TABLE MOUNTAIN

NATIONAL PARK

MARCH 2008

PARK MANAGEMENT PLAN

South African National Parks would like to thank everybody who participated and had input in the formulation of this document

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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
CPPNE	Cape Peninsula Protected Natural Environment'
DEAT	Department of Environmental Affairs and Tourism
DWAF	Department of Water Affairs and Forestry
EE	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
IDP	Integrated Development Plan
LED	Local Economic Development
MPA	Marine Protected Area
NEM: BA	Environmental Management : Biodiversity Act, No. 10 of 2004
NEM: PAA	Environmental Management : Protected Areas Act, No. 57 of 2003
NGO	Non Governmental Organisation
PAMA	Protected Area Management Assessments
PAWC	Provincial Administration of the Western Cape
SAFCOL	South African Forestry Company Limited
SAHRA	South African Heritage Resource Agency
SAM	Strategic Adaptive Management
SANBI	South African National Biodiversity Institute
SANDF	South African National Defence Force
SANParks	South African National Parks
SMME	Small, Medium and Macro Enterprises
SMP	Strategic Management Plan
SO	Strategic Objective
SOP	Standard Operating Procedures
TCP	Thresholds of Potential Concern
WCED	Western Cape Education Department
WWF-SA	World Wildlife Fund – South Africa

ment should strive to minimise.

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

OVERVIEW OF THE SANPARKS MANAGEMENT PLANNING PROCESS

Process overview

South African National Parks (SANParks) has adopted an overarching park management strategy that focuses on developing, together with stakeholders, and then managing towards a 'desired state' for a National Park. The setting of a park desired state is done through the adaptive planning process (Rogers 2003). The term 'desired state' is now entrenched in the literature, but it is important to note that this rather refers to a 'desired set of varying conditions' rather than a static state. This is reinforced in the SANParks biodiversity values (SANParks 2006) which accept that change in a system is ongoing and desirable. Importantly, a desired state for a park is also not based on a static vision, but rather seeks refinement though ongoing learning and continuous reflection and appropriate adaptation through explicit adoption of the Strategic Adaptive Management approach.

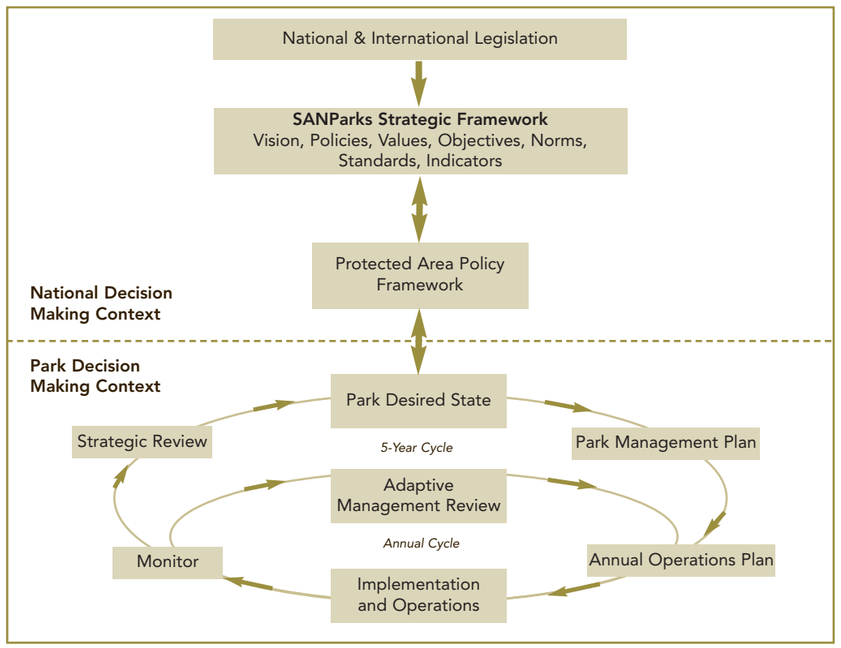

Figure 1: Protected Areas planning framework

The 'desired state' of a park is the parks' longer-term vision (30-50 years) translated into sensible and appropriate objectives though 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 Environment 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, pprogrammes 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.

SETTING THE DESIRED STATE OF THE PARK

1. SETTING THE DESIRED STATE OF THE PARK

The Desired State of the Park is the Parks vision translated into sensible / appropriate objectives though 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 has adopted a transformation mission to guide its efforts accordingly (SANParks Business Plan 2006)

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.

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 Values

These values are deeply-held beliefs which guide the formation of principles for decision-making and action with 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 acutely understand the Park Vision and lastly was the development of Key Attributes inline with the management context that needed management consideration.

1.2.1 Review of TMNP Strategic Management Plan (2000 – 2004)

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[1]**:**

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 phase '**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 important 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; 26615; 28083 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).

Location, extent and airspace

- Table Mountain National Park is located on the Cape Peninsula, the south-western extremity of Africa. It stretches from Signal Hill in the north (33° 54' S, 18° 24' E) to Cape Point in the south (34° 21' S, 18° 29' E) and includes Table Mountain, a national monument. The terrestrial boundary of the TMNP is largely defined as the 'Cape Peninsula Protected Natural Environment' (CPPNE) which was proclaimed in terms of the Environmental Conservation Act (Act 73 of 1989) to included the conservation worthy land of the Cape Peninsula in 1989. The CPPNE covers approximately 29,000 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 gentler slopes underlain by softer sediments. The mountain chain is interrupted by several gaps, most of which are covered by Quatenary 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 Quatenary sand.

The Cape Peninsula forms part of the Cape Folded Belt which are erosion-resistant, quartzitic sandstone mountains alternating with plains and valleys underlain by softer shales, and mantled at the coastal margin with young silicaceous 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 mountains

On the Peninsula, the Cape Supergroup is represented by Graafwater 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 clays in the Noordhoek Valley. The Quatenary is represented by occasional patches of alluvium and extensive areas of siliceous (older) and calcareous (younger) sands that mantle most of the Cape Flats and other coastal areas.

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 budded off from the circumpolar westerly belt. In summer, the climate is influenced by the ridging cell 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 ridging 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 altitudes 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-easterly 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 declare as a Natural World Heritage Site in

  2003. Within an area of 471km^2, 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 is 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 percent of the Cape Peninsula's flora (141 species) are Red Data

Book listed, with this number likely to increase with the revision of the Red Data Lists. 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 palaeogenic (palaeoclimatically 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, photographs, 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 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 a history of uncontrolled use of the CPPNE 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.

Constructive 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, foot path 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, environmental education 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. The Desired State of the Park.

The Desired State of the Park is the Parks vision, key attributes and context translated into high-level objectives of broad statements of desired outcomes. These objectives can be broken down into sub-objectives that form a hierarchy of objectives. Figure 2 outlines how the Park's high-level objectives fit together to support the vision of the Park. In broad terms, the Parks high-level objectives are divided into 'core mandate' objectives and 'business support' functions.

