South African National Parks would like to thank everybody who participated and had input in the formulation of this document.
This management plan is hereby internally accepted and authorised as the legal requirement for managing Table Mountain National Park as stated in the Protected Areas Act.

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# LIST OF ACRONYMS AND ABBREVIATIONS

- APO: Annual Plans of Operations
- BSC: Balance Score Card
- CAPE: Cape Action for People and Environment
- CDF: Conservation Development Framework
- CFR: Cape Floral Kingdom
- CPPINE: Cape Peninsula Protected Natural Environment
- DEAT: Department of Environmental Affairs and Tourism
- DWAf: Department of Water Affairs and Forestry
- EEA: Environmental Education
- EIA: Environmental Impact Assessment
- EIE: Environmental Interpretation and experience
- EMP: Environmental Management Program
- EPWP: Expanded Public Works Programme
- GIS: Geographic Information Systems
- HIA: Heritage Impact Assessment
- HIP: Integrated Development Plan
- LED: Local Economic Development
- MPA: Marine Protected Area
- NEM: BA: Environmental Management: Biodiversity Act, No. 10 of 2004
- SMP: Strategic Management Plan
- TCP: Thresholds of Potential Concern
- WCEF: Western Cape Economic Development
- WWF-SA: World Wildlife Fund – South Africa

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EXECUTIVE SUMMARY

The importance of managing the globally unique biodiversity and scenic resources on the Cape Peninsula has been recognised through the establishment of the Table Mountain National Park in 1998 and its subsequent declaration as a Natural World Heritage Site in 2003. The primary purpose of the Table Mountain National Park (TMNP) is to manage areas of nationally and internationally important biodiversity, scenic resources and cultural heritage on the Cape Peninsula; allow for recreational, spiritual, scientific, educational and tourism opportunities that do not compromise the ecological integrity of the area; and contribute to local economic development. This purpose is reflected in the Parks’ vision; A Park for All, Forever. This Park Management Plan, which is nestled within a longer 30 year plan, presents the management objectives, projects and programs that are required over the next 5 years to move the Park towards achieving its vision.

The Management Plan is divided into four sections. The first section outlines what the ‘Desired State’ of the Table Mountain National Park is and how this was derived. It highlights national and local informants and details the Parks biodiversity, cultural heritage, tourism, conservation constituency building and Park support function objectives. The objectives for the Park were developed inline with the South African National Parks Corporate Business Plan as well as the Protected Areas biodiversity custodianship framework.

The second section outlines the projects and programs that the Park will engage in over the next 5 years in working towards the Desired State of the Park. Key to this section is that the Table Mountain National Park is South Africa’s most visited National Park as it is largely an open access, entirely within the City of Cape Town and offers free or affordable recreational value to local and international tourists. As such it has a unique comparative advantage over other National Parks and can promote SANParks and provide an important financial contribution to national biodiversity conservation. The sustainability of the Park depends on unlocking the full tourism potential of the Park in a balanced approach that does not negatively impact on the unique biodiversity of the Park. Key projects include: improving access from the City of Cape Town, via Signal Hill, to Table Mountain; upgrading the Groote Schuur Estate and the ecological restoration of the Tokai and Cecilia plantations.

The third section summarises the Strategic Adaptive Management process that the Park plans to implement to ensure that the Park achieves its management objectives through a process of continual learning.

The last section presents the high level budget and staffing requirements to implement the management plan. The budget is separated into three parts highlighting the land acquisition costs, Park development costs and Park operational costs. The key point from this section is that required expenditure for all operations, projects and programs is R122 million per annum. Of this only R58 million per annum has been secured, leaving a funding shortfall of R64 million per annum. Funding applications amounting to R34 million per annum have been lodged in order to close this funding gap.
The ‘desired state’ of a park is the parks’ longer-term vision (30-50 years) translated into sensible and appropriate objectives through broad statements of desired outcomes. These objectives are derived from a park’s key attributes, opportunities and threats and are informed by the context (international, national and local) which jointly determine and inform management strategies, programmes and projects. Objectives for national parks were further developed by aligning with SANParks corporate strategic objectives, but defining them in a local context in conjunction with key stakeholders. These objectives are clustered or grouped into an objectives hierarchy that provides the framework for the Park Management Plan. Within this document only the higher level objectives are presented. However, more detailed objectives, down to the level of operational goals, have been (or where necessary are currently being) further developed in conjunction with key stakeholders and specialists.

This approach to the management of a National Park is in line with the requirements of the National Environmental Management: Protected Areas Act No. 57 of 2003 (NEM: PAA). Overall the Park Management Plan forms part of a National Planning framework for protected areas as outlined in the figure on the left.

Park Management Plans were not formulated in isolation of National legislation and policies. Management plans comply with related national legislation such as the National Environmental Management: Biodiversity Act, national SANParks policy and international conventions that have been signed and ratified by the South African Government.

Coordinated Policy Framework Governing Park Management Plans

The SANParks Coordinated Policy Framework provides the overall framework to which all Park Management Plans align. This policy sets out the ecological, economic, technological, social and political environments of national parks at the highest level. In accordance with the NEM: Protected Areas Act, the Coordinated Policy Framework is open to regular review by the public to ensure that it continues to reflect the organisation’s mandate, current societal values and new scientific knowledge with respect to protected area management. This document is available on the SANParks website.

Key functions of Park Management Plans

The key functions of this management plan are to:

- ensure that the Park is managed according to the reason it was declared;
- be a tool to guide management of a protected area at all levels, from the basic operational level to the Minister of Environmental Affairs and Tourism;
- be a tool which enables the evaluation of progress against set objectives;
- be a document which can be used to set up key performance indicators for Park staff;
- set the intent of the Park, and provide explicit evidence for the financial support required for the Park.

This Management Plan for Table Mountain National Park comprises four broad sections:

1. Outlines the context and desired state of the Park and how this was determined;
2. A summary of the management strategies, programmes and projects that are required to move towards achieving the desired state (obviously these strategies, programmes and projects can extend over many years but here we present the management focus until 2010). It highlights critical strategic issues, their prioritisation, operationalisation and integration, and reflection on achievements to ensure that the longer-term desired state is reached;
3. The Strategic Adaptive Management process that the Park plans to implement to ensure that the Park achieves its management objectives through a process of continual learning; and
4. Presentation of a high level budget required for the implementation of the plan.
1. Setting the Desired State of the Park

The Desired State of the Park is the Parks vision translated into sensible / appropriate objectives through broad statements of desired outcomes. These objectives are informed by the management context (national and local) that determines what the key attributes that inform management strategies, projects and programs are. Objectives for the Park were developed by aligning with SANParks corporate strategic objectives, but defining them in a local context. This was done through a series of workshops with significant input from the Park Forum. These objectives are clustered or grouped into a hierarchy that provides the framework for the Park Management Plan.

1.1 National Decision Making Context

Park Management Plans are not formulated in isolation to National legislation and policies. This plan must comply with related national legislation such as the National Environmental Management: Biodiversity Act (NEM: BA), national SANParks policy and international conventions that have been signed and ratified by the South African Government. Presented below are key the National level informants to the Park Management Plan.

1.1.1 SANParks public mandate and business architecture

As per the Public Finance Management Act, Act 1 of 1999, SANParks is a Schedule 3(a) “public entity” that functions under the ambit of the NEM: Protected Areas Act, 2003 (Act 57 of 2003). The core mandate of SANParks is the conservation and management of biodiversity through a system of National Parks. SANParks is also involved in the promotion and management of nature-based tourism, and delivers both conservation management and tourism services through an authentic people centred approach on all its programmes.

The organisation’s operations are guided by its vision and mission statements. As a public entity, the organisation is committed to act in pursuance of transformation of South Africa’s society in support of entrenching South Africa’s democracy. In this regard the organisation is committed to act in pursuance of transformation both within SANParks and the broader society and economy, through the implementation of broad-based Black Economic Empowerment in support of the Constitution of South Africa.

SANParks Values

These values are deeply-held beliefs which guide the formation of principles for decision-making and action in SANParks.

Respect the complexity, as well as the richness and diversity of the socio-ecological system making up each national park and the wider landscape and context. Respect the interdependency of the formative elements, the associated biotic and landscape diversity, and the aesthetic, cultural, educational and spiritual attributes. Leverage all these for creative and useful learning.

Strive to maintain natural processes in ecosystems, along with the uniqueness, authenticity and worth of cultural heritage, so that these systems and their elements can be resilient and hence persist.

Manage with humility the systems under our custodianship, recognising and influencing the wider socio-ecological context in which we are embedded.

Strive to maintain a healthy flow of ecosystem and cultural goods and services (specifically preserving cultural artefacts), and to make these available, also through access to national parks, thereby promoting enjoyment, appreciation and other benefits for people.

When necessary, intervene in a responsible and sustainable manner, complementing natural processes as far as possible, using only the level of interference needed to achieve our mandate.

Do all the above in such a way as to preserve all options for future generations, while also recognizing that systems change over time.

Finally, acknowledge that conversion of some natural and cultural capital has to take place for the purpose of sustaining our mandate, but that this should never erode the core values above.

1.2 Park Decision Making Context

Understanding the local context that a Park operates within is fundamental success of the Park. In order to develop relevant and realistic management objectives, three essential aspects were considered. The first was the review of the previous Park Strategic Management Plan, the second, was to actively understand the Park Vision and lastly was the development of Key Attributes inline with the management context that needed management consideration.

SANParks Transformation Mission

To ensure effective transformation both within SANParks and the broader society and economy, through the implementation of broad-based Black Economic Empowerment in support of the Constitution of South Africa.

SANParks Vision

National parks will be the pride and joy of all South Africans and of the world.

SANParks Mission

To develop and manage a system of national parks that represents the biodiversity, landscapes, and associated heritage assets of South Africa for the sustainable use and benefit of all.


In preparation of this Park Management Plan an independent review (CSIR Report 2004) was made of the outgoing Strategic Management Plan (SMP). Specific recommendations were made with reference to planned management strategies, projects and programs for inclusion in the next Management Plan.

1.2.2 Table Mountain National Park Vision

Park Vision:

A Park for All, Forever.

The Park’s vision statement was developed through an extensive public participation process in 1999 as part of the formulation of the Parks Management Policy. The vision balances the core business mandates required by SANParks, with the need for excellence in management within an urban environment.

The phrase ‘A Park’ acknowledges that the TMNP first requires establishment through the ongoing land consolidation process. Tied into its establishment, is the future planning of the Park that needs to meet the SANParks mandates and public scrutiny. Only through a consolidated park and with the correct conservation planning in place, can the conservation of the world renowned biodiversity and cultural heritage management be achieved for future generations.

The phrase ‘For All’ embraces the concept that the TMNP is a people’s park. Surrounded by the metropolis of the City of Cape Town, as well as being a primary local, national and international tourism destination, the appropriate management of visitors and users of the TMNP is fundamental to realize the unique economic, social and spiritual opportunities available within the Park, without degrading the natural and cultural resources. Coupled to these opportunities is the acknowledgement that several previously marginalised communities directly boarder the Park. It is only through effective constituency building towards people-centred conservation that the sustainability of the Park can be ensured.

The last phase ‘Forever’ sets the tone for management decision-making framework. Park management embraces the concepts of financial sustainability, transparency and accountability underpinned by inclusive decision-making and best business practices. Park management strives for excellence through the principles of being a learning organisation and adaptive management.

1.2.3 Management Context and Key Attributes that define the Park.

The following general context and key attributes inform the management of the Park. For each of these key attributes, the determinants, threats and constraints were identified in order to develop high level objectives (section 1.3 of the Plan) and strategies to manage these.
1.2.3.1 Management Context

Purpose of the Park

The Park’s purpose was succinctly set out in the original studies and submissions towards the establishment of a National Park on the Peninsula. The Fuggle report’s 1994 recommendation, as echoed in the SANParks submission to the Table Mountain Advisory Committee in 1995, that the area within, and conservation worthy land adjacent to, the Cape Peninsula Protected Natural Environment (CPPNE) should be managed “To ensure the development of a prosperous, healthy, culturally rich and scenically attractive Cape Peninsula for the benefit of all residents and visitors and the optimal use of the area’s unique set of natural and cultural resources.”

In alignment with the NEM: PAA the current purpose of the Table Mountain National Park is to:

- Protect areas of national and international importance, biodiversity, scenic areas and cultural heritage sites
- Prevent exploitation or occupation inconsistent with the protection of the ecological integrity of the area
- Allow spiritual, scientific, educational, recreational and tourism opportunities which are environmentally compatible and contribute to economic development.

Declarations and Name

- The Park as was originally declared as the Cape Peninsula National Park in 1998 (Gov. Gaz. 18916) and was subsequently changed to the Table Mountain National Park in 2004 (Gov. Gaz. 26305). Property declarations for the Park between 1998 and 2006 can be found in the following Government Gazettes: 18916; 19992; 22335; 22819; 23450; 25562; 26415; 26083 and 28185.
- The adjacent marine and coastal environments were declared in 2004 as the Table Mountain Marine Protected Area (MPA) (Gov. Gaz. 26431) in terms of the Marine Living Resources Act (Act 18 of 1998). The Table Mountain MPA stretches from Green Point, Cape Town to Bailey’s Cottage, Muizenberg. Within this area there are 6 Restricted Zones (Annexure 2: Map 1).
- The Cape Peninsula has the highest topographical diversity of similar-sized areas in southern Africa and has two landscape features of international renown, Table Mountain and Cape Point. The impressive mountain chain traversing the Peninsula is separated from the north-south trending Folded Belt on its eastern margin by the relatively warm waters of False Bay and the narrow sandy isthmus of the Cape Flats; on its western margin it plunges, sometimes precipitously, into the cold waters of the Atlantic Ocean. The topography is dominated by the sandstone plateaux and ridges which reach a maximum altitude of 1085m on Table Mountain. These ridges drop steeply to the debris-covered and gullied slopes underlain by softer sediments. The mountain chain is interrupted by several gaps, most of which are covered by Quaternary deposits. The north-eastern sector of the Peninsula comprises part of the featureless and sand-mantled Cape Flats. Towards the south, the landscape comprises a low (<150m) sandstone plateau, occasionally interrupted by narrow dunes of Quaternary sand.

The Cape Peninsula forms part of the Cape Folded Belt which is erosion-resistant, quartzitic sandstone mountains alternating with plains and valleys underlain by softer shales, and mantled at the coastal margin with young siliceous and calcareous sediments. The sandstones and shales of the Cape Supergroup were deposited on earlier sediments and intruded granites at the margin of an inland sea, between 450 and 340 Mya. These earlier rocks (Malmesbury shales and Cape Granite Suite) are exposed at many places along the lower slopes of the Peninsula mounds.

On the Peninsula, the Cape Supergroup is represented by Graaffwater and Peninsula Formations. The former comprise a narrow bed (up to 65m deep) of medium-grained sandstones and mudstones, while the latter (and predominant rocks of the region) comprise a massive bed (up to 1200m deep) of almost pure quartzitic sandstones. These sediments were uplifted during a period of orogeny between 280 and 215My and substantially eroded during the Mesozoic. Geological stability during the Tertiary has resulted in slow denudation of the hard sandstones, principally along fault lines and fractures, resulting in remnant massifs (e.g. Table Mountain) surrounded by extensive colluvial deposits on gentler slopes underlain by the older, softer rocks.

