



STRATEGY

2026/7

Executive Committee | Strategic Plan

Franschoek Heritage & Ratepayers Association

This document outlines the FHRPA's strategic priorities, portfolio objectives, SWOT analyses and action points for the 2026/7 period.

- Chairperson & Governance
- Local Economic Development
- Communications
- Infrastructure
- Safety & Security
- Heritage & Conservation
- Land Use & Development

What is the FHRPA Objective?



CONSTITUTIONAL MAIN OBJECTS

- 1 Promote ratepayer interests and involvement with authorities
- 2 Protect and preserve the traditional character, built, natural and intangible heritage, and beauty of Franschhoek
- 3 Serve as a representative voice for ratepayers to relevant authorities
- 4 Advocate for municipal services delivered in accordance with good governance principles
- 5 Promote sustainable economic development and responsible land use
- 6 Foster community engagement and civic participation
- 7 Collaborate with authorities, civic groups and other stakeholders on matters of common interest

Nature of Activities

Non-profit:

All activities conducted with altruistic intent for member benefit.

No self-interest:

No economic benefit for office bearers.

Non-partisan:

Resources shall never support or oppose any political party.

Our Core Focus

To facilitate communication with other interest groups and all levels of government in maintaining the character and welfare of members and residents of the Franschhoek Valley.

As a civic partner we shall collaborate to advocate for developments that reflect this spirit, and for municipal services that operate in an economic, effective, efficient, transparent, inclusive, and accountable manner.

EXCO Powers & Mandate



Manage & Implement

- 1** Manage the Association's affairs and implement its constitutional objects

Legal Authority

- 2** Enter into contracts, agreements and engage service providers

Staffing

- 3** Employ staff, engage service providers and recruit volunteers

Asset Management

- 4** Acquire, hold, and dispose of property; invest funds prudently

Committees

- 5** Establish committees and working groups including specialist skills

External Representation

- 6** Represent the Association in all external forums

Policy Making

- 7** Develop rules and policies, subject to AGM/SGM approval

Portfolio Flexibility

- 8** Develop and amend EXCO portfolios according to community needs

Anatomy of Committees

Head

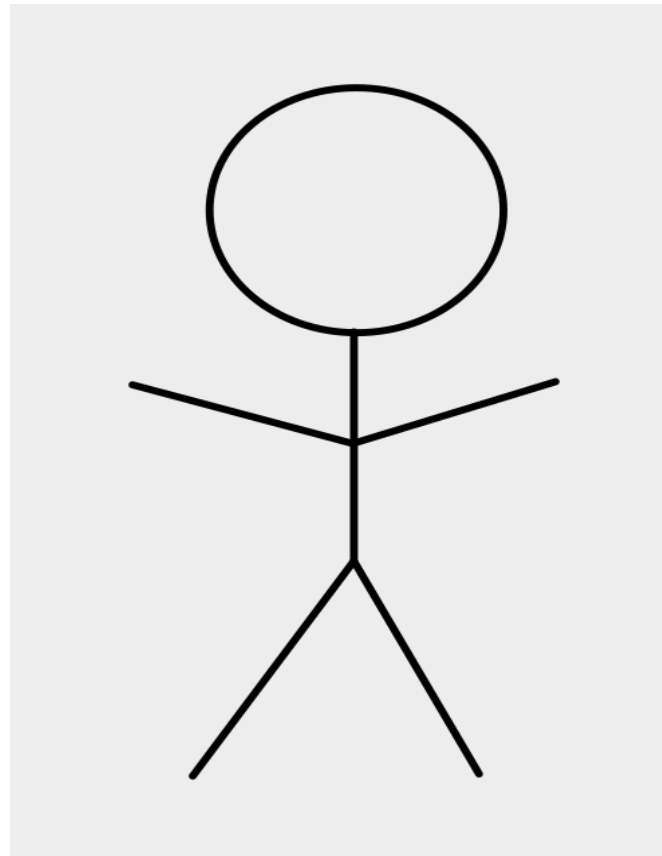
Decision making
Ideas
Provides intellect
Drives change