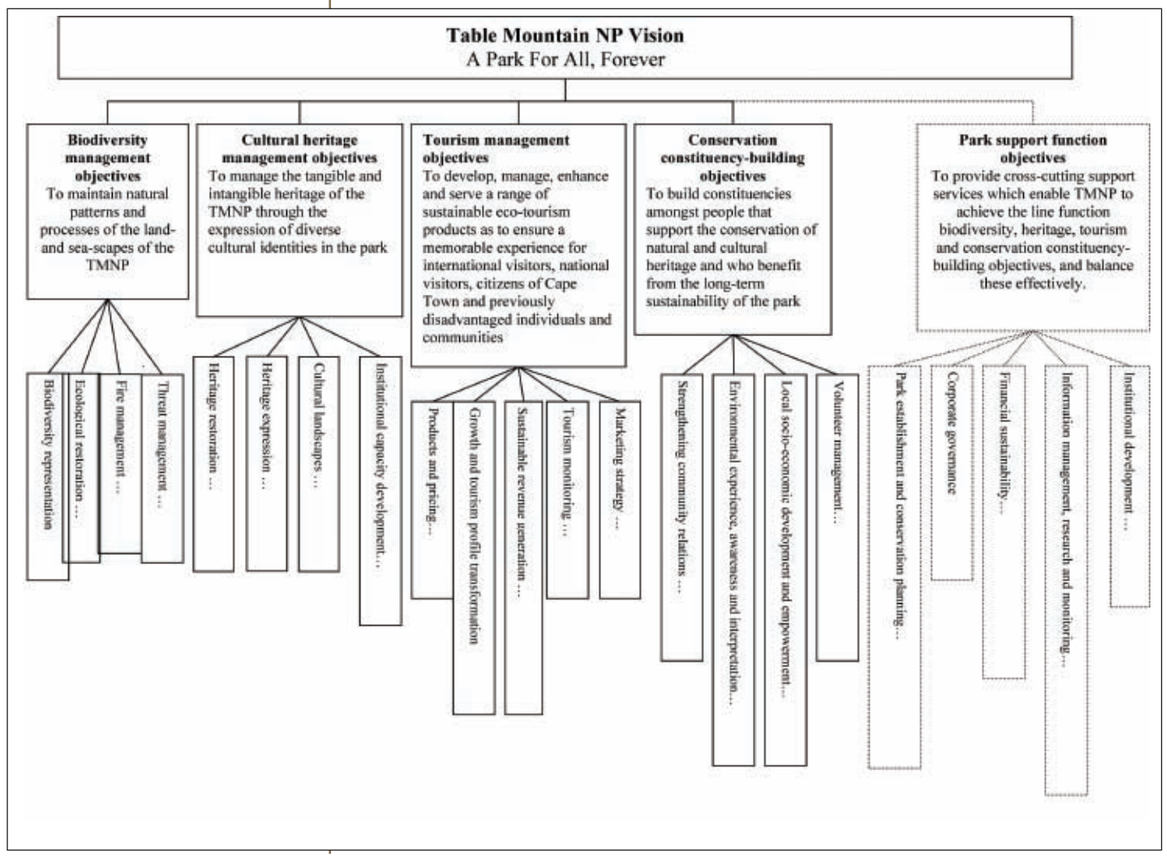

Figure 2: High level objective hierarchy that supports the achievement of the Park Vision

1.3.1. The Desired State of core Park mandates

1.3.1.1. The Desired State of biodiversity management

Biodiversity objectives

The primary objective for biodiversity management in the TMNP is:
To maintain natural patterns and processes of the land- and sea scapes of the TMNP. In order to achieve this objective, 4 sub-objectives are recognised with the required strategies and key actions detailed below:

Primary Objective	Sub Objective	Strategies	Key Actions
To maintain natural patterns and processes of the land- and sea scapes of the TMNP	**1. Biodiversity Representation:** To preserve a representative sample of each pattern and process in a contiguous arrangement enabling natural variation in structure, function and composition over space and time	Documentation of important Ecological Processes and evolutionary connections	a) Review available literature and prioritise patterns and processes b) Consolidate into a Park specific document
		To develop inventories of the terrestrial, aquatic and marine systems	a) Maintain comprehensive taxa lists of all biota b) Prepare inventories of major habitat patches c) Document genetic diversity of key species
		To develop habitat-specific management strategies to prevent the extinction of endemic, rare or threatened plants on the Cape Peninsula.	a) monitor populations of plants species at risk b) develop habitat specific management plans that considers collection, propagation, reintroduction and fire
		To establish and maintain viable populations of locally indigenous and endemic faunal species.	a) research the possible reintroduction and translocation of locally indigenous fauna b) monitor the efficacy of reintroduction of locally indigenous faunal species c) develop and implement species-specific management strategies in order to ensure the long-term conservation of locally indigenous faunal species d) undertake and coordinate research and monitoring of key fauna
	2. Ecological Restoration: To restore, where appropriate, the natural patterns and processes of degraded land- and sea scapes within the Cape Peninsula	To remove or control all alien flora from the Park	a) Review priority areas and species for clearing b) Develop, implement and monitor effective clearing APO's c) Phase out commercial plantations
		To manage non-invasive alien flora within the Park	a) Review and implement a plan to manage non-invasive alien plants associated with defined cultural heritage landscapes and recreational areas
		To remove all invasive alien fauna from the Park	a) remove all problem resident alien faunal species from the Park as guided by Animal use and care committee
		To restore degraded habitats in the TMNP	a) develop and implement restoration plans that consider collection, propagation, reintroduction and fire
	3. Fire Management: To manage fire regimes so that natural patterns and processes are not compromised and to evaluate and respond appropriately to fire threats facing infrastructure and human lives.	Develop a co-ordinated capability to respond to and contain wildfires	a) Establish and implement a wildfire incidence response system that ensures that the Park meets all of its legal obligations b) Establish and implement procedures for co-operation with local and national agencies responsible for containing fires on the Peninsula c) Collaborate in the support of a Fire Protection Association in terms of the new Veld and Forest Fire Act 101 of 1998
		Wild Fire prevention, protection and suppression	a) Implement requirements of the National Veld and Forest Fire Act b) Develop and implement communication procedures to ensure that visitors to the park remain informed with regard to fire-related issues c) Develop SOP for activities in line with Fire Danger Index d) Maintain the Peninsula firebreak network and other fire protection measures e) Develop and maintain the necessary trained human resources to manage fires f) Purchase and maintain the necessary equipment to manage fires
		Post fire recovery	a) Maintain accurate records of all fires b) Audit all infrastructure and risks within burnt areas c) Restrict public access in sensitive or dangerous areas d) Monitor vegetation recovery
		Ensure adequate budgets for fire management	a) Budgeting of fire fighting costs b) Ensure fire cost recovery with respect to neighbouring landowners
		Prescribed burning	a) Develop and implement prescribed burning plan
	4. Threat Management: To effectively manage internal and external threats to biodiversity.	Integration of Protected Areas Management Assessment into Park management	a) Undertake PAMA Audits b) Implement actions as required per Audit
		To develop species specific strategies for problem animals e.g. Baboons, fallow Deer	a) Input in to National SANParks Polices and Guidelines b) Implement Policy
		Inform and engage adjacent landowners of responsibility to environmental legislation	a) Develop and implement communication procedures
		Comment on appropriated land-use adjacent to the Park, within the CPPNE and outside the urban edge	a) review and comment on all EIA, HIA, re-zoning, etc applications adjacent to the Park b) Comment on City of Cape Towns Spatial Development Frameworks
		Ensure disaster management readiness with respect to specific species, e.g. Penguins	a) Develop required contingency plans

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 to main objective.

Primary Objective	Sub Objective	Strategies	Key Actions
To manage the tangible and intangible heritage of the TMNP through the expression of diverse cultural identities in the Park	**1. Heritage Restoration:** To rediscover, rehabilitate and nurture cultural heritage resources, especially where these have been suppressed and neglected.	Identify, research and document information on tangible and intangible cultural heritage resources associated with the Park	a) Form cultural heritage working group b) Audit tangible and intangible heritage resources c) Collect and document oral information d) Develop a framework for interpretation e) Facilitate research programmes f) Compile comprehensive spatial and non-spatial database on cultural heritage resources
		Develop Heritage Management Plans for priority sites in TMNP	a) Identify sites in the TMNP where Heritage Management Plans are required. b) Prioritise sites and schedule a list of plans to be prepared. c) Implement Plans
	2. Heritage Expression: 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.	Develop materials, methods and facilities that encourages an appreciation and respect for the diverse cultures and spiritual significance associated with the Park	a) Produce brochures on cultural and spiritual elements of the Park. b) Compile a database of users that use the Park for spiritual purposes. c) Facilitate events with links to cultural and spiritual uses in the Park.
	3. Cultural Landscapes: To conserve and restore cultural sites, landscapes and scenic resources of the TMNP.	Conserve and restore cultural sites, landscapes and scenic resources in the Park	a) Develop criteria to Identify cultural and scenic landscapes in the Park b) Prepare management guidelines for conservation and restoration of landscapes c) Workshops with field staff to educated TMNP staff on cultural landscape conservation
	4. Develop Institutional Capacity: To actively work with South African Heritage Resource Agency (SAHRA) to implement heritage management in the Park .	Cooperate with SAHRA in the heritage management of matters in the Park	a) Establish a working relationship with senior members of SAHRA Western Cape Branch b) Prepare a heritage agreement with SAHRA to guide working relationship

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 as 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