Tertiary deposits are poorly developed on the Peninsula: they comprise only some fossil-rich Miocene deposits in the Noordhoek Valley. The Quaternary is represented by occasional patches of alluvium and extensive areas of silicous (older) and calcareous (younger) sands that mantle most of the Cape Flats and other coastal areas.

Environmental Conservation Act (Act 73 of 1989) to include the conservation worthy land of the Cape Peninsula in 1989. The CPPNE covers approximately 29,900 hectares. The airspace above the park (to a height of 1847 meters) is also regulated by the NEM: PAA.

Topography, Geology and Soils

- The Cape Peninsula has the highest topographical diversity of similar-sized areas in southern Africa and has two landscape features of international renown, Table Mountain and Cape Point. The impressive mountain chain traversing the Peninsula is separated from the north-south trending Folded Belt on its eastern margin by the relatively warm waters of False Bay and the narrow sandy isthmus of the Cape Flats; on its western margin it plunges, sometimes precipitously, into the cold waters of the Atlantic Ocean. The topography is dominated by the sandstone plateaux and ridges which reach a maximum altitude of 1085m on Table Mountain. These ridges drop steeply to the debris-covered and gullied slopes underlain by softer sediments. The mountain chain is interrupted by several gaps, most of which are covered by Quaternary deposits. The north-eastern sector of the Peninsula comprises part of the featureless and sand-mantled Cape Flats. Towards the south, the landscape comprises a low (<150m) sandstone plateau, occasionally interrupted by narrow dunes of Quaternary sand.

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Climate

- The Cape Peninsula experiences a fire prone Mediterranean-type climate, characterised typically by cool, wet winters and warm, dry summers. Winter rain is associated with frontal depressions buffed off from the circumpolar westerly belt. In summer, the climate is influenced by the ridge of high pressure over the South Atlantic Ocean; the resultant south-easterly winds blow offshore along South Africa’s south-west coast, and in the process lose whatever moisture they may have picked up over the warm Indian Ocean, as mist precipitation on the barrier peaks of the north-trending Folded Belt. However, up to 25% of the Peninsula’s rain falls in the summer months (October to March) and much of this is associated with post-frontal conditions when the ridge high pressure cells advect moist air from the south and south-east.

The rainfall recorded in different parts of the Peninsula shows remarkable variation for so small an area (400-2270mm/year). Rainfall gradients are exceptionally steep and are influenced not only by altitude but also by aspect and other topographic features that serve to trap rain-bearing winds. These gradients may be even steeper than the rainfall data suggest, since precipitation from south-east cloud in the summer months is substantial at elevations greater than 600m.

Spatial and temporal variations in temperature are not pronounced (mean annual temperature of 18-20 °C owing to the ameliorating influence of the ocean on the narrow land mass as well as the relatively low maximum values of the mountain chain. The difference between mean maximum and mean minimum temperatures is slight (average 6-10 °C). Frost and snow are rare, never persisting for more than a day or two.

A distinctive feature of the Cape Peninsula’s climate is its strong wind regime. In winter, north-westerly winds frequently exceed gale force and have mean speeds ranging of 20-30km/hr. Summer southerly and south-westerly winds may blow at gale force a week or more at a time with mean speeds of 20-40km/hr.

Flora, fauna and fire

- Due to the extraordinary biodiversity and scenic landscapes, the TMNP was declared as a Natural World Heritage Site in 2003. Within an area of 471km², 2285 indigenous plant species occur making the Cape Peninsula flora one of the richest for any similar-sized area, both in the Cape Floral Kingdom (CFR) and elsewhere in the world. Biogeographically, the Peninsula flora is unusual in that it includes species typical of strictly winter-rainfall portions of the CFR as well as species whose ranges extend eastwards, where more rain falls in summer. This biogeographical mixing probably contributes to explaining the very high richness of the Peninsula’s flora. As a typical of other areas of the CFR, three major vegetation types are represented on the Cape Peninsula: these are the predominant Cape Fynbos shrubland, the rare Renosterveld shrubland and associated grasslands, and the patches of Forest and Thicket. Six per cent of the Cape Peninsula’s flora (141 species) are Red Data
The Cape Peninsula is an endemic flora hotspot supporting 158 Peninsula endemic plant species or which 66 are Red Data listed.

- The Peninsula’s fauna is less well known than the flora. Available information indicates that at least 113 faunal species in 47 families are endemic to the Cape Peninsula. These endemics are clustered in several, largely montane nodes and paleoegenic (paleoecologically stable) zones typically located in upper reach forest streams, riverine forests and caves (the latter supports 14 endemics). The overall general pattern for vertebrate groups is that of moderate species richness and low endemism, while certain invertebrate groups are very speciose and have exceptionally high levels of endemism. The Cape Peninsula provides habitat for 23 Red Data Book species.

- Fire is a natural component of the Fynbos biome and is required to maintain biodiversity. However, the incidence of fire has greatly increased on the Peninsula, mostly due to the proximity to the urban centre of Cape Town. In addition, wildfires have the potential to threaten property and lives. As such it is important that fire management strategies be continually refined so that they address key constraints specifically, including: removal of invasive species; biodiversity maintenance coordination between different agencies; and inadequacy of resources.

- The Cape Peninsula is also an area of exceptional marine and coastal biodiversity. It lies at the junction of two major oceanic systems and supports a highly diverse fauna and flora comprising numerous endemic species. The number of different species harvested for commercial and recreational usage is well over 100 and ranges from fish to shellfish to seaweed, including west coast rock lobster, abalone and line fish. In order to ensure effective management of these resources, the Cape Peninsula Marine Protected Area was proclaimed in 2004

Cultural Heritage

- For centuries Table Mountain was known as ‘Hoerikwaggo’ or the ‘Mountains in the Sea’ by the local Khoekoe people. It has since been recorded in songs, poems, literature, art, crafts, photography, history books, film, religious tracts and mythology. With the establishment of the first permanent European settlement in 1652, Table Mountain became synonymous with the ‘Tavern of the Seas’ and later the ‘Gateway to Africa’.

- Table Mountain has not only played a fundamental role in shaping the physical location and development of the City of Cape Town, but has also been the source of spiritual inspiration and remains a site internationally by many as one of the world’s most sacred sites. Historical sites within the Park represent a wide range of interests and range from Early Stone Age, to Colonial Era, to World War II, to Apartheid Rule to significant geological sites.

- The Cape Peninsula relates to the psyche of people, myths and legends, histories and experiences, social and cultural traits and philosophical and ideological values. However, different cultural heritage resources have not received the same emphasis as biodiversity in the past either within SANParks or on the Cape Peninsula.

Tourism

- The Cape Peninsula has a number of global icon attractions that are ‘must see’ destinations on a majority of tourists’ itineraries. These icons are Table Mountain, Cape Point, V&A Waterfront, Kirstenbosch Gardens, the Boulders Penguin colony and Robben Island. Of these important tourist attractions, Table Mountain National Park manages three of the six, and therefore is a key role-player in the tourism economy of Cape Town. In addition, at a provincial level, continued growth in the tourism industry is seen as a key strategy in the economic growth plan of the Western Cape. As such, the TMNP has a responsibility to unlock the full potential of TMNP for the economic benefit of Capetonians and SANParks. In an internal visitor survey conducted by the TMNP in 2000, it was estimated that the TMNP received over 4.2 million visits annually.

Despite the development of a number of new visitor facilities in recent years (new entrance and associated facilities at Kirstenbosch Botanical Gardens, a funicular at Cape Point, boardwalks at Boulders, major upgrade of the Table Mountain Cableway) the demand for additional facilities and services to serve the tourism market is huge. Some existing facilities (e.g. the restaurant at Cape Point) cannot cope with the demand, leading to a less than optimal visitor experience.

SANParks has developed a Commercialisation Strategy which intends to generate revenue to ensure the conservation of biodiversity and cultural heritage. The strategy allows for granting the private sector the opportunity to operate within national parks, under strict environmental and social requirements, without alienating the assets. The contractual mechanism that enables this is a concession contract which enables the concessionaire to use a defined area of land for a set period of time. The Park has already concession contracts in place for the management of tourism facilities at Cape Point and Table Mountain. In the future, additional concessions will be released.

A key management challenge facing the Park with respect to the impacts of visitors and tourists in an open access system is the history of uncontrolled use of the CPFNE for recreational purposes which have led, in places, to degradation of the environment including erosion, vandalism and crime.

Social context

- With the emphasis on “People and Parks” and “Benefits Beyond Boundaries” at the World Sustainability Summit (2002) and later World Parks Congress V (2003) as well as the CAPE concept of ‘Fynbos Fynmense’ which highlighted the important role which Protected Areas had to play with regard to addressing issues or sustainable economic development and poverty alleviation.

As South Africa is a developing nation with a long history of inequality and poverty, the Park is in a position to make a meaningful contribution to the socio-economic development of the citizens of Cape Town. One of the primary challenges facing the City is the high levels of unemployment and limited opportunities. As of 2004, 1 in 19 people living in Cape Town were employed in the tourism sector. As the Park hosts the major natural tourist attractions, it has a major role to play in managing entrepreneur and employment opportunities within the Tourism sector. This needs to be done in accordance with National Government initiatives of broad based BEE and transformation.

Construcive relations, based on trust and respect, between the TMNP and the broader Park Community is essential to the sustainability of the Park. The TMNP’s neighbours, in particular disadvantaged communities, need to derive benefits from the Park if they are to support and value it. The development of community partnerships relies on identifying areas of action that can result in sustainable relationships between the TMNP and surrounding communities. The Park has launched an Expanded Public Works Programme (EPWP) which has provided training and employment opportunities in alien clearing, footpath construction etc; A SANParks Board approved Park Forum has been constituted to facilitate communication between the broader Park Community, Park Management and stakeholders.

Located in a metropolitan area, the Park has a great opportunity to promote meaningful involvement of volunteers. Volunteers are already integrated into a number of key park management activities including, fire fighting, alien clearing, footpath maintenance, visitor safety and information, educational and fund raising.

Nurturing a conservation constituency depends on life-long education and learning. An integrated approach has been developed with the Department of Education, private business and a number of environmental education supportive institutions where education programs and projects are presented within the framework of outcomes based education and curriculum 2005.

1.2.3.2. Key Park attributes

A Park within a City, City within a Park

The metropolitan area of Cape Town and the Park are intertwined which directly informs the appropriate management strategies when compared to non-urban parks. The Park is bisected by major commuter routes and is intensely used as a primary recreation destination for the citizens of Cape Town (over 4 million visits per annum). There are over 2400 landowners that directly adjoin the Park, each with differing respect and attitudes towards the Park. Often city-related social issues spill over into the Park domain.
Open Access
The Park is largely an open access system with only 4 pay point destinations (Cape of Good Hope, Boulders, Silvermine and Oudekraal). There are over 4 million visits per year to the open access areas of the Park with a wide range of recreational activities taking place here.

Rich in Marine & Terrestrial Biodiversity
The Cape Peninsula is considered by many naturalists to be the jewel in the Cape Floristic Region's crown. The rich terrestrial diversity is complimented by a rich marine diversity driven by the geographic positioning of the Cape Peninsula at the junction of two major ocean systems.

Rich in Cultural Heritage
With historical sites within the Park ranging from Early Stone Age, to Colonial Era, to World War II, to Apartheid Rule and now under Democratic Rule, Table Mountain has not only played a fundamental role in shaping the physical placement of the City of Cape Town, but has also been the source of spiritual inspiration. The Park is a proclaimed Grade 1 National Heritage site in terms of the National Heritage Resources Act.

Rich in Scenic Land- & Sea Scapes
The Park's exceptional beauty reflects the topographic diversity of the Peninsula, the product of millions of years of differential erosion of resistant and more yielding sediment. The Park is home to Table Mountain and Cape Point which are two scenic landmarks of international renown.

Natural World Heritage Site
In recognition of the unique biodiversity and scenic landscapes on the Cape Peninsula, the Park was declared a Natural World Heritage Site in 2003.

Top Local, National and International Tourism Destination
The Park receives over 4 million visits per year making it the most visited National Park in South Africa and the second most visited tourist destination in South Africa after the V&A Waterfront.

Global Icon
Table Mountain and Cape Point which are two scenic landmarks of international renown.

Gateway for SANParks & Western Cape Region
Over 90% of international tourists visit Cape Town. Of the visitors to TMNP almost 70% had not visited another National Park in the last 12 Months (Visitor Survey 2000). This opens an opportunity for TMNP to promote other National Parks and the Western Cape Region.

Varied Recreational Usage
There are almost 25 recognised recreational user groups that utilise the Park.

Economic Driver
The Park has a positive economic contribution to the City of Cape Town by contributing R377 million to national Gross Domestic Product (GDP) between 1999 and 2004 from its operational and project expenditure alone (Standish 2004).

Wide Stakeholder Base and Sense of Ownership
Table Mountain National Park is a People’s Park. Interest in its management ranges from individuals, entrepreneurs, recreational user groups to environmental and social pressure groups, Local, Provincial and National Government Departments, etc.

Decades of Sub-Optimum Management
The historically fragmented management of the Park has resulted in widespread alien plant infestation, uncoordinated proliferation of footpaths and tracks and severe fire hazards.

Extensive, but Degraded Basic Infrastructure
The majority of basic infrastructure inherited by the Park was in a degraded state.

Dedicated & Motivated Team
The Park has actively pursued the formation of a management team that actively engages in moving the Park towards its vision.
1.3.1. The Desired State of core Park mandates

Biodiversity objectives
The primary objective for biodiversity management in the TMNP is:

To maintain natural patterns and processes of the land- and sea-ecosystems of the TMNP. In order to achieve this objective, 4 sub-objectives are recognised with the required strategies and key actions detailed below:

<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Key Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Diversely</td>
<td>a. Maintain representative samples of each pattern and process in core areas of the TMNP. b. Maintain core areas in best intact condition. c. Maintain significant populations of key species. d. Develop habitat-specific management plans that consider collection, propagation, reintroduction and the protection of core areas.</td>
</tr>
<tr>
<td>2. Intactness:</td>
<td>a. Maintain the core areas and ensure that they are used in a sustainable manner. b. Maintain the core areas in a healthy and natural state. c. Protect the core areas from human activities.</td>
</tr>
<tr>
<td>3. Cultural use:</td>
<td>a. Protect and maintain the core areas for cultural and traditional uses. b. Ensure that cultural practices are sustainable and do not harm the core areas.</td>
</tr>
<tr>
<td>4. Fire Management:</td>
<td>a. Prevent and manage wildfires in the core areas. b. Ensure that fire management practices are sustainable and do not harm the core areas.</td>
</tr>
<tr>
<td>5. Threat Management:</td>
<td>a. Protect and manage the core areas from internal and external threats to biodiversity. b. Ensure that the core areas are protected from human activities.</td>
</tr>
</tbody>
</table>

Figure 2: High level objective hierarchy that supports the achievement of the Park Vision
1.3.1.2. The Desired State of cultural heritage management

Cultural heritage objectives

The primary Cultural Heritage objective of the TMNP is:
To manage the tangible and intangible heritage of the TMNP through the expression of diverse cultural identities in the Park. Four Sub-objectives have developed to achieve main objective.

