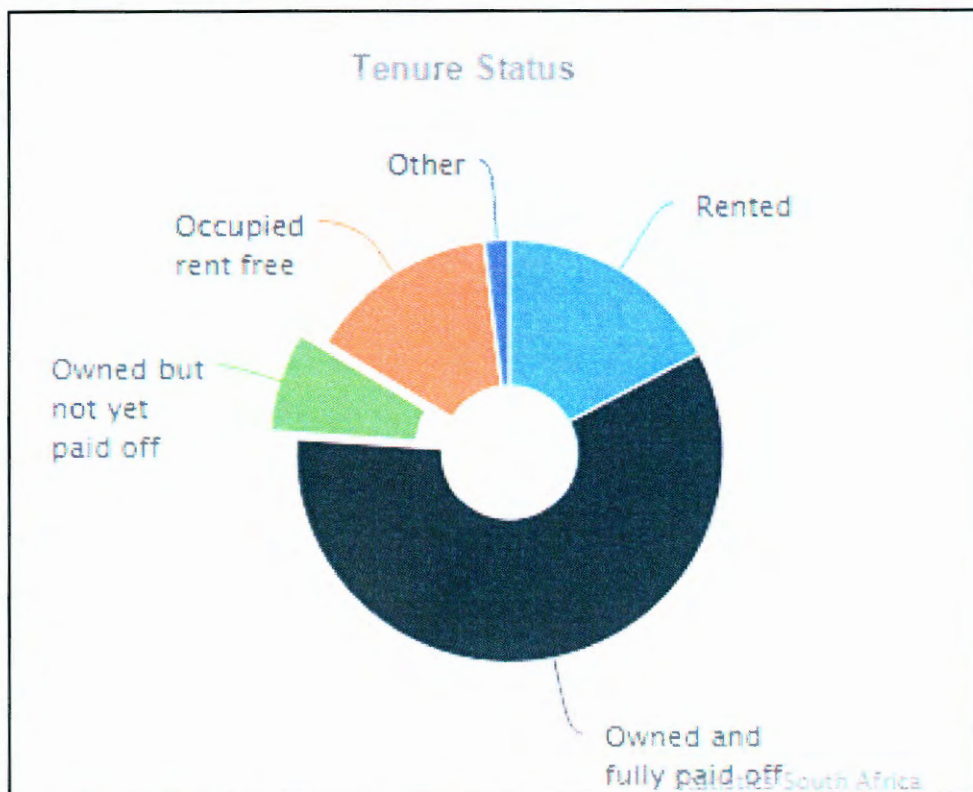
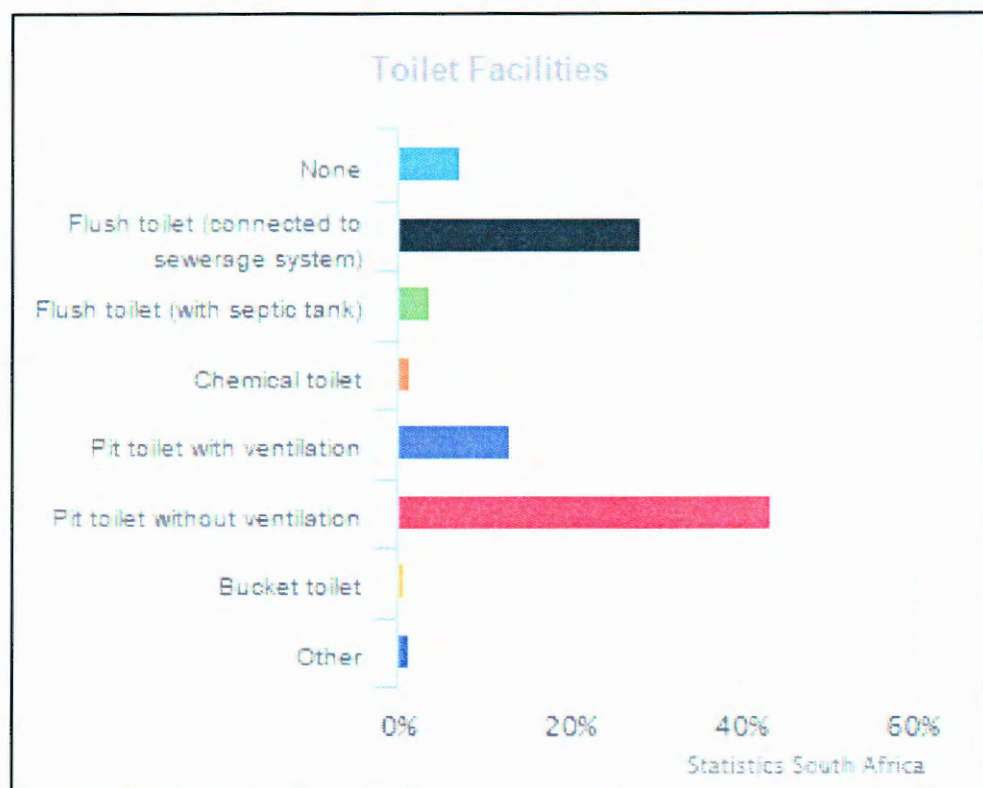


Figure 16: Toilet Facilities



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Figure 17: Refuse Disposal

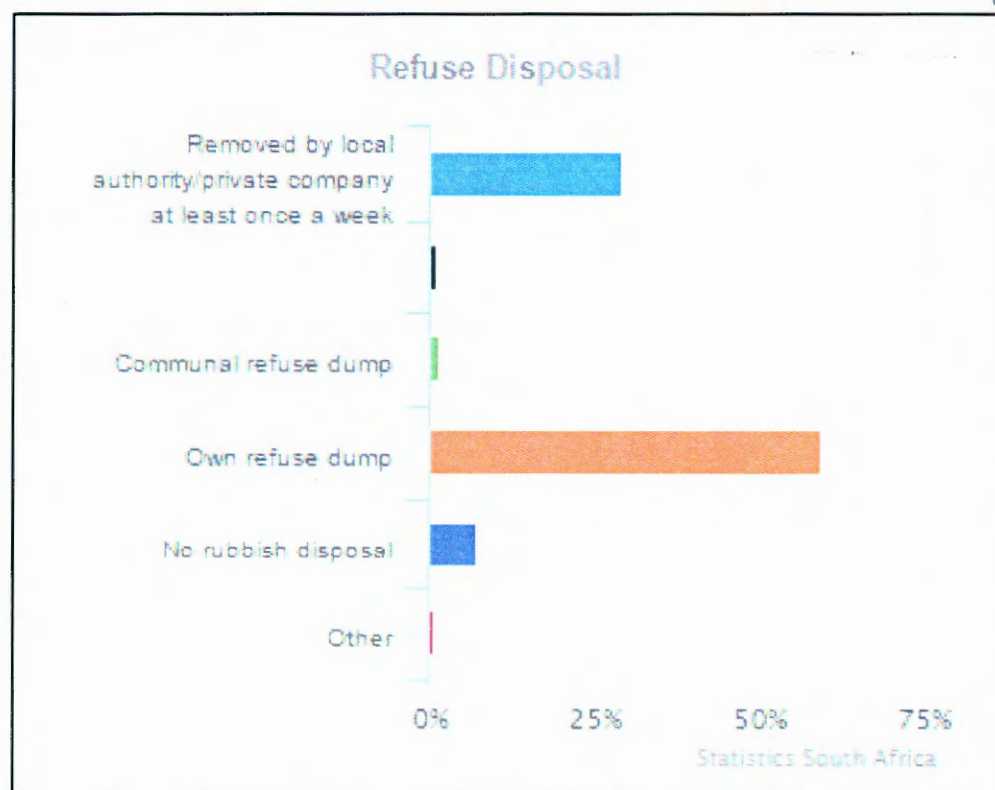


Figure 18: Employment for those aged 15-64

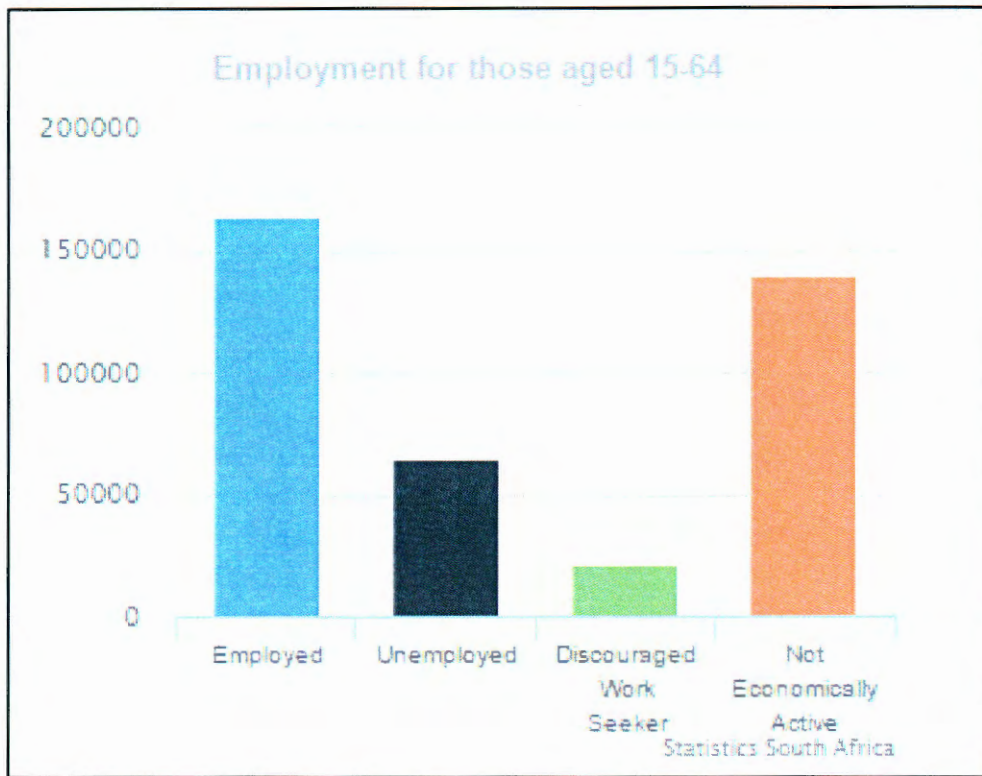


Figure 19: Average Household Income

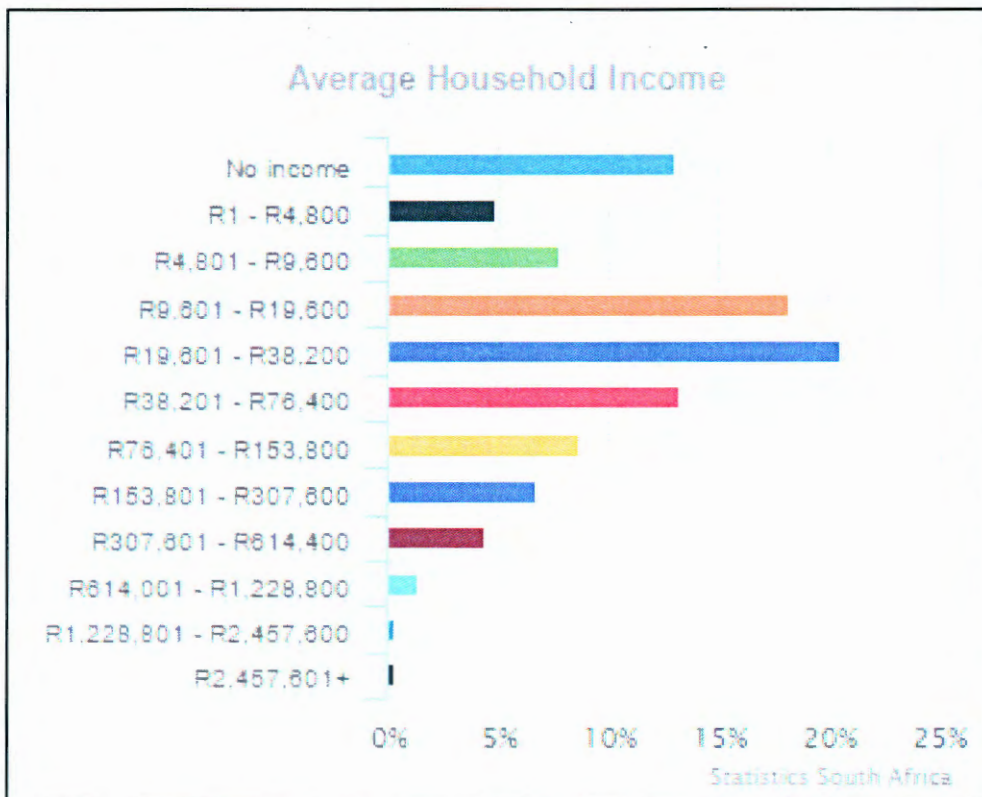


Figure 20: Agricultural households by type of activity

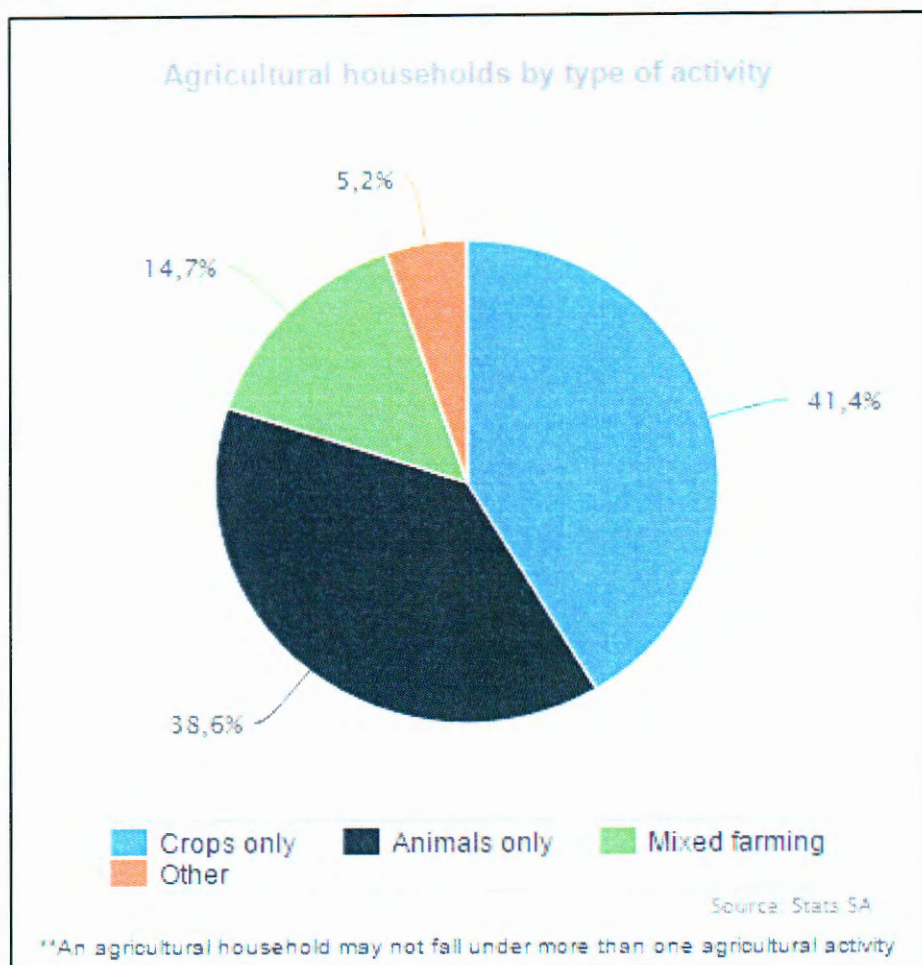
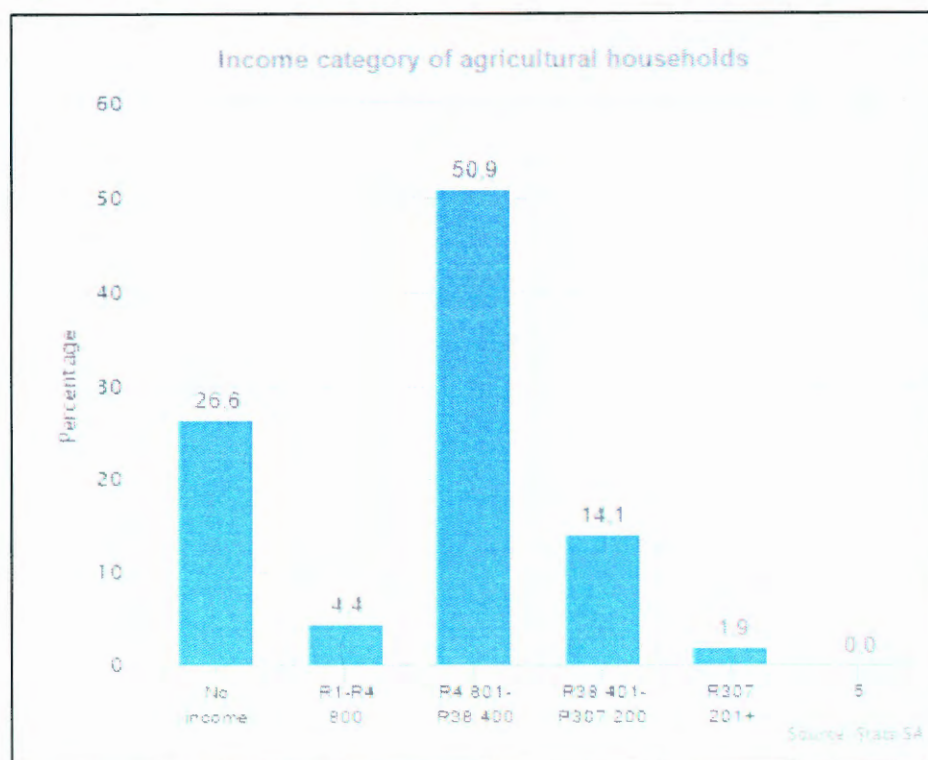


Figure 21: Income category of agricultural households

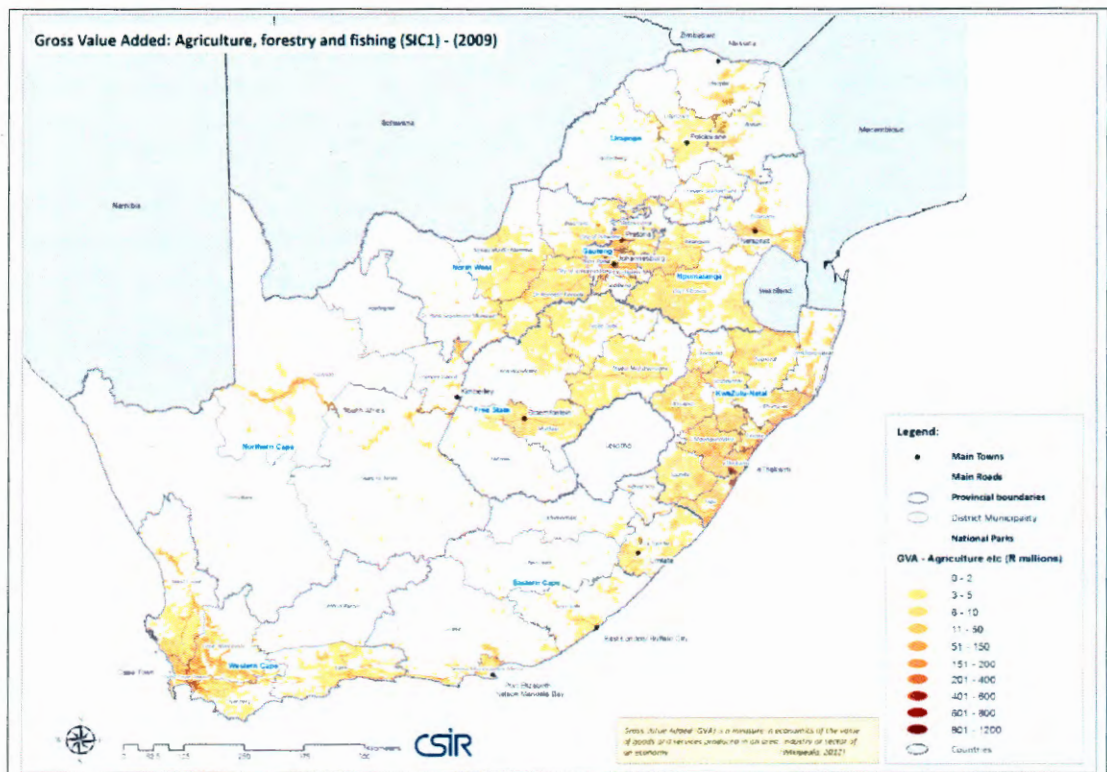


3.6.1 Summary of Social and Economic Character

In summarizing the pie-charts pertaining to info regarding the social and economic characteristics of Mbombela, the following is important for the purpose of better understanding the people living in the study area:

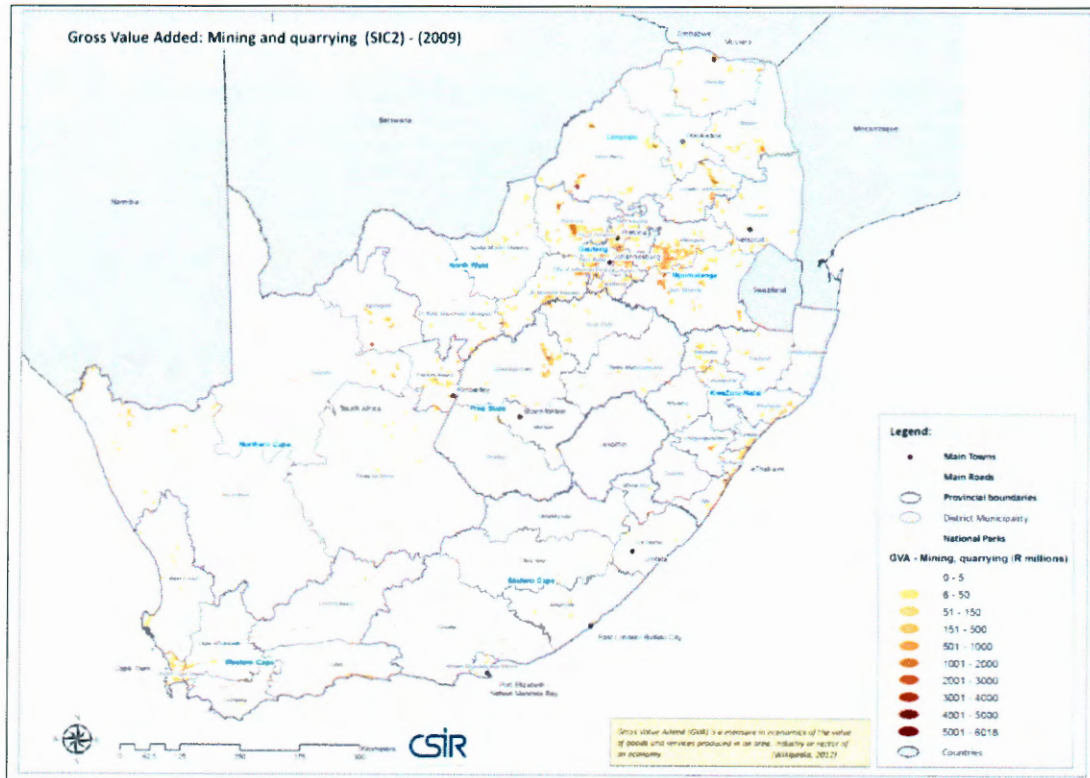
The majority of the population are black and have never been married. The genders are balanced almost equally. Almost 70% of the settlements are traditional and paid off, but have no access to the internet and are responsible for their own sewer treatment and refuse removal. People employed are almost three times as many as the unemployed. Almost half of the population are in the income bracket between R9 600.00 and R76 400.00 per month. Crops and livestock (40%) are the majority of agricultural activity. More than half of the agricultural households are in the income bracket between R4 801.00 and R38 400.00 per month.

Figure 22: Agriculture, Forestry and Fishing



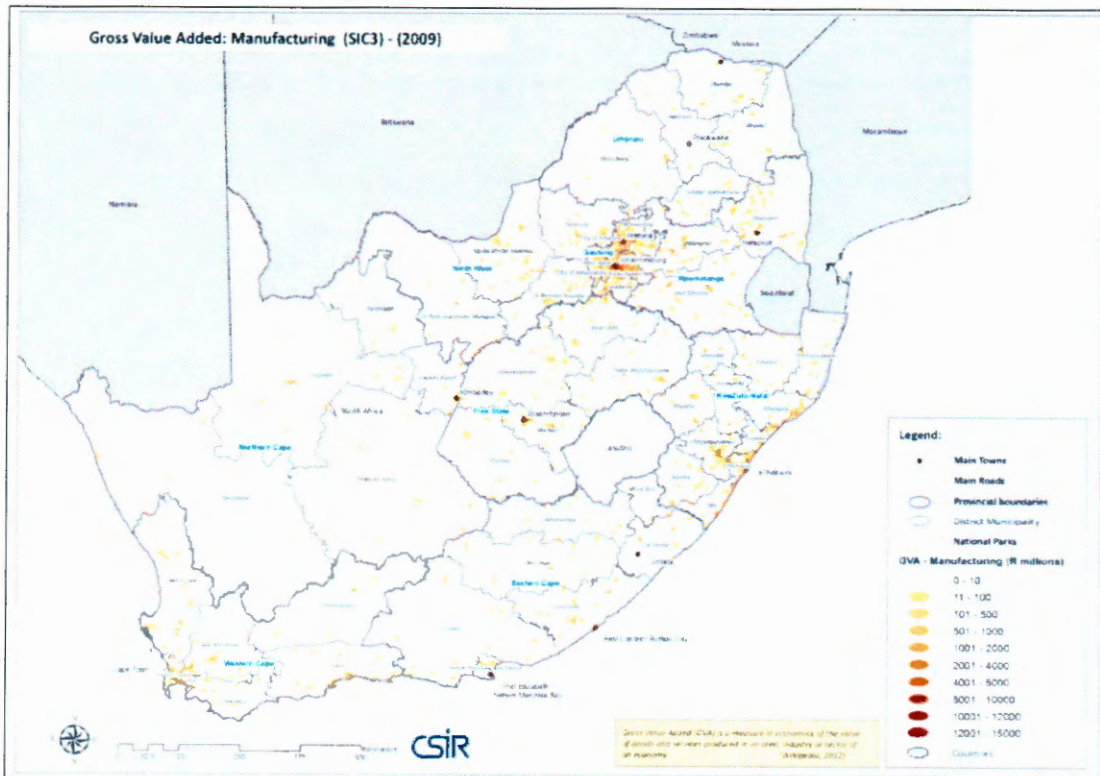
Note: Mbombela falls in the **3 - 5** bracket

Figure 23: Mining & Quarrying



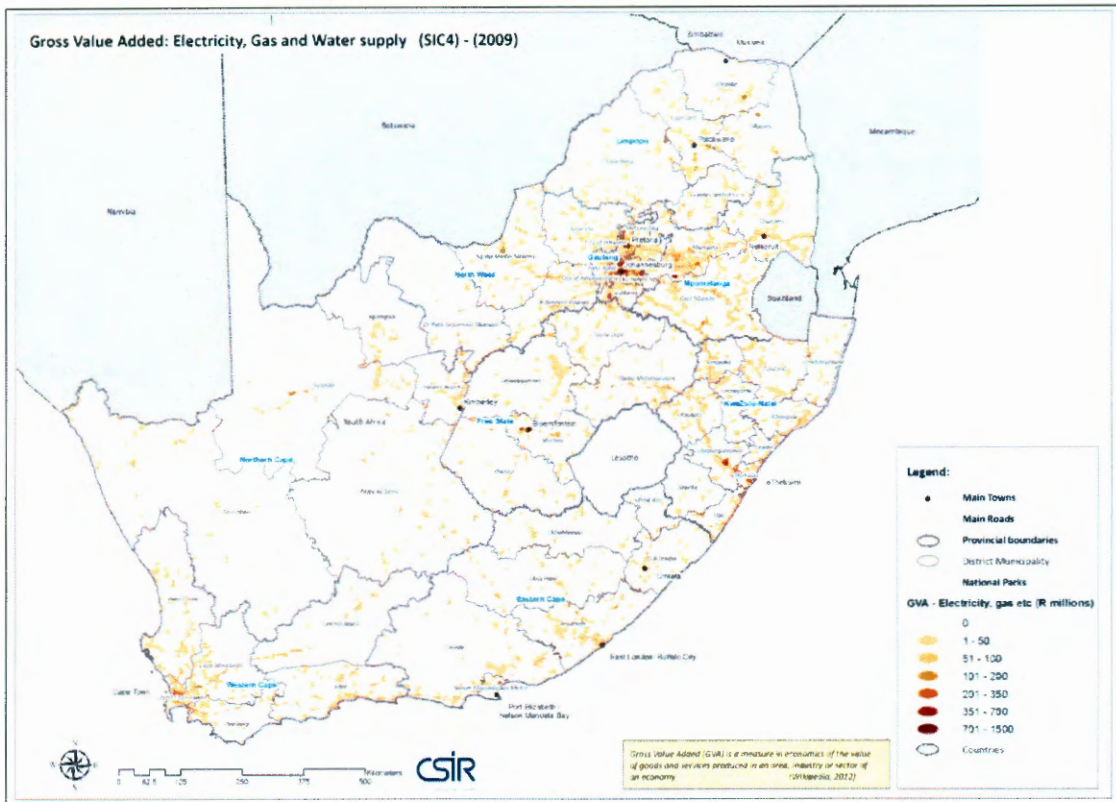
Note: Mbombela falls in the **0 - 5** bracket

Figure 24: Manufacturing



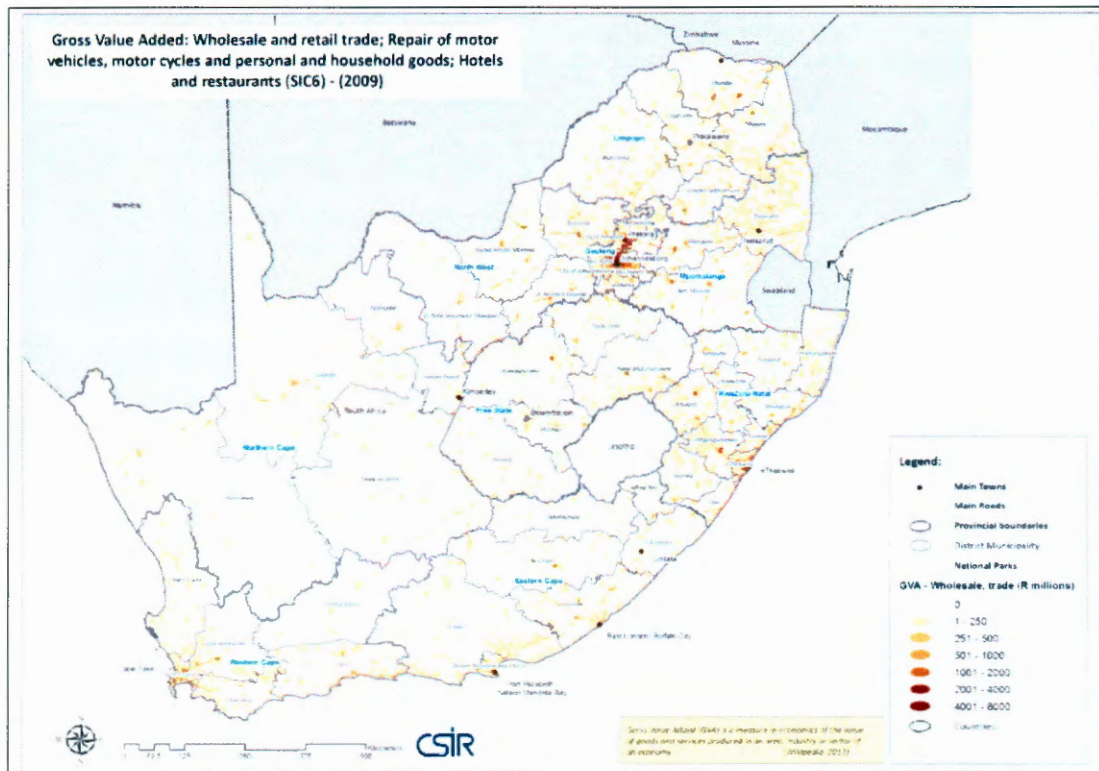
Note: Mbombela falls in the **11 - 100** bracket

Figure 25: Electricity, Gas and Water Supply



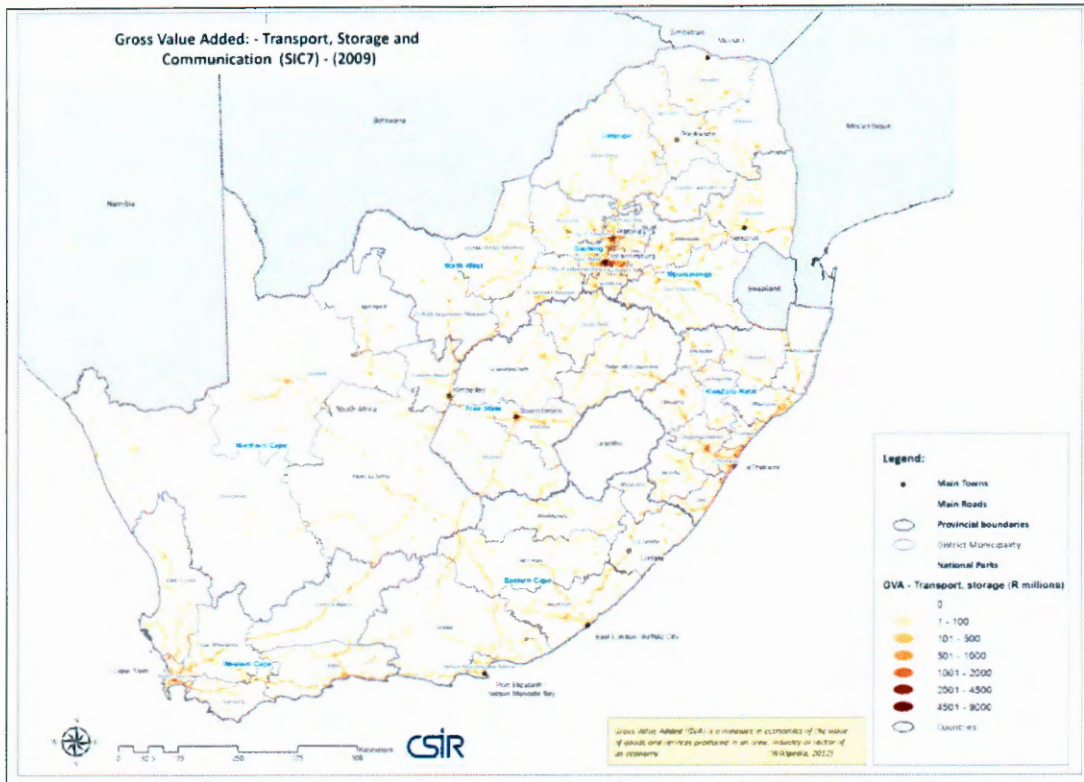
Note: Mbombela falls in the 1 - 50 bracket

Figure 26: Wholesale & Retail Trade; Repair of Motor Vehicles, Motor Cycles and Personal & Household Goods; Hotels & Restaurants



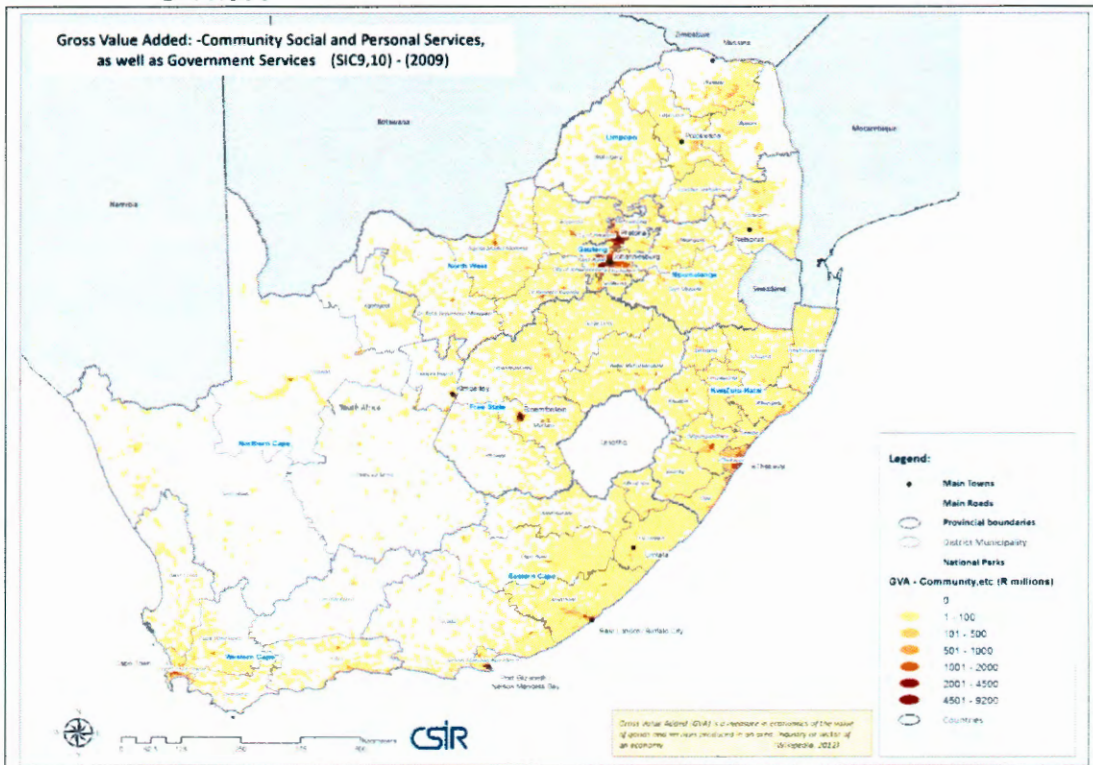
Note: Mbombela falls in the 1 - 250 bracket

Figure 27: Transport, Storage and Communication



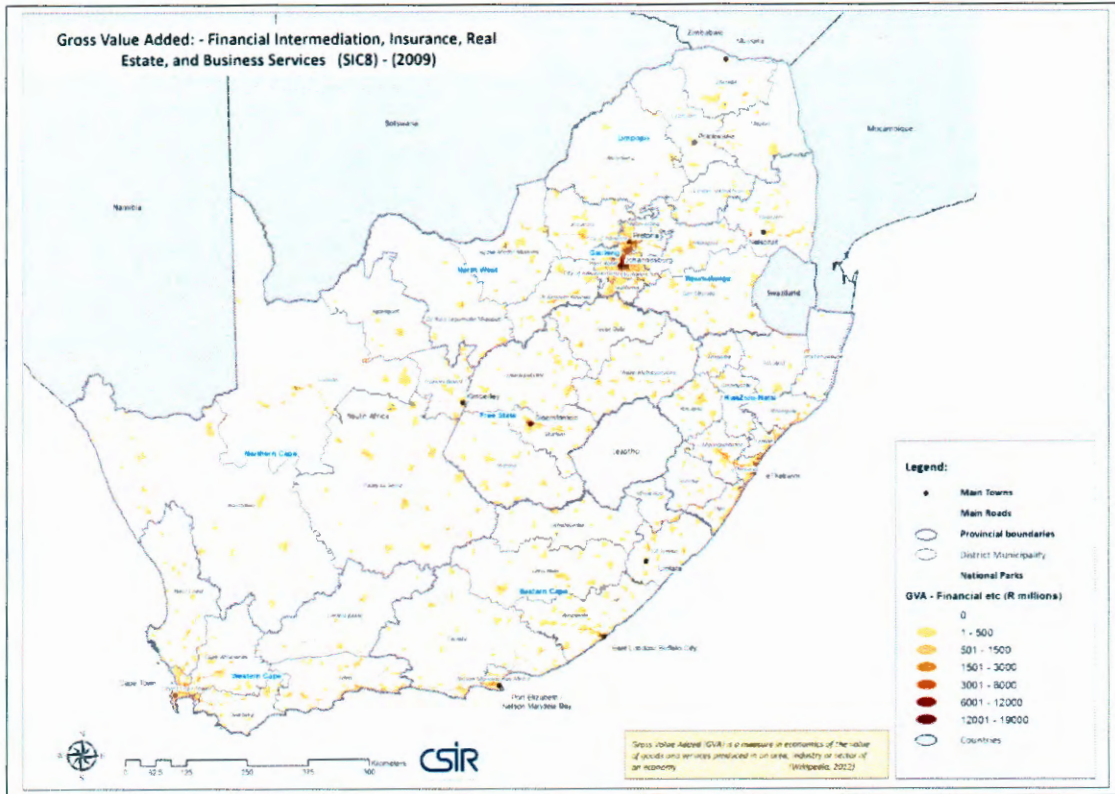
Note: Mbombela falls in the 1 - 100 bracket