Primary Objective	Sub Objective	Strategies	Key Actions
To develop, manage, enhance and serve a range of sustainable eco-tourism products as to ensure a memorable experience for international visitors, national visitors, citizens of Cape Town and previously disadvantaged individuals and communities.	**1. Products and Pricing:** 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	Develop and Implement Cape Town Wild Card for all Capetonians	a) Market and Promote Cape Town Wild Card b) Additional sales outlets
		Develop new, or improve existing Tourism experiences	a) Hoerikwaggo Trails b) Cape of Good Hope access c) Footpath network upgrade d) Grootte Schuur upgrade e) TMNP Marine Gateway f) Signal Hill, Tafelberg Road upgrade
		Undertake Signage Roll-out Program	a) Identify signage needs b) Implement signage requirements c) Update signage manual
		Record all visitor complaints and responses	a) Formalise process for visitor complaints and responses
		Effective Concessionaire management	a) Quarterly operational meetings
		Manage Open Access & Pay Points in accordance with the CDF	a) Ensure effective outsourcing of pay points b) Upgrade and/or maintain access points
		Manage Visitor Safety & Security	a) Prepare and implement visitor safety plan
		Management of Specialised User Groups (EMP Based)	a) Prepare and/or review Environmental Management Programs for all specialised user groups
	2. Growth and Tourism Profile Transformation: To grow visitor numbers and promote access to and use of the TMNP by all previously excluded sectors of society (Local, National, Regional).	Market and develop outlets in PDI areas.	a) Market and develop outlets in PDI areas.
		Promote Park to PDI's through the Cape Town Wild Card	a) Promote Park to PDI's through the Cape Town Wild Card
		Host appropriate events	a) Jazz, Amazing Race
	3. Sustainable Revenue Generation: To achieve sustainable revenue growth	Determine Optimum Pricing for All Products on Offer	a) Review tariffs annually
		Determine and Implement Pricing Scheme for Commercial Operators in the Park	a) Develop EMP for commercial operators
		Effective concessionaire management	a) Review and audit existing concession contracts b) Ensure concessionaire compliance
		Generate revenue by releasing appropriate commercial opportunities	a) release commercial opportunities as per SANParks policy and aligned with CDF
	4. Tourism Monitoring: To proactively monitor the social, economic and biophysical effects that tourism has on the TMNP & Cape Town .	Understanding Visitor use and expectations	a) Undertake Visitor survey b) Undertake Park Economic Impact Studies
		To minimise the negative impacts of visitor activities on biodiversity & heritage resources	a) Assess and manage impacts of visitor activities on biodiversity & heritage resources
	5. Marketing Strategy: To market TMNP and SANParks tourism, destination, experiences and products	An effective regional marketing plan which addresses TMNP needs	a) Input into SANParks regional marketing plan

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 of the conservation of natural and cultural heritage and who benefit from the long-term sustainability of the Park. This objective has 4 sub-objectives.

Primary Objective	Sub Objective	Strategies	Key Actions
To build constituencies amongst people that support of the conservation of natural and cultural heritage and who benefit from the long-term sustainability of the Park	**1. Park Forum** To maintain and support a vibrant Park Forum that is a mechanism for representative and accountable participation in the advisory structures of the Park.	Support the development of institutional capacity of Park Forum	a) Provide administrative support through use of Park internal infrastructure b) Provide administrative secretary for Forum
		Create a networking mechanism for forum stakeholders	a) Develop and Maintain database of Park Forum Stakeholders
		Ensure equitable representation of stakeholders on Park Forum	a) Encourage participation of marginalised stakeholders in Park Forum
		Ensure succession planning for replacement of Park forum members to ensure that the forum remains representative of stakeholder base	a) Assist in the development of succession planning strategy
	2. Local Economic Development To promote local economic empowerment through outsourcing, job creation, and the harnessing of Expanded Public Works Programmes and Poverty Relief Projects	Develop Strategic Plan for TMNP Local Economic Development (LED)	a) Conduct workshops with relevant stakeholders including local and provincial government , the private sector and NGOs
		Develop appropriate TMNP policy framework for LED	a) Identify policy gaps in consultation with relevant stakeholders
		Develop a database of service providers from target communities who comply with SANParks criteria for service providers	a) Audit of SMME and potential service providers in target communities
		Ensure procurement to be dedicated to target communities	a) Develop procurement criteria for each procurement opportunities b) Identify suitable services to be procured from target communities c) Promote procurement opportunities within target communities
	3. Environmental Education: To assist Government and non-governmental organisations in shaping an environmentally conscious citizens, especially from marginalised areas, in order to promote the needs of the environment.	To enhance the experience of visitors to TMNP so as to promote an understanding of both green and brown environmental challenges facing humanity	a) Link with partners such as the City of Cape Town, Cape Flats Nature, SANBI and WCED to Promote Park visits and visits to local conservancies that exceed visitor expectations and encourage return visits through guided tours lead by staff, students and volunteers. b) Provide cultural heritage experiences to enhance appreciation of our immense cultural heritage c) Create a database of National Curriculum linked lesson plans/programmes for schools d) Coordinate outreach permits for special needs and outreach groups e) Develop programme to celebrate special days on the environmental and national calendar
		To present quality Curriculum-aligned programmes to the diverse communities of Cape Town	a) Develop EIE programmes based on the TMNP's natural and cultural heritage resources, with links to the National Curriculum b) Develop and upgrade Education Resource Centres in TMNP c) Build a constituency for conservation among teachers and EE service providers d) Reach out to schools that do not currently visit the Park and create awareness of EE opportunities in Parks e) Promote the Park among local communities through an appropriate permit system, subsidised transport and the Cape Town Wild Card
		To enhance the experience of visitors to TMNP so as to promote an understanding of both green and brown environmental challenges facing humanity	a) Link with partners such as the City of Cape Town, Cape Flats Nature, SANBI and WCED to Promote Park visits and visits to local conservancies that exceed visitor expectations and encourage return visits through guided tours lead by staff, students and volunteers. b) Provide cultural heritage experiences to enhance appreciation of our immense cultural heritage c) Create a database of National Curriculum linked lesson plans/programmes for schools d) Coordinate outreach permits for special needs and outreach groups e) Develop programme to celebrate special days on the environmental and national calendar
		To present quality Curriculum-aligned programmes to the diverse communities of Cape Town	a) Develop EIE programmes based on the TMNP's natural and cultural heritage resources, with links to the National Curriculum b) Develop and upgrade Education Resource Centres in TMNP c) Build a constituency for conservation among teachers and EE service providers d) Reach out to schools that do not currently visit the Park and create awareness of EE opportunities in Parks e) Promote the Park among local communities through an appropriate permit system, subsidised transport and the Cape Town Wild Card
	4. Volunteer Programs: To have a well managed interactive volunteer programme reflective of the various needs of the Park in order for the TMNP to be a Park for all, Forever. .	To attract volunteers and all interested groups who will add to the diversity of the Park	a) Market volunteer opportunities in PD communities
		To retrain volunteers through skills development and recognition	a) Development of training framework for volunteers b) Updating and Implementation of Park Volunteer Recognition system
		To develop an integrated approach between Park management and all volunteer groups active in the Park	a) Create a mechanism for volunteer and Park Management interaction b) Institute annual management review of volunteer programme
		To ensure effective service delivery to Public, Stakeholders and other networks	a) Include questions relating to volunteer services in consumer surveys

1.3.2 High Level Objectives for Park Support Functions

1.3.2.1 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.

Primary Objective	Sub Objective	Strategies	Key Actions
To be the custodian of choice for nationally important Protected Area's in the Cape Metro Area.	**1. Park Establishment:** To consolidate all conservation worthy land on the Cape Peninsula under SANParks Management to ensure it long-term ecological, economic and social sustainability	Consolidate all conservation worthy land within the CPPNE, as well as other identified conservation-worthy areas adjacent to and contiguous with the Park under the management control of the TMNP	a) Compile a set of inventories of land (private, municipal, state) to be incorporated into the Park b) Revise and update the private land consolidation on an ongoing basis c) Prioritise land for inclusion d) Compile strategic lists of private and public land inside and outside the CPPNE e) Coordinate work through the work the Private Land Consolidation Working Group; City Land Working Group and with the various State Departments f) Consolidate private and public land under Park Management control through, for example, the following mechanisms: contracting in, donation, purchase or incorporation according to principles agreed by Park Management and the Park Forum.
		Expansion of the Marine Protected Area (MPA)	a) Identify criteria for establishing boundaries for the extension of the Marine Protected Area b) Involve public process to expand MPA c) Establish recreational zoning for MPA d) Develop management plan for MPA
	2. Conservation Planning and Development: To ensure that conservation planning and development of the Park follows regulatory requirements, maintains and enhances for the benefit of visitors and users experience the integrity of ecological, cultural and scenic resources, enables the financial sustainability of the Park, and is integrated and coordinated with the development and planning of the surrounding Cape Metro Area.	Revise the Conservation Development Framework (CDF)	a) Finalise process for revision of the CDF b) Undertake a credible stakeholder involvement process c) Prepare biodiversity and heritage sensitivity maps d) Update baseline information of the Use Zone Map as required by Protected Areas Act e) Finalise CDF and submit to DEAT for approval.
		Prepare local area plans	a) Prioritise local areas and visitor sites for planning b) Involve the public in the preparation of local area / precinct plans c) Develop work programme to address all priority local area planning d) Complete planning for priority local areas e) Review existing local area plans
		Implement local area plans	a) Identify priority local areas for implementation b) Undertake required conservation and development activities for local areas