1.3.1.3. The Desired State of tourism management

Tourism objectives

The primary objective for tourism management in the TMNP is:
To develop, manage, enhance and serve a range of sustainable eco-tourism products to ensure a memorable experience for international visitors, national visitors, citizens of Cape Town and previously disadvantaged individuals and communities. This objective has 5 sub-objectives.
1.3.1.4. The Desired State of conservation constituency building

Conservation Constituency Building Objectives

The primary Conservation Constituency Building objective is:

To build constituencies amongst people that support the conservation of natural and cultural heritage and who benefit from the long-term sustainability of the Park. This objective has 4 sub-objectives.

<table>
<thead>
<tr>
<th>Priority Objective</th>
<th>Sub Objective</th>
<th>Strategies</th>
<th>Key Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Park Families</td>
<td>To maintain and support a vibrant Park family that is a representative and accountable facilitator in the advisory structures of the Park.</td>
<td>Support development of institutional capacity of Park family Create networking mechanisms for Park family and local constituencies Ensure representation of stakeholders in Park Forum Ensure successor planning for replacement of Park family members to ensure that the former become representatives of successor base</td>
<td>a) Provide administrative support through use of Park internal infrastructure b) Develop and maintain databases of Park family stakeholders c) Develop and maintain databases of Park family stakeholders d) Engage representation of marginalized stakeholders in Park Forum e) Assist in the development of succession planning strategy</td>
</tr>
<tr>
<td>2. Local Economic Development</td>
<td>To promote local economic empowerment through the development of training and the harmonization of Expanded Basic Education Programmes and Poverty Alleviation Initiatives</td>
<td>Develop strategic plan for TMNP Local Economic Development Develop appropriate TMNP policy framework for LEED Develop a database of service providers from target catchment areas</td>
<td>a) Conduct workshops with relevant stakeholders including local and provincial government, the private sector and NGOs b) Identify policy gaps in consultation with relevant stakeholders c) Audit of DBE and potential service providers in target catchment areas</td>
</tr>
<tr>
<td>3. Environmental Education</td>
<td>To assist Government and non-governmental bodies in promoting an environmentally conscious and sustainable future in targeted areas, in order to promote the needs of the environment.</td>
<td>To enhance the experience of visitors to TMNP so as to promote an understanding of both green and brown environmental challenges facing humanity.</td>
<td>a) Develop EE programmes based on the TMNP’s natural and cultural heritage resource, with links to the National Curriculum b) Develop and upgrade Education Resource Centres in TMNP c) Build a community for conservation among teachers and EE service providers d) Reach out to schools that do not currently link the Park and introduce awareness of TMNP’s natural and cultural heritage e) Create a database of National Curriculum linked lesson planning resources for schools f) Coordinate outreach activities for special needs and youth groups g) Develop programme to celebrate national days on the service mental and national heritage</td>
</tr>
</tbody>
</table>
| 4. Volunteer Programs | To have an expanded and innovative volunteer programme reflective of the various roles of the Park in order for the TMNP to be a Park for all, forever. | To attract volunteers and all interested groups that will add to the diversity of the Park. To ensure volunteers through skills development and recognition. To develop an integrated programme between Park management and all volunteer groups active in the Park. To ensure effective service delivery to visitor, volunteers and other stakeholders. | a) Develop draft framework for volunteer involvement b) Develop and maintain databases of Park family stakeholders c) Develop and maintain databases of Park family stakeholders d) Assist in the development of succession planning strategy e) Assist in the development of succession planning strategy f) Assist in the development of succession planning strategy g) Assist in the development of succession planning strategy
1.3.2 Corporate & Cooperative Governance

Corporate Governance Objectives

Primary Corporate Governance Objectives is

To achieve accountability, transparency, business continuity and stakeholder confidence.

This objective has 5 sub objectives

<table>
<thead>
<tr>
<th>Primary Objective</th>
<th>Sub-Objective</th>
<th>Strategies</th>
<th>Key Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.2.2 Corporate &amp; Cooperative Governance</td>
<td>Corporate Governance Objectives</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Primary Objectives</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To achieve accountability, transparency, business continuity and stakeholder confidence.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>This objective has 5 sub objectives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1.3.2.1 High Level Objectives for Park Support Functions

1.3.2.1.1 Park Establishment & Conservation Planning

Primary Objective for Park Establishment & Conservation Planning is:

To be the custodian of choice for nationally important Protected Areas in the Cape Metro Area.

This objective has 2 sub objectives

<table>
<thead>
<tr>
<th>Primary Objective</th>
<th>Sub-Objective</th>
<th>Strategies</th>
<th>Key Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.2.1.1 Park Establishment &amp; Conservation Planning</td>
<td>Financial Sustainability Objectives</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Primary Financial Sustainability Objective is</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To ensure an economically sustainable Park. This objective has 3 sub objectives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1.3.2.2.1 Financial Sustainability

Financial Sustainability Objectives

Primary Financial Sustainability Objective is

To ensure an economically sustainable Park. This objective has 3 sub objectives
1.3.2.4 Information Management, Research & Monitoring

**Information Management, Research & Monitoring objectives**

Primary Information Management, Research & Monitoring objective is:

To ensure that the management of the Park is guided by the application of relevant research and monitoring, resulting in information that is readily retained and shared with managers and relevant stakeholders. This objectives has 2 sub-objectives

<table>
<thead>
<tr>
<th>Primary Objective</th>
<th>Sub-Objective</th>
<th>Key Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop research capacity within TMNP</td>
<td>Develop research capacity within TMNP</td>
<td>a) Develop research code based on Cape Town's collaboration with relevant institutions.</td>
</tr>
<tr>
<td>Research, document and impart information on the core Park</td>
<td>Develop research code based on Cape Town's collaboration with relevant institutions.</td>
<td>b) Identify information that can be shared across Park guidelines.</td>
</tr>
<tr>
<td>Develop targeted monitoring programmes that support strategic objectives</td>
<td>Ensure that data required to inform management decisions are effectively integrated and accessible</td>
<td>c) Develop monitoring programmes to evaluate efficacy of existing and new strategies.</td>
</tr>
<tr>
<td>Ensure that data required to inform management decisions are effectively integrated and accessible</td>
<td>Maintain information on visitor numbers, profile and usage</td>
<td>d) Develop adaptive management program for Park.</td>
</tr>
</tbody>
</table>
| 1.3.2.5 Institutional Development

**Institutional Development objectives**

The primary objective for Institutional Development is:

To ensure a harmonious and productive work environment with a developed workforce in the TMNP.

This objective has 4 sub-objectives

<table>
<thead>
<tr>
<th>Primary Objective</th>
<th>Sub-Objective</th>
<th>Key Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Planning</td>
<td>Implement Total Cost in Employee Program</td>
<td>a) Implement Total Cost in Employee Program.</td>
</tr>
<tr>
<td>Human Resource Development</td>
<td>Implement Reward &amp; Recognition Program</td>
<td>b) Implement Reward &amp; Recognition Program.</td>
</tr>
<tr>
<td>Human Resource Development</td>
<td>Develop and Implement Staff Incentive Program</td>
<td>c) Develop and Implement Staff Incentive Program.</td>
</tr>
<tr>
<td>Human Resource Administration</td>
<td>Strengthen HR Administration</td>
<td>d) Strengthen HR Administration.</td>
</tr>
</tbody>
</table>

1.3.2.6 Park Communications & Marketing

**Communication and Marketing objectives**

The Communication and Marketing objective is:

To promote a positive and progressive image and reputation for the TMNP and SANParks.

This objectives has 1 sub-objectives

<table>
<thead>
<tr>
<th>Primary Objective</th>
<th>Sub-Objective</th>
<th>Key Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>To promote a positive and progressive image and reputation for the TMNP and SANParks</td>
<td>Promote community engagement with the public, increase brand awareness and promote responsible tourism</td>
<td>a) Promote community engagement with the public, increase brand awareness and promote responsible tourism.</td>
</tr>
<tr>
<td>Communication</td>
<td>增强社区参与，提高公众品牌知名度和促进负责任旅游</td>
<td>b) 增强社区参与，提高公众品牌知名度和促进负责任旅游.</td>
</tr>
<tr>
<td>Information Sharing</td>
<td>Develop a database of Park information to facilitate strategic and operational decision-making</td>
<td>c) Develop information sharing guidelines for Park staff.</td>
</tr>
<tr>
<td>Image Building</td>
<td>Enhance communication strategy and develop key messages</td>
<td>d) Enhance communication strategy and develop key messages.</td>
</tr>
</tbody>
</table>
2. PROGRAMS AND PROJECTS TO ACHIEVE THE DESIRED STATE

This section deals with all the discrete, but often interlinked, programs and projects which make up the approaches to issues, and lead to the actions on the ground. Together they are the Park’s set of actions to achieve the desired state specified in section 1. Each objective has a set of programs and projects and the summary of these is presented. These programs are supported by more detailed lower level planning. In some cases these projects are presented as part of a long-term planning framework to be completed within 5 to 20 years. It is important to note that this long-term framework not only considers appropriate development in the Park per se, but also the Parks restoration and rehabilitation requirements in accordance with the CDF. All projects have undergone a scoping process and are aligned to the core mandates of nature based tourism provision and the conservation of biodiversity and cultural heritage.

As per section 1, the objectives are in two broad groupings. The first are the core business objectives of biodiversity, cultural heritage, tourism and conservation constituency building. The second are the business support objectives that support the core business objectives. Two key programs, Park Consolidation and the Conservation Development framework underpin all Park management are presented first and at a detailed level.

2.1. Park Consolidation Program

2.1.1 Background

The decision to establish the Table Mountain National Park (TMNP) was taken by Cabinet on 3 April 1996 when it adopted the recommendation:

- To appoint South African National Parks (SANParks) as the future management authority for the Cape Peninsula Protected Natural Environment (CPPNE) with the intention to proclaim the CPPNE as a National Park; and
- For Ministers who have an interest in such a proclamation or administer property in the CPPNE to support the abovementioned intention and co-operate in the process to establish the CPPNE as a National Park.

This landmark decision would afford conservation worthy land in and around the CPPNE the highest level of protection in terms of national legislation. The park establishment area for the TMNP was therefore pre-determined and clearly defined by the statutory 29 005 hectare CPPNE (Annexure 2: Map 2). The establishment of the park falls in line with the national strategic objective (SO 5) in the South Africa’s National Biodiversity Strategy and Action Plan (2005) of expanding the national protected area towards 12% of the terrestrial and 20% of the coastal environment.

Since the Park's establishment in 1998, SANParks and its partners have consolidated over 80% of conservation worthy land in and around the CPPNE into the Park. This has been achieved through the Park's land consolidation process which addresses both conservation worthy public land (State and local authority) and private land in the CPPNE. Strategies have been put in place for all three categories of land as set out hereunder. Details of private land contracted to the Park can be found in Annexure 2: Map 3 and Table 1.

2.1.2 Park Consolidation Strategy

2.1.2.1 State property

Prior to the Park's establishment about 25% of the land within the CPPNE was managed by various government bodies – Department of Public Works, Provincial Administration of the Western Cape (PAWC), Cape Nature, South African National Defence Force (SANDF) and the then South African Forestry Company Limited (SAFCOL). The bulk of State land (97%) has been consolidated into the Park and is in various stages of management and proclamation.

The strategy has been to prepare a Schedule of Public Land (“the Public Land Schedule”) listing all properties owned by the state and identifying the government department controlling each piece of land. An agreement is then entered into by all interested Government bodies for the declaration of the State land appearing on the Schedule as National Park in terms of Section 20A (2) of the Protected Areas Act (previously in terms of Section 2A (a) of the National Parks Act).

To this end, SANParks has put in place processes with the relevant government authorities with an interest in properties in the CPPNE to consolidate the conservation worthy land into the Park as set out in the Park’s Public Land Schedules. The most recent significant additions of State land was in April 2005 when the 1020 hectare Tokai and Cecilia plantations was assigned to SANParks by the Minister of Water Affairs and Forestry in terms of the National Forests Act. Commercial plantation activity is being incrementally phased out over a 20 year period pursuant to which land will be proclaimed as national park.

The main outstanding portions of conservation worthy State land at this stage are various portions of SANDB land for which land availability agreements are currently being negotiated.

2.1.2.2 Municipal property

The bulk of the land in the CPPNE is local authority land allocated for consolidation into the Park in terms of the Heads of Agreement entered into in 1998 between SANParks and the three erstwhile local authorities that are now amalgamated into the City of Cape Town. This Agreement provides for City owned land to be contracted into the Park in terms of the then Section 28(1b) of the National Parks Act with provision for transfer of land to the Park once certain conditions had been met. The different properties to which the Agreement relates are listed in four schedules to the Agreement which divide the properties according to whether they require subdivision; are subject to infrastructure agreements; require further negotiation or are unencumbered properties ready for proclamation.

Pursuant to this Agreement, 13,100 hectares of local authority land was initially proclaimed as national park in 1998. Since 1998 a further 2,400 hectares have been brought under the management of SANParks. There is ongoing negotiation with the City relating to the proclamation and management of the properties listed in the Schedules. This occurs in the Park-City Land Working Group of the Park-City Bilateral. Here issues related to the properties are discussed and recommendations are presented to the Bilateral and the relevant Council committees.

2.1.2.3 Private property

The Park launched its private land consolidation strategy in 2001 following on the devastation caused by the fires of 2000 which were exacerbated by the dense alien vegetation on privately owned, conservation worthy land in the CPPNE. With the Park’s partners – the City of Cape Town, the Park Forum, WWF-SA, Table Mountain Fund and the then Ukuze Operation Firestop – a strategy for consolidating private land into the Park was put in place. This strategy included the establishment of a comprehensive database of privately owned properties, prioritisation of the properties, identification of a Land Negotiator and the establishment of the CPPNE Private Land Consolidation Working Group.

In terms of the strategy a number of options for incorporation of privately owned land were developed which were seen to respond to landowner preferences whilst being aligned with Park objectives. These options were donation, contract, acquisition or co-operative agreement. The contractual option provided for a set of incentives being offered to land owners to contract their land into the national park. Known as the FairRights approach, the incentives offered were: fire prevention, Alien cleaning and Rates exemption. The strategy did not however, provide for private landowners making their land available for consolidation on the basis of them receiving enhanced development rights.

Substantial progress was made on the basis of this strategy with over a third of the privately owned conservation worthy land in the CPPNE being consolidated into the Park through donation, contract and acquisition. The most significant achievement was the acquisition of the 450 hectare Noordhoek-Kommensje wetland properties to link the northern and southern sections of the Park.