Figure 28: Community Social and Personal Services as well as Government Services



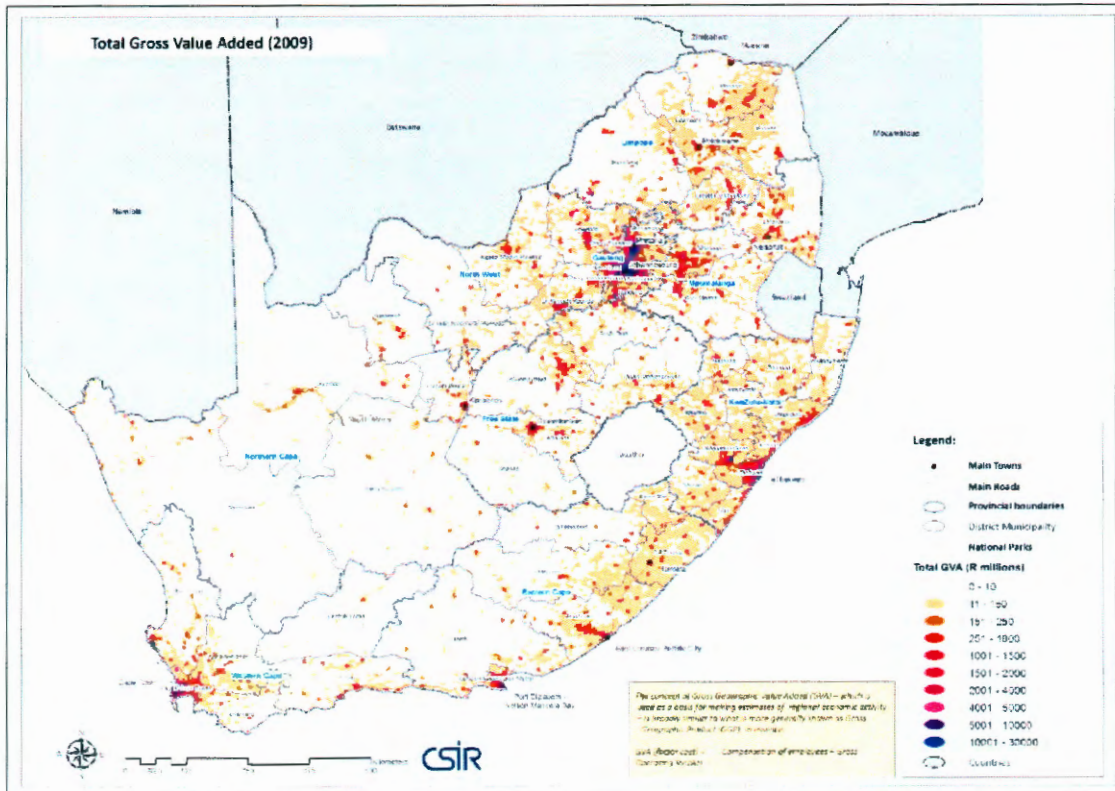
Note: Mbombela falls in the 1 - 100 bracket

Figure 29: Financial Intermediation, Insurance, Real Estate, and Business Services



Note: Mbombela falls in the 1 - 500 bracket

Figure 30: Total Gross Value Added



Note: Mbombela falls in the 151 - 250 bracket

3.6.2 Conclusion

It is evident from the above that the predominantly third world nature has a big effect on the tourism industry in the area. The infrastructure in the study area is under-developed and needs attention ranging from transport, sewer, refuse removal etc. The tourism industry cannot attend to these shortcomings on its own and needs support from Government in this regard.

3.7 MAPS OF STUDY AREA

Figure 4: Annual Rainfall of Mbombela

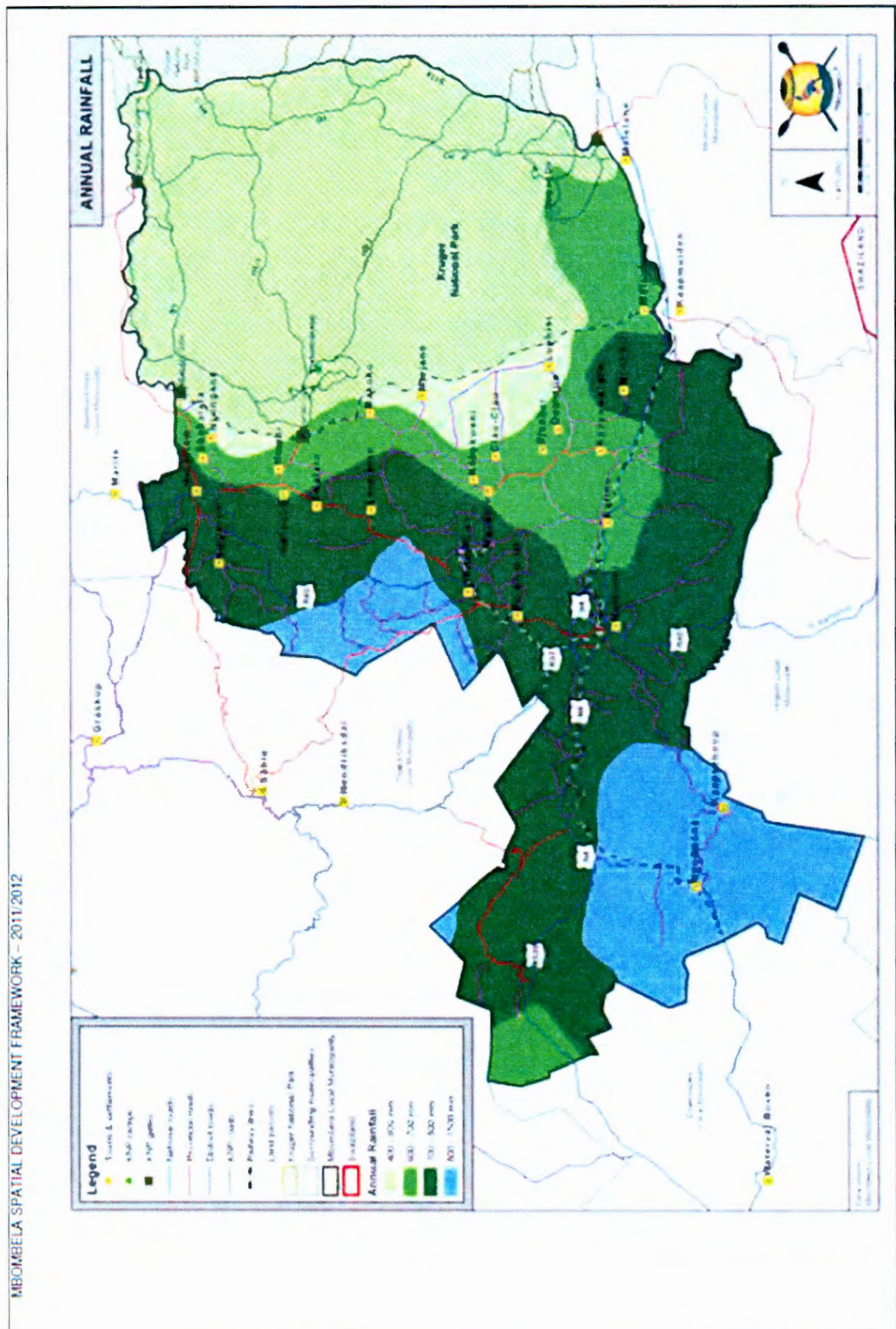


Figure 5: Study Area - Location in Mpumalanga

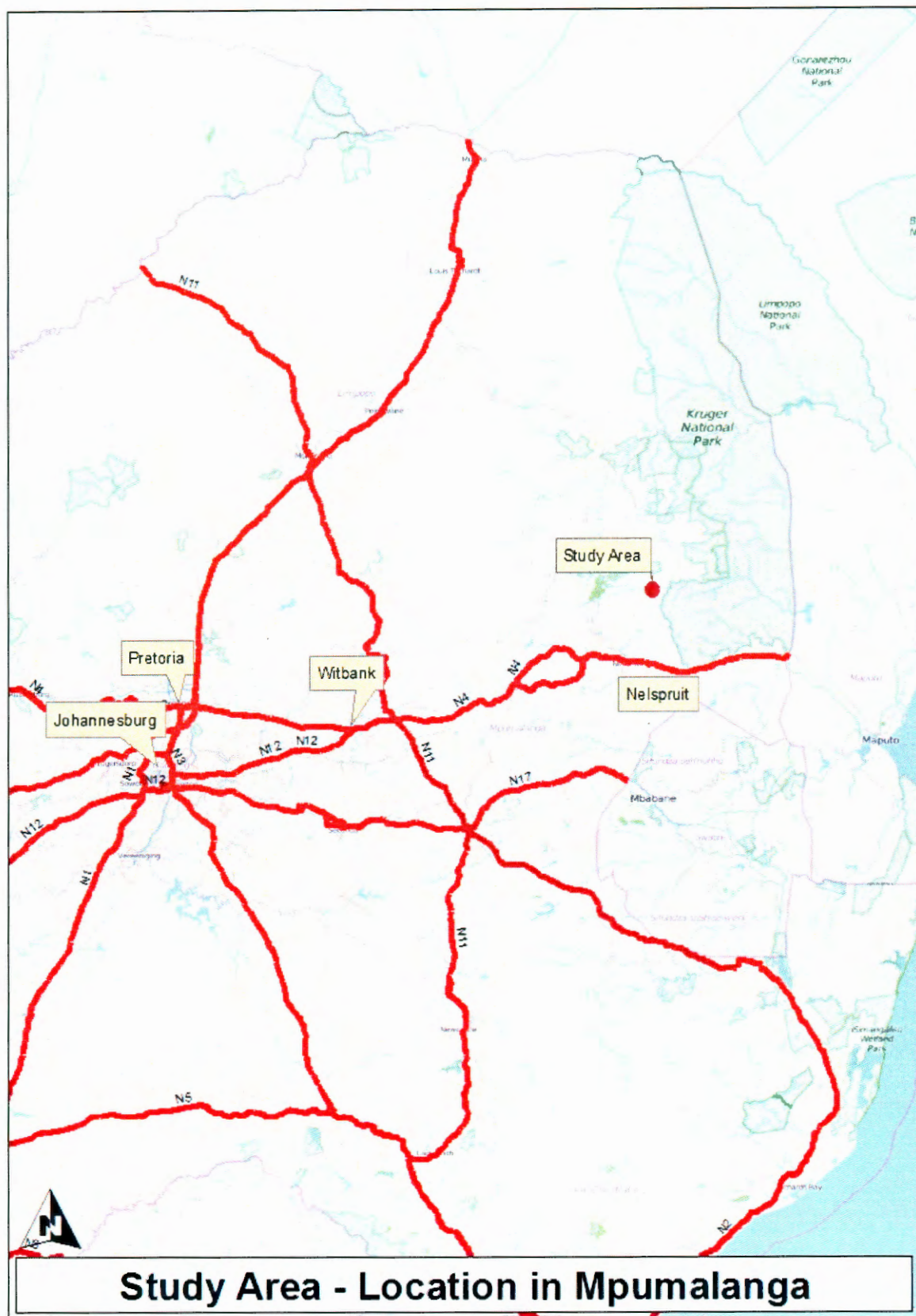


Figure 6: Study Area – Places of Interest

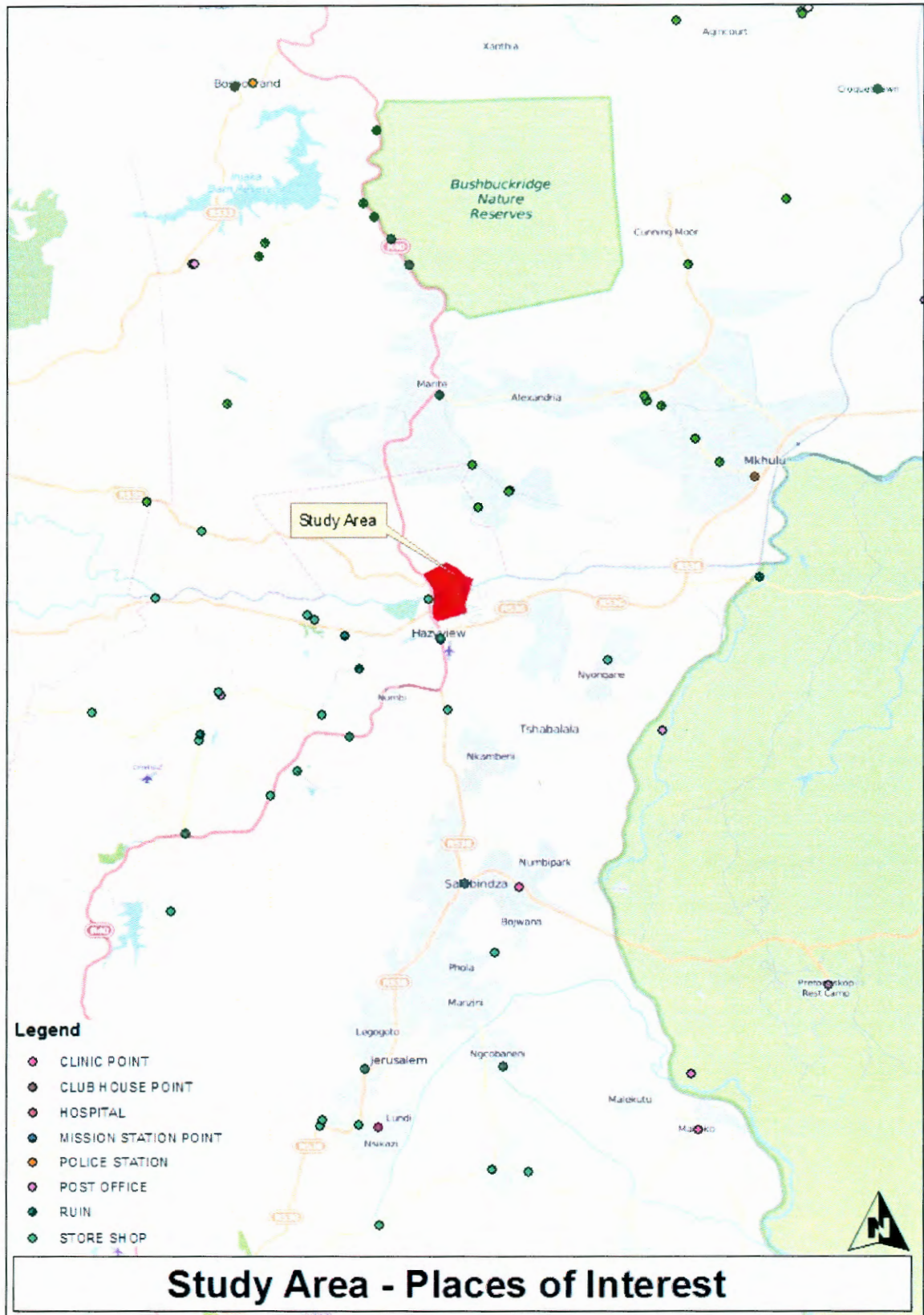


Figure 7: Transport Infrastructure to the Study Area



Figure 8: Study Area – Location in Mbombela



3.8 CONCLUSION

Both status quo and literature study are important in taking the study further and in guiding the study towards the planning proposal and SDP after also taking into account the Municipal legislation and comments from role players in the tourism industry.

CHAPTER 4: SITE LEGISLATION CONSTRAINT

4.1 Introduction

For a planner to do a SDP and to maximize the potential of a site it is crucial to study the limitations put on a site by a Local Municipality as a reaction on the zoning application by the applicant's planner.

4.2 Summary of Municipal Site Restrictions

Stand No. & Size

Erf 1765 Hazyview Extension 44 (Mbombela) 11.3.23 Hectares big

Study area zoning details (MMM; 2014:cxiii)

Zoning	“Special” Shops, offices, business buildings (financial institutions), restaurants, places of refreshment, places of amusement, commercial purposes, domestic service centres, home improvement centres, value trade centre, taxi rank, bus rank, informal trading and purposes incidental thereto
F.A.R:	0.25
Height:	2 storeys
Coverage:	35%
Parking:	6 parking spaces per 100m ² floor area
Building lines:	16m on Provincial road Other boundaries will be as per Site Development Plan
Access:	ingress to and egress from the erf shall be according to the approved site development plan
Loading facilities:	As per development plan
Landscaping:	to the satisfaction of the local authority

4.3 Conclusion

Further details to be found in attached SDP, but zoning details seem acceptable for the proposed development.

CHAPTER 5: CONCEPT DESIGN, WORKING PROPOSALS AND RECOMMENDATIONS

5. Concept design, working proposals and recommendations

5.1 Introduction

In many cases the theme of the resort is equally as important as its surroundings. The idea is to ensure that the guest feels as comfortable as possible both within the development and its immediate surroundings. This is achieved through familiarity of surroundings and continuity of themes and characters throughout the resort.

The concept of genius loci (sense of place) is achieved in a manner that embraces the visitor, making him/her feel part of the surrounding environment. The focus is on reaching out to the visitor's senses and emotions through an integrated concept, interesting and legible design principles and defined planning guidelines. A seamless flow or movement through the resort, landscaping and the utilization of local raw materials are essential to a themed integrated resort.

The visitor has to feel as though he/she is the central focal point of the resort and thus the main attributes of the resort are focused on delivering a sense of privacy, tranquility and peacefulness where desired, complemented by immaculate personalized service. The services provided by the resort are just as important as the physical attributes in achieving this emotional connection. Again, attention to minor details is essential, for example, the resort growing its own organic vegetables, waiters delivering room service, a rock art memorial gallery, etc. These indicate the direction that the resort should follow to achieve the intended outcome. It is fundamental that these services be subtle but at the same time prominent, rather than excessive and overwhelming.

Since the main focus of the resort is to fit in with its surroundings, the type of emotion it aims to satisfy may vary.

5.2 Executive Summary

The themed integrated resort is a resort development that portrays the deep-rooted pre-colonial heritage and the unique geology of Southern Africa and Africa, by being the first solely dedicated African Heritage “Themed” resort that attracts domestic and foreign visitors, especially those interested in cultural, environmental and educational or Green tourism.

By redefining the “African Holiday” with its accompanying CGI Feature Film, *TIRD* will become established as an iconic international destination and brand. The integrated resort emulates the Disney World resort and themed park model in Orlando, Florida (United States of America), and elsewhere around the globe.

The *TIR* is both unusual in an African context by being the very first of its kind on the continent, and completely unique from any international perspective. Instead of trying to place Africa in front of the visitor, the resort creates the experience for the visitor by reflecting the ancient past.