Hands

Worker
Gets things done
Intellect
High input

Feet

Attends meetings
Limited input
Attends and leaves
Makes up quorum



Chairperson SWOT Analysis



STRENGTHS

- Experience & strong local knowledge of issues
- Knowledge of FHRPA history
- Established relationships with key stakeholders
- Access to most key stakeholders

WEAKNESSES

- Annual election cycle — no formal authority
- Volunteer basis — dependent on Municipal budget (IDP)
- Too much personal input / over-reliance risk

OPPORTUNITIES

- Influence/input IDP budgeting, zoning and infrastructure
- Formal & informal engagement with Ward Cllrs, SAPS, NGOs & Tourism
- Social media and WhatsApp for quick response
- Generate sponsorship for community projects
- Engage the Municipality about a Local Spatial Development Framework for Franschhoek

THREATS

- Slow municipal response or support
- Ratepayer apathy — low turnout and membership
- Legal liability due to overreach
- Developer pressure vs community interests
- Political interference and factional disputes

Chairperson Points of Oversight



1

Build Portfolio Capacity

- Increase professional knowledge capacity across all portfolios.
- Effective EXCO Meetings

2

Stay Non-Partisan

Remain apolitical; drive conflict of interest mindset throughout.

3

Public Awareness & Participation

Increase input and participation through knowledge sharing

4

Membership & Funding

Grow membership and initiate donations / fee structures

5

Build Partnerships

Consolidate through regular meetings and updates

6

Small Action Groups

Focused single-item delivery groups e.g. Flood Response Group

7

Spatial Development Framework

Engage Stellenbosch regarding a Spatial Development Framework for Franschhoek

8

Franschhoek First Policy

Full support for inclusive participation in all events and activities

Critical Networks for EXCO



Local Economic Development Portfolio

Denver Adonis

Local Economic Development Portfolio



LOCAL ECONOMIC DEVELOPMENT PORTFOLIO OBJECTIVE

Fosters economic growth in Franschhoek while preserving the natural environment. Provides strategic oversight and partnerships with the Municipality, Franschhoek Wine Valley, Landbou Vereeniging, Business Chambers, and NGOs to encourage appropriate business development and address challenges facing marginalised communities. Includes active participation in the Integrated Development Plan (IDP) process to influence municipal strategic planning.

1

Strategic Oversight

Partnerships with Municipality, FWV, Landbou Vereeniging, Business Chambers and NGOs to encourage appropriate business development.

2

Marginalised Communities

Address challenges facing marginalised communities through economic inclusion and targeted development initiatives.

3

IDP Participation

Active participation in the Integrated Development Plan (IDP) process to influence municipal strategic planning and budget allocation.

Local Economic Development SWOT Analysis



STRENGTHS

- Established business entities with good reputations
- Strong existing local commercial platforms

WEAKNESSES

- Fragmented communication and interests between entities
- Missing centralised, coherent network structures
- Seasonal business model/focus

OPPORTUNITIES

- Building a highly resilient year-round economy
- Enhanced social cohesion via honest ratepayer dialogue
- Encourage and drive community initiatives
- Franschhoek First Policy

THREATS

- Legacy of unequal opportunities
- Growth impacted by historic mistrust amongst communities
- Lack of suitable business sites
- Lack of municipal support ie land

Local Economic Development Action Points



1

Ongoing Communication

- Bring diverse business organisations together.
- Foster transparent cross-sector communication.
- Create a shared platform for active problem solving.

2

Identify Economic Opportunity

- Map regional economic hub.
- Define clear guidelines for sustainable expansion.
- Unlock long-term commercial and community development.

3

Franschhoek First Policy

Engage businesses, developers, festival operators to ensure a Franschhoek First local employment policy.

4

IDP

Active participation in the Integrated Development Plan (IDP) process to influence municipal strategic planning and budget allocation.