1.3.2.2 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

Primary Objective	Sub Objective	Strategies	Key Actions
To achieve accountability, transparency, business continuity and stakeholder confidence.	**1. Inclusive Strategy Development:** To have meaningful and structured public engagement on issues of strategic importance	Public engagement on Policy and Strategy as captured in the Park Management Plan and Conservation and Development Plan – channelled through the Park Forum	a) Ensure Park Management and appointed consultants work with Park Forum and key stakeholders
	2. Risk Management: To ensure proactive risk management as to ensure business continuity	Development of Risk Management Plan, encompassing all risks, showing relative weighting and actions taken to mitigate	a) Work with SANParks National to develop risk plan b) Implement Risk Management Plan
	3. Internal Auditing: To develop and implement internal audit programs focused on key business functions	Scorecard Reporting	a) Monthly reporting against the Park Scorecard
		Financial audits	a) Finance manager facilitates corporate audits
	4. Integrated Sustainability Reporting: To undertake triple bottom line reporting	Integrate triple bottom line reporting into Parks Annual Reports	a) Investigate appropriate measures for the triple bottom report
	5. Stakeholder Relationship Building: To actively build positive and meaningful relations with stakeholders	Formal engagement with City of Cape Town	a) Bilateral meetings three times a year
		Formal meetings with Park Forum	a) Quarterly meetings with TMNP Park Forum Steering Committee

1.3.2.3 Financial Sustainability

Financial Sustainability Objectives

Primary Financial Sustainability Objective is
To ensure an economically sustainable Park. This objective has 3 sub objectives

Primary Objective	Sub Objective	Strategies	Key Actions
To ensure an economically sustainable Park	**1. Diverse Income Base:** To develop a robust and diverse income base	Develop a robust and diverse income base	a) Identify sources of potential income: grant funding and donations, entry tariffs, commercial developments, sponsorships, merchandising and product development, royalties from concessionaires, season tickets, etc. b) Develop procedure for environmental control in developing income base c) Support funding initiatives that assist the TMNP's conservation objectives
	2. Effective Financial Management: To ensure sound financial management over budgets, income and expenditure	To ensure correct management of income	a) Management of events management income b) Implement SANParks Policy on debtors. c) Monthly collection of revenue from funders d) Implementation of Cash Management Policy at gates e) Management of lease and rental income f) Management of concession income
		To ensure sound Financial Planning	a)To ensure completion of annual budgets b) Investigate methods of doing quarterly forecasting c) To do monthly monitoring of actual versus budget d) To do monthly monitoring of special projects budgets e) To complete annual capital budget
		To ensure sufficient asset and stock control	a) To ensure a sufficient stock management system is in place b) To ensure a sufficient asset management system is in place and the insurance of all assets c) To ensure a sufficient inventory control is in place
		To ensure timeous reconciliations take place	a) Conduct monthly recons b) Salary, bank, special projects, etc
		To ensure timeous processing of source documents	a) Creditor invoices b) Income returns c) Debtors invoices d) Subsistence & Travel Claims e) Fuel cards f) General Ledger journals g) Cash book
		Compliance Legislation	a) To ensure compliance with procurement Act b) To ensure compliance with Tax legislation c) To ensure compliance with Public Finance Management Act
	3. Financial Networks and Partnerships: To ensure that all aspects of the Park development & operations are implemented in the cost effective manner	To develop and operate commercial opportunities in an effective and cost effective manner	a) To ensure feasibility studies for capital projects are done and to identify opportunities for outsourcing to spread economic benefits and to increase the cost effectiveness of the park

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

Primary Objective	Sub Objective	Strategies	Key Actions
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.	**1. Research & Monitoring:** To ensure that research & monitoring programs are designed and implemented to provide relevant information to Park Management	Develop research capacity within TMNP	a) Develop a research node based in Cape Town in collaboration with required institutions
		Research, document and maintain information on the core Park functions	a) Identify indicators for monitoring biodiversity based on Threshold of Potential concerns b) Identify gaps in information c) Develop research programme aimed at gathering/consolidating data on objectives pertaining to Core Park Operations d) Engage local research institutes and universities to collaborate on priority research projects e) Solicit research funding support
		Develop targeted monitoring programmes that support strategic objectives	a) Develop monitoring programme to evaluate efficacy of invasive alien clearing b) Develop monitoring programme for fire management c) Maintain records on faunal and floral elements, both terrestrial and marine d) Maintain information on visitor numbers, profile and usage e) Develop adaptive management program for Park
	2. Information Sharing: To develop and maintain an Integrated Environmental Management System (IEMS) that enables all staff and stakeholders have access to relevant information	Ensure that data required to inform management decisions are effectively integrated and accessible	a) Maintain a GIS-based database of Park information to facilitate strategic and operational decision-making b) Develop user-friendly applications for Park staff c) Maintain a computer network infrastructure integrating SANParks corporate and TMNP requirements d) Provide ongoing technological support to optimise the TMNP efficiency

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

Primary Objective	Sub Objective	Strategies	Key Actions
To ensure a harmonious and productive work environment with a developed workforce in the TMNP	**1. Staff Recruitment and Retention:** To attract and retain knowledgeable & experienced employees	Human Resource Planning	a) Implement Total Cost to Employer Program b) Implement Reward & Recognition Program c) Develop & Implement Exit Interview Strategy d) Develop and Implement Succession Planning e) Deliver TMNP Transformation program
		Human Resources Administration	a) Development & Implement Service Delivery Standards b) Implement new Human Resources Administration System
	2. Learning Organisation: To have a continuous learning ethic that directly contributes to a motivated, fulfilled and productive workforce	Human Resource Development	a) Develop and Implement Staff Induction Program b) Roll out of Individual Development Plan Program c) Develop and Implement Staff Mentorship program
	3. Human Resource Optimisation: To ensure that Human Resources are optimised to meet the needs of the TMNP	Performance Management	a) Roll out of performance assessment program b) Determine and Approve Appropriate Establishment Tables
	4. Lifestyle Management: To provide the best attention to all affected employees in understanding and coping with HIV-AIDS and other lifestyle diseases and to promote safe behaviour to employees	Ensure Employee Well-Being	a) Roll out of employee wellness program

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

Primary Objective	Sub Objective	Strategies	Key Actions
To promote a positive and Progressive image and reputation for the TMNP and SANParks	**1. Proactive Communication:** To ensure communication with the pubic, media and stakeholders is accurate and timely	Positively Manage Stakeholder Relations & Communications	a) Revised communication strategies with key stakeholders b) Publication through 'Park News' c) Maintain updated web site d) Formal responses to stakeholder letters
		Proactively Press Relations	a) Positive media releases b) Facilitate media trips c) Facilitate National Magazine articles d) Undertake 'media educational' sessions
		Image Building	a) Public Speaking b) Nomination for Local and National awards

PROGRAMMES AND PROJECTS TO ACHIEVE THE DESIRED STATE

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 29 000 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 one and then to secure the agreement and authorisation 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 2A1(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 1000 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 SANDF 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 2B1(b) 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 Ukuvuka 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, appointment 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 FARsighted approach, the incentives offered were: Fire prevention, Alien clearing 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-Kommetjie 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).

Table 1: CPPNE private land consolidation categories

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

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 inline 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 site 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 have been 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 dependant 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 relative experiences of solitude and wildness. 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 is 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 dependant on the quality of the facilities provided than on a completely natural environment. Impacts on the surrounding areas are protected through intensive landscaping and vegetation 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 dependant 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 area 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, education 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 though 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 encirclement 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 establish. 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 annual clearing plans. 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 severely 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.