The resort is particularly attractive to the international tourist who has little time and wants a “total African experience”, incentive and conference groups that wish to experience Africa and also the South African families who desire a novel and educational experience during seasonal holidays and weekends.

5.3 Mission, Vision and Culture

The *mission* is to re-invent the “African” holiday experience into one that incorporates the authenticity of the heritage of South Africa and Africa while providing guests with an unforgettable experience.

The *vision* is to become a renowned international destination of choice by travelers both young and old.

The *culture* is to provide unsurpassed hospitality by making guests feel at home in this relaxed environment.

The *TIRD* Multimedia **VISION** is to establish

An Iconic African attraction that is globally recognized as a model for environmental conservation, cultural and scientific preservation and design creativity, providing economic, social and commercial returns to all parties.

This vision is based on a combination of the following:

- The need and opportunity to create an anchor attraction that provides a platform for growth in the country,
- The need for such an attraction to showcase South Africa as a tourist destination,
- The rich history and culture of South Africa and Africa,
- The iconic status of the geology of the country/continent,
- The requirement to create a competitive, differentiated and quality product,
- Recognition that if *TIRD* – South Africa is to position itself on the global tourism map, project development must be targeted, planned and focused, and
- Environmental and cultural sensitivity.

5.4 Target Customer

The main target of *TIRD* Multimedia are the “long haul” foreign tourists who visit South Africa, as well as the domestic market. Within those two markets, *TIRD* will put greater efforts towards targeting the family and educational traveller segments.

To create an even smaller target within international and domestic travellers, *TIRD* will focus on the outdoor-wilderness segment, while honing in on attracting the more pampered consumers within that group. This segment of consumers looks for high quality, wants to relax but also wants to experience activities in a non-threatening way. For trip planning these travellers prefer making use of agents/tour operators who can make all the arrangements and combine a package to suit the travellers’ needs. While travelling they want to feel safe and secure, want rest and relaxation and prefer comfort. They are concerned with medical aid, ablution facilities and the weather. They enjoy shopping, museums, rides, photography and are interested in wild life.

Along with the outdoor-wilderness segment, *TIRD* will also target the educational traveller segment. Within that segment are those looking for opportunities to explore a new part of the world and learn about the history, customs and culture of that specific area. They seek outdoor experiences and are interested in the natural environment. They are content, committed and look for a specific subject of interest (i.e. the study of African wildlife).

Within the domestic market *TIRD* will also focus on the family segment that tends to have an above average education and income. They tend to be affluent, shorter-haul travellers who focus on recuperative vacations.

5.5 Industry Analysis

5.5.1 Operating Industries

TIRD MULTIMEDIA is a hybrid of two industries, namely the hotel resort industry and the museum/theme park industry. The hotel resort industry comprises establishments primarily engaged in providing short-term lodging in facilities, whereas the museum/theme park industry comprises establishments primarily engaged in the preservation and exhibition of objects of historical, cultural, geological, astronomical and general educational value.

5.5.2 Factors Influencing Demand

The development of *TIRD MULTIMEDIA* stems from two main factors. Firstly, South Africa is a country that is just starting to grow and beginning to realize how much tourism potential it has. However, the country lacks well-run establishments that provide superior customer service, and this resort seeks to provide that necessity. Secondly, there is a lack of “ancient” South African historical and cultural accuracy available in tourist sectors. *TIRD MULTIMEDIA* looks to educate through its experiences and interactive exhibits of historical and scientific interest. *TIRD* will also be a growth platform to the local economy by providing jobs, as well as promoting locals and their crafts.

5.5.3 Factors Influencing Supply

Travel, tourism and hospitality represent the greatest economic opportunity for Southern Africa.

The region combines the romance of a relatively unspoilt environment, “Big Sky”, superb wildlife, the best of culture, adventure, sun and sea with commercial and business opportunities. The seed capital thus exists upon which to build a vibrant and sustainable economic sector.

In recent years the SADC region has experienced consistent tourism growth. Travel is mostly intra-regional, followed by arrivals from Europe, the Americas and the Asia/Pacific region. South Africa continues to be the biggest travel and tourism economy in the SADC region and represents more than half of international arrivals.

5.5.4 Industry Size

Mbombela South Africa currently averages approximately 12 million foreign tourists per year (Swaziland, Government of Swaziland, 2001:20). The future growth pattern in Africa and specifically the SADC region is projected by the World Tourism Organization (WTO) to be significantly higher than the world average. The continent is forecast to increase its market share from 4.1% to 5% of international tourism arrivals by the year 2020. The strongest growth is forecast to take place in Southern Africa, with South Africa expected to receive approximately 30.5 million international arrivals by the year 2020.

5.5.5 Industry Characteristics and Trends

Tourism is market led – there exists therefore a requirement for a new agenda in accommodating increased visitor numbers to South Africa in order to deliver on desired outcomes.

In order to stimulate the market, the new agenda must clearly establish the unique characteristics of South Africa with regard to the competitive environment.

From a historical/cultural and geophysical perspective South Africa is undoubtedly unique. There are but a few regions with such a depth of historical and cultural heritage and absolutely none with the geophysical

heritage. The strength of these elements of the product is clear and the market is significant, but at present these product lines are underdeveloped with the potential of South Africa as a tourism destination not fully developed.

TIRD introduces the new agenda, presenting an opportunity to re-focus South African tourism on matters related to “Ancient” Africa by deliberately magnifying pre-colonial history as opposed to more recent colonial events, and South Africa/Africa’s incredible geological past.

By initiating the re-branding of South African Tourism this development serves as a catalyst for renewed interest in the country as a tourist destination by providing a truly African marketing vehicle and focus. The scope and impact of this development may be far-reaching and has the potential to elevate the lives of many citizens not only in South Africa, but also the greater SADC region.

Tourism has been repeatedly identified as the key sector with the potential to play a leading role in the general economic development of the region, specifically because the tourism sector is more labour intensive compared to other economic drivers.

5.5.6 Major Industry Customer Groups

TIRD Multimedia’s major customer groups are day visitors, educational visitors (including school groups, students and learners), domestic and foreign tourists.

5.5.7 Target Market Size

South African consumers are generally very brand-conscious. The middle-class particularly, including the new black middle class, has quite good consumption levels. These consumers are looking for sophisticated goods and tend to reduce the amount they spend on vital commodities or housing in order to acquire such goods. Furthermore, after-sales service is extremely important in South Africa, especially in terms of providing technical and spare part services. The South African consumer is a well-informed consumer. Moreover, the dynamism of the country’s economy has resulted in an increase in purchasing power and an expansion of the black middle class having higher disposable income level.

5.6 Environmental Analysis

Table 8: Swot Analysis

<p>Strengths</p> <p>Well-conceived resort compound.</p> <p>Insulated from strong competitive pressure since it is the first of its kind.</p> <p>Propriety technology in terms of attractions and airship.</p> <p>Ahead on the experience curve since it is the first of its kind.</p> <p>Exceptional location due to its privacy and vast landscape to expand.</p> <p>Unique attraction value due to air safaris and the only dedicated African heritage museum.</p>	<p>Weaknesses</p> <p>Inadequate financial resources.</p>
<p>Opportunities</p> <p>Enter new markets and market segments.</p> <p>Complacency among rival products.</p> <p>Increased tourism to the area.</p> <p>Job opportunities created for the community.</p>	<p>Threats</p> <p>Vulnerability to recession and business cycle.</p> <p>Costly regulatory requirements.</p> <p>Adverse shifts in foreign exchange rates.</p> <p>Slow market growth.</p>

The main strengths of *TIRD* lie in the fact that it is the first endeavour of its kind. This gives *TIRD* a head start and an added advantage to being the leader in the field. As such, many opportunities arise from it.

However, as with any business venture, there are weaknesses and threats that come with the environment. Especially in a relatively remote part of the globe, weaknesses such as the unpredictability of the area are subject to typical business cycles as well.

5.6.1 External/ Environmental Factors

The location and the environment could be a threat to the overall number of visitors due to the lack of proper and extensive infrastructure in the area. Parts of Africa are going through a time of instability, which could impact views on travel to these destinations.

5.6.2 Presence of Foreign Customers

TIRD Multimedia's primary focus is on the foreign tourist and plans to reach this market through Internet tourism sites, with its strongest campaign efforts to take place when foreign tourists are in *vacation planning mode*. There will be digitized downloads of resort information available. Marketing material will also be placed at arrival terminals at international airports. Networking with other resorts will also allow access to mailing lists of interested parties.

5.6.3 Competitive Analysis

5.6.3.1 Definition and Description of Competition

TIRD Multimedia's competition not only includes other resorts and lodges in South Africa (primarily Cape Town and Sun City/Lost City) but also other resorts and lodges located around the world, and particularly Mpumalanga in South Africa. These include family resorts and eco-tourism resorts that offer activities such as experiencing wildlife and nature, hiking trails, and bird-watching. The resort's competition also includes other South African lodges around and centred in the Kruger National Park.

5.6.3.2 Competitive Advantage

TIRD will be the first African heritage themed resort in the world, which would provide several advantages. The resort and museum would be the benchmark of future African museums and as such it has the benefit of being the first to enter the market and associate itself with the rich heritage of Africa. The resort has many amenities that allow it to target several segments at once (e.g. convention centre for business, play parks and pool for families, shopping malls and restaurants for day travellers).

5.6.4 Analysis of Competitors

TIRD Multimedia's competitors include:

- Nomndeni View Lodge, 2014: online) The Nomndeni View Lodge – The Lodge is graded a 4-star facility by the Tourism Grading Council of South Africa, It is situated in Mbombela formerly known as Nelspruit (Mpumalanga), in close proximity of the Kruger National Park as well as an array of other scenic attractions. The Nomndeni View Lodge offers guests the choice between standard rooms, executive rooms and suites. All the rooms are luxurious, comfortable and fitted with finer details. All rooms are *en-suite*, air-conditioned, equipped with a bar fridge and satellite television, and have magnificent views. The Nomndeni View Lodge offers all the facilities to ensure that the traveller has a memorable experience. There is a complete restaurant on the premises where guests can enjoy three meals per day. A full *a la carte* menu is also available. There is ample parking available in secure surroundings. The lodge also offers conference facilities with the capacity to seat up to 75 delegates. It specializes in attracting business, leisure and eco and nature travellers.
- Atlantis – Located in Paradise Island in the Bahamas, it hosts the world's largest open-air marine environment of 11 million gallons, home to 50,000 sea creatures representing 200 species; a spectacular Mayan Temple Waterslide complex; 6 swimming areas and a \$15 million marina. It commissions museum-quality art from renowned artists from around the world. The Caribbean's largest casino was built in the Royal Towers, and contains artworks worth millions of dollars. The most notable of these are the *Temple of the Moon* and the *Temple of the Sun* by glass sculptor Dale Chihuly. Upon opening, the casino also offered a gaming industry first: a wall of windows - bringing light and the outdoors to the inside. International competitors will also include more established museums around the world and easier accessed gaming resorts in addition to those mentioned above (Atlantis, 2014:online).

5.6.5 Strategy for Outperforming Competition

TIRD will be the first African heritage museum that will not only provide lodging for long- and short-term stays, but also provides experiences, exhibits and amenities that day visitors can enjoy as well. It will host conventions and expos and attract trade shows and exhibits. *TIRD* also introduces a new form of 'game-viewing' with the first ever 'African air safari' (Zeppelin NT Airship). In pursuit of excellence *TIRD's* sole aim is to provide guests with a service quality uncommon in the area, by having key staff members attend courses at institutions such as the *Disney Institute for Leadership Excellence* and the *Rosen Hospitality College* campus in Orlando, Florida.

5.6.6 Tactics to Achieve Strategy

A cardinal aspect of the resort development is the international release of its own feature CGI animation story and characters that portray the brand and serve as theme for a variety of hospitality services.

The film, including a sequel and other future productions, will serve as the primary marketing vehicle while its distribution is a lucrative revenue stream that greatly enhances the resort's overall sustainability.

The animated film is the central cog that drives the resort's evolution and success. It raises the resort's international profile and location by creating a trend in international public awareness.

Recent CGI animation features yield on average a 'budget to gross' ratio of 1:4.

The film further introduces themes that are harnessed by traditional marketing tools - the stories of which are central to the resort concept. In designing the CGI feature historic events provide a general milieu that supports a family-value musical adventure.

The target audience ranges from 7-14 year olds and production requires not only ground-breaking animation but access to international markets as well.

Traditional marketing efforts will compile information of school curricula and identify corresponding marketable areas while also compiling a list

of all educational institutions throughout the country and the SADC region. *TIRD* will establish contact with various educational departments to ascertain what subsidies are available for school tours. Brochures will be designed and distributed at major filling stations and tollgates on major routes. With regard to foreign tourists, the game reserve is considered to be the biggest attraction and the focus selling point. Extensive 'reaching out' to Internet sites will continue almost uninterrupted to provide foreign tourists with digitized information about the resort and its amenities. Literature will also be placed at the arrival terminals at international airports. Road signage will be placed on access routes. A direct website will be created to include information and images pertaining to what is offered on site. This site will be constantly updated with new information. *TIRD* will arrange press interviews with various forms of national media as well as having accounts and promotions on social media sites.

5.6.7 Barriers to Entry

TIRD will trademark and copyright its products, brand, experiences and exhibits. It will also liaise with government to create legal barriers, which would either make competition illegal or establish a statutory monopoly to prevent a similar project to enter the industry. *TIRD* will create high levels of loyalty with customers and establish itself as a dominant presence in the industry. High start-up costs will also be a hindrance to competition.

5.7 Traditional Marketing Strategy and Plan

5.7.1 How the Marketing Plan Targets the Market Segment

The target market is divided into three main segments:

- A. Educational markets such as school groups, students and teachers;
- B. Domestic tourists; and
- C. Foreign tourists.

5.7.1.1 A. Educational Market

The educational aspect of the resort will be marketed to academic institutions. Marketing tools will be employed to give a general overview of the resort. Facilities, features, tours, costs and promotions will be listed as well as “specials” offered to educational groups. Packages including accommodation facilities will be offered as well. The main target segment of this market are students from grade school to university, focusing more on History, Geology, Anthropology, Archaeology and to a lesser extent, Palaeontology. Experts will conduct talks that are in line with the syllabus provided by the schools. This is to make the experience better rounded in terms of educational value.

5.7.1.2 B. Domestic Tourists

Since the region is generally family oriented, the key aspect is family entertainment. It was found that lack of entertainment for children directly affects the average length of stay in an area. Therefore, a “theme park” resort marketing strategy will be implemented. Guided kids tours will be publicized and promoted, especially in travel publications. A guided kids tour is where trained staff members take care of the children for a day by escorting them around the park and the resort, leaving the parents with the day off to relax. Marketing strategies could target schools and children centres to educate parents on the resort. Domestic tourists are expected to take up a greater percentage of the short stays in the resort. Weekends and public holidays are assumed to be peak periods.

5.7.1.3 C. Foreign Tourists

Foreign visitors can be divided into three different groups as well, namely families, individuals and business markets. The market to target would be the tourist who visits Durban, Johannesburg and Cape Town. Families and individuals can experience the African heritage and all other amenities that the resort has to offer. Business travellers can, apart from the above, take advantage of the extensive convention and exhibition halls to conduct symposiums and meetings in world-class facilities.

By offering them the “best of both worlds” – an exclusive yet all-encompassing park/safari package, as compared to the crowds at the Kruger National Park.

By emphasizing the numerous offerings of the park as well as the exclusivity factor, coupled with the fact that this is the first park-resort of its kind, *TIRD* can expect an elite crowd and a huge demand. Promotions can be tied in with international museums, travel agents, airports/airlines as well as the South African Tourism Board to encourage such publicity. Foreign visitors are expected to take up the long stay portions of occupancy.

However, it has to be noted that other resorts around the area, such as Sun City South Africa, have established and noted exhibition and meeting spaces, and as such, it will be difficult for *TIRD* to position itself as the top convention space since it would not be the first to penetrate the market. Marketing it as a top destination for conventions is therefore secondary.

5.8 Positioning Statement

For the discerning tourist who wants a unique getaway, *TIRD* is the destination that provides profound history, rich culture, endless entertainment and a welcome respite.”

5.9 Plan for Organizational Growth

There are various forms of potential growth for the resort-museum. They are:

- A. Self-generated
- B. Market-generated
- C. Franchising
- D. Acquisitions

A. Self-generated

This is accomplished by managing the process of handling the operational business challenges while developing the internal branding of the company through increased training opportunities for staff members. This includes training and re-training, as well as increased management prospects.

B. Market-generated

This is done through an understanding of market trends and economies, and adapting them to the organization. The organization has to adapt to these trends in changing times. Segment dynamics will be observed by identifying relevant insights to consumer mindsets and behaviours, as well as that of competitors.

C. Franchising

In the long run there may be plans to develop sister resort-museums, or to lend expertise to other resort museums just entering the market. If looked into, there might be franchise opportunities in other cities and countries depending on the market and demand. Enquiries have already been received from Malawi and Mozambique with regard to potential sites.

D. Acquisitions

There may be potential to expand by acquiring smaller museums/parks and resorts. The organization could also grow through mergers with more established resort brands.

Overall, there will be a re-establishment of organizational goals, strategies and tactics used every 3 years in order to analyse the economy and to determine the growth path that the company should follow.

5.10 Products/Services

5.10.1 Products/Services to be sold

The following include the products and services to be sold: local craft products, local foodstuff, products from markets and bazaars, packages and offers from the resort, fairs and exhibitions, museum tours, resort amenities, grounds tours, entertainment services, conventions and exhibitions. Most of these

products and services would come from the resort-museum. Fairs, exhibitions and conventions as well as craft products would come from the local community. This is to tie into the community centric nature of the resort as well as to welcome foreign patrons to the site.

5.10.2 How Products/Services Meet Customer Needs

Products and services are educational and historical. Curios and souvenirs act as reminders about the trip and can be used as gifts for family and friends back home. Visitors are able to learn the traditional way of making local crafts and can try their hand at these crafts. This is interactive and provides entertainment for the entire family. These are unique products that cannot be found anywhere else in the world, emphasizing the authenticity and exclusivity of the resort and what it offers. These are collectors' items and valuable artefacts that can only be licensed to sell within the resort-museum.

As for the business aspect, the convention centres and meeting spaces provide ample opportunities for meetings and summits to be held. By turning the area into a business hub where lucrative business deals can be catered for and conducted, customers are able to make this South African resort-museum the destination of choice with regard to business retreats and functions.

However, *TIRD* will focus on its unique products when competing with bigger and more established resorts.

5.10.3 Where the Products/Services are in the Life Cycle

TIRD products and services are currently in the planning stage, which precedes the introduction stage. During the introduction stage the products are to be exposed and introduced to locals and foreigners. Lucrative exposure outlets have to be developed to generate awareness and will serve as foundations to build loyalty. This would last 1-3 years before the product moves into the next stage of the life cycle.

In the growth stage of the life cycle, residents and trade professionals know and understand the products and know where to find it. This is where the development of loyalty and exclusivity of selling the product in the region are

developed. This period should take 4-8 years depending on the response to the product. Continuous improvements will also be made.

The third stage of the product life cycle is the maturity stage. This is where there is a steady influx of visitors and customers purchasing and using the products and services. There is no increase or decrease in demand.

The final stage of the product life cycle to expect is the decline of the use of the product. There are expectations that new competitors will enter the market, making the product non-exclusive. As such there will have to be a development of strategies to continually improve the products and services.

Table 9: Features and Benefits of Products and Services

Product/Service	Feature	Benefit
Local crafts	Locally made crafts such as beaded materials, fabrics, woodwork, metalwork etc. Lessons from actual craftspeople to make simple crafts. Smelting centre and casting foundry.	Provides visitors with a unique souvenir from the area, creates jobs and develops the economy for the locals.
Local foodstuff	Local foods and spices found within the region, unique to the area.	Creates awareness of the foods in the region. Develops a market for South African cuisine, which could spark a lasting trend of African cuisine restaurants.
Products from markets and bazaars	Art, antiques and replicas of the heritage and culture of South Africa.	Educates people on the rich history of South Africa, and creates awareness for the community in South Africa.