Communication Portfolio

Kerrin Gregory

Communication Portfolio



COMMUNICATION PORTFOLIO OBJECTIVE

Ensures the community receives accurate, verified information while combating misinformation. Focuses on growing FHRPA membership, enhancing public awareness of Association activities, and fostering community engagement. Monitors technological systems within Stellenbosch Municipality to ensure efficient ratepayer interfaces.

1

Accurate Information

Combat misinformation with verified, timely communications across all channels.

2

Membership Growth

Grow FHRPA membership through targeted outreach and engagement initiatives.

3

Technology Monitoring

Monitor Stellenbosch Municipality's technological systems for efficient ratepayer interfaces.

Communication SWOT Analysis



STRENGTHS

- Active WhatsApp channel
- Growing membership database
- Community with donation capacity

WEAKNESSES

- Limited personnel
- Time-consuming portfolio with subscription costs
- Software subscription budget required to improve comms
- Continuity risk due to volunteer resources
- Membership apathy unless there is a crisis
- Poor understanding of municipal processes

OPPORTUNITIES

- Councillor partnerships
- Municipal comms channels
- FWV relationship for wider reach

THREATS

- Stellenbosch Municipality can undermine efforts
- Political alignment perceptions
- Community legacy issues
- Outside developers creating community division

Communication Action Points



1

Multi-Channel Communications

Website: keep up to date with minutes & info. WhatsApp: keep members informed. Formal comms (email & WhatsApp): quarterly updates and AGM preparation plus ad hoc on controversial issues.

2

Annual Member Survey

Annual survey to ascertain key focus areas. Ad hoc survey on controversial issues.

3

Member Meetings & Events

Preparation for AGM and distribution of communication. Ad hoc SGM / info events.

4

Grow Membership

Database: clean up to create one version of the truth. Grow membership.

5

Finance & Budget

Develop budget in conjunction with other portfolio holders. Develop proposed fee structure. Administer bank account and payments. Financial reporting.

Infrastructure & Service Delivery

Pat Jacobs

Infrastructure Portfolio



INFRASTRUCTURE AND SERVICE DELIVERY PORTFOLIO OBJECTIVE

Addresses infrastructure development and maintenance to meet community needs and urban growth demands. Maintains close relationships with relevant municipal directorates, keeps ratepayers informed about infrastructure developments, and presents community-generated proposals to Stellenbosch Municipality.

1

Municipal Relations

Professional and active relationship with municipal directorates on all infrastructure matters.

2

Community Monitoring

Member monitoring of water leaks including storm water, roads including signage and markings, lighting and electrical, parks, general signage including streets, waste and garbage collection, cleanliness and other council services that impact residents and businesses daily.

3

IDP Influence

Increase public participation in IDP/Budget process to influence capital and operational expenditure.

4

Disaster Planning

Active participation in disaster recovery planning to include Franschhoek-specific requirements.

Infrastructure SWOT Analysis



STRENGTHS

- Professional and active Municipal relationship
- Member monitoring: leaks, potholes, lighting faults, etc.
- Local knowledge of flooding, traffic & road hotspots
- Credibility of reporting backed by photos, logs and case numbers
- Collective voice to escalate to Councillors and Municipality

WEAKNESSES

- No direct control over budgets, contractors or timelines
- Limited technical expertise on engineering specifications
- Volunteer burnout and loss of interest
- Reliance on inconsistent service delivery
- Ratepayer apathy - 'nothing ever changes' mindset

OPPORTUNITIES

- Increase IDP/Budget participation to influence CapEx/OpEx
- Partner with Municipality & businesses for joint funding
- WhatsApp channel for rapid reporting — 'Let's Fix It'
- Push for maintenance and service delivery dashboards

THREATS

- Budget cuts and delays leading to worsening conditions
- Slow / no Municipal response leading to frustration
- Vandalism, cable theft, fire and floods damaging assets
- Poor contractor performance with no accountability
- Development without infrastructure upgrades leading to overload

Infrastructure Action Points



1

Quarterly Infrastructure Meeting

Continue meetings with the Municipal Infrastructure team; contribute proactively to the agenda

2

Key Hotspot Identification

Identify key recurring areas requiring corrective action and track resolution progress

3

Response Team Coordination

Link with other local service response teams: fire, floods, infrastructure damage, etc.