Table 2: Key invasive alien flora in the TMNP

Species	Common Name	CARA Category	Levels of Infestation
Acacia cyclops	Rooikraans	2	Rare – medium
Acacia longifolia	Long Leaf Wattle	1	Rare – dense
Acacia mearnsii	Black Wattle	2	Rare – dense
Acacia melanoxylon	Australian blackwood	2	Rare – dense
Acacia saligna	Pork Jackson	2	Rare – closed
Eucalyptus lehmannii	Spider Gum	1	Rare – closed
Hakea gibbosa	Rock hakea	1	Rare – occasional
Hakea sericea	Silky hakea	1	Rare
Leptospermum laevigatum	Australian mrytle	1	Rare – medium
Paraserianthes lophantha	Stinkbean	1	Rare – closed
Pinus pinaster	Cluster pine	2	Rare - closed
Pinus radiata	Radiata pine	2	Rare – closed
Pittosporum undulatum	Australian cheesewood	1	Rare – medium

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 sites, 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 Afromontane 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 wildfires 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 implemented on an on going 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, heritage management plans are drawn up for priority sites and resources as identified in the Park's Heritage Resources Management Plan and include East Fort, Peers 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 scenic landscapes are a heritage resource that requires special consideration. The details of this will be developed though 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 snd 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 feely adjacent to it, alighting at view points at the Lion Battery (Noon Day Gun) and the Signal Hill summit. Shuttles could take visitors 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 affective Public-Private-Partnership.

2.5.2 Hoerikwaggo 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 ocean 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 Koeelbaai 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 busses 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 to 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.

STRATEGIC ADAPTIVE MANAGEMENT TO SUSTAIN THE DESIRED STATE

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 Parks 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 a 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 put in place during the next management cycle. The framework within which these thresholds will be developed is presented below.

Table 3a: Biodiversity Thresholds

Sub- Objective	Thresholds of Potential Concern (TPC) to be developed
1. Biodiversity Representation	**Rare and endangered species**: Specific thresholds need to be set to for all rare and endangered species on the Cape Peninsula. The priority of which, will be set through workshops with scientists.
2. Ecological Restoration	**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.
3. Fire Management	**Fire Management:** Thresholds need to be set for the size of fires, fire frequency and fire season.
4. Threat Management	**Problem Animals:** thresholds and conservation targets need to be set for baboon populations in order to determine there long-term survival on the peninsula.

Table 3b: Tourism Thresholds

Sub- Objective	Thresholds of Potential Concern (TPC) to be developed
1. Products and Pricing	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
	Concessionaire Management: Ensure monitoring of compliance to environmental targets set in specific environmental management programs. **Manage Visitor Safety & Security**: Develop targets for visitor safety . **Specialised User Groups**: Set and measure targets and threshold of user groups.
2. Tourism Monitoring	To proactively monitor the social, economic and biophysical effects that tourism has on the TMNP & Cape Town
	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.

BUDGETS & STAFF

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

Cat 1	Cat 2	Description	2007-2008 (R'000)	2008-2009 (R'000)	2009-2010 (R'000)	2010-2011 (R'000)	2011-2012 (R'000)
TMNP: Current Operational Budget							
A. Income	Conservation Fee		-42,776	-42,854	-42,937	-43,024	-171,591
A. Income	Concession Fees		-9,253	-9,437	-9,624	-9,814	-38,128
A. Income	Tourism Income		-2,736	-4,135	-5,948	-6,705	-19,524
A. Income	Other Income		-2,757	-2,572	-2,692	-2,819	-10,840
B. Expenditure	Human Resource		25,671	26,792	27,967	29,081	109,511
B. Expenditure	Depreciation		726	769	814	854	3,164
B. Expenditure	Maintenance	Maintenance: Buildings	1,298	1,344	1,348	1,400	5,390
B. Expenditure	Maintenance	Maintenance: Veld	5,869	6,161	6,468	6,790	25,289
B. Expenditure	Maintenance	Maintenance: Other	1,446	1,459	1,531	1,607	6,043
B. Expenditure	Operating Costs	Rent Paid: All	3,142	3,222	3,395	3,577	13,337
B. Expenditure	Operating Costs	Municipal Fees: All	1,673	1,746	1,831	1,922	7,172
B. Expenditure	Operating Costs	Telecommunications	1,536	1,619	1,703	1,676	6,534
B. Expenditure	Operating Costs	Transport Costs: All	2,341	2,440	2,566	2,695	10,042
B. Expenditure	Operating Costs	Specialist & Agent Fees	2,959	2,403	2,550	2,717	10,629
B. Expenditure	Operating Costs	All Other	3,692	3,886	4,083	4,284	15,946
B. Expenditure	Finance Costs		392	411	432	454	1,689
Total Operations		**-6,775**	**-6,744**	**-6,513**	**-5,307**	**-25,338**	
TMNP Infrastructure Development Program (Provisional DEAT Funding)							
C. IDP	Biodiversity Management	All Biodiversity Projects	1,000	1,000			2,000
C. IDP	Tourism Management	All Tourism Projects	7,000	7,000			14,000
Total: IDP			**8,000**	**8,000**			**16,000**
Extended Public Works Program Application							
D. EPWP	Biodiversity Management	All Biodiversity Projects	6,750	6,750	6,750	6,750	27,000
D. EPWP	Tourism Management	All Tourism Projects	4,000	4,000	4,000	4,000	16,000
Total: EPWP			**10,750**	**10,750**	**10,750**	**10,750**	**43,000**
City of Cape Town funding Proposal							
E. CoCT	Biodiversity Management	All Biodiversity Projects	2,100	2,100	2,100	2,100	8,400
E. CoCT	Heritage Management	All Heritage Projects	500	500	500	500	2,000
E. CoCT	Tourism Management	All Tourism Projects	6,575	6,575	6,575	6,575	26,300
E. CoCT	Other	All Projects	810	810	810	810	3,240
Total: CoCT			**9,985**	**9,985**	**9,985**	**9,985**	**39,940**
Public Private Partnerships Opportunities							
F. PPP	Tourism Management	All Tourism Projects	1,733	1,733	1,733		5,200
Total: PPP			**1,733**	**1,733**	**1,733**		**5,200**
Working for Water-Wetlands							
G. WfW	Biodiversity Management	All Projects	9,000	9,500	9,750	10,000	38,250
Total: WFW			**9,000**	**9,500**	**9,750**	**10,000**	**38,250**
Unfunded Projects							
H. UFP	Biodiversity Management	All Biodiversity Projects	2,188	2,375	2,375	2,375	9,500
H. UFP	Heritage Management	All Heritage Projects	875	875	875	875	3,500
H. UFP	Tourism Management	All Tourism Projects	15,525	15,525	15,525	15,525	62,100
H. UFP	Other	All Projects		1,000	11,500	14,500	27,000
Total: UFP			**18,588**	**19,775**	**30,275**	**33,275**	**102,100**
Summary							
Total Income (A)		-57,522	-58,998	-61,201	-62,363	-240,083	
Total Committed Budgets (B, C)			58,747	60,254	54,688	57,056	230,745
Total Uncommitted Budgets (D, E, F, G, H)			50,056	51,743	62,493	64,010	228,490
Total: TMNP Short Fall*			**51,281**	**53,000**	**55,980**	**58,703**	**219,152**

* 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

Hectares	Price Range	Price Est (millions)
2200	< R100,000 per ha	R 84.5 to R 90.0
250	>100,000 < 400,000	R 44.5 to R 49.0
55	>400,000 < 500,000	R 22.3 to R 25.0
455	> 500,000	R 224.0 to R510.0

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.

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APPENDIX 1

1. Background

A Conservation Development Framework (CDF) is a spatial plan for a national park and its surrounds. In 2001 a CDF for the then Cape Peninsula National Park was compiled and approved by the South African National Parks (SANParks) Board and endorsed by the City of Cape Town. This CDF was the first spatial plan for a national park prepared in the country. SANParks subsequently adopted the CDF as standard practice to be applied in all national parks, and to this end issued a CDF Planning Manual.

With the promulgation of the National Environmental Management : Protected Areas Act, Act 57 of 2003 (NEM:PAA), it became a legal requirement for all national parks to prepare zoning plans indicating what activities may take place in different sections of a national park. The CDF for a national park meets this legal requirement.

In terms of SANParks policy, all management plans are reviewed on a five year cycle. So in 2006 Table Mountain National Park (TMNP) reviewed and updated its Park Management Plan as well as its CDF. The CDF for the period 2006 to 2011 presented in this report is therefore both a revision and extension of the Park's 2001 CDF, and it should be read as such.

2. Scope of a CDF

TMNP's CDF comprises a map that demarcates the park into visitor use zones and an associated set of management guidelines. The CDF map covers the entire park and its surrounds (Map 1). The CDF map fixes access into and within a park (i.e. defines entry points and the movement network), identifies areas suitable for various recreational activities (i.e. delineates 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:PAA.
- 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).
- To bring the CDF in line with TMNP's revised Park Management 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, and documenting all comments received and TMNP's responses. The CDF was updated based on stakeholder inputs received.