Fairs and Exhibitions	INDABA Tourism Fair, Getaway Show, SARCEA Gift Exhibition, "Macufe" in Bloemfontein.	Creates lucrative exposure for crafts and products to locals and foreigners alike, and creates awareness of the community and economy of the people in the area.
Museum Rides and Tours	Rides and guided tours of the exhibits in the museum - "Kingdoms of Africa." Exhibition halls. Rock Art gallery.	Educational tours for tourists and academics. Widens awareness of the history and anthropological aspects of South Africa. Generates revenue through admission ticket sales.
Resort amenities	Spas, restaurants, gym facilities.	Generates revenue for the resort through special packages and offers.
Grounds tour	On foot or by car tour of the grounds, children's guided tour, historical tour for adults and academics, scenic tours.	Generates revenue for the resort and company. Creates a unique experience for all visitors, generating interest and revenue in the long run.
Packages and offers	Various packages that come with bundled products and services. Romance package, family vacation package, educational package, general tour package, school tours.	Ease of holiday for visitors at a pre-set and competitive price. Creates volume of sales for the resort.
Entertainment services	Movies, simulations, screenings, re-enactments, virtual reality games arcade, maze, water park.	Educational and revenue generating.

Conventions and exhibitions	Convention and exhibition facilities implemented to host global events or in-house events. Space can be adapted for various purposes and events.	Generates extra revenue for the resort/museum. Creates awareness of South Africa by being the premier business hub in the region. Places South Africa on the map and generates saliency in people's minds.
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5.10.4 Intent to Publicize Philanthropy

Press releases and annual public statements and reports will be published to ensure the community that this is not a profit only project, but one that aims to preserve, sustain and develop the local community and heritage of South Africans. Charitable events and fundraisers will be held annually to raise awareness and funds for these foundations, and for which the resort-museum could match donations one-for-one. A philanthropic chair and team will be appointed to run the philanthropy section of the company, and to oversee charitable efforts. Site visits to various communities will also be implemented for heads of departments in order to show that the resort-museum cares about the community.

5.10.5 Pricing

5.10.5.1 Pricing Strategy

Prices will be competitively set according to other parks and resorts around the area, especially the resort's main competitor, the Kruger National Park (KNP). As such, within the first six to twelve months of opening, prices will be slightly lower than that of KNP, so as to attract visitors to the resort-museum.

After the initial year of opening, *TIRD* will change their price similarly to KNP so as to be in competitive standing.

Internally, a cost-based pricing strategy will be implemented to estimate the cost and profit margins. This will include breakeven and mark up analyses to develop initial budgets and pricing for products and services.

Next, competition-based pricing strategies such as the one mentioned above will be taken into account. This includes pure parity, dynamic parity, premium pricing strategy and discounted pricing strategy. This will set the benchmark for the prices of products and services against that of the competition.

Value-based pricing will also be taken into account through elasticity, conjoint analysis and buy-response. This basis the price according to the perceived value the customer has on the product.

By combining these three methods, *TIRD* will be able to come up with the most profit-maximizing price for the various products and services offered.

5.10.5.2 Special Rates

The special rates structure will be implemented across the board within the first six months of operation. This will be applicable to all visitors to the resort-museum. Subsequently, special rates will only be applicable to students, families and package tours and on a case-by-case basis.

The following is the proposed special rates structure of the resort-museum:

Table 10: Resort-Museum Rate Structure

Sectors/ Years of operation	< 1 year	2 years	3 years	> 3 years
Educational	50% off for students under the age of 12. 30% off for university students and teachers. 20% off all packaged	50% off for students under the age of 12. 30% off for university students and teachers. 20% off all packaged	50% off for students under the age of 12. 30% off for university students and teachers. 20% off all packaged	50% off for students under the age of 12. 30% off for university students and teachers. 20% off all packaged

	tours. Includes 1 day free museum tour pass.	tours. Includes 1 day free museum tour pass.	tours. Includes 1 day free museum tour pass.	tours. Includes 1 day free museum tour pass.
Families	35% off for families that stay 5 nights or longer. Includes 2 day family passes to either museum or entertainment tours.	25% off for families that stay 5 nights or longer. Includes 2 day family passes to either museum or entertainment tours.	15% off for families who stay 5 nights or longer, additional 5% off for 8 nights or longer. Includes 2 day family passes to either museum or entertainment tours.	15% off for families who stay 5 nights or longer, additional 5% off for 8 nights or longer. Includes 2 day family passes to either museum or entertainment tours.
Packages	35% off all package tours. Includes 1 day free museum tour pass.	25% off all package tours.	15% off all package tours.	Normal rates.
Individuals	35% off total stay. Includes 1 day free museum tour pass.	15% off total stay.	Normal rates.	Normal rates.

Business	40% off for corporate group business travellers. 30% off for individual business travellers.	30% off for corporate group business travellers. 20% off for individual business travellers.	Special rates based on case-by-case accounts held with resort-museum.	Special rates based on case-by-case accounts held with resort-museum.
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5.11 Payment Policy

The accepted payment policy helps to ensure that merchants and consumers are offered safe and convenient payment options. The following are various forms of accepted payment methods:

- A. Credit cards of major credit card companies (Visa, MasterCard, American Express, Diners Club International)
- B. Cash payments
- C. Money Orders
- D. Traveller's Cheques

Extensions of credit may be made with the resort-museum only when absolutely necessary.

5.12 Promotion

5.12.1 Promotion Plan in tandem with CGI feature release and television special

Table 11: Promotion Plan

Method	Media	Channel	Why It Will Work
Advertising specialities	Print, social, Web-based, mobile	Magazines, publications, Internet, cell phones	Short, direct messages will stay salient in the minds of consumers, and through these means of advertising it will reach a wide audience.
Banner advertisements	Print	Magazines and publications, visitor's centre	It captures a large audience and set-up is easy and portable, therefore, locations are not stagnant.
Billboards	Print	Major highways	This will reach a wide target audience as it is a very visible form of promotion.
Blogs	Social	Internet	Especially effective in the very technologically savvy world of today. Blogs have replaced forums to a certain extent.
Brochures	Print	Publications	Effective in terms of getting information to parents through children. The placing of brochures at schools provides a platform for parents to be more informed.

Website	Web-based	Internet	Provides direct information from the resort-museum to consumers. This is expected to be one of the first avenues of research that consumers take to find out more about the product, and is therefore an effective way of promoting the resort-museum.
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5.12.2 Business Slogan

- *“Coming home to Africa” - because we’re bringing people back to the origin of all Nations.*

5.12.3 Logo, Including Legal Protection Plan

The legal protection plan will include the copyright and ownership of the logo and all related branding, slogans, taglines and trademarks included. Right to use the abovementioned items lies solely with the resort-museum and any other use thereof requires legal and expressed permission by the owner. Royalties and fees may be included in this permission agreement as well, and may be revoked at any time should the owner see fit.

5.12.4 Advertising Plan

Table 12: Advertising Plan

Publication/Media (name specific print publications or broadcast channels)	Size/Length of Advertisement	Frequency of Advertising	Reach	(Cost for Budget)
Getaway Magazine	1 page printout, right-hand side.	Every issue for 6 months.	Approx. 700,000 viewers.	Approx. R600,000.

Hotel and Restaurant Magazine	1 page printout, right-hand side.	Every issue for 6 months.	Approx. 550,000 viewers.	Approx. R600,000.
Africa Geographic Magazine	1 page printout, right-hand side.	Every issue for 6 months.	Approx. 400,000 viewers.	Approx. R600,000.

5.12.5 Publicity Plan

The international release of the CGI Feature is timed to coincide with the official launch of the resort and is the primary publicity vehicle along with its trailer, teaser and television special. *TIRD* will invite guest speakers on talk shows and radio shows, feature trade shows and hold road shows. Celebrity endorsements, for example, by Charlize Theron, can also be a great publicity tool. *TIRD* will also be featured on travel television programmes to reach the tourist audience.

Locally known celebrities will also be appropriate in enhancing publicity in the beginning stages of the marketing strategies. International celebrities are expensive in terms of asking for endorsements, and have a lot of legalities tied in with their image.

5.13 Place

5.13.1 Surrounding Business and Access Routes

The roads that lead into *TIRD* are not adequate if this was to become an international tourist destination. In order to become a significant international and tourist destination, *TIRD* will invest in making the resort more accessible and ease the hassle of transportation in and out of the resort and museum. People are turned away by places that are difficult to access, and as such this would be one of the problems to tackle.

5.13.2 Local Workforce Availability

There is an availability of local work forces in South Africa. *TIRD* will train and retrain their staff, so that they become well versed in operations and have the skill set to manage the required standards.

5.13.3 Establish an integrated movement system

Mbombela must have a movement system that provides all residents with convenient and affordable access to the municipality's resources and amenities. This movement system has a profound impact on spatial development patterns and accessibility, and hence on economic and social opportunity. The aim of this strategy is to improve mobility and linkage between the eastern and western built-up areas of Mbombela and to promote spatial reconstruction and integration (MLM Draft Integrated Development Plan, 2014-2015:11).

In line with the Mbombela Integrated Transport Plan (ITP) and Land Use Transportation Strategy (LUTS), the movement system cannot simply be reactive to existing demand patterns but must also be structured to cater for possible future demands. The municipality therefore will focus on taxi feeder (line haul system), regional roads interventions, bus rapid transit system and commuter rail system. Refer to Figure 6 for the map of this strategy (MLM Draft Integrated Development Plan, 2014-2015:112).

5.14 Management and Operations

The management team will consist of many employees with varying levels of responsibility. Each employee will have prior experience within their field of expertise that allows them to complete their duties competently. The management team is led by the resort CEO, general manager, financial manager, HR manager, F&B manager, two maintenance managers, an executive housekeeper, a marketing manager, an aviation manager, and an IT manager. This management team oversees the entire staff.

A guest will have the option of, for an admission fee, not only visit the resort but also go on rides and guided tours to experience the exhibits and facilities,

and visit the food and beverage facilities provided on site. In addition, retail outlets will be showcasing local craft product lines and other commodities that guests can buy. Guest accommodation packages also include regular game viewing and sightseeing flights with *Air Safari*. On arrival at the main reception all visitors, guests and convention members will be received and welcomed. Some will be directed to the central information office reception where they can choose from the various activities on offer and purchase a ticket for their particular requirements, or locate their room keys.

Guests are directed to their rooms while ticket holders are directed to the various assembly points where guides escort them through the various exhibits and other areas.

On completion of any particular tour/viewing/show/walk the client may access the resort, restaurants and retail outlets on their own time. The restaurants and bars require no admission fee and service all clients during their respective business hours. Once the educational school tours become operational the administration section will process bookings separately and coordinate schedules accordingly.

The scope and impact of this development may be far-reaching and has the potential to elevate the lives of many citizens, not only in South Africa and particularly in Mpumalanga, but also the greater SADC region.

5.15 BACKGROUND

5.15.1 A NEW AGENDA IS COMPULSORY

- Tourism is the key sector for economic growth and is more labour intensive
- Tourism is market led
- Tourism needs to change the Status Quo
- It requires a new agenda
- Tourism needs to clearly establish South Africa's unique characteristics
- SA Cultural/Historical and Geophysical perspective is unique

- The strength of these elements of the product is clear and the market significant
- These product lines are under developed.

5.15.2 VISION

An Iconic African attraction that is globally recognised as a model for environmental conservation, cultural and scientific preservation and design creativity, providing economic, social and commercial returns to all parties.

5.15.3 THE NEW VISION IS BASED ON A COMBINATION OF:

- The requirement to create a competitive, differentiated and superior quality product;
- The unique history and cultures of South Africa;
- The unique geology of the Province/Country/Continent;
- The need to create an anchor attraction that provides a platform for growth in the Province/Country;
- The need for such an attraction to showcase Mpumalanga/South Africa as a tourist destination;
- Recognition that if Mpumalanga/South Africa is to position itself on the global tourism map, project development must be targeted, planned and focussed, and
- Cultural and environmental sensitivity.

5.15.4 INTEGRATED RESORT DEVELOPMENT IN MPUMALANGA

This development programme may serve as a catalytic investment opportunity that can propel South Africa to the forefront of regional and international tourism development.

The Integrated Resort complex includes the following developments in its portfolio:

- Six new and iconic themed attractions
- A major new hotel complex
- A multi-purpose international conference centre
- A boutique mall, and

- The first ever African “air safaris”.

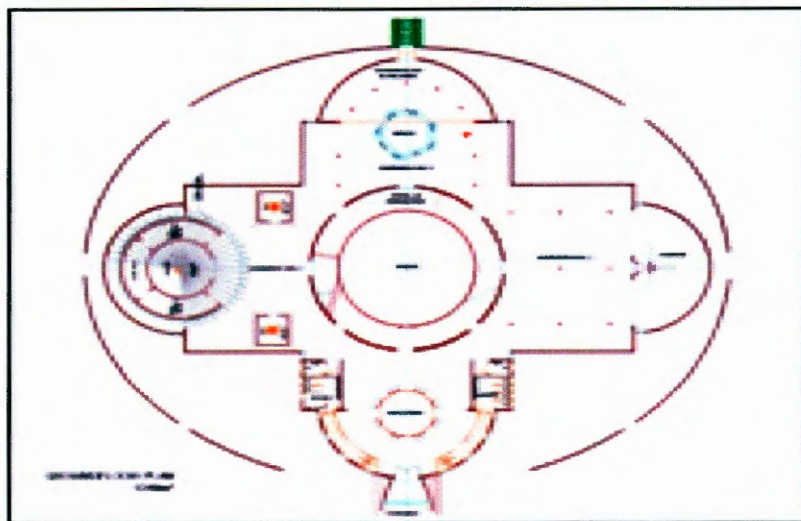
By initiating the re-branding of South African Tourism the *TIRD* development programme may serve as a catalyst for renewed interest in the country as tourist destination by providing a truly African marketing vehicle and focus.

The scope and impact of this development may be far-reaching and has the potential to elevate the lives of many citizens, not only in South Africa and particularly in Mpumalanga, but also the greater SADC region.

5.16 HERITAGE MUSEUM

- Kingdoms of Africa (Continental Focus)
- South of the Limpopo (Regional Focus)
- Mpumalanga (Provincial Focus)
- Balloon Flight Simulator (Mpumalanga pre-colonial battle sites and places of historical interest)
- Virtual Reality Arcade (Educational programmes)
- African Archive and Library
- Mpumalanga during Apartheid

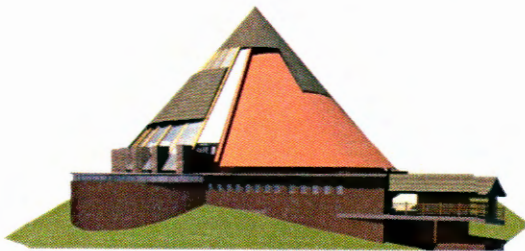
No 1- 3D Illustration: Mining & Smelting Centre Layout



5.17 CENTRE FOR THE ORIGIN OF MINING & SMELTING

- The oldest mines on earth
- Smelting - The first African export
- Ancient Smelting exhibitions
- Mines, Factories and Trade routes of the Pre-Colonial African Kings
- Modern Foundry & Trade school

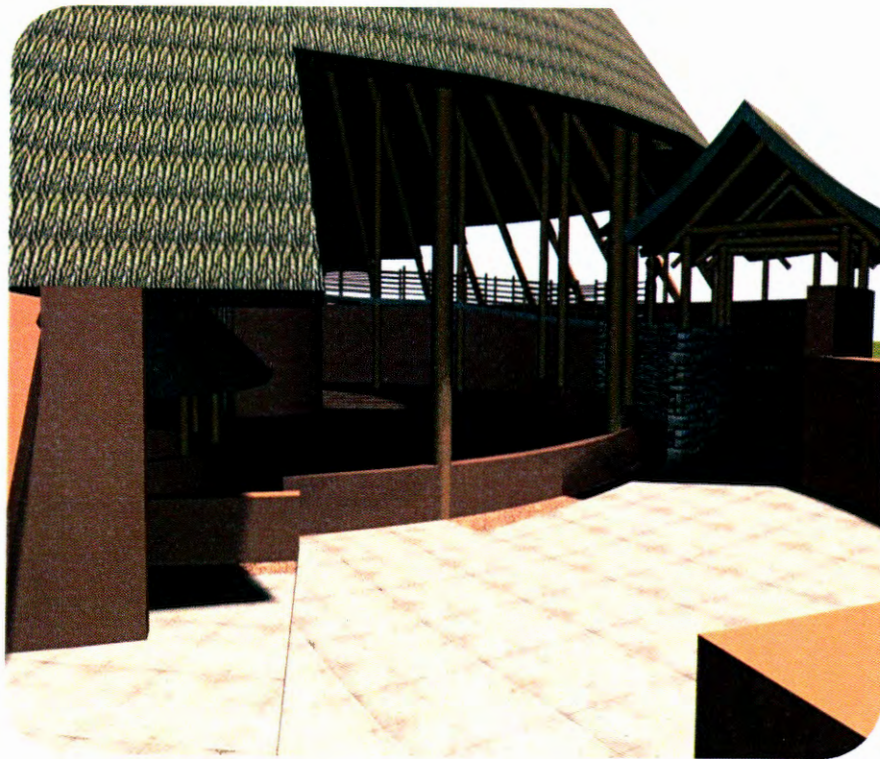
No 2 - 3D Illustration: Smelting Factory



No 3 - 3D Illustration: Mining Factory



No 4 - 3D Illustration: Smelting Factory



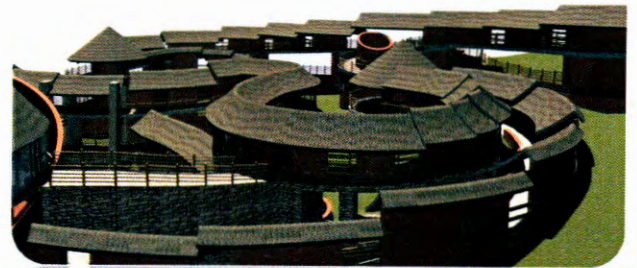
5.18 ROCK ART MEMORIAL GALLERY

- Largest collection of South African Rock Art
- African Rock Art Archive

No 5 - 3D Illustration: Memorial Gallery



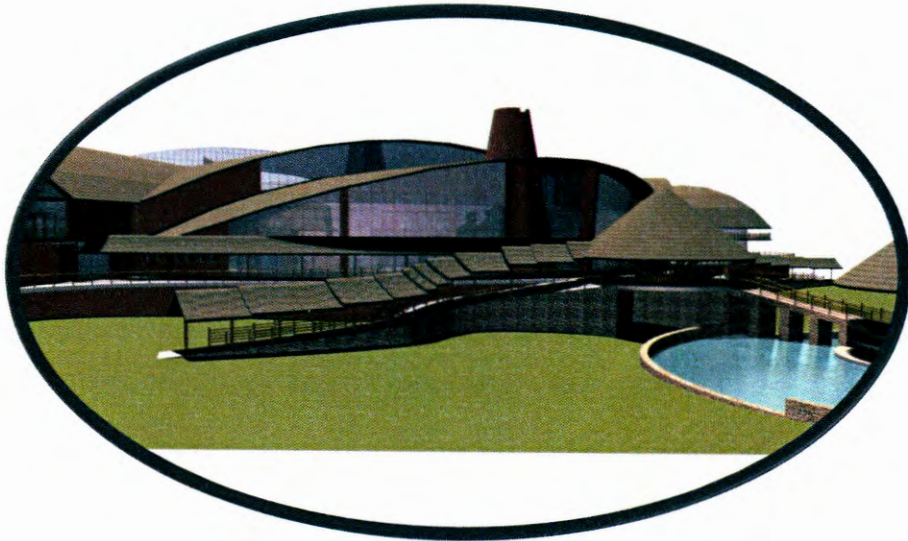
No 6- 3D Illustration: African Rock Art Archive