4

Partnerships

Grow participation with other service organisations and the Municipality through formal agreements

5

Disaster Recovery Plan

Actively participate in developing disaster recovery plans to include Franschhoek-specific requirements

6

Bespoke Action Groups

Set up focused action groups for single-item delivery; groups to fold when no longer relevant / required

7

Municipal Accountability

Regular liaison with municipality for delivery

Safety & Security Portfolio

Trevor Jafthas

Safety and Security Portfolio



SAFETY AND SECURITY PORTFOLIO OBJECTIVES

Monitors public safety matters and ensures effective communication of safety measures. Maintains close liaison with SAPS, local law enforcement, traffic and fire departments, and security/neighbourhood watch organizations. Coordinates with the Communication portfolio to disseminate relevant safety information to the community.

1

Law Enforcement Liaison

Close coordination with SAPS, local law enforcement and traffic & fire departments.

2

Community Led Initiatives

Coordination with neighbourhood watch organisations and CPF structures. Explore SRA-type models.

3

Safety Communications

Coordination with the Communications portfolio to disseminate relevant safety information.

4

Use of Technology

Investigate options to use technology to improve the security in hot spot areas and to assist the community.

Safety and Security SWOT Analysis



STRENGTHS

- Established local business and community structures
- Clear commitment to locally led systems
- Community willingness to act
- Citizen Police Forum links and neighbourhood watches

WEAKNESSES

- Too few active volunteers
- Fragmented communication and unclear leadership
- Internal conflict and limited capacity within SAPS

OPPORTUNITIES

- Grow neighbourhood watch participation
- Deploy cameras and information-sharing in hotspots
- Stronger advocacy to municipal and provincial leaders

THREATS

- Escalating extortion, shootings and firearms
- More organised multi-front criminal activity
- Community fatigue
- Unreliable Municipal and SAPS support
- Poor governance and delays block progress
- Heavy reliance on the private sector

Safety and Security Action Points



1

Recruit Volunteers

Recruit and onboard more active volunteers to grow capacity

2

Unify Communications

Unify communications and clarify leadership roles across groups

3

SAPS Coordination

Coordinate with SAPS regarding increase in crime

4

Municipal & Law Enforcement Engagement

Engage Stellenbosch Municipality and Law Enforcement to raise safety prioritisation

5

Expand Neighbourhood Watch

Expand neighbourhood watch participation and coordination. Explore SRA model for local control and funding; build evidence-based, transparent decision processes

6

Technology

Cooperate with other organisations to install cameras and information-sharing in identified hotspots

Heritage & Conservation Portfolio

Alastair Thorns

Heritage and Conservation Portfolio



HERITAGE AND CONSERVATION PORTFOLIO OBJECTIVES

Represents FHRPA's interests as a registered Conservation Body with Heritage Western Cape. Preserves Franschhoek's unique character, historical fabric, cultural heritage, and architectural vernacular through engagement with Stellenbosch Municipality and developers. Advocates for sustainable development practices that protect both built heritage and natural environment, while maintaining the Valley's visual integrity. Includes oversight of signage to preserve the town's distinctive character.

1

Engagement

Quarterly meetings with Stellenbosch Municipality Built Environment directorate.

2

Advocacy

Balanced objections through constructive advocacy to change the perception that FHRPA only complains about submissions.

Develop the philosophy of what to protect and what to develop.

3

Oversight

Ensure Wards 1, 2, the rural areas of Ward 3 and the Scenic Route are adequately overseen and protected from unsuitable development.