Figure 1: Process followed to update the 2001 CDF

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, namely:

a) ***Close to nature experience:***
The activities in these zones are more dependent on the quality of the natural environment and less dependant on sophisticated 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:

- Remote Wilderness
- Remote
- Quiet

b) *Outdoor natural experiences*
Activities associated with an outdoor natural experience tend to be at a more localized precinct level and are more dependent on facilities. There is less physical exertion required to access these areas and visitors require very little self reliance. The visitor use zones that encapsulate an 'outdoor natural' experience are:

- Low Intensity Leisure use zones where recreational facilities are provided targeted mainly at local visitors
- High Intensity Leisure use zones which are the prime tourism destinations.

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 introduces a new use zone category, called Remote Wilderness. As explained in the accompanying tables and illustrated on the CDF map, areas zoned Remote Wilderness are those limited areas which offer a wilderness experience.
- The 2006 CDF is more specific regarding how the Park intends managing recreational activities in the different visitor Use Zones

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 Remote Wilderness and Remote zones were contiguous with the Restricted / No Take zones of the declared Table Mountain Marine Protected Area.

Management Guidelines

Towards upholding the visitor experience and environmental qualities aspired to in each visitor zone, the provision of recreational activities, visitor facilities, visitor sites, commercial activities, and access will be managed in accordance with the guidelines set out in Tables 1-6.

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

- 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 guidelines 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 (EIAs, HIAs 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 Visitor Experiential Use Zones - Desired State, Conservation Objectives and User Experiential Qualities

Experience	TMNP Zone	Desired State [1]	Quality of the natural environment	Experiential Qualities	Interaction between users	Sophistication of facilities	Level of Exertion	Level of self sufficiency	Spirituality	Primary user movement within the zone	Equivalent SANParks zone
Close to Nature Activities tend to be at landscape level	REMOTE WILDERNESS	Areas with very high natural qualities where the sights and sounds of the city are infrequent allowing for a spiritual experience of isolation. They are generally inaccessible, requiring additional physical exertion to reach and experience . Visitors need to be more self reliant and experienced. The nature of the experience is heavily dependant on the quality of the natural environment. The main accent of management is biodiversity conservation.									Quiet
			Pristine	Isolation	Very Low	Very Low	Very high	Very High	Very high	Pedestrian only	
	REMOTE	The experience is one of relative solitude and wildness. 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. The nature of the experience is dependant on the quality of the natural environment. The main focus of management is biodiversity conservation. There may be some signs of infrastructure mainly of a heritage nature.									
			Relatively Pristine	Solitude	Low	Low	High	High	High	Pedestrian only	
	QUIET	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. There is less of a challenge and the zone is easier to access and less physical exertion is required. The quality of the experience is less dependant on the quality of the natural environment with the provision of basic facilities such as rustic accommodation, refreshments and craft outlets in appropriate locations. It also serves as a buffer to the adjoining urban area.									
			Natural / semi-transformed	Relaxation	Moderate	Moderate	Moderate	Moderate	Moderate	Pedestrian Non motorised	
Outdoor Natural Experience Activities tend to be at precinct level	LOW INTENSITY LEISURE	The main accent is on recreational activities which are more dependant on the quality of the facilities provided than in a natural environment. By their nature these zones are located in more transformed landscapes with the provision of a range of facilities such as accommodation, braai/picnic sites, food and beverage outlets, interpretation and education centres, etc. as appropriate. Interaction and socialisation are an integral part of the experience.									Low intensity leisure
			Transformed	Socialisation	Frequent	High	Low	Low	Moderate	Pedestrian Non motorised Motorised	
	HIGH INTENSITY LEISURE	High intensity tourism development with modern commercialised amenities and concentrated activities. The quality of the visitor experience is heavily dependant of the quality of the facilities which enable the visitor to experience the environment with a minimum of effort. Due to the high impacts these facilities are concentrated at specific nodes. 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 environment and that heritage resources are respected and celebrated.									High Intensity Leisure
			Highly transformed	Entertainment	Very frequent	Very High	Very low	Very low	Low	Motorised People movers [2]	

1. The 'Desired State' is the long-term objective of the zone and these desired conditions may not actually currently exist. Achieving the 'Desired State' will be informed by many factors and may only be reached in years to come.
2. Motorised people movers may traverse Use Zones to connect High Intensity Leisure zones. Introducing motorised people movers is subject to detailed studies and necessary approvals

Table 2: CDF Visitor Sites - Management Guidelines

Site	Role	Facilities	Applicable zones	Guidelines	Sites
Tourist Destination	Main tourist destinations. Seeing and experiencing specific attractions. Short duration visit.	Appropriate facilities to deal with large numbers of tourists e.g. parking, ablutions, interpretation, footpaths, transport systems, refreshments.	High Intensity Leisure	Due to high pressure 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 intrinsic qualities of the area.	Cape Point, Table Mountain Upper Cable Station, Boulders' Visitor Centre, Cape of Good Hope, Lower Cable Station.
Mixed Use	Serves a variety of purposes - recreation, leisure, transit, education, refreshments and accommodation. Varies in scale and purpose according to context	Ablutions, parking, food outlets, accommodation, interpretative centres, education facilities, recreation facilities (picnic & braai). Park facilities.	High Intensity leisure Low Intensity Leisure	Length of stay is longer than for Tourist Destinations and provides for a range of activities.	Signal Hill, Lion Battery*, Magazine Site*, Kloof Nek, Constantia Nek, Rhodes Memorial, Old Zoo Site, Kirstenbosch*, Oudekraal, Apostle Battery, Tokai Manor precinct*, Silvermine Dam, Silvermine Homestead, Signal School*, Buffels Bay, Smitswinkel Forest Station, Bordjiesrif, Oudekraal, Koeel Bay, East Fort, West Fort*, Sunbird Centre, Strand Street Quarry*, Platteklip Wash Houses
Picnic / braai	Provides braai and/or picnic facilities.	Only picnic and braai facilities, tables with seating and ablutions. No other facilities. Limited scale refreshment outlets may be considered	Low Intensity Leisure	Provides for safe and secure family orientated facilities for low intensity leisure activities	Perdekloof, Newlands braai area. Tokai braai/picnic area, Silvermine North, Olifantsbos, Black Rocks, Platboom, Schusterskraal, Deer Park
Park Entry Point	Points of entry into the Park which can be categorised as: -Pay Points, -Gateways, -Minor Access Points and -Local Access Points	Parking with signage & information. Ablutions and trading at selected sites.	Low Intensity Leisure Quiet	Maintained as Park entry points Not suitable to diversify into Mixed Use sites. Management of security is required	Newlands Forest parking area*, Cecilia parking area, Newlands Forest staiton, Sunset rocks,Sandy bay parking* , Noordhoek Beach parking, Silvermine gates, Brigantine Triangle*, Scarborough Beach parking area.
Park Accommodation	Provides Park accommodation from which adjoining zones can be accessed.	Small (max. 24 beds) accommodation, preferably self catering for park visitors	Quiet	The accommodation should be appropriate to the surrounding environment.	Olifantsbos Cottage, Overseer's Cottage, Back Table hikers accommodation, Orange Kloof Tented Camp, Silvermine Tented Camp, Slangkop Tented Camp, Klaasjagersberg, Goldfields

Notes: 1. Each visitor site can be graded according to the volume of visitors to be catered for.
High volume > 100 000 visits/annum
Medium Volume >35 000 <100 000 visits/annum
Low Volume <35 000 visits/annum
2. The table indicates facilities that may be appropriate at different 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)
* indicates visitor sites under separate or shared management with SANParks.