With land prices escalating on the Peninsula over the past few years and limited progress being made with the further consolidation of privately owned land, the land consolidation strategy is being reviewed and a draft revised strategy has been prepared. This draft revised strategy takes into account the need for greater flexibility in responding to landowner conservation and development goals.
Firstly, in terms of landowners with conservation goals, SANParks will now consider contractual arrangements in terms of which the landowners will retain ownership of the land, the land will be proclaimed as national park, but instead of SANParks taking responsibility for the daily management of the land it will be done by the landowner subject to an overriding conservation management framework. The advantage of such an arrangement is that landowners will be access benefits associated with their land being proclaimed as national park whilst retaining their day-to-day control over the land.

Secondly, in responding to landowners’ development goals, SANParks has sought to categorise properties according to the perceived impact of development of those properties on the environment and the Park, the extent of development that could be considered and the conditions subject to which it would need to be met in order to ensure that the conservation integrity of the environment was not compromised. The proposed strategy provides for identification of categories of land as per table 1.

In terms of this revised strategy, enhanced development rights can only be obtained through application to the relevant authority (local, provincial, environmental, heritage). SANParks cannot allocate such rights but will be a key commenting authority. In commenting SANParks would take into account such criteria as location in relation to the CPPNE and Urban Edge, existing structure plans, visual impact, ecological concerns (e.g. fauna, flora, hydrology).

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### Table 1: CPPNE private land consolidation categories

<table>
<thead>
<tr>
<th>PROPERTY STATUS</th>
<th>DEVELOPMENT PREFERENCE</th>
<th>CONSOLIDATION OPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Well managed properties with no development threat</td>
<td>Existing rights only</td>
<td>Co-operative agreement / Self managed contract with World Heritage Site status</td>
</tr>
<tr>
<td></td>
<td>Under landowner’s dedicated conservation management</td>
<td></td>
</tr>
<tr>
<td>2. Priority land with development threat</td>
<td>No development</td>
<td>Acquisition or expropriation</td>
</tr>
<tr>
<td></td>
<td>High conservation status, iconic landscapes, isolated, exercise of existing rights likely to have high impact</td>
<td></td>
</tr>
<tr>
<td>3. Existing rights</td>
<td>Existing rights only</td>
<td>Contract/Donate</td>
</tr>
<tr>
<td></td>
<td>Land where the exercise of existing rights is likely to have a limited impact on the conservation area</td>
<td></td>
</tr>
<tr>
<td>4. Limited enhanced rights</td>
<td>Limited enhanced rights subject to planning and/or environmental approvals</td>
<td>Provisional contract with donation subject to approval of development application</td>
</tr>
<tr>
<td></td>
<td>Land where the exercise of limited enhanced rights within a clear landscape line or by re-aligning existing rights likely to have limited impacts</td>
<td></td>
</tr>
<tr>
<td>5. Substantial enhanced rights</td>
<td>Enhanced rights subject to planning and/or environmental approvals</td>
<td>Provisional contract with donation subject to approval of development application</td>
</tr>
<tr>
<td></td>
<td>Land where the owners likely to seek substantial enhanced development rights within a clear line on the landscape, the impacts of which must be assessed</td>
<td></td>
</tr>
</tbody>
</table>

---

2.2 Park Zoning & Conservation Development Framework (CDF)

The Conservation Development Framework (CDF) is a strategic spatial plan (Annexure 1: Map 1). It is used as a management tool to reconcile and coordinate various conservation, recreation, tourism and visitor experience initiatives in and around the Park in line with the Desired State of the Park. Conservation initiatives focus on the management of biodiversity, heritage and scenic resources while development initiatives focus on the provision of infrastructure and facilities for visitors. The CDF serves to resolve these varied, and sometimes conflicting, conservation and development activities. The two key features of the CDF are the visitor use zones and the visitor sites.

The visitor use zones are based on an analysis and mapping of the sensitivity and value of a park’s biophysical, heritage and scenic resources (Annexure 1: Map 2), and an assessment of the park’s current (Annexure 1: Map 3) and planned infrastructure and tourist routes/products (Annexure 1: Map 4). As such visitor use zones define the intrinsic conservation qualities, desired experiential qualities and associated activities within the Park. In this way, potential negative impacts on biodiversity and conflicts between different Park users are minimised. Visitor use zones also guide specifications for management on what are the desired biodiversity and social conditions to be maintained, restored or discontinued. Visitor sites are specific nodes within the Park where specific facilities are provided to achieve the intended use of the site. Each visitor site is compatible with the underlying visitor use zone.

As SANParks policy highlights the need for national parks should be developed and managed as catalysts of regional socio-economic development, the formulation of the a
Conservation Development Framework (equivalent to DEAT ‘Conceptual Development Framework’) needs to consider regional and external informants. In the preparation of the TMNP’s CDF the following planning initiatives were considered:

- Western Cape Provincial Spatial Development Framework
- Urban Structure Plan for Cape Metropolitan Area
- City of Cape Town’s Integrated Development Plan (IDP 2006/07)
- City of Cape Town District Spatial Development Plans

2.2.1 CDF Visitor Use Zones and Restricted Access Areas

The TMNP has defined 5 visitor use zones and 4 restricted access areas. The overall biodiversity goals and detailed activities permitted within each zone type are detailed in Annexure 1: Tables 1 – 6.

2.2.1.1 Remote Wilderness

These areas are characterized by having very high natural qualities where impacts to biodiversity are relatively low. The key management focus within this zone is to maintain natural ecological patterns and processes and allow for a spiritual experience of isolation. This zone includes large areas of the Cape of Good Hope, Swartkopberg and the Back Table of Table Mountain. Within this zone the sights and sounds of the city are infrequent and the nature of the visitor experience is heavily dependent on the intrinsic qualities of the natural environment.

2.2.1.2 Remote

Although signs and sounds of the urban area are more obvious and encounters with other visitors are more frequent than in Remote Wilderness, a remote zone provides relatively less experience of solitude and wilderness. The key management focus is on maintenance of the intrinsic qualities of the natural environment.

2.2.1.3 Quite

This zone serves as a buffer between the park and the adjoining urban area. Key management objectives of this area are biodiversity restoration within the context of heritage resources and recreational use. This zone provides experiences of a relative sense of solitude and relaxation in an environment that is openly exposed to the sights and sounds of the city. Although it is a place of quietness and naturalness, there will be more interaction between users than Remote.

2.2.1.4 Low Intensity Leisure

The management accent of this zone is on the provision of recreational activities which are more dependent on the quality of the facilities provided than on a completely natural environment. Impacts on the surrounding areas are protected through intensive landscaping and vegetative management. By their nature these zones are placed in more transformed landscapes. Group interaction and socialisation are an integral part of the experience.

2.2.1.5 High Intensity Leisure

This zone allows for high density tourism development with modern commercialised amenities with very concentrated activities. The quality of the visitor experience is heavily dependent of the quality of the facilities which enable the visitor to experience the environment with a minimum of effort. Due to their highly transformed nature, these zones are concentrated at specific nodes or ‘visitor sites’. These nodes are generally situated at existing facilities including historic buildings and precincts. The main focus of management is to ensure a high quality visitor experience whilst ensuring that the activities have a minimal impact on the surrounding natural environment.

2.2.1.6 Restricted Areas

Three areas within the Park, i.e. Orange Kloof, Brightwaters and the northern section of the Cape of Good Hope Section special conditions associated with them and as such are not freely open to the public. These areas have special intrinsic qualities with high sensitivity values.

2.2.2 CDF Visitor Site Categories

There are 5 defined visitor site categories within the Park.

2.2.2.1 Tourist Destination

These are the main tourist destinations within the Park. Tourists visit the site to see and experiencing specific attractions with the overall length of stay at the site being short. Types of facilities within the site to deal with the large numbers of tourists include parking, ablutions, interpretation, footpaths, mass transport systems and refreshments.

2.2.2.2 Mixed Use

These sites serve a variety of purposes - recreation, leisure, transit, education, refreshments and accommodation. The extent of the site varies in scale according to the specific site context. Facilities found within this site include ablutions, parking, food outlets, accommodation, interpretative centres, recreation facilities, recreation facilities (picnic & braai) and Park field offices.

2.2.2.3 Picnic or Braai

Only picnic/braai facilities, tables with seating and ablutions. No other recreational activities. Limited scale refreshment outlets may be considered where appropriate.

2.2.2.4 Park Entry Point

These are the points of entry into the Park and have been classified as Pay Points, Gateways, Minor Access Points and Local Access Points. Each type of Park Entry Point has its own specific management guidelines. The Park has 4 pay points (ou de Kraal, Silvermine, Boulders and Cape of Good Hope). These are generally open between 07h00 and 18h00 in winter and 06h00 and 19h00 in summer.

2.2.2.5 Park Accommodation

Provides accommodation from which adjoining visitor zones can be accessed. Accommodation within the Park strongly reflects and respects the surrounding environment and is low impact and limited in extent.

2.2.3 CDF Visitor Site Current Use and Proposed Future Use

As an overarching principle, the TMNP upholds that no ‘Green Fields Development’ will take place within the Park and only existing developed or disturbed sites will be considered for future development. Annexure 1: Map 4 and Table 7 summarises the current use and proposed future use of each site.

2.3 Biodiversity programs and projects

The Cape Peninsula flora is one of the richest for any similar-sized area, both in the Cape Floral Kingdom and elsewhere in the world. The main management focus is on ecosystem restoration to withstand human impact. It should be noted that investment of resources into the restoration of the intrinsic value of the Park’s natural capital over time does not realise a financial return on investment, but does reduce the long term operating costs of the Park. As such there is an essential link between restoration of biodiversity and sustaining revenue generation through eco-tourism. Within the Park, 4 key long term projects have been identified.

2.3.1 Proclaim False Bay as a Marine Protected Area

False Bay is Africa’s largest bay. It holds a wealth of diversity and is an important breeding ground for globally important species such as the Great White Shark. As such Table Mountain National Park is exploring the options of a False Bay Coastal Corridor that links the two horns of False Bay, the Cape of Good Hope (SANParks) and the Kogelberg Biosphere (CapeNature). With co-operation between management authorities the two horns can be linked allowing for terrestrial encroachment of Africa’s largest Bay followed by eventual proclamation of it as an MPA.

2.3.2 Tokai-Cecilia Rehabilitation

Long term restoration by 2025 of 600 hectares of commercial pine plantation to indigenous lowland, granite and mountain fynbos, riverine corridors and afromontane pocket forests, while providing for high intensity recreational activities and limited eco-tourism opportunities.
2.3.3 Alien Plant Removal

The presence of invasive alien vegetation is the principle threat to biodiversity on the Cape Peninsula. Intensive alien vegetation removal commenced in 1998 when the Park was established. The Park’s alien flora strategy is to eradicate invasive woody plants as declared in the Conservation of Agricultural Resources Act (Act 43 of 1983). Key species of concern and their densities are species are listed in Table 2. Densities and occurrence of alien species have been mapped for the Park (Annexure 2: Map 4). Program priorities are reviewed annually through the preparation of an annual clearing plan. To date, 85% of the Park has undergone an initial clear with the aim of increasing its area of initial clearing by 5% per annum while all follow-up areas are treated at least once every two years. The required budget, as sourced through Working for Water, is R9 million per year. Due to the persistent seed banks of these species, follow-up programs will be required in the Park for at least the next 80 years.

2.3.4 Footpath Network Upgrade

The extensive footpath and track network criss-crossing the Park poses a severe threat to biodiversity. This is due to a history of inadequate maintenance, incorrect alignment and poor design. As such many footpaths were in a seriously eroded state. In 2003 a focused effort to rationalise and upgrade the footpaths of the Park was initiated. Although the key problem areas have been addressed to date, this project is due to run for an additional 5 years. R15 million has already been expended on this project and the current funding for the project stands at R2 million with an additional R6 million required for completion.

2.3.5 Other Biodiversity Projects

The above key projects are supported by routine systematic conservation efforts which include managing biodiversity representation, undertaking rehabilitation, managing fire and reducing threat to biodiversity.

In order to ensure biodiversity representation, the Park focused on the documentation of important ecological processes and evolutionary connections to ensure that the implications of these for Park management is understood; updating inventories of the terrestrial, aquatic and marine systems; formulating habitat-specific management strategies to prevent the extinction of endemic, rare or threatened plants and establish or maintain viable populations of locally indigenous and endemic faunal species so that faunal species richness is maintained.

Restoration of degraded habitats is key to maintaining biodiversity within the Park. Ecological restoration will require the removal or control all alien flora within the Park. Currently the focus is on invasive woody plants, secondary non-woody invasive plants will receive attention in the future. Where non-invasive alien flora occur within the Park, especially as part of a heritage site, these need to be managed accordingly so that biodiversity is not compromised. As with invasive flora, invasive fauna will need to be removed from the Park. A species specific strategy for each species will need to be developed in line with key stakeholder guidelines. For specific degraded habitats, habitat specific restoration plans will be developed. Current restoration projects include the Alphontron Forest rehabilitation project which aims to rebuild the structure and functioning of the indigenous forests on the peninsula.

In terms of fire management, the Park will strive to maintain a mosaic of vegetation communities of different ages. However due to the cross boundary nature of fire and threat to the urban edge, a coordinated capability to respond to and contain wild fires between the TMNP, City of Cape Town and Working on Fire has been set in place. Due to the increased frequency of fires on the Peninsula, systems and management capacity to prevent wild fires from occurring and ensure effective wild fire suppression have been developed and are being implemented on an ongoing basis. A prescribed burning plan will be developed in order to ensure that overall biodiversity is not negatively affected due to the constraints of managing fire within an urban environment.

Overall the Park needs to be able to effectively manage internal and external threats to biodiversity. Within the Park boundaries, the first strategy is to integrate the philosophies of Protected Area Management Assessments (PAMA) into management practices. The second is to develop species specific disaster management plans, especially marine species, so that the effects of unnatural disasters are adequately managed. With regards to species that cross the Park boundaries (e.g. baboons, penguins) species specific management plans are required to ensure that negative human interactions are managed accordingly. These species are currently jointly managed by key stakeholders. Inappropriate development adjacent to the Park is seen as a serious threat to biodiversity on the Peninsula. As such the Park actively comments on development and land-use applications within the Cape Peninsula Protected Natural Environment and outside of the defined Urban Edge.

2.4 Heritage programs and projects

Due to limited resources available for heritage management in the Park, only one key project has been identified. This is supported by a four tier approach to cultural heritage.

2.4.1 Tokai Manor Upgrade & TMNP Head Office Relocation

Secure a long term lease from Provincial Government of the Western Cape to locate the new TMNP Head Office and associated support offices (Research, Marine) at the Tokai Manor precinct. To complete this upgrade a capital investment of R12 million is required.

2.4.2 Other heritage projects

The four tier approach to heritage management is as follows. The first focus is on heritage protection, rehabilitation and restoration where heritage resources within the TMNP have been identified, researched and documented. Once this has been completed, management plans are drawn up for priority sites and resources as identified in the Park’s Heritage Resources Management Plan and include East Fort, Pears Cave, etc.

The second management area is to encourage the expression and celebration of the diverse cultures and spiritual significance associated with the Park and to facilitate the recognition of the cultural linkages of the Park with surrounding communities. Here materials, methods and facilities that encourage an appreciation and respect for the diverse cultures and spiritual significance associated with the Park are developed.