5.19 INTERNATIONAL CONFERENCE CENTRE

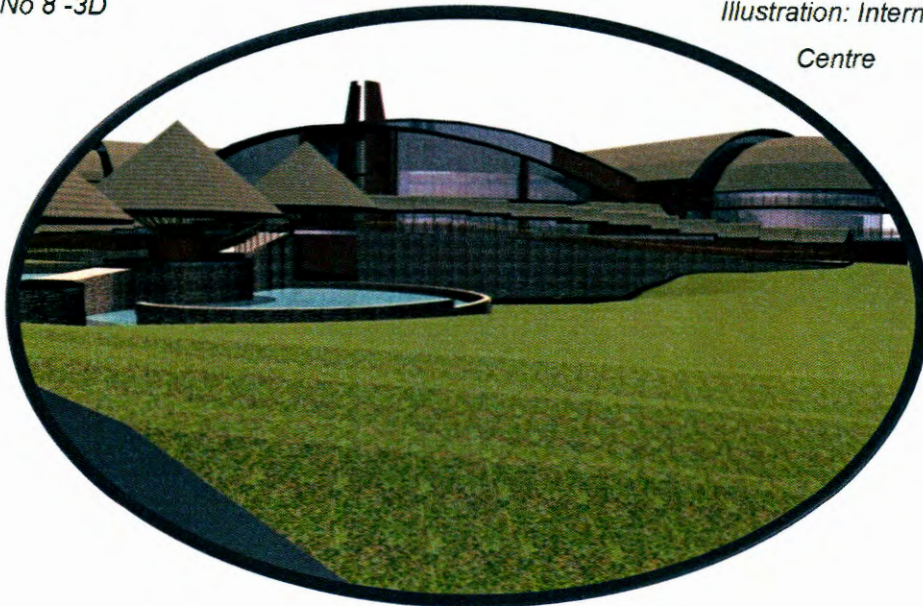
- 3500 seat auditorium
- 4 smaller MICE venues
- 4 Food and beverage outlets
- Boutique mall
- Production and satellite kitchens
- VIP lounge and lobby
- Esplanade overlooking pool and play park complex
- Maze

No 7- 3D Illustration: International Conference Centre



No 8 -3D

Illustration: International Conference Centre

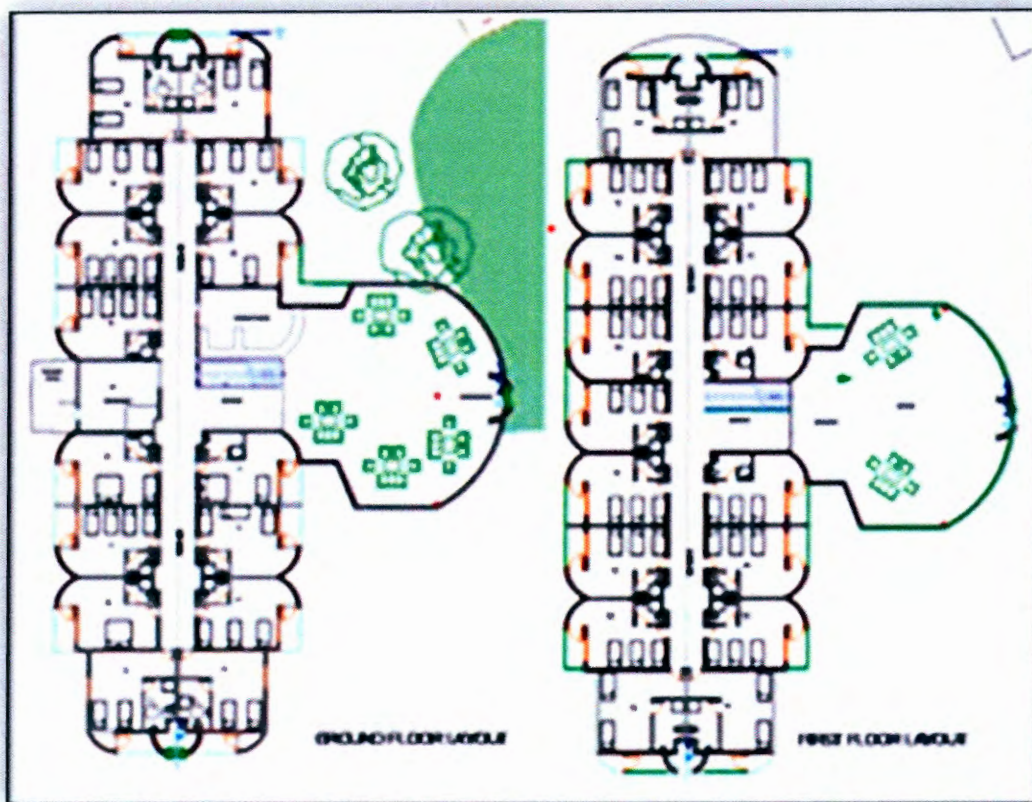


5.20 HOTEL PRECINCT

- 104 Beds/Units
- Maximum 12 units
- Games Lounge
- Cocktail Deck
- Disabled accessible
- High end 3 Star



No 9- 3D Illustration: Hotel Precinct

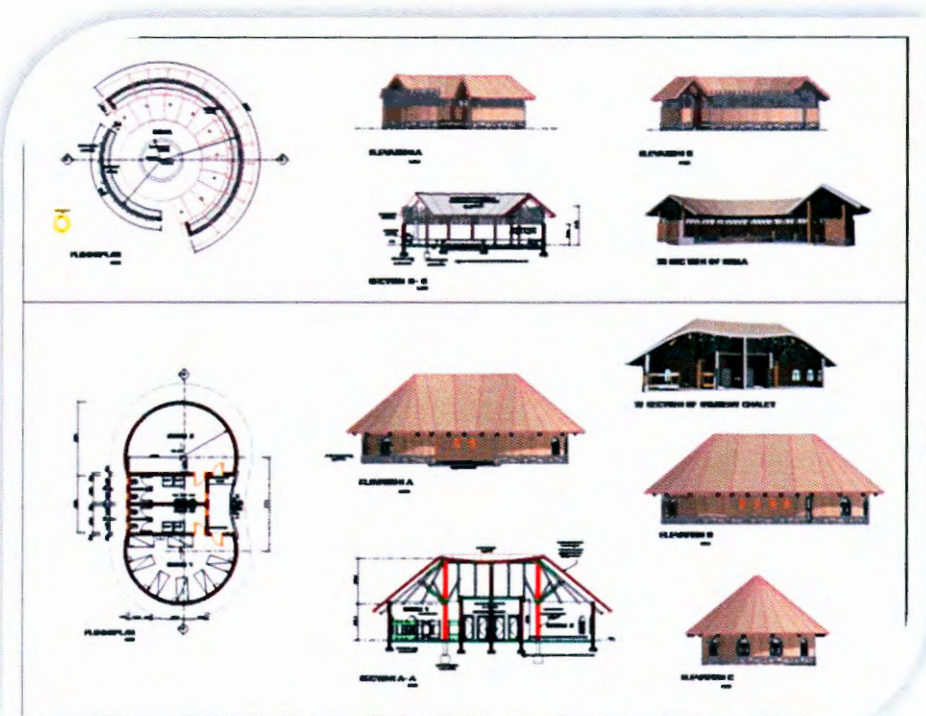


No 10 - 3D Illustration: Layout Hotel Precinct

5.21 LODGE PRECINCT

- Self-catering lodge clusters
- Private braai boma and plunge pool
- Private bunkhouses for students and scholars

No 11 - 3D Illustration: Lodge Precinct



No 12 - 3D Illustration: Lodge Precinct Layout

5.22 AFRICAN AIR SAFARIS

- Because “Game viewing” is such a very high priority for particularly the foreign tourist the resort will offer the first ever African Air Safari, which completely re-invents the concept of game viewing and provides a unique bird watching experience by utilizing the Air Ship 600.
- Flights will take off from the resort during the early mornings and early afternoons (twice daily) and return guests in time for lunch and/or dinner respectively.
- Charters are also catered for and an airport shuttle service will be available.
- Future developments include regular flights to Maputo and other popular sub-continental destinations.

Photo: 4 Air Ship

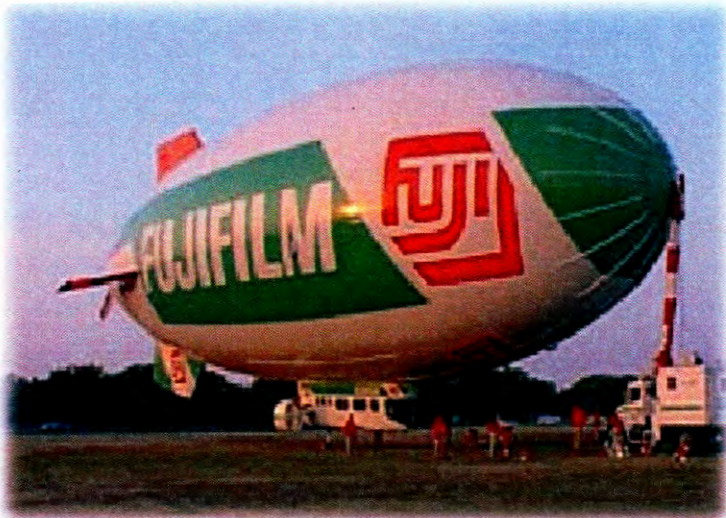


Photo: 5 Air Ship Passenger Section

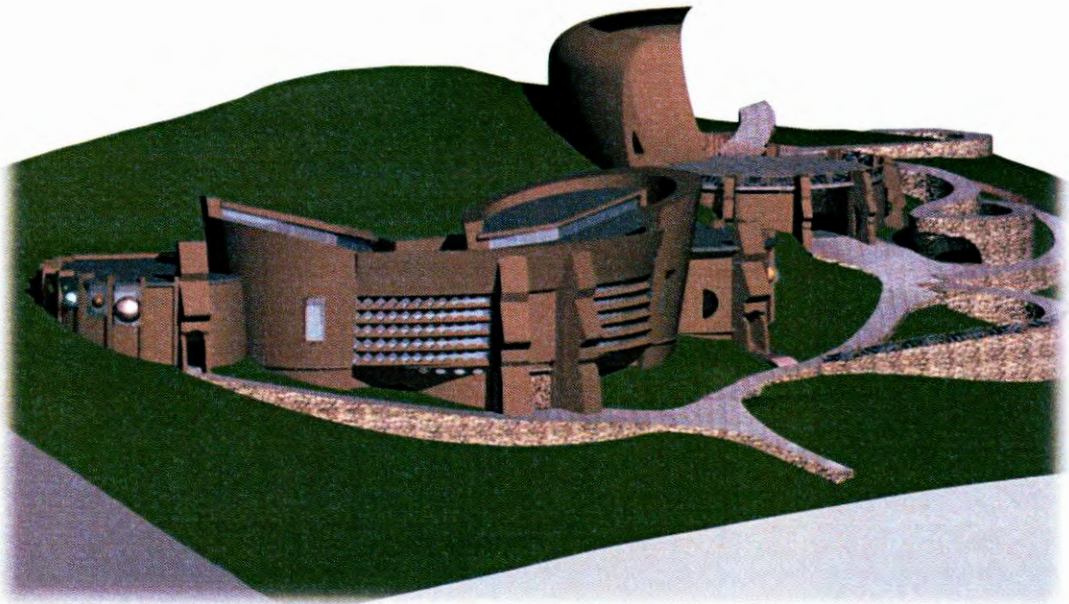


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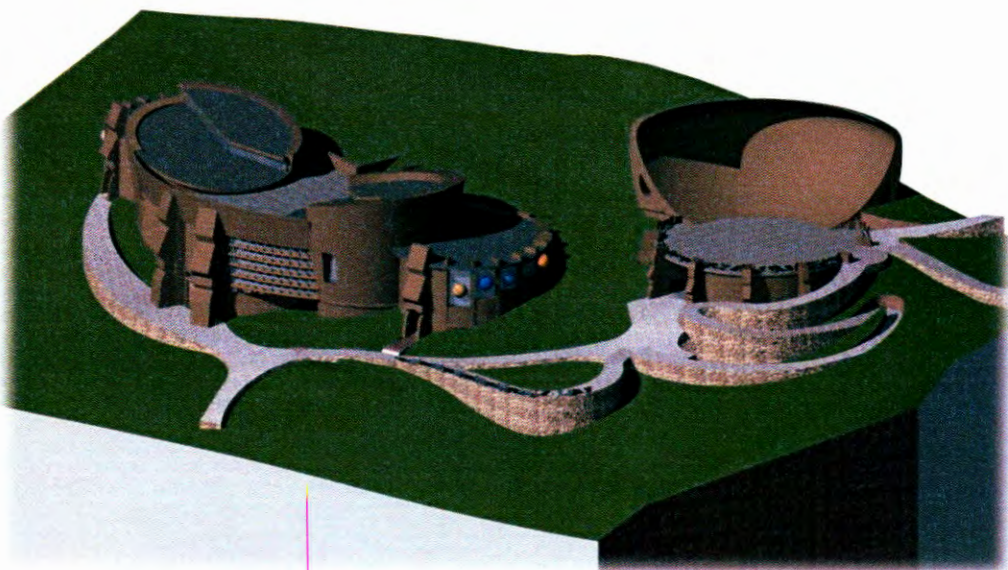
5.23 MPUMALANGA GREENSTONE MUSEUM

- Geological Introduction and Overview, the Barberton Mountain-lands.
- The oldest and best preserved volcanic and sedimentary rock that still exists on planet Earth.
- Average age approximately 3.6 billion years.
- Relatively intact remnants of the oldest upper mantle, oceanic crust and overlying island-arc-like complex fossilized in a sea of granite and granitic gneiss.
- The sedimentary rocks include the most ancient sea floor of the earth, complete with pillow lavas in great abundance (Buck Ridge Chart at Horseshoe Bend).
- The seafloor contains evidence of the earliest known life forms on the planet. Bacteria, algae and other micro-organisms formed carbonate reefs known as Stromatolites.
- Debris and other evidence of the largest and oldest meteor collisions ever to have hit the earth.
- Four layers of impact produced debris and evidence of four other large impacts.
- "Komatiites" - the hottest rock ever to erupt from the earth where pre-existing mantle melted at depth.
- Africa, the first continent to emerge from underneath the waters.
- The oldest mountain range on earth.
- The record of the development of the early earth - the first continents come together and the start of tectonic processes.
- Fossil evidence of the earliest known forms of green plants.
- Collisions the earth endured in the remote past.
- The geological timescale (the geological layers that comprise the earth).

No 13 - 3D Illustration: Greenstone Museum



No 14 - 3D Illustration: Greenstone Museum



5.24 THE “WALK OF LIFE”

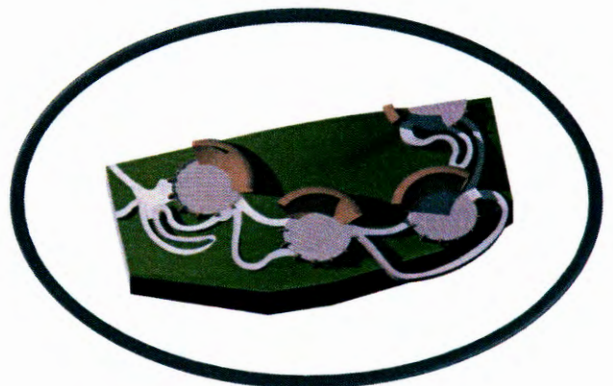
-Calibrated hiking trail along a timeline from the “Big Bang” to the Present day-

- Sample Exhibits 1 & 2 of 5.
- Exhibit 1 & tourist viewpoint and resting place/coin operated telescopes.
- The Big Bang (mosaic sidewall).
- Hydrogen and helium forms (mosaic sidewall).
- Stars and galaxies, the Milky Way (mosaic sidewall).
- Planets (mosaic sidewall).
- The Earth from 3600 to 4500 million years ago (mosaic footwall).
- Exhibit 2 & tourist viewpoint and resting place/coin operated telescopes.
- Pre Cambrian Earth Times (mosaic sidewall).
- Hadean Eon (mosaic sidewall).
- Archean Eon (mosaic sidewall).
- Proterozoic Eon (mosaic sidewall).
- The Earth from 600 million years ago (mosaic footwall).

No 15 - 3D Illustration: Timeline Hiking Trail



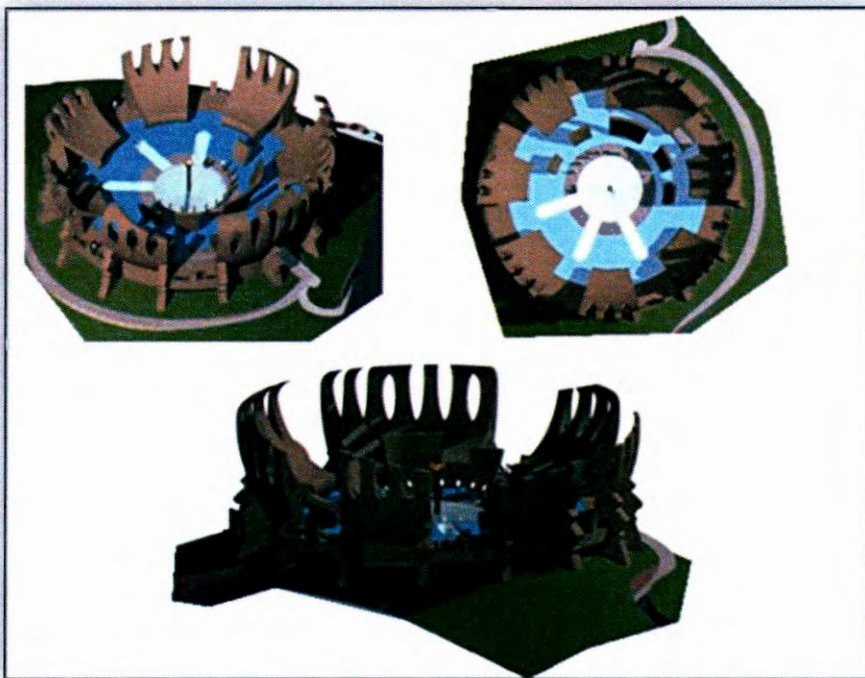
No 16 - 3D Illustration: The “Walk of Life”

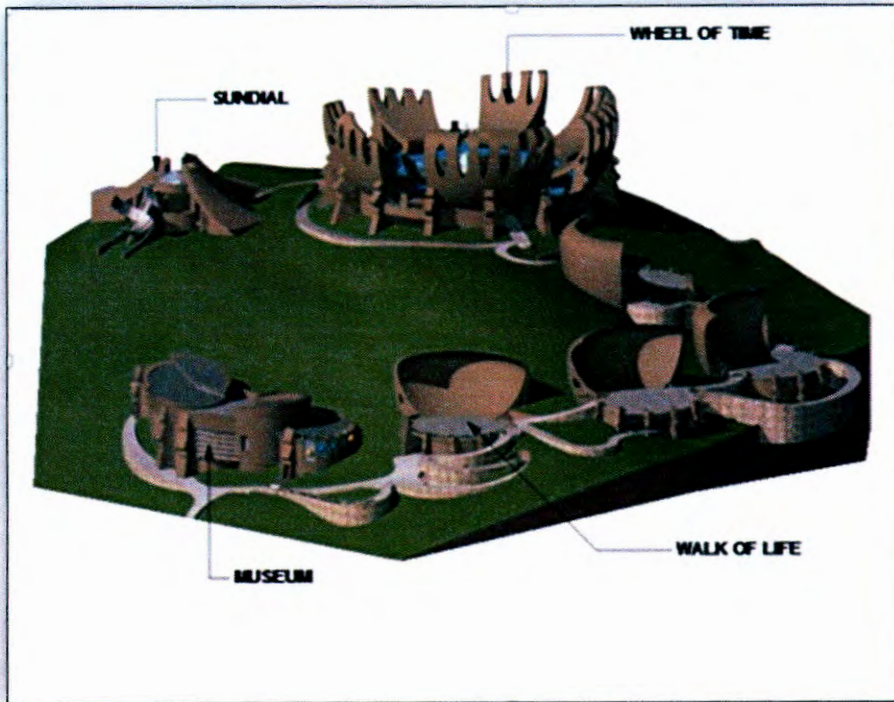


5.25 THE "WHEEL OF TIME"

- (Modern and Functioning Megalithic Observatory with fountain works and lighting installation)
- Armillary sphere.
- Time and the motions of the earth relative to the rest of the universe.
- Eclipse events and other celestial phenomena.
- The seasons of the earth.
- The Southern Hemisphere Summer Solstice festival on 22-25 December.
- Witness the Sun "die" for three days and the change of the seasons.
- Exact time – sun dial – Watch the sun keep time, reset your time.
- Farewell – The Mpumalanga Earth Calendar.