Table 3: CDF Use Zones - Guidelines for Managing Recreational Activities

Recreational Activities	Hiking	Walking	Running	Bouldering	Dog walking	Traditional & Free Climbing	Sport Climbing	Hang & Paragliding	Horse Riding	Mountain Biking	Notes
				The highlighted activities are/will be subject to Environmental Management Programs (EMPs) compiled in consultation with the relevant organised user groups. The EMP will define areas, set out conditions, codes of conduct, etc.							
REMOTE WILDERNESS	√					√					
REMOTE	√√	√√	√	√	√	√√	√	√+	√*	√*	+ from designated launch sites and provided all equipment is carried in and out * MTB & horses only on designated routes
QUIET	√√	√√	√√	√	√√	√√	√√	√	√*	√*	* MTB & horses only on designated routes
LOW INTENSITY LEISURE	√√	√√	√√	√	√	√	√√	√	√√*	√√*	* MTB & horses only on designated routes
HIGH INTENSITY LEISURE	√	√			√*						* Only on leash

√	Suitable under management conditions
√√	Very suitable

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

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

Zone	Film shoots	Parties	Group Events	Concerts	Helicopter landing	Races	Cultural events	Specialised adventure	Notes
REMOTE WILDERNESS									
REMOTE	√*					√#	√#	√#	* Restricted to nature and scientific films. All equipment to be carried in and out. # The number of events, the number of participants and frequency of events to be strictly controlled
QUIET	√*					√*	√#	√#	* Activities should not interfere with designated use of the zone. # The number of events, the number of participants and frequency of events to be strictly controlled
LOW INTENSITY LEISURE	√*	√*	√*	√*	√	√*	√*	√*	* Activities should not interfere with designated use of the zone. # The number of events, the number of participants and frequency of events to be strictly controlled
HIGH INTENSITY LEISURE	√*	√*	√*	√*		√*	√*		* Activities should not interfere with the designated use of the zone.

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 Parks Airspace is regulated by Section 47 of the Protected Areas Act as 2500 ft (762 meters) above the highest point (1085 meters). Currently the park has 4 helicopter landing sites (Newlands, Klassjagersberg, Platboom and Bortjiesrif).

Table 5: CDF Use Zones - Guidelines for the Provision of Visitor Facilities & Other Infrastructure

Visitor Facilities	Accommodation	Food & Beverages Outlet	Curios & Craft Sales	Equipment Rental	Braai sites	Formal Picnic site	Toilets	Interpretive signage	Interpretive & Educational Centres	Signage	Refuse bins	Notes
REMOTE WILDERNESS										*		* Excluding essential regulatory & directional signage
REMOTE										√		
QUIET	√*	√#	√#				√#	√#		√	√+	* Park accommodation. Small (max 24 beds) at selected sites in the park only # Placed at selected minor gateways + Placed at selected minor gateways. Ultimately bins are to be phased out
LOW INTENSITY LEISURE	√	√	√	√√	√√	√√	√	√	√√	√√	√	
HIGH INTENSITY LEISURE	√√	√√	√√	√√		√	√	√	√√	√√	√	
√	Suitable in certain locations under controlled conditions											
√√	Very suitable											

Table 6: CDF : Management Guidelines for the Park's Movement Network

Category	Characteristics	Roads	Guidelines
Transit route	A high volume road used to gain access to high intensity visitor sites. Used by delivery, service and management vehicles to tourist facilities. Commercialised coach tours are allowed.	Cape Point main access road Road to Rhodes Memorial Road to Cape of Good Hope Signal School Road	Managed to allow tourism access to destinations Minimal facilities such as view sites along road
Tourist Roads	Used for game viewing and sight-seeing in sedan vehicles and microbouses. Self drive and tours. Busses are allowed, but no commercial coach tours.	Cape Point Circular Drive, Road to Gifkommetjie, Road to Buffels Bay, Platboom Road, Roundhouse Road, Military Road to Lion Battery	View sites and interpretative boards at suitable sites. Parking to access footpaths and facilities
Management routes	These may be surfaced or unsurfaced roads or two wheeled 4x4 tracks. Vehicular use by management under controlled conditions. Used as footpaths and for activities such as Mountain Biking, horse riding and approved scenic/game drives - all under EMP conditions.	Orangekloof Ring Road Back Table Road Ou Wa Pad Devil's Peak track Constantiaberg Road	These roads are used primarily for recreational access. There must be strict management guidelines for the use by management vehicles. Generally maintenance is low key to allow the road to be as unobtrusive as is possible Directional and regulatory signage

Notes:
1. The CDF provides for linking visitor sites across different use zones as determined through local planning processes and statutory approvals (e.g. EIA and HIA)
2. The Park's use zones are traversed by public roads. Joint management arrangements will be sought between the Park and the relevant authorities to uphold the experiential qualities of the zone that the road traverses.

Table 7a: Visitor Site Proposals – High Volume Sites

VISITOR SITES	Current Status	Proposed Role	User Zone	Main Activity (by 2011)	Recommended Management Action	Priority
High Volume:	(More than 100 000 visits per annum)					
Rhodes Memorial	Mixed Use	Mixed Use	HIL	Sightseeing, Refreshments, Curio sales	Upgrade as per Groote Schuur Estate proposals	high
Signal Hill	Destination	Destination	HIL	Sightseeing, Refreshments, Curio sales	Upgrade as per Precinct Plan proposals	high
Strand Street Quarry*	Under used	Mixed Use	HIL	Access, Parking, Commercial	Negotiate co-management & redevelopment with City	high
Tokai Manor precinct*	Unused	Park HQ	HIL	TMNP Head Office, Commercial	Negotiate Lease with PAWC and implement precinct plan	high
Zoo Site	Under used	Mixed Use	HIL	Varied	Upgrade as per Groote Schuur Estate proposals	high
Cape of Good Hope	Destination	Destination	HIL	Sightseeing	Upgrade facilities & access with Cape Point	high
Cape Point	Destination	Destination	HIL	Sightseeing, Refreshments, Curio sales	Upgrade facilities, parking & access with Cape of Good Hope	high
Constantia Nek*	Mixed Use	Mixed Use	HIL	Access, Info, Trading	Upgrade as per Precinct Plan proposals	medium
Kloof Nek	Transit	Mixed Use	HIL	Parking, Info Centre, Commercial	Redevelopment in accordance with Precinct Plan	medium
Millers Point*	Mixed Use	Mixed Use	HIL	Varied	Negotiate co-management	medium
Tokai Plantation Picnic Area	Picnic area	Picnic site	LIL	Leisure	Upgrade as per Tokai Management Framework	medium
Upper Cable Station *	Destination	Destination	HIL	Sightseeing, Refreshments, Curio sales	Manage as per Concession Contract	low
Boulders	Destination	Destination	HIL	Sightseeing, Curio Sales, Interpretation	Implement & manage as per Development Framework	low
Lower Cable Station *	Transit	Park Entry	HIL	Access, Refreshments, Curio sales	Manage as per Concession Contract	low
Kirstenbosch*	Mixed Use	Mixed Use	HIL	Varied	SANBI responsibility	n/a
* sites under separate or joint management with SANParks						

Table 7b: Visitor Site Proposals – Medium Volume Sites

VISITOR SITES	Current Status	Proposed Role	User Zone	Main Activity (by 2011)	Recommended Management Action	Priority
Medium Volume:	(Between 35 000 and 100 000 visits per annum)					
Lion Battery*	Military	Mixed Use	HIL	Interpretation, Activities, Refreshments	Redevelopment in accordance with Precinct Plan	high
Oudekraal	Leisure	Mixed Use	LIL	Varied	Upgrade facilities, parking & security	high
Noordhoek Beach Parking*	Transit	Park Entry	LIL	Parking	Upgrade facilities, parking & security	high
Scarborough Beach Parking	Transit	Park Entry	LIL	Parking	Upgrade as per landscape plan	high
Deer Park	Leisure	Picnic site	LIL	Leisure	Upgrade as per Precinct Plan proposals	medium
Magazine Site *	Under-used	Mixed Use	LIL	Varied	Negotiate co-management & redevelopment with State	medium
Newlands Forest Station*	Transit	Park Entry	LIL	Varied	Upgrade facilities, parking & security	medium
Platteklip Wash House	Mixed Use	Mixed Use	LIL	Accommodation, events, Park offices	Upgrade as per Precinct Plan proposals	medium
Roundhouse precinct	Under-used	Mixed Use	LIL	Accommodation, refreshments	Develop as per Concession contact	medium
Silvermine Dam	Leisure	Mixed Use	LIL	Leisure	Upgrade as per landscape plan	medium
Smitswinkel Forest Station	Under-used	Mixed Use	HIL	Accommodation, Mixed Use, TMNP Offices	Prepare precinct redevelopment plans	medium
Soetwater*	Under-used	Mixed Use	LIL	Varied	Negotiate co-management with City	medium
Cecilia Plantation Parking	Transit	Park Entry	Q	Parking	Upgrade as per Cecilia Management Framework	low
Mt Pleasant (Rhodes Estate)	Under-used	Mixed Use	HIL	TMNP Offices	Upgrade as per Groote Schuur Estate proposals	low
Newlands Picnic Area	Picnic area	Picnic site	HIL	Leisure	Maintain recently developed facilities	low
Sandy Bay Nek Parking	Unused	Park Entry	Q	Parking	Maintain upgraded facilities	low
Sunset Rocks Parking*	Transit	Park Entry	Q	Parking	Upgrade facilities, parking & security	low
Silvermine South	Transit	Park Entry	Q	Parking	Upgrade facilities, parking & security	low
Bordjesrif	Leisure	Mixed Use	LIL	Leisure, environmental education	Rehabilitate existing facilities with possible new facilities/uses	low
Buffels Bay	Leisure	Mixed Use	LIL	Varied	Maintain existing facilities	low
Buffelsfontein Visitor Centre	Mixed Use	Mixed Use	HIL	Info, Refreshments, Conferencing	Maintain recently upgraded facilities	low
Perdekloof Picnic Area	Leisure	Picnic site	LIL	Varied	Maintain existing facilities	low
* sites under separate or joint management with SANParks						