Thirdly, the heritage links between sites and the landscape need to be managed. Here a key concept is that iconic landscapes are a heritage resource that requires special consideration. The details of this will be developed through a heritage assessment of the CDF Planning Units. Lastly, it is acknowledged that heritage management is a relatively new management focus for SANParks and that heritage management capacity needs to be built. As such there is a key partnership that needs to be developed with the South African Heritage Agency.

2.5 Visitor and Tourism Projects

The Table Mountain National Park is South African most visited National Park. This is largely due to its proximity to the City of Cape Town and being home to international tourism icons of Table Mountain and Cape Point. As such it has a unique comparative advantage over other National Parks. The sustainability of the Park depends on unlocking the full tourism potential.
of the Park in terms of the CDF. As such 6 key tourism projects have been defined to support the current tourism and recreational facilities in the Park.

2.5.1 Signal Hill, Tafelberg Road Upgrade

There is a clear need to turn the problem of the congested Kloof Nek interchange, where 1.2 million visitors per annum converge to access the roads to the Cable Way and Signal Hill, into an opportunity for public transport access from the City Centre to the top of Table Mountain and back. The proposal to achieve this is by introducing a mechanical ‘people mover’ linking Strand Street Quarry to the Lion Battery and onto the top of Signal Hill. With potential for parking at the Quarry, which is also easily accessible by foot and bus shuttles from the City centre, visitors can pay to ride on the ‘people mover’ or walk freely adjacent to it, alighting at view points at the Lion Battery (Noon Day Gun) and the Signal Hill summit. Shuttles could take tourists to the Lower Cable Station opening the way for a round trip return without using private vehicles. This Eco-Tourism venture is a potential income earner of a similar order of magnitude as the Cape of Good Hope entrance and the Table Mountain Cable Way (R15 million per annum). Key requirements for this project to be able to partner with the City of Cape Town and to engage in an effective Public-Private Partnership.

2.5.2 Houtkapple Hiking Trails

A suite of hiking trails designed to realise the dream of being able to hike a wilderness line from one end of the Cape Peninsula to the other. The variety of experiences offered by the trails include indoor overnight accommodation in upgraded facilities to ‘tented camps’ and provide hiking opportunities for all market levels – from affordable to upmarket. Overnight facilities need to “touch the earth lightly” within existing transformed footprints. Depending on the market being served the trails, will cross subsidise each other, cover the running costs or generate income but are not seen as a major ecotourism revenue earner for the Park.

2.5.3 Cape of Good Hope Upgrade

In order to maintain the quality of visitor experience at the south western tip of Africa the balance between visitor arrivals at Cape Point and the need to provide for the ongoing growing tourism demand and revenue potential of the area. The imminent upgrade of the Cape Point road is required in order to cope with the demands of heavily loaded coach tours. A circular route for the area is to be investigated to relieve the traffic congestion at Cape Point.

2.5.4 Cape Town Wild Card

To simultaneously promote affordable access and provide a base line income to sustain the Park. The Wild Card recreational permits provide an opportunity to introduce recreational codes of conduct and responsible practise for activities such as mountain biking, walking with dogs, paragliding etc. The principle of ‘Pay by Impact’ needs to be applied so that cost recovery occurs for activities that have impacts on the environment. There is great potential to grow the affordable Cape Town Wild Card to previously disadvantage communities so that these communities can partake in the recreational opportunities within the Park. Currently the Cape Town Wild Card earns R1 million per annum.

2.5.5 Establish TMNP Marine Gateway

The Cape Peninsula lies at the junction of two oceanic systems. The idea of linking the diversity of the terrestrial environment with that of the ocean is through the establishment of a Marine Gateway to the Southern Oceans. The purpose of this gateway would be to promote the wonders of the oceans through a variety of marine based recreational activities marine based research and marine enforcement. A suitable site needs to be identified.

2.5.6 Groote Schuur Estate Upgrade

The Groote Schuur Estate project involves expanding the game camp for indigenous fauna, upgrading the Zoo Site into a multi-use visitor facility and the Rhodes Memorial site. To undertake this project, capital investment of approximately R8 million is needs for an expected annual return of R2 million.

2.5.7 Other tourism projects

Ensuring visitor safety and security is a key factor that needs to be considered in the delivery of tourism products. Currently the TMNP has developed a comprehensive Visitor Safety Plan in collaboration with the City of Cape Town to ensure a visible presence and rapid reaction to all crime hot spots within the Park.

In order to focus on sustainable revenue generation, the Park has focused on the effective management of concessionaires, implementation of pricing schemes for commercial operators and releasing appropriate commercial opportunities associated with tourism development. New concessions to be realised include the Round House upgrade and the Koeleibaa development. As tourism can only be considered sustainable if there is a net social benefit without compromising biodiversity values, monitoring the effects of tourism on both the social systems and biodiversity and heritage resources is planned.

2.6 Conservation constituency building

In order to build constituencies amongst people that support the conservation of natural and cultural heritage in the TMNP and who benefit from the long-term sustainability of the Park, the following management initiatives have been developed. The first is to strengthen community relations by maintaining and supporting a vibrant Park Forum that is the mechanism for representative and accountable participation in the advisory structures of the Park. The Forum, which comprises 17 portfolios, reviews all strategic planning and public engagement processes of the TMNP.

The second is to promote local economic empowerment by diversifying livelihood options through outsourcing, skills development, job creation, and the harnessing of Expanded Public Works Programmes, Poverty Relief Projects and community-based natural resources management. Here the focus is on being an effective implementation agent for government so that SANParks contributes meaningfully to economic development, job creation and training and social upliftment.

Key to conservation constituency building is the need to enhance the environmental experience, awareness and interpretation of the Park. Here the approach is to assist educators and communities in implementing environmental programs. Key programs include Train the Teacher, Kids in Parks and TMNP bus facility. Within these programs teachers are trained to present curriculum aligned education programs to learners with availability of two dedicated buses overcoming the issue of limited access to the Park.

The TMNP volunteer program makes use of the advantage of being situated close to a metropolitan area. Both local and international volunteers have been integrated into many aspects of Park management including fire fighting, alien vegetation clearing, footpath maintenance, visitor safety and information, environmental education and fund raising. This program will continue to grow as the TMNP focus the mutual benefits that volunteering has to offer.

2.7 Corporate and co-operative governance

The principles to what constitutes good corporate governance were outlined in the King II Report. The TMNP and SANParks, has adopted these principles and aims to implement these alongside other relevant legalisation governing the management of public assets. Key governmental partners include the City of Cape Town with which regular bilateral meetings are held.

The TMNP is committed to implement the policies and achieve the strategies of SANParks as an organ of state to ensure implementation of corporate governance and subscribe to the ethos of co-operative governance. To realise this, the key focus will be on the following 5 management areas. The first will be to undertake an inclusive approach to strategy development of the Park. Here the Park Forum, the City of Cape Town and identified key stakeholders will be involved in the strategic planning for the Park. The second is to proactively manage business risk to ensure business continuity. This will be done through assessment and prioritisation of risks. Thirdly internal auditing programs will be developed and implemented which focus on key business functions such as financial compliance. Fourthly, the Park continually builds and maintains strategic stakeholder relationships with the City of Cape Town, DEAT, DWAf, SANBI, MTO Pty LTD, Peninsula Fire Protection Agency and the Park Forum. Lastly the Park has committed to undertake triple bottom line reporting showing the relative capital investments and returns between natural, social and financial systems.
2.8 Monitoring, research and information management

Information is the ‘lifeblood’ of any organisation, more so for an organisation that depends largely on science and knowledge sharing of complex systems. The management and dissemination of information can play a very significant role to ensure the delivery of an efficient management of the TMNP. The Park requires integration with SANParks national information systems i.e. financial, human resources and reservations while acting as a source of spatial and research information for both SANParks and research institutions. In order to keep the information in SANParks databases current, pertinent research and monitoring is required.

Monitoring is essential to adapt Park management plans and activities to changing circumstances. A primary recommendation of the review the Strategic Management Plan 2000-2004 was to ensure that the Park undertakes an integrated approach to research and monitoring of key management indicators in order to enable an adaptive management approach. To this end, the Park Scorecard has been developed and implemented to monitor the achievement of the Parks business objectives. A series of indicators known as thresholds of potential concern (TCP’s) will be developed as indicators for biodiversity, tourism and people-centred conservation. Both of these indicator sets will evolve through the process of adaptive management.

With the development of a SANParks research node in the TMNP, it is envisioned that the Park will attract and support external research projects of value to the Park and the Cape Cluster of parks. The initial focus of the Research Node would that of marine research, extending later to terrestrial ecology. A key feature of the Research Node would be to re-integrate the ensuing knowledge into Park understanding and management. The spatial information systems developed over the last 4 years continues to be maintained and grown as it fills its function as key aiding decision tool.

2.9 Financial management

Without incisive financial management of the Park, there would be no realistic conservation effort. Finance staff have been trained on relevant financial systems and deliver the key business requirement of accountable financial management. For the next 5 years the Park finance department will oversee that all Park operations and Park projects are cost effective and financially sound. In addition particular attention will be given to developing a diverse income base and proactive financial networking to enable the Park to move towards being financially sustainable.

2.10 Intuitional development

In order for the Park to meet the objectives presented in this plan, human resource capacity needs to be developed. Park capacity is not only defined by development of current staff, but requires the holistic management of attraction and then retention of the finest human resources to the Park, creation of a learning environment aimed at increasing staff performance while developing leadership skills and the sharing their knowledge and experiences through the Park and SANParks as well as developing socially important lifestyle management programs to help employees and their families deal with the negative effects of lifestyle diseases including HIV-AIDS.
3. STRATEGIC ADAPTIVE MANAGEMENT TO SUSTAIN THE DESIRED STATE

Section 43 of the Protected Areas Act requires Park Management Plans to include a means of monitoring performance of a Park in accordance with a set of measures and indicators. SANParks uses the Balanced Scorecard (Kaplan and Norton 1992) for business objectives-setting and performance management of national parks. The scorecard comprises high-level objectives (Figure 3), measures and targets which are grouped into four operational quadrants, namely mandate & financial; customer; internal and learning and growth. The park scorecard is developed in line with the National Scorecard by positioning the objective, measures and targets into a ‘local context’.

The Park’s objectives are reviewed through the process of Strategic Adaptive Management (SAM) which is SANParks’ preferred management approach to managing complex and dynamic socio-ecological systems. This approach makes use of thresholds of potential concern (TPC) which are a compatible and well-articulated set of adaptive management goals and endpoints, usually defined by an upper and lower level. Each TPC functions as a ‘worry level’ to monitor a clearly defined management hypothesis. Key to this monitoring approach is to be able to ‘traceback’ the changes in the socio-ecological system to a particular cause.

Currently the TMNP is developing a set of socio-ecological thresholds for the Park and key indicators will be in place during the next management cycle. The framework within which these thresholds will be developed is presented below.

Table 3a: Biodiversity Thresholds

<table>
<thead>
<tr>
<th>Sub-Objective</th>
<th>Thresholds of Potential Concern (TPC) to be developed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Biodiversity Representation</td>
<td>Rare and endangered species: Specific thresholds need to be set for all rare and endangered species on the Cape Peninsula. The priority of which, will be set through workshops with scientists.</td>
</tr>
<tr>
<td>2. Ecological Restoration</td>
<td>Alien Species Management: thresholds and conservation targets need to be set for the detection, spread, control and eradication of invasive alien species. Large Herbivores: Setting indicators for large herbivore stocking rates in fenced areas of the Park.</td>
</tr>
<tr>
<td>3. Fire Management</td>
<td>Fire Management: Thresholds need to be set for the size of fires, fire frequency and fire season.</td>
</tr>
<tr>
<td>4. Threat Management</td>
<td>Problem Animals: thresholds and conservation targets need to be set for baboon populations in order to determine their long-term survival on the peninsula.</td>
</tr>
</tbody>
</table>

Table 3b: Tourism Thresholds

<table>
<thead>
<tr>
<th>Sub-Objective</th>
<th>Thresholds of Potential Concern (TPC) to be developed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Products and Pricing</td>
<td>To ensure that visitors have access to a range of unique and top quality products and services that are competitively priced and in line with diverse and dynamic visitor needs</td>
</tr>
<tr>
<td></td>
<td>Concessionaire Management: Ensure monitoring of compliance to environmental targets set in specific environmental management programs. Manage Visitor Safety &amp; Security: Develop targets for visitor safety. Specialised User Groups: Set and measure targets and threshold of user groups.</td>
</tr>
<tr>
<td>2. Tourism Monitoring</td>
<td>To proactively monitor the social, economic and biophysical effects that tourism has on the TMNP &amp; Cape Town</td>
</tr>
<tr>
<td></td>
<td>Visitor Survey: Set and measure targets for visitor and user experiences for a range for tourism products Visitor Impacts: Set target and thresholds on visitor numbers and identified impacts at key visitor sites.</td>
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</tbody>
</table>
4. **BUDGETS & STAFF REQUIRED 2007 – 2010**

The Park has undertaken an exercise to integrate and prioritise the projects, programs and actions that are required to for the period 2007-2010 (see Table 5). Projects and programs presented in the plan are the set required to meet the long-term business objectives of ‘establishing’ the Park by 2035.

The budget presented is divided in to 3 parts which firstly, summarises the current Park operational and maintenance budgets; secondly, presents the Park development budgets and thirdly estimated land acquisition costs. Aside from land acquisition costs which are treated as non-scheduled expenditure, the Park will have an average funding deficit of R57 million per year over the next 4 years as this portion of the total funds required have not been secured.

Staffing requirements are presented as the number of current (2006) permanent staff positions to the number of future required positions. An estimate of the total number of project staff is also made.

4.1 **Park operational and maintenance budgets**

The TMNP expects to generate R240 million income between 2007 and 2010 from current products and services. When compared to a capped expenditure based of R215 million for the same period, a false profit of R25 million can be seen. For the 2007 financial year only 50% of the required expenditure budget (operational and development) has been secured with this percentage dropping to 44% by 2010.

4.2 **Park development budgets**

TMNP is a young establishing Park and as such is undergoing a strong biodiversity rehabilitation and tourism product services development phase. A number of projects and programs, based on sound scoping, have been presented. In terms of dedicated project funding, only R16 million (6%) of a required R254 million has been secured. Several applications have been to the City of Cape Town (R40 million), Working for Water (R38 million) and to the Extended Public Works Program (R43 million), but these have not yet been secured.