No 17 -3D Illustration: Megalithic Observatory





5.26 SUSTAINABLE SMME SUPPORT

The Heritage project is a development programme that utilizes tourism to directly subsidize the development of other traditional industries such as Education and Metallurgy, and including more modern fields such as IT, Electronics and Aviation in Mpumalanga. It also has the potential to act as catalyst for rural development in under-developed areas of the province that have long been neglected. Apart from the direct and indirect employment yield smaller multi-phase components may be highlighted as follows:

5.26.1 EDUCATION

- Key staff members will be afforded the opportunity to attend the prestigious Disney Institute for Leadership Excellence in Orlando, Florida (USA). Current discussions with Mr Bob Griffith, Director of the Disney Institute, are geared towards the establishment of a satellite campus of this famous institute at the Heritage Resort site, where local professionals will have access to their curriculum without the cost burden involved when visiting the USA.

5.26.2 METALLURGY

- The recreation of ancient smelting techniques and processes, apart from dramatic spectator/tourist value also unlocks a new range of craft and curio lines in particular metal casting. The basement of the furnace exhibition houses a modern casting foundry where ancient designs will be reproduced for art, jewellery and craft/curio outlets, locally and for export purposes. The centre will also house a blacksmithing and casting school where incumbents can enrol for apprenticeships.

5.26.3 IT, ELECTRONICS

- The Heritage Resort requires the extensive use of ultra-modern virtual reality (VR) and other simulation software and hardware that necessitate the nurturing of local incumbents to pursue these fields and the advances that are continually being made.

5.26.4 AVIATION

- Flights will depart from Heritage Resort during the early mornings and early afternoons (twice daily) and return guests in time for lunch and/or dinner. Charters are also catered for and an airport shuttle service will be available. Future developments include regular flights to Gauteng, Maputo, Harare and other popular sub-continental destinations.

5.26.5 FEATURE FILM PRODUCTION

- The scripting of pre-colonial historical events and characters for the flight simulator and other VR programmes provides an opportunity for a film producer to co-produce what is essentially a pre-colonial African Adventure film with much potential for international release.
- During preliminary discussions with Mr. Siva Pillay, the National Chief Executive for Tourism Enterprise Partnership (TEP), the TEP showed particular support for this aspect of the Heritage development and offered to facilitate a liaison with Mr. Anant Singh, the celebrated South African producer from Durban.

5.26.6 AGRICULTURAL COMPONENT

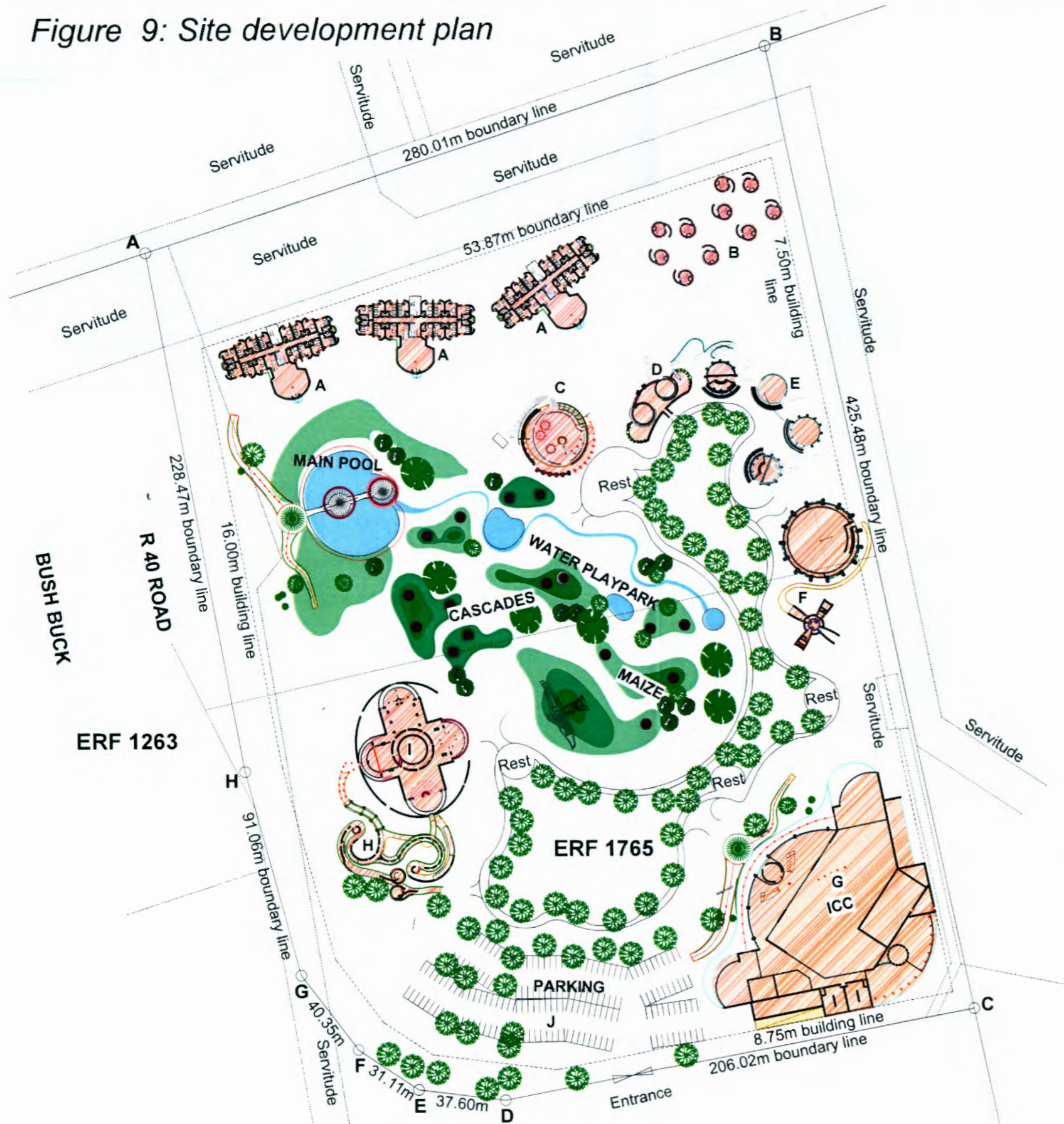
- It is important for the resort to be as self-sufficient as possible with a well-developed agricultural component that can supply the various kitchens and food and beverage outlets with as much fresh products as feasible. The agricultural component must at the very least include a fresh vegetable and herb section that focuses on perishables for daily use and a chicken house for poultry and eggs.

5.26.7 SATELLITE OPERATIONS

- The most important follow-on resulting from the establishment of an integrated resort in Mpumalanga is the fact that it will over the course of time foster SMMEs in remote areas with little economic activity at present.
- By exposing the modern tourist to ancient battle sites, royal burial sites/memorials of pre-colonial kings and queens, smelting and mining installations and other geophysical icons the resort will stimulate tourist excursions to these often remote areas, creating the demand for products and services essential for economic development.

CHAPTER 6: PROPOSED SITE DEVELOPMENT PLAN

Figure 9: Site development plan



BUILDING SCHEDULE	
A.	LODGES
B.	CHALETS
C.	MINING AND SMELTING FURNACE
D.	GREEN STONE MUSEUM
E.	WALK OF LIFE
F.	WHEEL OF TIME
G.	ICC
H.	ROCK ART GALLERY
I.	AFRICAN HISTORY MUSEUM
J.	PARKING

AREA SCHEDULE		
A. LODGES	1754m ² x 3	5 262m ²
B. CHALETS	30m ² x 10	300m ²
C. MINING AND SMELTING FURNACE		788m ²
D. GREEN STONE MUSEUM		448m ²
E. WALK OF LIFE		615m ²
F. WHEEL OF TIME		964m ²
G. ICC		6 360m ²
H. ROCK ART GALLERY		884m ²
I. AFRICAN HISTORY MUSEUM		1 350m ²
TOTAL		16 971m ²
SDP SCHEDULE		
SITE		113 000m ²
COVERAGE		15%
F.A.R		0.13
Required number of parking bays		170 bays
Provided number of parking bays		177 bays



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LOCALITY AERIAL VIEW SCALE TO FIT
ILLUSTRATION 19

CHAPTER 7: CONCLUSION

This study proves that there are quite a lot that planners can improve on the current approaches to planning tourist precincts in small towns such as Hazyview in Mbombela (Mpumalanga).

To further dissect and give validation to the conclusion one can answer as following:

7.1 What are the existing approaches in small towns to promote pro-poor tourism?

Currently, pro-poor tourism does not have the links in place in the value chain to capitalize on these gains. Local government actions are needed to apply development interventions and National Government lacks capacity in strengthening tourism links. Integration of tourism in local communities is not adequately implemented and further linkages between tourism and other economic sectors are currently also neglected. Tourism is still playing a supplementary position in the local economies of small towns and not yet a lead role as it should. Skills levels need improvement and small business opportunities are limited. Current approaches in pro-poor tourism are neglecting the negative impacts of crime on tourism. An overall approach in pro-poor tourism lacks and is currently approached as a specific sector in tourism. The current approach to tourism in small towns is that operators are not working together and therefore not complementing each other, but rather attempting isolating individual efforts without integration with other operators in the area.

This study proves that there are quite a number of ways that planners can improve upon the current approaches to planning tourist precincts in small towns such as Hazyview in Mbombela (Mpumalanga). The first of this is to have a Themed Integrated Resort Development (*TIRD*). The most efficient method in establishing a theme for a resort is by way of establishing it in an internationally released CGI film with much loved characters.

This theme is then to be carried like a golden thread through the complete development; from statues to costumes for the cast, who can be anybody from cleaners and other maintenance staff to ticket sales or security staff.

The current approach to tourism in small towns is that operators are not working together and therefore not complementing each other, but rather attempting isolated individual efforts without integration with other facilities in the area.

7.2 Are there alternative approaches to promote pro-poor tourism in small towns?

This question is a response to the previous and includes the following: Government intervention is needed in strengthening tourism links. Local communities need to strengthen integration between tourism and other economic sectors, which will lead to pro-poor tourism playing a lead role in a local economy. As a result, small business opportunities will increase and skills levels rise. When promoting pro-poor tourism government intervention and support are crucial in combatting and bringing crime under control. Lastly, tourism operators need to integrate their efforts and have chambers of business and tourism accepted by all stakeholders, and with active participation of all stakeholders therein.

7.3 What are the advantages and disadvantages of these current and proposed approaches?

The current approaches to tourism in small towns in South Africa are dominated by disadvantages ranging from lack in links in the value chain, lack of integration, lack of links between tourism and other economic sectors, lack of skills and business opportunities, negative impact of crime on tourism and in general a lack of integration in current approaches towards tourism in small towns in South Africa.

In a proposed approach the aim is to eradicate disadvantages and focus on advantages. These advantages include a totally integrated approach for maximum success.

Advantages of the proposed approach includes being the first to develop a Themed Integrated Resort. The most efficient method in establishing a theme for a resort is by way of establishing it in an internationally released CGI film with much loved characters. This is then to be carried like a golden thread

through the complete development; from statutes to costumes for the cast, who can be anybody from cleaners and other maintenance staff to ticket sales or security. For success in an integrated alternative approach towards tourism, government leadership on all spheres, from national to Municipal level is very important to combine efforts. However, government's involvement must not only be via legislation and policing but also through support and incentives to all stakeholders in the tourism industry.

The current tourism approach can almost be explained as an approach of shooting in the dark. If you are successful you cannot pinpoint the reasons, and the same applies if you are unsuccessful.

7.4 What are the advantages and disadvantages of Hazyview X44 as the chosen study area?

From the results gathered and interviews conducted it is evident that the study area is a very strong tourism site and quite suitable for a Themed Integrated Resort Development of the magnitude proposed by this study. Being in close proximity to international tourist attractions such as the Kruger National Park, God's Window, Mac-Mac Pools, Sudwala Caves, several private game reserves and the Kruger Mpumalanga International Airport, this site is most appropriate for a *TIRD* as suggested in this study. The *TIRD* has the potential to, with proper planning, link the other tourist attractions and destinations in this region.

Planning must also take into account that tourists must experience a feeling of being connected to the rest of the tourist attractions in Mbombela and Mpumalanga when they are visiting Hazyview. The zoning of the study area is ideal for the suggested development and allows for ample parking space. The size of the site is sufficient to incorporate all the aspects needed but not overwhelming from a pedestrian perspective. To further improve tourist flow street layouts can be addressed and alternative modes of transport (mainly public transport) added with sufficient signage guiding the tourist. As the site is bordered by major roads on two sides, noise can be a problem but, taking

the climate into account, vegetation can also be used together with other material to minimize road noise.

The number of tourists passing through the area is also sufficient to support a development of this size and magnitude if sufficient and proper advertising regimes are applied.

Fortunately, disadvantages of the study area are limited, but includes an adjacent rural area with very high levels of unemployment bringing with several social dilemmas including crime. This can be interpreted as both an advantage and disadvantage as these same unemployed people are the potential work force for the resort.

7.5 What does the application of current and alternative approaches tell us about planning for tourism development in small towns?

In conclusion, for tourism development in small towns to be successful the biggest part of current tourism approaches (except the natural wonders) must be replaced with an aggressive and integrated alternative approach. This approach has to be supported by government and be accessible to and accepted by the general public. It must also not result in a top-down approach but an agreed plan beneficial to all role players in the local economy, not damaging to the environment and still be sustainable in the long term.

When you have the support of all role players planning can become a reality and not only remain a plan on paper. We must at all cost avoid that planning becomes a substitute for action.

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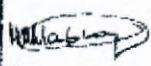
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APPENDIX A : ZONING APPLICATION AND LOCAL AUTHORITY APPROVAL

SG DIAGRAM

CONSOLIDATION DIAGRAM

<p>Components:</p> <ol style="list-style-type: none"> 1. The figure ABbAA represents Erf 1763. Vide General Plan S.G. No. 701/2014 Deed of Transfer No. T 2. The figure abCDEFGH represents Erf 1764. Vide General Plan S.G. No. 701/2014 Deed of Transfer No. T 	<p>S. G. No. 702/2014</p> <p>Approved</p>  <p>For SURVEYOR- GENERAL 2014-07-22</p>	
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <p>Ordinance No. 15/1966 Section 92 (2) C O E</p> </div>		
<p>SERVITUDE NOTES:</p> <ol style="list-style-type: none"> 1. The line wxyzst represents the Centre Line of a Servitude 3,00 metres wide, vide Diagram S.G. No. 1997/2002. Deed of Servitude K1837/2003a. 2. The figure uvwv represents Servitude vide Diagram S.G. No. 309/2002. Deed of Servitude K3215/2003a. 3. The lines xy and yz represent the eastern- and south eastern boundaries, respectively, of a Servitude, 4,00 metres wide, vide Diagram S.G. No. 309/2002. Deed of Servitude K3215/2003a. 4. The line abcd represents the Centre Line of a Servitude for an Electrical Power Line Servitude, 3,00 metres wide, vide Diagram S.G. No. 461/2011. Deed of Servitude No. K 5. The figure A0JKA represents a Servitude Area, vide Diagram S.G. No. 1037/2013. Deed of Servitude No. K 		
<p><u>Sheet 1 of 2 Sheets</u></p>		
<p>The figure ABCEFGHA represents 11,3123 hectares of land being of the township of the township HAZYVIEW EXTENSION 44</p> <p>(Land comprises components 1 and 2 as listed above)</p> <p>Province : Mpumalanga Compiled in June 2014 by me</p> <p style="text-align: right;">J. J. Doshulzen PLS-0836 Professional Land Surveyor</p>		
<p>This diagram is annexed to No.</p>	<p>The original diagrams are as listed above</p>	<p>File ERYEN</p> <p>Comp. NNA-23</p>
<p>Registrar of deeds MPUMALANGA</p>		

CONSOLIDATION DIAGRAM

Erf 1765
of the township
HAZYVIEW EXTENSION 44

S. G. No.

702/2014

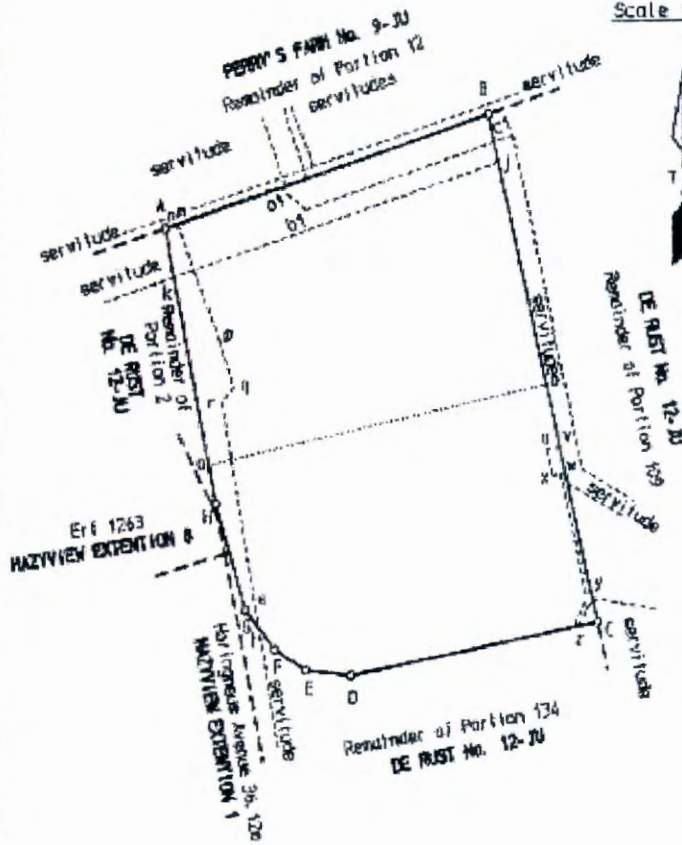
Approved

W. J. Coetzee
for
SURVEYOR-
GENERAL

2014-07-22

Sheet 2 of 2 Sheets

Scale 1:4000

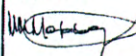




Compiled in June 2014 by me

J. J. Coetzee FLS-0836
Professional Land Surveyor

SUBDIVISION DIAGRAM

SUBDIVISIONAL DIAGRAM

SIDES Metres		ANGLES OF DIRECTION		CO-ORDINATES Y System: WGS 84 X		S. G. No. 700/2014
		Constants:		+	0,00	+2700 000,00
AB	280,01	251 15 00	A	-12 900,43	+ 70 407,63	Approved  for SURVEYOR- GENERAL 2014-07-22
BC	425,48	347 48 20	B	-13 165,58	+ 70 317,62	
CD	206,02	78 34 00	C	-13 255,45	+ 70 733,50	
DE	37,60	97 05 20	D	-13 053,52	+ 70 774,34	
EF	31,11	124 03 30	E	-13 016,21	+ 70 769,70	
FG	40,35	142 58 10	F	-12 990,44	+ 70 752,28	
GH	91,06	164 32 10	G	-12 966,14	+ 70 720,07	
HA	228,47	169 33 10	H	-12 941,86	+ 70 632,31	
BURGERSHALL ANGLE		2 75	 	-11 437,36 -13 665,79	+ 75 672,99 + 66 624,82	
<u>Description of Beacons</u>						
A	...	Iron Standard				Sheet 1 of 2 Sheets
C	...	12mm Iron Peg in Paving				
All Others	...	12mm Iron Peg				
<u>SERVITUDE NOTES:</u>						
1. The line mpqrst represents the Centre Line of a Servitude 3,00 metres wide, vide Diagram S.G. No. 1997/2002. Deed of Servitude K1837/2003s.						
2. The figure uvwxu represents Servitude vide Diagram S.G. No. 309/2002. Deed of Servitude K3215/2003s.						
3. The lines wy and yz represent the eastern- and south eastern boundaries, respectively, of a Servitude, 4,00 metres wide, vide Diagram S.G. No. 309/2002. Deed of Servitude K3215/2003s.						
4. The line a1b1c1 represents the Centre Line of a Servitude for an Electrical Power Line Servitude, 31,00 metres wide, vide Diagram S.G. No. 461/2011. Deed of Servitude No. K						
5. The figure ABjKA represents a Servitude Area, vide Diagram S.G. No. 1037/2013. Deed of Servitude No. K						
The figure ABCDEFGHA represents 11,3123 hectares of land being Portion 204 (a portion of Portion 134) of the farm <u>DE RUST No. 12-JU</u>						
Province : Mpumalanga Surveyed in June 2014 by me						
J. J. Coetzee PLS-0836 Professional Land Surveyor						
Small Scale Diagram of HAZYVIEW EXTENSION 44 TOWNSHIP. See General Plan S.G. No. 701/2014.						
This diagram is annexed to Na		The original diagram is S.G. No. A2673/2002		File -/76 S.R. 255/2014		
Registrar of deeds MPUMALANGA		Transfer No. T63624/2003		Comp. JUNA-23		