Table 7c: Visitor Site Proposals – Low Volume Sites

VISITOR SITES	Current Status	Proposed Role	User Zone	Main Activity (by 2011)	Recommended Management Action	Priority
Low Volume :	(Less than 35 000 visits per annum)					
Orangekloof	Park offices	Mixed Use	Q	Varied	Investigate future role	high
Koeël Bay	Unused	Mixed Use	LIL	Accommodation	Develop as per Concession contact	high
Signal School*	Under used	Mixed Use	HIL	Accommodation, refreshments, Park offices	Prepare precinct plan	high
Mosterts Mill*	Destination	Destination	LIL	Sightseeing	Investigate future role	medium
East Fort (Hout Bay)	Destination	Mixed use	LIL	Varied	Upgrade as per Precinct Plan proposals	medium
Klaasjagersberg	Park offices	Mixed use	HIL	Accommodation	Prepare precinct plan	medium
Kogelfontein	Under used	Mixed Use	LIL	Park office, fire standby, accommodation	Prepare precinct plan	medium
Crayfish Factory*	Under-used	Mixed Use	LIL	Varied	Negotiate co-management & redevelopment at end of lease	medium
Schusterskraal Picnic Area	Leisure	Picnic site	LIL	Leisure	Upgrade facilities, parking & security	medium
Signal Hill Scout Camp	Under-Used	Investigate	Q	To be determined	Manage as per lease	low
Orangekloof Tented Camp	Mixed Use	Park Accomm.	Q	Hiker accommodation	Maintain facilities	low
West Fort (Hout Bay)*	Under-used	Mixed Use	Q	Varied	Rehabilitate existing facilities with possible new facilities/uses	low
Apostle Battery	Under-used	Mixed Use	LIL	Environmental Education	Manage as per lease	low
Overseers Hut	Leisure	Park Accomm.	Q	Hiker Accommodation	Maintain facility	low
Brigantine Triangle	Transit	Park Entry	Q	Parking	Upgrade facilities, parking & security	low
Silvermine North View Site	Destination	Destination	Q	Sightseeing	Upgrade parking	low
Silvermine Tented Camp	Leisure	Park Accomm.	Q	Hiker Accommodation	Maintain facility	low
Sunbird Centre	Env. Centre	Mixed Use	LIL	Education	Upgrade facilities	low
Platboom	Leisure	Picnic site	Q	Leisure	Upgrade facilities, parking & security	low
Rooikrans Radar Station	Unused	Park Accomm.	Q	Hiker Accommodation	Upgrade facility	low
Slangkop Point Tented Camp	Mixed Use	Park Accomm.	Q	Hiker accommodation	Maintain facilities	low
Black Rocks	Leisure	Picnic site	Q	Leisure	Upgrade facilities, parking & security	low
Maylands	Unused	Park Accomm.	Q	Interpretive Centre	Prepare precinct plan	low
Olifantsbos	Leisure	Picnic site	Q	Leisure	Upgrade facilities, parking & security	low
Olifantsbos cottage	Park Accomm.	Park Accomm.	Q	Park Accommodation	Maintain Facility	low

APPENDIX 2

Table 1: Private Land Contracts Details

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

Map 1 – Regional Map

Map 2 – Future Park Boundary

Map 3 – Contracted Private Land

Map 4 – Alien Vegetation

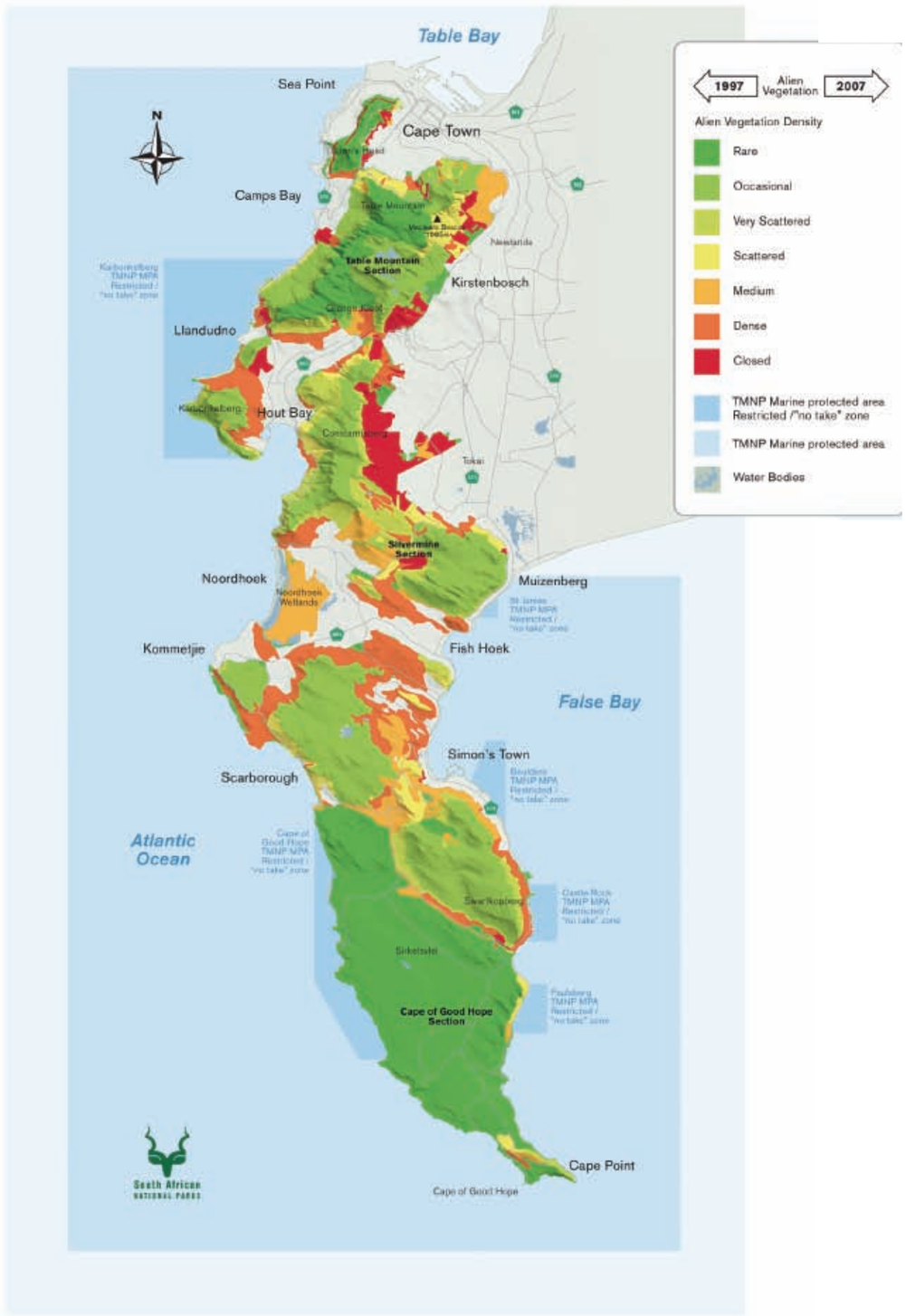

Table Bay
Sea Point
Cape Town
Camps Bay
Table Mountain Section
Kirstenbosch
Llandudno
Hout Bay
Silvermine Section
Noordhoek
Muizenberg
Kommetjie
Fish Hoek
False Bay
Simon's Town
Scarborough
Atlantic Ocean
Cape of Good Hope Section
Cape Point
Cape of Good Hope

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