Table 5: Costing

<table>
<thead>
<tr>
<th>Cat 1</th>
<th>Cat 2</th>
<th>Description</th>
<th>2007-2008</th>
<th>2008-2009</th>
<th>2009-2010</th>
<th>2010-2011</th>
<th>2011-2012</th>
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<tr>
<td></td>
<td>A.</td>
<td>Income Concession Fees</td>
<td>-9,253</td>
<td>-9,437</td>
<td>-9,624</td>
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<td>A.</td>
<td>Income Tourism Income</td>
<td>-2,356</td>
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<td>-5,948</td>
<td>-6,705</td>
<td>-19,524</td>
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<tr>
<td></td>
<td>A.</td>
<td>Income Other Income</td>
<td>-2,357</td>
<td>-2,572</td>
<td>-2,692</td>
<td>-2,819</td>
<td>-10,840</td>
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<td></td>
<td>B.</td>
<td>Expenditure Human Resource</td>
<td>25,671</td>
<td>26,792</td>
<td>27,967</td>
<td>29,081</td>
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<td></td>
<td>B.</td>
<td>Expenditure Depreciation</td>
<td>726</td>
<td>769</td>
<td>814</td>
<td>854</td>
<td>3,164</td>
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<td></td>
<td>B.</td>
<td>Expenditure Maintenance Maintenance: Buildings</td>
<td>1,298</td>
<td>1,344</td>
<td>1,348</td>
<td>1,400</td>
<td>5,390</td>
</tr>
<tr>
<td></td>
<td>B.</td>
<td>Expenditure Maintenance Maintenance: Veld</td>
<td>5,869</td>
<td>6,161</td>
<td>6,468</td>
<td>6,790</td>
<td>25,289</td>
</tr>
<tr>
<td></td>
<td>B.</td>
<td>Expenditure Maintenance Maintenance: Other</td>
<td>1,446</td>
<td>1,459</td>
<td>1,531</td>
<td>1,607</td>
<td>6,043</td>
</tr>
<tr>
<td></td>
<td>B.</td>
<td>Expenditure Operating Costs Rent Paid: All</td>
<td>3,142</td>
<td>3,222</td>
<td>3,395</td>
<td>3,577</td>
<td>13,337</td>
</tr>
<tr>
<td></td>
<td>B.</td>
<td>Expenditure Operating Costs Operating Costs Municipal Costs: All</td>
<td>1,673</td>
<td>1,746</td>
<td>1,831</td>
<td>1,922</td>
<td>7,172</td>
</tr>
<tr>
<td></td>
<td>B.</td>
<td>Expenditure Operating Costs Telecommunications</td>
<td>1,536</td>
<td>1,619</td>
<td>1,703</td>
<td>1,876</td>
<td>6,534</td>
</tr>
<tr>
<td></td>
<td>B.</td>
<td>Expenditure Operating Costs Transport Costs: All</td>
<td>2,341</td>
<td>2,440</td>
<td>2,566</td>
<td>2,695</td>
<td>10,042</td>
</tr>
<tr>
<td></td>
<td>B.</td>
<td>Expenditure Operating Costs Operating Costs Specialist &amp; Agent Fees</td>
<td>2,199</td>
<td>2,403</td>
<td>2,550</td>
<td>2,717</td>
<td>10,629</td>
</tr>
<tr>
<td></td>
<td>B.</td>
<td>Expenditure Operating Costs Operating Costs All Other</td>
<td>3,692</td>
<td>3,886</td>
<td>4,083</td>
<td>4,284</td>
<td>15,946</td>
</tr>
<tr>
<td></td>
<td>B.</td>
<td>Expenditure Finance Costs</td>
<td>392</td>
<td>411</td>
<td>432</td>
<td>454</td>
<td>1,689</td>
</tr>
<tr>
<td>Total Operations</td>
<td>-6,775</td>
<td>-6,744</td>
<td>-5,513</td>
<td>-5,307</td>
<td>-25,338</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TMNP: Infrastructural Development Program (Provisional DEAT Funding)</td>
<td>C.</td>
<td>IDP Biodiversity Management All Biodiversity Projects</td>
<td>1,000</td>
<td>1,000</td>
<td></td>
<td></td>
<td>2,000</td>
</tr>
<tr>
<td></td>
<td>C.</td>
<td>IDP Tourism Management All Tourism Projects</td>
<td>7,000</td>
<td>7,000</td>
<td></td>
<td></td>
<td>14,000</td>
</tr>
<tr>
<td>Total: IDP</td>
<td>8,000</td>
<td>8,000</td>
<td></td>
<td></td>
<td>16,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extended Public Works Program Application</td>
<td>D.</td>
<td>EPWP Biodiversity Management All Biodiversity Projects</td>
<td>6,750</td>
<td>6,750</td>
<td>6,750</td>
<td>6,750</td>
<td>27,000</td>
</tr>
<tr>
<td></td>
<td>D.</td>
<td>EPWP Tourism Management All Tourism Projects</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
<td>16,000</td>
</tr>
<tr>
<td>Total: EPWP</td>
<td>10,750</td>
<td>10,750</td>
<td>10,750</td>
<td>10,750</td>
<td>43,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Cape Town funding Proposal</td>
<td>E.</td>
<td>CoCT Biodiversity Management All Biodiversity Projects</td>
<td>2,100</td>
<td>2,100</td>
<td>2,100</td>
<td>2,100</td>
<td>8,400</td>
</tr>
<tr>
<td></td>
<td>E.</td>
<td>CoCT Heritage Management All Heritage Projects</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>2,000</td>
</tr>
<tr>
<td></td>
<td>E.</td>
<td>CoCT Tourism Management All Tourism Projects</td>
<td>6,575</td>
<td>6,575</td>
<td>6,575</td>
<td>6,575</td>
<td>26,300</td>
</tr>
<tr>
<td></td>
<td>E.</td>
<td>CoCT Other All Projects</td>
<td>810</td>
<td>810</td>
<td>810</td>
<td>810</td>
<td>3,240</td>
</tr>
<tr>
<td>Total: CoCT</td>
<td>9,985</td>
<td>9,985</td>
<td>9,985</td>
<td>9,985</td>
<td>39,140</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Private Partnerships Opportunities</td>
<td>F.</td>
<td>PPP Tourism Management All Tourism Projects</td>
<td>1,733</td>
<td>1,733</td>
<td>1,733</td>
<td></td>
<td>5,200</td>
</tr>
<tr>
<td>Total: PPP</td>
<td>1,733</td>
<td>1,733</td>
<td>1,733</td>
<td></td>
<td>5,200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working for Water-Wetlands</td>
<td>G.</td>
<td>WWF Biodiversity Management All Projects</td>
<td>9,000</td>
<td>9,500</td>
<td>9,750</td>
<td>10,000</td>
<td>38,250</td>
</tr>
<tr>
<td>Total: WPWP</td>
<td>9,000</td>
<td>9,500</td>
<td>9,750</td>
<td>10,000</td>
<td>38,250</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unfunded Projects</td>
<td>H.</td>
<td>UFP Biodiversity Management All Biodiversity Projects</td>
<td>2,188</td>
<td>2,375</td>
<td>2,375</td>
<td>2,375</td>
<td>9,500</td>
</tr>
<tr>
<td></td>
<td>H.</td>
<td>UFP Heritage Management All Heritage Projects</td>
<td>875</td>
<td>875</td>
<td>875</td>
<td>875</td>
<td>3,500</td>
</tr>
<tr>
<td></td>
<td>H.</td>
<td>UFP Tourism Management All Tourism Projects</td>
<td>15,525</td>
<td>15,525</td>
<td>15,525</td>
<td>15,525</td>
<td>62,100</td>
</tr>
<tr>
<td></td>
<td>H.</td>
<td>UFP Other All Projects</td>
<td>1,000</td>
<td>11,500</td>
<td>14,500</td>
<td>27,000</td>
<td>27,000</td>
</tr>
<tr>
<td>Total: UFP</td>
<td>18,588</td>
<td>19,775</td>
<td>20,375</td>
<td>23,275</td>
<td>102,100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summary</td>
<td>Total Income (A)</td>
<td>-57,522</td>
<td>-58,998</td>
<td>-62,411</td>
<td>-62,363</td>
<td>-240,083</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Committed Budgets (B, C)</td>
<td>58,747</td>
<td>60,254</td>
<td>54,688</td>
<td>57,056</td>
<td>230,745</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Uncommitted Budgets (D, E, F, G, H)</td>
<td>50,056</td>
<td>51,743</td>
<td>62,493</td>
<td>64,610</td>
<td>228,495</td>
<td></td>
</tr>
<tr>
<td>Total: TMNP Shortfall*</td>
<td>51,281</td>
<td>53,000</td>
<td>55,980</td>
<td>58,703</td>
<td>219,152</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* If all revenue were to be reinvested back into the TMNP
4.3 Land acquisition

Property prices on the Cape Peninsula are relatively expensive. Current estimates of purchasing privately owned conservation worthy land required by the Park range from between R260 million if no additional development rights have been secured to R660 million where development rights have been secured. These purchases do not form part of the normal budgeting schedule as they are subject to negotiations with private landowners and unpredictable by nature.

Table 4: Private Land Consolidation Cost Estimates

<table>
<thead>
<tr>
<th>Hectares</th>
<th>Price Range</th>
<th>Price Est (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2200</td>
<td>&lt; R100,000 per ha</td>
<td>R 84.5 to R 90.0</td>
</tr>
<tr>
<td>250</td>
<td>&gt;100,000 &lt; 400,000</td>
<td>R 44.5 to R 49.0</td>
</tr>
<tr>
<td>55</td>
<td>&gt;400,000 &lt; 500,000</td>
<td>R 22.3 to R 25.0</td>
</tr>
<tr>
<td>455</td>
<td>&gt; 500,000</td>
<td>R 224.0 to R510.0</td>
</tr>
</tbody>
</table>

4.4 Staffing

The Park currently has 127 staff on its permanent establishment. This is expected to grow to 170 positions as a result of the Parks expanding business and security operations. Two key area of staff expansion include the development of a dedicated tourism function to service the suite of tourism products and the formation of a dedicated marine function. The tourism department would likely comprise 5 additional staff headed by a Tourism Manager supported by operation staff. The Marine division would include an operational manager supported by a field team of 18 staff. The number of contract staff of 115 staff members, is expected to remain the same until 2010.

4.5 Research & Adaptive Management Monitoring

Due to the development and implementation of the Strategic Adaptive Management program being a new item on the Parks budget, additional funds will need to be source for this function. Initial estimates of R350,000 per year should be expected, broken down as follows: rare species monitoring R100,000 per year, Fire monitoring R50,000 per year, baboons R50,000 per year and tourism R150,000.
REFERENCES


Venter, F et al. SANParks. Recreational Opportunity Zoning within the Kruger National Park.

Western Cape Nature Conservation Board. 2002. Wilderness Concept Policy

Park Management, Adaptive Management, Thresholds of Potential Concern Balance Scorecard


Biodiversity Management


Simmons, M.T. and Cowling, R.M., 1996, Why is the Cape Peninsula so rich in plant species? An analysis of the independent diversity components, Biodiversity and Conservation 5: 551 – 573

Yeld, J. and Barker, M., 2004, Mountains in the sea, Table Mountain to Cape Point: An interpretive guide to the Table Mountain National Park, South African National Parks, Cape Town

Heritage Management


Venter, F et al. SANParks. Recreational Opportunity Zoning within the Kruger National Park.

Western Cape Nature Conservation Board. 2002. Wilderness Concept Policy

Park Management, Adaptive Management, Thresholds of Potential Concern Balance Scorecard

The Park’s objectives in revising its 2001 CDF were as follows:

- To update the 2001 CDF with new information (e.g. TMNP Heritage Resources Assessment, maps showing visitor use zones), and shows where and what level of visitor facilities should be provided (i.e. demarcates the Park’s visitor sites).

Towards the use of the CDF map as a management tool, the CDF report also sets out guidelines for the management of visitor use zones, recreational activities, visitor sites, the movement network, commercial activities and heritage resources.

3. Objectives

The Park’s objectives in revising its 2001 CDF were as follows:

- To ensure that the CDF meets the Department of Environmental Affairs & Tourism’s (DEAT’s) requirements regarding compliance with the NEM:PAIA.
- To align the TMNP’s CDF with SANParks CDF Planning Manual.
- To update the 2001 CDF with new information (e.g. TMNP Heritage Resources Management Plan, Sensitivity-Value analysis (Map 2) and TMNP Tourism Development Concept Plan).

4. CDF Informants

To inform preparation of TMNP’s first CDF in 2001 information was collected and mapped on the Park’s biophysical, heritage and scenic assets, land use patterns within and surrounding the Park, hazardous and unstable areas, traffic problems and Park patronage. As this baseline information still applies it was used as point of departure for the 2006 CDF update.

The following new work was undertaken in updating the Park’s original CDF:

- The categories of visitor use zones applied in the 2001 CDF were modified to align with SANParks CDF Planning Manual and adapted to the specific needs of TMNP.
- The social and environmental conditions that TMNP aspires to uphold (i.e. the desired state) in the Park’s different visitor use zones were defined, and management guidelines for upholding these conditions were compiled.
- New TMNP studies completed since the 2001 CDF were reviewed, namely:
  - TMNP Tourism Study
  - TMNP Heritage Management Plan
- Detailed planning frameworks and precinct plans prepared for areas such as Groote Schuur Estate, Signal Hill-Kloof-Nek-Tafelberg Road, etc.
- The 2001 appraisal of the value and sensitivity (Map 2) of the Park’s biophysical, heritage and scenic resources was updated.
- Feedback was obtained from TMNP staff on the 2001 CDF.
- The City and Provincial planning frameworks have been reviewed and assessed as informants to the revised CDF.

5. Structure of the CDF

The TMNP CDF consists of 3 volumes:

**Volume 1**, this document, is the CDF as presented in the TMNP Park Management Plan for approval by the Minister of Environment and Tourism. It consists of a short, concise report with accompanying CDF tables and the CDF map.

**Volume 2**, the CDF Technical Report, contains the details of the process to prepare and informants to update the Park’s 2001 CDF. This is the main reference document for use by Park management and planning authorities.

**Volume 3**, the CDF Planning Units Report, identifies 11 ‘planning units’ in the Park and provides biophysical, heritage, scenic, infrastructural and land consolidation information and intentions for each unit in the context of CDF zoning and visitor sites.

The revised CDF is also presented as a map which depicts the Use Zones and Visitor Sites. The CDF map (Map 1) is accompanied by and read with a series of tables which provide a quick reference summary to the CDF planning and management guidelines as follows:

- CDF Use Zones – desired state and experiential qualities.
- CDF planning and management guidelines for Visitor Sites.
- CDF Use Zones – guidelines for managing recreational activities.
- CDF Use Zones – guidelines for managing commercial activities and organised events.
- CDF Use Zones – guidelines for the provision of visitor facilities.
- Management guidelines for the movement network.
- Visitor Site proposals: 2006 to 2011.

6. Process Followed Revising CDF

An interactive process was followed in updating and revising TMNP’s 2001 CDF (Figure 1). To start the process the 2001 CDF report was critically reviewed at a series of workshops with key role players. New information as listed above was considered and a first draft of the revised CDF produced and discussed with the TMNP Park Forum Steering Committee. Based on their feedback a second draft of the 2006 CDF zoning map was prepared with its associated management guidelines.