LOCAL AUTHORITY APPROVAL

MBOMBELA LOCAL MUNICIPALITY

Civic Centre
1 Nel Street
Nelspruit
1201
South Africa



P O Box 45
Nelspruit
1200
South Africa
Tel: +27 (0) 13 759-9111
Fax: +27 (0) 13 759-2070

YOUR REF
OUR REF
ENQUIRIES

BB Hazyview Extension 44 (TE/12/00004) (URM004589)
Patience Malope ☎ (013) 759-2092

4 April 2014

Van Zyl & Benade Town and Regional Planners
P O Box 32709
GLENSTANTIA
0010

ATTENTION : Pieter van Zyl

URBAN AND RURAL MANAGEMENT : APPLICATION IN TERMS OF SECTION 96(1) OF THE TOWN PLANNING AND TOWNSHIPS ORDINANCE, 1986 (ORDINANCE 15 OF 1986) TO ESTABLISH A TOWNSHIP ON A PART OF THE REMAINDER OF PORTION 2 AND A PART OF PORTION 34 (A PORTION OF PORTION 109) OF THE FARM DE RUST 12-J.U.

Your application, in terms of Section 96(1) of the Town Planning and Townships Ordinance, 1986 (Ordinance 15 of 1986) for the establishment of the proposed township, Hazyview Extension 44, situated on a part of the remainder of Portion 2 and a part of Portion 34 (a Portion of Portion 109) of the farm De Rust 12-J.U., is hereby approved subject to the following conditions:

1. URBAN AND RURAL MANAGEMENT:

The application site is situated in an area that is earmarked for "business" purposes in terms of the Mbombela SDF, 2007. The application is therefore supported on condition that:

- 1.1 All the restrictive title conditions are dealt with accordingly;
- 1.2 A site development plan must be submitted prior to submission of building plan;
- 1.3 Environmental authorisation must be obtained from the relevant department;
- 1.4 Geo-technical investigation must be done and submitted;
- 1.5 All the necessary procedures for township establishment application are followed;
- 1.6 The amended layout plan for Hazyview Extension 44 is approved, subject to the following development restrictions:

1.4.1 Erven 1 and 2:

Zoning:	"Special" Shops, offices, business buildings (financial institutions), Restaurants, places of Refreshment, places of amusement, commercial purposes, domestic service centres, home improvement centres, value trade centre, taxi rank, bus rank, informal trading and purposes incidental thereto
F.A.R:	0,25
Height:	2 storeys
Coverage:	35%
Parking:	6 parking spaces per 100m ² floor area
Building lines:	16m on Provincial road Other boundaries will be as per Site Development Plan
Access:	ingress to and egress from the erf shall be according to the approved site development plan
Loading facilities:	As per site development plan
Landscaping:	to the satisfaction of the local authority

1.7 Comments obtained from external departments should be submitted to the Municipality for record purposes;

1.8 The applicant will be responsible for all proclamation costs.

2 **CIVIL ENGINEERING:**

This application is supported subject to the following comments and conditions:

General Comments:

- 2.1 All internal infrastructure will be provided by the applicant at his cost and to the satisfaction of MLM;
- 2.2 A services agreement will be entered into with MLM by the applicant prior to proclamation of the proposed township. Phasing of development will be allowed subject to terms that will be stated in the services agreement;
- 2.3 Development Impact Contributions will be payable in respect of roads, water and sanitation services. The conditions and time of payment of contributions will be stipulated in the services agreement to be entered into;
- 2.4 The Developer must incorporate all conditions stipulated in the Record of Decision issued with regard to an environmental impact assessment done for the proposed development, into the design and standard of services to be provided. A copy of the ROD must be submitted to MLM before the submission of the services drawings and if an environmental impact assessment is not required for this development then proof of exemption must be submitted to MLM;
- 2.5 All environmental studies and water use license applications and the approval thereof by the relevant authorities, required for the installation of new infrastructure, will be the responsibility of the applicant;
- 2.6 The submission of an Engineering Services Report is acknowledged and it is recorded that the broad principles of providing services as stipulated in the report are acceptable, however, specific comments on the ESR will be provided separately;
- 2.7 Proper designs for all infrastructure and the related services drawings, certified by a professional engineer, will be submitted to MLM for approval prior to commencement of the construction of any infrastructure. Services constructed without the design and drawings been formally approved by MLM, will not be allowed to be connected to municipal infrastructure, will not be taken over by MLM or be approved for commissioning and no clearance will be issued for the transfer of any property from the developer to another party;

Township layout:

- 2.8 Final approval of the township layout cannot be provided prior to approval of the services infrastructure designs and drawings and the traffic impact study. MLM therefore reserves the right to insist on any amendment of the layout and general plan, dictated by the infrastructure designs and the traffic study;
- 2.9 In order to limit/prevent later amendments to the township layout it is strongly recommended that it be thoroughly evaluated by the professional engineers that will be responsible for the design of the services infrastructure;
- 2.10 The proposed township layout must be evaluated in detail in the roads master plan study, access roads, intersection spacing, property access, road reserve widths, accommodation of pedestrians, public transportation facilities, accessibility by service and emergency vehicles, etc. It is suggested that the applicant engage in discussions with Civil Engineering in this regard as soon as possible;
- 2.11 All stands other than those with a zoning of Public Open Space or Park must be clear of the 1:100 year flood lines. It is therefore required that a township layout plan clearly indicating all the 1:100 year flood lines and certified by a professional engineer, be provided prior to the proclamation of the township;
- 2.12 The Municipality reserves the right to enforce any amendment of the proposed township layout that may be required in order to accommodate internal and external services, based on the designs and drawings of such services to be approved by the Municipality;
- 2.13 Provision must be made for internal building lines of 2m on all side & back boundaries and 5m on street fronts over all individual erven for the purpose of future municipal services

Roads:

- 2.14 The submission of a traffic impact study (TIS) is acknowledged. Detailed comments on the TIS will be provided separately by Civil Engineering but must be regarded as forming part of formal comments on this application;
- 2.15 It is recorded that MLM accepts responsibility for the cost to be incurred by the applicant regarding the creation of roads classified as minor arterials (Class 3) or higher. Such cost will be deductible from the development impact contribution for roads that will be payable to MLM regarding the proposed development strictly subject thereto that such a deduction shall not exceed the amount of the contribution payable. MLM shall not accept any responsibility for any cost incurred in excess of the amount of the development contribution and planning and phasing of the development must be done in such a way that this stipulation is accommodated. Classification of roads will be done exclusively by MLM based on the criteria stipulated by COTO;

- 2.16 The provision of access roads including the land required for road reserves will be the applicant's responsibility and for his account except where such a road is classified by MLM as a minor arterial in which case the principles stated in 3(b) will apply;
- 2.17 The applicant will be responsible for securing approval from all relevant road authorities regarding access to national and provincial roads and proof of such approval must be provided to MLM prior to proclamation of the township;

Storm water drainage:

- 2.18 The applicant is required to submit a thorough hydrologic analysis of surface water run-off based on parameters applicable to a developed township, wherein the impact of intensified surface water flow on the natural water courses and any existing structures therein, within the proposed development as well as downstream of the proposed development, is investigated and quantified and mitigating measures for the prevention of damage are prescribed. The Record of Decision to be issued on the EIA should take cognizance of this hydrologic analysis;
- 2.19 The applicant will be responsible to obtain any authorizations and water use licenses that may be required to implement the mitigating measures prescribed by the hydrological analysis;
- 2.20 Stormwater will be controlled and managed to follow natural watercourses and/or channels within road reserves to prevent erosion and damage to other properties. It will be ensured that any existing stormwater structures e.g. pipes, culverts etc. that have to collect storm water from the proposed development, have adequate capacity to accommodate such stormwater. The applicant/owner shall be responsible for upgrading of such infrastructure if required. This development will accept stormwater from higher located property or roads and will accommodate such stormwater in the internal stormwater system of the development where appropriate;
- 2.21 The applicant shall ensure that all storm water generated by the development shall be dispersed within natural storm water run-off areas. In case the storm water system needs to be extended to reach such areas the applicant shall make his own arrangements with adjacent land owners for the registration of servitudes for the installation of storm water infrastructure. The applicant shall provide proof of servitude registration;

Water supply services:

- 2.22 The new Water Treatment plant for Hazyview is planned to be commissioned in August 2013, and will increase the bulk water capacity from 3 ml to 6 ml;
- 2.23 Subsequent to the master planning study that is currently in process and preliminary estimations done; there is sufficient capacity in the existing bulk water system to accommodate the proposed Township Hazyview 44;

- 2.16 The provision of access roads including the land required for road reserves will be the applicant's responsibility and for his account except where such a road is classified by MLM as a minor arterial in which case the principles stated in 3(b) will apply;
- 2.17 The applicant will be responsible for securing approval from all relevant road authorities regarding access to national and provincial roads and proof of such approval must be provided to MLM prior to proclamation of the township;

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- 2.19 The applicant will be responsible to obtain any authorizations and water use licenses that may be required to implement the mitigating measures prescribed by the hydrological analysis;
- 2.20 Stormwater will be controlled and managed to follow natural watercourses and/or channels within road reserves to prevent erosion and damage to other properties. It will be ensured that any existing stormwater structures e.g. pipes, culverts etc. that have to collect storm water from the proposed development, have adequate capacity to accommodate such stormwater. The applicant/owner shall be responsible for upgrading of such infrastructure if required. This development will accept stormwater from higher located property or roads and will accommodate such stormwater in the internal stormwater system of the development where appropriate;
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- 2.23 Subsequent to the master planning study that is currently in process and preliminary estimations done; there is sufficient capacity in the existing bulk water system to accommodate the proposed Township Hazyview 44;

- 2.24 In terms of municipal policy water entitlements attached to the property to be developed have to be converted to water for primary use (equal to the water demand of the township plus 15% for losses) and transferred to the MLM or the legally established Homeowner Association in cases where water will not be supplied by MLM. In the absence of such water entitlements and providing that MLM dispose of surplus water allocations, the payment of a levy calculated on the basis of the proven market value of the water entitlements and the water demand of the development must be made to MLM;
- 2.25 Water entitlements to be transferred to MLM must be available at the existing MLM raw water extraction point in the Sabie River and it is therefore crucial that it be confirmed by DWA that the indicated water entitlements from Da Gama Dam intended for eventual transfer to MLM, will indeed be accessible at the above-mentioned point of extraction;

Sanitation:

- 2.26 The existing Waste Water Treatment works is currently operated at or over it's design capacity, localized improvements to the works may increase the capacity of the works which could allow the developer to connect to the works;
- 2.27 The developer may at his own cost evaluate the possibility of localized improvements to the existing Waste Water Treatment Works in Hazyview to increase the bulk capacity of the works and should provide proof that the flow from the new township can be accommodated in the existing works;
- 2.28 Improvements to the existing Waste Water Treatment in Hazyview to improve bulk capacity may be deducted from Bulks Engineering Services contributions for Sanitation;
- 2.29 From the comments by Civil Engineering the following pre-proclamation conditions are evident and must be complied with:
 - 2.29.1 Submission to MLM of a hydrologic analysis of surface water run-off;
 - 2.29.2 Submission of township layout indicating certified 1:100 year flood lines;
 - 2.29.3 Proof of approval of access onto provincial roads and/or securing of access over property located outside of the proposed development, whatever the case may be;
 - 2.29.4 Submission of any information required by MLM to proof sustainability of services to be provided;
 - 2.29.5 Entering into a services agreement, subject to:
 - 2.29.5.1 Requirements for localized improvements to the existing Waste Water Treatment works in Hazyview to increase bulk capacity.

3. ELECTRICAL ENGINEERING:

- 3.1 All design specifications and material to comply with the sub directorate's latest revision of Electrical Reticulations Standards and Supply methods specifications;
- 3.2 The design shall be submitted to the Electrotechnical department for approval. No work shall be commenced until such approval has been obtained;
- 3.3 A bulk service point which will be handed over to Council must be obtained from Eskom by the applicant;
- 3.4 Servitudes shall be registered in Council's favour in the title deed where municipal services are to be located;
- 3.5 The location of Councils services shall be confirmed prior to any excavations;
- 3.6 The predicted demand profile of the development shall be submitted to Council;
- 3.7 These conditions are applicable to all subsequent owners or developers of the property.

4. SPECIAL CONDITIONS:

- 4.1 Approval of this township is further subject to the following condition as agreed upon by the Adriaan Venter Attorneys (representatives of the applicant) and the objector to the application Martinus Frederick Snyman:

"The applicant shall at its cost, but subject to successful procurement of all relevant and prescribed authorisations from any relevant authority, including the relevant Road Authority, construct a pedestrian walkway bridge between Erven 1260 Hazyview Extension 6 and Erf 2 of the proposed township across Provincial Road R536 (P33-5) with ancillary infrastructure in order to deal with future pedestrian traffic between the 2 shopping centres and concentrate such traffic over such bridge"
- 4.2 A portion of the property is required for the establishment of an integrated public transport facility for the Municipality and the location extent and acquisition of this portion must be determined in consultation with Mbombela Local Municipality.

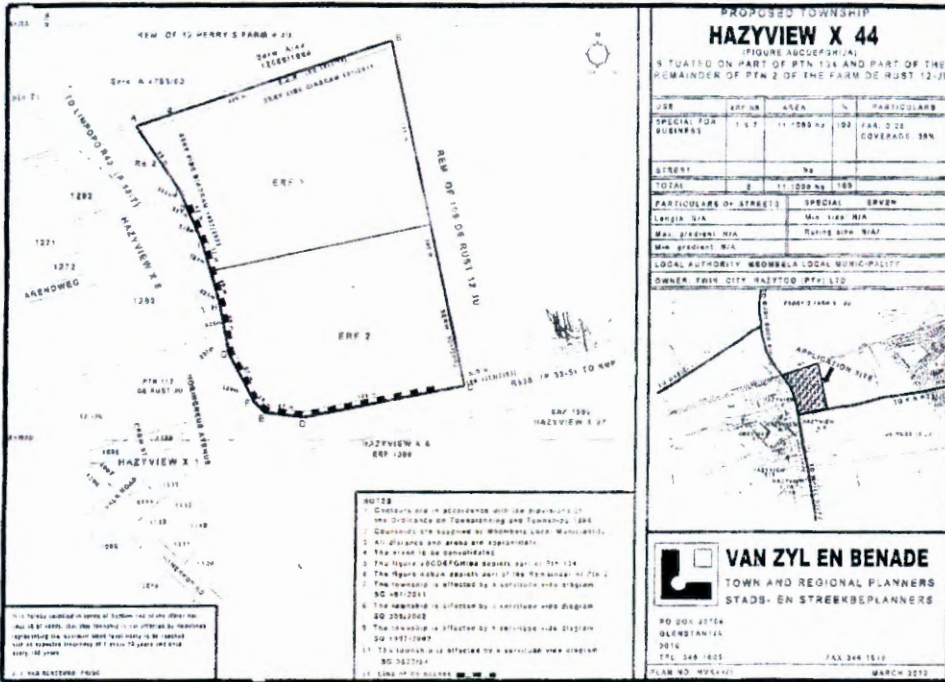
Before the Municipality will consider the issuing of a Section 101 Certificate, the applicants must submit a detailed report to the municipality, comprehensively explaining how there was conformed to each requirement under Section 1 (conditions to be complied with prior to the declaration of the township) of the Conditions of Establishment issued in respect of this township as well as all conditions contained in this letter of approval;

This approval must be construed to be an approval in terms of Section 102 of Ordinance 15, 1986 and in terms hereof, you are granted a maximum period of 12 months from date hereof to comply with **ALL** the conditions contained herein.

Your written acceptance of the above-mentioned conditions is awaited.

Yours faithfully

BEN STEYN
SENIOR MANAGER: URBAN MANAGEMENT AND DEVELOPMENT
LOCAL ECONOMIC DEVELOPMENT, HUMAN SETTLEMENT, URBAN AND RURAL
DEVELOPMENT
MBOMBELA LOCAL MUNICIPALITY
PM/pm



PROPOSED TOWNSHIP
HAZVIEW X 44

FIGURE AUCDEP/21/A
 SITUATED ON PART OF PTN 1314 AND PART OF THE
 REMAINDER OF PTN 2 OF THE FARM DE RUST 12/J1

JOB	ERF NO	AREA	%	PARTICULARS
SPECIAL FOR BUSINESS	1 & 2	11 1089 sq	100	FAS, 2/22 COVERAGE 38%
SCREEN		NA		
TOTAL	2	11 1089 sq	100	
PARTICULARS OF STREETS				SPECIAL ERVEN
Length M/A		Min. 100M N/A		
Max. gradient M/A		Twelve (12%) N/A		
Min. gradient M/A				
LOCAL AUTHORITY: MORNELLA LOCAL MUNICIPALITY				
OWNER: FIRM CITY HAZYVOD (Pty) Ltd				



- NOTES**
1. Contains area in accordance with the provisions of the Ordinance on Town Planning and Township, 1995
 2. Contains the layout of proposed area, boundaries, etc.
 3. All distances and areas are approximate.
 4. The scale is as indicated.
 5. The figure 1:10000 is based on the datum of 1973 (24)
 6. The figure 1:10000 is based on the datum of 1973 (24)
 7. The township is affected by a servitude over diagram 80 187/2811
 8. The township is affected by a servitude over diagram 80 255/2002
 9. The township is affected by a servitude over diagram 80 197/2047
 10. The township is affected by a servitude over diagram 80 242/2014
 11. The township is affected by a servitude over diagram 80 242/2014
 12. Line of 100 meters

1:1 Scale indicated in terms of township, 1:10000 Scale indicated in terms of erf, this plan therefore is a technical drawing and does not constitute a legal document. It is intended for use as a guide only and should not be used as a basis for any legal proceedings.

VAN ZYL EN BENADE
 TOWN AND REGIONAL PLANNERS
 STADS- EN STREEKSPLANERS

PO BOX 27704
 BLENHARTON
 0101
 TEL 348 1805 FAX 348 1512

PLAN NO. 1000/4/17 MARCH 2012