Heritage SWOT Analysis



STRENGTHS

- Professionally qualified individuals with insights and experience
- Profound understanding of built context and socio-economic challenges
- Has consensus on protecting the built environment
- Can develop relationships with local councillors at Stellenbosch Municipality

WEAKNESSES

- Has members who may be politically expedient
- Under-resourced - not enough members
- Pro Bono - work is detail focused and complex - limited time and focus
- Can sometimes rely too greatly on any one individual
- Organisational / institutional memory

OPPORTUNITIES

- Facilitate good decision-making at Building Planning Management by offering insightful feedback on submissions both within COZ and in rural areas, incl, the Scenic Route.
- Possibility to work with and influence decision makers at local authority level
- Possibility to improve and influence IDP framework / budget
- Generate better understanding of the public – ratepayers – as to the good work aspired to

THREATS

- Franschhoek Heritage Committee commentary not being included adequately in decision making.
- The ratepayer perception the committee is not pro development.
- Unchecked expansion – incomplete inventory on illegal builds and uses – e.g. Short Term Rentals.
- Zoning Scheme leniencies – contributing to faster land conversion by developers.
- Devaluation of the built environment through the approval of poorly conceived designs.

Heritage Action Points



1

Engagemen Quarterly Meeting

To build better professional relationships through quarterly meetings with key Built Environment managers at Stellenbosch Municipality.

2

Two-weekly Meetings

Heritage to hold internal meeting two-weekly to review submissions, applications and appeals.

3

Submissions and Applications

Engage Stellenbosch Municipality, Heritage Western Cape and other Heritage Associations to ensure FHRPA receive all applications.

4

Oversight

To ensure wards 1 2 & 3 Scenic route are adequately overseen.

5

Advocacy

To advocate & reveal, on the Franschhoek Heritage & Ratepayers Association website, decision making.

6

Collaboration

To collaborate with other heritage committees for cohesive methodologies.

Land Use & Development Portfolio

Sally Burningham

Land Use and Development Portfolio



LAND USE AND DEVELOPMENT PORTFOLIO OBJECTIVE

The portfolio oversees compliance with building regulations and urban planning guidelines, ensuring that growth in Franschhoek is orderly and sustainable. This includes reviewing municipal development proposals, ensuring compliance with zoning regulations, and addressing concerns about new developments that may impact the community. The regulation of short-term rentals will be addressed by this portfolio.

1

Development Review

Review municipal development proposals and ensure compliance with zoning regulations and planning guidelines.

2

Engagement & Influence

Quarterly planning meetings, bi-weekly Heritage & Land Use committee meetings, IDP submission.

3

Spatial Development Plan Influence

Engage Municipality regarding the Spatial Development Plan for Franschhoek ie What to protect and what to develop.

Map land for affordable housing, unblock public land release and position on acceptable development.

4

Short-Term Rentals

Address and regulate short-term rental properties (Airbnb) and clarify farm-based activity permissions.

Land Use and Development SWOT Analysis



STRENGTHS

- Clear IDP framework (to 2027)
- Supports densification in towns vs. expansion on farms

WEAKNESSES

- Unclear what activities are permitted on farms
- No clear limit to short-term rentals (Airbnb)
- Missing applications for community review

OPPORTUNITIES

- Shape development and housing planning in the valley
- Support sustainable agriculture
- Densification within the urban edge

THREATS

- Inappropriate conversion of land use
- Shortage of power and possible solar farm proliferation
- Shortage of housing
- Tourism demand outpacing planning
- Urban sprawl and gentrification

Land Use and Development Action Points



1

Quarterly Meeting

Land Use and Heritage to hold quarterly meeting with Department of Planning at Stellenbosch Municipality. Establish relationships with the Municipal Spatial planners and Land Use responsible for Franschhoek

2

Two-Weekly Meetings

Land Use and Heritage to hold internal meeting two-weekly to review submissions, applications and appeals

3

Applications

Engage with Stellenbosch and other Heritage Associations to ensure FHRPA receive all applications

4

Member Engagement

Communication with Members on key / controversial applications

5

Land Register and Map

Create a database and map of the land use rights of all properties in the Geographic Area



Together for Franschhoek

Strategy 2026/7 | FHRPA Executive Committee

Committed to Community, Heritage & Governance

The FHRPA is committed to ensuring Franschhoek remains a place of exceptional heritage, beauty and community well-being.

New website coming soon: www.fhrpa.org.za