To solicit comment from stakeholders on the proposals contained in a draft CDF (2006 – 2010), the consultation process involved notification to interested and affected parties, inviting comment on the draft CDF by placing it on the Park’s website and in libraries and holding an Open Day on Day, and documenting all comments received and TMNP’s responses. The CDF was updated based on stakeholder inputs received.
7. CDF Visitor Use Zones

The CDF demarcates the Park into visitor use zones. Visitor use zoning is a spatial management tool used in protected areas throughout the world to assist in balancing conservation with tourism and recreation activities. Table 1 presents SANParks system of visitor use zones that are applicable in TMNP. It is important to note that these are visitor experiential use zones. They encapsulate the desired state of environmental and social conditions that park management aspires to uphold (i.e. their intentions) over the period 2006 - 2011. TMNP’s visitor use zones reflect two basic experiential qualities that management aspire to uphold in the Park’s surroundings. The CDF use zones that extend outside the Park’s borders have no official status, but reflect the Park’s attitude towards these areas. It is recognized that surrounding landowners may have different intentions to that of the Park.

The CDF Map presents the delineation of TMNP into the visitor use zones listed above. The TMNP CDF’s use zones extend beyond the Park’s boundaries, and encapsulate the environmental and experiential qualities that management would like to see upheld in the Park’s surrounds. The CDF use zones that extend outside the Park’s borders have no official status, but reflect the Park’s attitude towards these areas. It is recognized that surrounding landowners may have different intentions to that of the Park.

The 2006 CDF refines and updates the 2001 version. There are two basic differences between the 2001 and 2006 CDF, namely:

- The 2006 CDF is more specific regarding how the Park’s visitor use zones will be applied.
- The 2006 CDF introduces a new use zone category, called Remote Wilderness.

Within the Park, three Restricted Access Areas are recognised. These areas have special management conditions associated with entry and thus are not freely accessible to the public. For continuity in management, the interface between marine and terrestrial environment was considered. Where possible the marine and terrestrial environment was considered. Where possible the different users have often conflicting requirements and in an open access system it is impossible for management to monitor and regulate all activities. Thus, a system of Environmental Management Programmes (EMPs) has been introduced for many of the main recreational activities in the Park. EMPs are documents that are compiled in consultation with the representative bodies for the relevant activity. The role of the EMPs is to:

- Set a code of conduct for visitors who partake in the relevant activity.
- Clearly define the area in which the relevant activity can or cannot occur.
- Avoid clashes between users.
- Provide guidelines for self policing by users.
- Provide regulation for the enforcement of rules when guideline lines are not adhered to.

8. Visitor Sites

The CDF Map also illustrates the sites where facilities should be provided in the Park. The Park’s proposed visitor sites are a refinement of the 2001 CDF taking into consideration detailed precinct level planning that has been undertaken in the past 5 years (see Table 7: Visitor Site proposals: 2006 to 2011).

9. Status of CDF

The CDF is a ‘framework for planning’ and not a ‘plan for implementation’. As a spatial management framework, the CDF’s proposals do not grant or take away development rights. Due statutory processes (EIA, HSA etc) and more detailed lower level and precinct planning still needs to be followed by SANParks before the CDF’s proposals can be implemented at specific sites. Any proposed change in the management of recreational activities (e.g. walking with dogs), will be done with stakeholder participation through the review of existing recreational Environmental Management Programs (EMPs) or the establishment of new ones.

The CDF forms part of the TMNP Park Management Plan as approved by the Minister of Environment and Tourism in terms of the National Environmental Management: Protected Areas Act (Act: 57 of 2003).

Table 1: CDF Use Zones – desired state and experiential qualities.

<table>
<thead>
<tr>
<th>Use Zone</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quiet</td>
<td>A close to nature experience: The activities in these zones are more dependent on the quality of the natural environment and less dependent on facilities. These activities tend to be at a landscape level and the visitor has to be more self reliant. These activities and the related facilities are largely recreational. The visitor use zones falling within the ‘close to nature’ experience are:</td>
</tr>
<tr>
<td>Remote Wilderness</td>
<td></td>
</tr>
<tr>
<td>Remote</td>
<td></td>
</tr>
</tbody>
</table>

Table 2: CDF planning and management guidelines for Visitor Sites.

- Table 3: CDF Use Zones – guidelines for managing recreational activities.
- Table 4: CDF Use Zones – guidelines for managing commercial activities and organised events.
- Table 5: CDF Use Zones – guidelines for the provision of visitor facilities.
- Table 6: Management guidelines for the movement network.

TMNP as a largely open access Park with a wide range of recreational activities presents complex management challenges. The different users have often conflicting requirements and in an open access system it is impossible for management to monitor and regulate all activities. Thus, a system of Environmental Management Programmes (EMPs) has been introduced for many of the main recreational activities in the Park. EMPs are documents that are compiled in consultation with the representative bodies for the relevant activity. The role of the EMPs is to:

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The CDF forms part of the TMNP Park Management Plan as approved by the Minister of Environment and Tourism in terms of the National Environmental Management: Protected Areas Act (Act: 57 of 2003).
### Table 1: CDF Visitor Experiential Use Zones - Desired State, Conservation Objectives and User Experiential Qualities

<table>
<thead>
<tr>
<th>Experience</th>
<th>TNMP Zone</th>
<th>Desired State</th>
<th>Quality of the natural environment</th>
<th>Tolerance of users</th>
<th>Sophistication of facilities</th>
<th>Level of Exclusion</th>
<th>Level of self-sufficiency</th>
<th>Spirituality</th>
<th>Primary user movement within the zone</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REMOTE WILDERNESS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Areas with very high nature qualities where the sights and sounds of the city are inconceivable allowing for a spiritual experience of nature. They are generally inaccessible, requiring additional physical exertion to reach and experience. Visitors need to be more self-reliant. Subzones: The nature of the experience is highly dependent on the quality of the natural environment. The main aspect of management is biodiversity conservation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian only</strong></td>
</tr>
<tr>
<td><strong>CLOSED TO NATURE</strong></td>
<td><strong>REMOTE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>The experience is one of relative solitude and wilderness. Signs and sounds of the urban area are more obvious and encounters with other visitors are more frequent than in Remote Wilderness. Although less physical exertion is required, a reasonable level of fitness, self-reliance and experience is necessary.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian only</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>The nature of the experience is dependent on the quality of the nature environment. The main focus of management is biodiversity conservation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian only</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>There may be some signs of infrastructure mainly of a heritage nature.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian only</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Natural/semi-transformed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian only</strong></td>
</tr>
<tr>
<td><strong>LOW INTENSITY LEISURE</strong></td>
<td><strong>HIGH INTENSITY LEISURE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>The main focus of this zone is to enhance the visitor experience in the environment, through the provision of facilities and infrastructure.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>High intensity tourism development with modern renovated facilities and enhanced activities. The quality of the visitor experience is highly dependent on the quality of the facilities which enable the visitor to experience the environment with a minimum of effort. Due to its high impact these facilities are restricted. The main focus of management is to ensure a high quality visit experience while ensuring that the activities have minimal impact on the surrounding environment and that heritage resources are respected and celebrated.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>High intensity zones</strong>: Long stay is longer for</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Tourist Destinations and provides for a range of activities.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Structure &amp; Setting</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Supplementary facilities</strong>: Comfort and facilities for tourists.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Mixed Use</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Facilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Tourist</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Visitor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Accessibility</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Use</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Pedestrian Non-motorised</strong></td>
</tr>
</tbody>
</table>

1. The Desired State is the long-term objectives of the zone and these desired conditions may not actually be met, achieving the Desired State will be achieved by many factors and may only be reached in years to come.
2. Limited mobility may impose User Zones to connect High Intensity Leisure areas. Introducing limited mobility is subject to detailed studies and approvals necessary.

### Table 2: CDF Visitor Sites - Management Guidelines

<table>
<thead>
<tr>
<th>Site</th>
<th>Role</th>
<th>Facilities</th>
<th>Applicable zones</th>
<th>Guidelines</th>
<th>Sites</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tourist Destination</strong></td>
<td></td>
<td></td>
<td>High Intensity Leisure</td>
<td>Due to high pressures of tourist volumes and the sensitive nature of the surrounds, these sites are maintained as destinations of high volumes and short duration. Facilities should not detract from the pristine qualities of the area.</td>
<td></td>
</tr>
<tr>
<td><strong>Mixed Use</strong></td>
<td></td>
<td></td>
<td>Low Intensity Leisure</td>
<td>Length of stay is longer for Tourist Destinations and provides for a range of activities.</td>
<td></td>
</tr>
<tr>
<td><strong>Plastic &amp; Plastic</strong></td>
<td></td>
<td></td>
<td>Low Intensity Leisure</td>
<td>Provides for safe and secure facility oriented facilities for low intensity security activities.</td>
<td></td>
</tr>
<tr>
<td><strong>Park Entry Points</strong></td>
<td></td>
<td></td>
<td>Low Intensity Leisure</td>
<td>Provides for safe and secure facility oriented facilities for low intensity security activities.</td>
<td></td>
</tr>
<tr>
<td><strong>Park Accommodation</strong></td>
<td></td>
<td></td>
<td>Quiet</td>
<td>The accommodation should be appropriate to the surrounding environment.</td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
1. Each value can be qualified according to the volume of visitors to be catered for.
2. Limited accessibility facilities to help accommodate all visitor sites. The development of specific sites is subject to detailed planning and following the relevant statutory approval processes.
3. The CDF provides for linking visitor sites across different use zones as determined through local planning processes and relevant statutory approvals (e.g. EIA and HIA).
4. "Pedestrian access under separate or shared management with SANParks."
Table 3: CDF Use Zones - Guidelines for Managing Recreational Activities

<table>
<thead>
<tr>
<th>Recreational Activities</th>
<th>Hiking</th>
<th>Walking</th>
<th>Running</th>
<th>Rockclimbing</th>
<th>Dog Walking</th>
<th>Traditional &amp; Free Climbing</th>
<th>Sport Climbing</th>
<th>Hang Gliding</th>
<th>Horse Riding</th>
<th>Mountain Biking</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>REMOTE WILDERNESS</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>* from designated launch sites and provided all equipment is carried in and out</td>
</tr>
<tr>
<td>REMOTE</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
<td>* MTB &amp; horses only on designated routes</td>
</tr>
<tr>
<td>QUIET</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
<td>* MTB &amp; horses only on designated routes</td>
</tr>
<tr>
<td>LOW INTENSITY LEISURE</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
<td>* MTB &amp; horses only on designated routes</td>
</tr>
<tr>
<td>HIGH INTENSITY LEISURE</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>* Only on lease</td>
</tr>
</tbody>
</table>

- Suitable under management conditions
- Very suitable

Note: If an activity is not listed in the table, then it is not usually permitted in the TMMNP.

Table 4: CDF Use Zones - Guidelines for Managing Commercial Activities & Organised Events

<table>
<thead>
<tr>
<th>Zone</th>
<th>Film shoots</th>
<th>Parties</th>
<th>Group Events</th>
<th>Concerts</th>
<th>Mid-Flight Landing</th>
<th>Races</th>
<th>Combat Events</th>
<th>Specialised Activities</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>REMOTE WILDERNESS</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>* Restricted to nature and scientific films. All equipment to be carried in and out.</td>
</tr>
<tr>
<td>REMOTE</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The number of events, the number of participants and frequency of events to be strictly controlled</td>
</tr>
<tr>
<td>QUIET</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>* Activities should not interfere with designated use of the zone.</td>
</tr>
<tr>
<td>LOW INTENSITY LEISURE</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>* Activities should not interfere with designated use of the zone.</td>
</tr>
<tr>
<td>HIGH INTENSITY LEISURE</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>* Activities should not interfere with the designated use of the zone.</td>
</tr>
</tbody>
</table>

Notes: 1. All these activities are subject to permits with specific conditions.
2. The above table delineates the areas where the type of activities may be considered but not necessarily approved.
3. These guidelines only apply to outdoor-based activities.
4. The Park’s airspace is regulated by Section 47 of the Protected Areas Act as 2500 ft (752 meters) above the highest point (1085 meters). Currently, the park has 4 helicopter landing sites (Newlands, Kasteelhage, Blaasboom and Bonspiel).
### Table 7a: Visitor Site Proposals – High Volume Sites

<table>
<thead>
<tr>
<th>VISITOR SITES</th>
<th>Current Status</th>
<th>Proposed Role</th>
<th>User Zone</th>
<th>Main Activity (by 2011)</th>
<th>Recommended Management Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rhodes Memoir**</td>
<td>Mixed Use</td>
<td>Mixed Use</td>
<td>Hill</td>
<td>Sightseeing, Refreshments, Curio sales</td>
<td>Upgrade as per Groote Schuur Estate proposals</td>
<td>high</td>
</tr>
<tr>
<td>Signal Hill</td>
<td>Destination</td>
<td>Destination</td>
<td>Hill</td>
<td>Sightseeing, Refreshments, Curio sales</td>
<td>Upgrade as per Precinct Plan proposals</td>
<td>high</td>
</tr>
<tr>
<td>Strand Street Quarry*</td>
<td>Under used</td>
<td>Mixed Use</td>
<td>Hill</td>
<td>Access, Parking, Commercial</td>
<td>Negotiate co-management &amp; redevelopment with fully</td>
<td>high</td>
</tr>
<tr>
<td>Tokai Manor precinct*</td>
<td>Unused</td>
<td>Park HQ</td>
<td>Hill</td>
<td>TMNP Head Office, Commercial</td>
<td>Negotiate Lease with PAWC and implement precinct plan</td>
<td>high</td>
</tr>
<tr>
<td>Zoo Site</td>
<td>Under used</td>
<td>Mixed Use</td>
<td>Hill</td>
<td>Varies</td>
<td>Upgrade as per Groote Schuur Estate proposals</td>
<td>high</td>
</tr>
<tr>
<td>Cape of Good Hope</td>
<td>Destination</td>
<td>Destination</td>
<td>Hill</td>
<td>Sightseeing</td>
<td>Upgrade facilities &amp; access with Cape Point</td>
<td>high</td>
</tr>
<tr>
<td>Cape Point</td>
<td>Destination</td>
<td>Destination</td>
<td>Hill</td>
<td>Sightseeing, Refreshments, Curio sales</td>
<td>Upgrade facilities, parking &amp; access with Cape of Good Hope</td>
<td>high</td>
</tr>
<tr>
<td>Constantia Nek*</td>
<td>Mixed Use</td>
<td>Mixed Use</td>
<td>Hill</td>
<td>Access, Info, Trading</td>
<td>Upgrade as per Precinct Plan proposals</td>
<td>medium</td>
</tr>
<tr>
<td>Kloof Nek</td>
<td>Transit</td>
<td>Mixed Use</td>
<td>Hill</td>
<td>Parking, Info Centre, Commercial</td>
<td>Redevelopment in accordance with Precinct Plan</td>
<td>medium</td>
</tr>
<tr>
<td>Millers Point**</td>
<td>Mixed Use</td>
<td>Mixed Use</td>
<td>Hill</td>
<td>Varies</td>
<td>Negotiate co-management</td>
<td>medium</td>
</tr>
<tr>
<td>Tokai Plantation Picnic Area</td>
<td>Picnic area</td>
<td>Picnic site</td>
<td>LIL</td>
<td>Leisure</td>
<td>Upgrade as per Tokai Management Framework</td>
<td>medium</td>
</tr>
<tr>
<td>Upper Cable Station*</td>
<td>Destination</td>
<td>Destination</td>
<td>Hill</td>
<td>Sightseeing, Refreshments, Curio sales</td>
<td>Manage as per Concession Contract</td>
<td>low</td>
</tr>
<tr>
<td>Boulders</td>
<td>Destination</td>
<td>Destination</td>
<td>Hill</td>
<td>Sightseeing, Curio Sales, Interpretation</td>
<td>Implement &amp; manage as per Development Framework</td>
<td>low</td>
</tr>
<tr>
<td>Lower Cable Station*</td>
<td>Transit</td>
<td>Park Entry</td>
<td>Hill</td>
<td>Access, Refreshments, Curio sales</td>
<td>Manage as per Concession Contract</td>
<td>low</td>
</tr>
<tr>
<td>Kirstenbosch**</td>
<td>Mixed Use</td>
<td>Mixed Use</td>
<td>Hill</td>
<td>Varies</td>
<td>SANP responsibility</td>
<td>n/a</td>
</tr>
</tbody>
</table>

* sites under separate or joint management with SANParks

### Table 6: CDP Zone - Guidelines to the Provision of User Facilities & Other Amenities

<table>
<thead>
<tr>
<th>Zone</th>
<th>Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Accommodation</td>
</tr>
<tr>
<td>Low</td>
<td>Food &amp; Beverage outlets</td>
</tr>
<tr>
<td>Mixed</td>
<td>Curios &amp; Craft sales</td>
</tr>
<tr>
<td>Wildlife</td>
<td>Equipment Rental</td>
</tr>
<tr>
<td>Interpretive signage</td>
<td></td>
</tr>
<tr>
<td>Interpretive &amp; Educational Centres</td>
<td></td>
</tr>
<tr>
<td>Refuse bins</td>
<td></td>
</tr>
</tbody>
</table>

### Table 5: UFP Operational Framework

<table>
<thead>
<tr>
<th>Operational Framework</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor Management</td>
<td>Visitor Satisfaction</td>
</tr>
<tr>
<td>Resource Management</td>
<td>Resource Efficiency</td>
</tr>
<tr>
<td>Safety Management</td>
<td>Safety Compliance</td>
</tr>
<tr>
<td>Environmental Management</td>
<td>Environmental Impact</td>
</tr>
</tbody>
</table>

### Table 4: Visitor Services - Visitor Management Plan

<table>
<thead>
<tr>
<th>Visitor Services</th>
<th>Key Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information</td>
<td>Visitor Information</td>
</tr>
<tr>
<td>Guides</td>
<td>Guided Tours</td>
</tr>
<tr>
<td>Interpretation</td>
<td>Interpretive Materials</td>
</tr>
<tr>
<td>Restrooms</td>
<td>Restroom Services</td>
</tr>
<tr>
<td>Shops</td>
<td>Souvenir Sales</td>
</tr>
<tr>
<td>CAFER</td>
<td>Cafeteria Services</td>
</tr>
<tr>
<td>Cafes</td>
<td>Cafe Services</td>
</tr>
<tr>
<td>UFP</td>
<td>User Facility Services</td>
</tr>
</tbody>
</table>

### TABLE MOUNTAIN NATIONAL PARK • PARK MANAGEMENT PLAN
### Table 7b: Visitor Site Proposals – Medium Volume Sites

<table>
<thead>
<tr>
<th>Visitor Sites</th>
<th>Current Status</th>
<th>Proposed Role</th>
<th>User Zone</th>
<th>Main Activity (by 2021)</th>
<th>Recommended Management Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lion Battery*</td>
<td>Military</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Interpretation, Activities, Accommodation</td>
<td>Redevelopment in accordance with Project Plan</td>
<td>high</td>
</tr>
<tr>
<td>Oodnadatta</td>
<td>Leisure</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Vary</td>
<td>Upgrade facilities, parking &amp; security</td>
<td>high</td>
</tr>
<tr>
<td>Noonook Beach Parking</td>
<td>Transit</td>
<td>Park Entry</td>
<td>NIL</td>
<td>Parking</td>
<td>Upgrade facilities, parking &amp; security</td>
<td>high</td>
</tr>
<tr>
<td>Sconeleigh Beach</td>
<td>Transit</td>
<td>Park Entry</td>
<td>NIL</td>
<td>Parking</td>
<td>Upgrade as per landscape plan</td>
<td>high</td>
</tr>
<tr>
<td>Deer Park</td>
<td>Leisure</td>
<td>Park Entrance</td>
<td>NIL</td>
<td>Leisure</td>
<td>Upgrade as per Preprint Plan proposals</td>
<td>medium</td>
</tr>
<tr>
<td>Magazine Site*</td>
<td>Under-used</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Vary</td>
<td>Negotiate co-management &amp; redevelopment with State</td>
<td>medium</td>
</tr>
<tr>
<td>Newlands Forest Shelter*</td>
<td>Transit</td>
<td>Park Entry</td>
<td>NIL</td>
<td>Vary</td>
<td>Upgrade facilities, parking &amp; security</td>
<td>medium</td>
</tr>
<tr>
<td>Patonga Wash House</td>
<td>Mixed Use</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Accommodation, events, Park offices</td>
<td>Upgrade as per Preprint Plan proposals</td>
<td>medium</td>
</tr>
<tr>
<td>Roundhouse precinct</td>
<td>Under-used</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Accommodation, refreshments</td>
<td>Develop as per Concession contract</td>
<td>medium</td>
</tr>
<tr>
<td>Silvermine Dam</td>
<td>Leisure</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Leisure</td>
<td>Upgrade as per landscaping plan</td>
<td>medium</td>
</tr>
<tr>
<td>Silvermine Forest Shelter</td>
<td>Under-used</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Accommodation, Mixed Use, THMP Officers</td>
<td>Prepare predict redevelopment plans</td>
<td>medium</td>
</tr>
<tr>
<td>Southwater*</td>
<td>Under-used</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Mixed</td>
<td>Negotiate co-management with City</td>
<td>medium</td>
</tr>
<tr>
<td>Caddis Plantation</td>
<td>Parking</td>
<td>Transit</td>
<td>NIL</td>
<td>Parking</td>
<td>Upgrade as per Cecilia Management Framework</td>
<td>high</td>
</tr>
<tr>
<td>Mt Pleasant (Rhodes Estate)</td>
<td>Under-used</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>THMP Officers</td>
<td>Upgrade as per Grootte Shuur Estate proposals</td>
<td>low</td>
</tr>
<tr>
<td>Newlands Picnic Area</td>
<td>relaxing area</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Leisure</td>
<td>Maintain recently developed facilities</td>
<td>low</td>
</tr>
<tr>
<td>Sandy Bay Nest Parking</td>
<td>Unused</td>
<td>Park Entry</td>
<td>NIL</td>
<td>Parking</td>
<td>Maintain upgraded facilities</td>
<td>low</td>
</tr>
<tr>
<td>Sunset Rocks Parking*</td>
<td>Transit</td>
<td>Park Entry</td>
<td>NIL</td>
<td>Parking</td>
<td>Upgrade facilities, parking &amp; security</td>
<td>low</td>
</tr>
<tr>
<td>Silvermine South</td>
<td>Transit</td>
<td>Park Entry</td>
<td>NIL</td>
<td>Parking</td>
<td>Upgrade facilities, parking &amp; security</td>
<td>low</td>
</tr>
<tr>
<td>Bondi Bay</td>
<td>Leisure</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Leisure, environmental education</td>
<td>Rehabilitate existing facilities with possible new facilities/uses</td>
<td>low</td>
</tr>
<tr>
<td>Bulleby Bay</td>
<td>Leisure</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Vary</td>
<td>Maintain existing facilities</td>
<td>low</td>
</tr>
<tr>
<td>Burleigh Heads Visitor Centre</td>
<td>Mixed Use</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Info, Refreshments, Conference</td>
<td>Maintain recently upgraded facilities</td>
<td>low</td>
</tr>
<tr>
<td>Tarong Park Picnic Area</td>
<td>Leisure</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Vary</td>
<td>Maintain existing facilities</td>
<td>low</td>
</tr>
</tbody>
</table>

* sites under separate or joint management with SANParks

### Table 7c: Visitor Site Proposals – Low Volume Sites

<table>
<thead>
<tr>
<th>Visitor Sites</th>
<th>Current Status</th>
<th>Proposed Role</th>
<th>User Zone</th>
<th>Main Activity (by 2021)</th>
<th>Recommended Management Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>OrangeHill</td>
<td>Park offices</td>
<td>Reserved</td>
<td>NIL</td>
<td>Vary</td>
<td>Investigate future role</td>
<td>high</td>
</tr>
<tr>
<td>North Bay</td>
<td>Unused</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Accommodation</td>
<td>Develop as per Concession contract</td>
<td>high</td>
</tr>
<tr>
<td>Signal Hill*</td>
<td>Under-used</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Accommodation, refreshments, Park offices</td>
<td>Prepare predict plan</td>
<td>medium</td>
</tr>
<tr>
<td>Modders Hill</td>
<td>Destination</td>
<td>Destination</td>
<td>NIL</td>
<td>Lightningening</td>
<td>Investigate future role</td>
<td>medium</td>
</tr>
<tr>
<td>East Fort (Hout Bay)*</td>
<td>Destination</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Vary</td>
<td>Upgrade as per Preprint Plan proposals</td>
<td>low</td>
</tr>
<tr>
<td>Klaasfjagarsberg</td>
<td>Park offices</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Accommodation</td>
<td>Prepare predict plan</td>
<td>medium</td>
</tr>
<tr>
<td>KogelPoint</td>
<td>Under-used</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Park office, fire station, accommodation</td>
<td>Prepare predict plan</td>
<td>medium</td>
</tr>
<tr>
<td>Rockuted Picnic Area</td>
<td>Leisure</td>
<td>Park Entrance</td>
<td>NIL</td>
<td>Vary</td>
<td>Negotiate co-management &amp; redevelopment at end of lease</td>
<td>low</td>
</tr>
<tr>
<td>Signal Hill Scout Camp</td>
<td>Under-used</td>
<td>Investigate</td>
<td>NIL</td>
<td>To be determined</td>
<td>Manage as per lease</td>
<td>low</td>
</tr>
<tr>
<td>Grose Valley Tented Camp</td>
<td>Mixed Use</td>
<td>Park Accommodation</td>
<td>NIL</td>
<td>Vary</td>
<td>Negotiate co-management</td>
<td>medium</td>
</tr>
<tr>
<td>West Fort (Hout Bay)*</td>
<td>Under-used</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Vary</td>
<td>Rehabilitate existing facilities with possible new facilities/uses</td>
<td>low</td>
</tr>
<tr>
<td>Apostile Bay</td>
<td>Under-used</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Environmental Education</td>
<td>Manage as per lease</td>
<td>low</td>
</tr>
<tr>
<td>Overseer's Hut</td>
<td>Leisure</td>
<td>Park Accommodation</td>
<td>NIL</td>
<td>Vary</td>
<td>Hiker Accommodation</td>
<td>low</td>
</tr>
<tr>
<td>Singapore Bluff Greenhouse</td>
<td>Transit</td>
<td>Park Entry</td>
<td>NIL</td>
<td>Parking</td>
<td>Upgrade facilities, parking &amp; security</td>
<td>low</td>
</tr>
<tr>
<td>Silvermine North View Site</td>
<td>Destination</td>
<td>Destination</td>
<td>NIL</td>
<td>Lightningening</td>
<td>Upgrade parking</td>
<td>low</td>
</tr>
<tr>
<td>Silvermine Tented Camp</td>
<td>Leisure</td>
<td>Park Accommodation</td>
<td>NIL</td>
<td>Vary</td>
<td>Negotiate co-management</td>
<td>medium</td>
</tr>
<tr>
<td>Kookaburra Centre</td>
<td>Env Centre</td>
<td>Mixed Use</td>
<td>NIL</td>
<td>Education</td>
<td>Upgrade facilities</td>
<td>low</td>
</tr>
<tr>
<td>Kangaroo</td>
<td>Leisure</td>
<td>Park Accommodation</td>
<td>NIL</td>
<td>Vary</td>
<td>Negotiate co-management</td>
<td>low</td>
</tr>
<tr>
<td>Rocklands Radar Station</td>
<td>Unused</td>
<td>Park Accommodation</td>
<td>NIL</td>
<td>Vary</td>
<td>Hiker Accommodation</td>
<td>low</td>
</tr>
<tr>
<td>Stangpole Point Tented Camp</td>
<td>Mixed Use</td>
<td>Park Accommodation</td>
<td>NIL</td>
<td>Vary</td>
<td>Hiker Accommodation</td>
<td>low</td>
</tr>
<tr>
<td>Black Rocks</td>
<td>Leisure</td>
<td>Park Accommodation</td>
<td>NIL</td>
<td>Vary</td>
<td>Negotiate co-management</td>
<td>low</td>
</tr>
<tr>
<td>Malayans</td>
<td>Mixed Use</td>
<td>Park Accommodation</td>
<td>NIL</td>
<td>Vary</td>
<td>Upgrade facilities, parking &amp; security</td>
<td>low</td>
</tr>
<tr>
<td>Olifantskloof</td>
<td>Leisure</td>
<td>Park Accommodation</td>
<td>NIL</td>
<td>Vary</td>
<td>Upgrade facilities, parking &amp; security</td>
<td>low</td>
</tr>
<tr>
<td>Olifantskloof cottage</td>
<td>Park Accommodation</td>
<td>Park Accommodation</td>
<td>NIL</td>
<td>Vary</td>
<td>Park Accommodation</td>
<td>low</td>
</tr>
</tbody>
</table>

* sites under separate or joint management with SANParks
### Table 1: Private Land Contracts Details

<table>
<thead>
<tr>
<th>Map Number</th>
<th>Property Description</th>
<th>Hectares</th>
<th>Date of Contract</th>
<th>Length of Contract</th>
<th>Special Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The servitude portion of Cape Farm 922</td>
<td>22</td>
<td>November 1997</td>
<td>99 Years</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The servitude portion of Portion 1 of Cape Farm 1047</td>
<td>1</td>
<td>December 1998</td>
<td>99 Years</td>
<td>Owners: Horses allowed on property; retaining minor infrastructure</td>
</tr>
<tr>
<td>3</td>
<td>Erf 3366 Hout Bay</td>
<td>250</td>
<td>January 1999</td>
<td>99 Years</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>The servitude portion of Erf 61 Simons Town</td>
<td>206</td>
<td>November 1999</td>
<td>30 Years</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>The servitude portion of Portion 2 of Cape Farm 1020</td>
<td>10</td>
<td>August 2003</td>
<td>99 Years</td>
<td>Owners: Free access to the property; control over the two sources of water</td>
</tr>
<tr>
<td>6</td>
<td>Cape Farm 990</td>
<td>4</td>
<td>February 2004</td>
<td>99 Years</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Cape Farm 976</td>
<td>328</td>
<td>November 2004</td>
<td>99 Years</td>
<td>Owners: Free access; occasional camping; limited flower picking</td>
</tr>
<tr>
<td>8</td>
<td>The servitude portion of Erf 2224 Hout Bay</td>
<td>47</td>
<td>July 2006</td>
<td>99 Years</td>
<td>Owners: Free and unrestricted access to property</td>
</tr>
</tbody>
</table>
Map 4 – Alien Vegetation