

TECHNICAL REPORT



STUDY INTO THE PHYSICAL INFRASTRUCTURE AT CAPE POINT (AS PART OF THE CAPE OF GOOD HOPE SECTION OF TABLE MOUNTAIN NATIONAL PARK)

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PREFACE

The granting of a Concession is the conveyance of a special right to own or manage property or land – the act of transferring the right through mutual agreement.

Through this transfer of this right the owner grants a third party official permission to carry out a particular type of business, or to own or do work on a particular piece of property or land, given by the owner.

The granting of such a right is thus a form of outsourcing and should be to the benefit of all parties, i.e.:

- The Concessionaire,
- The Owner, as well as
- The End-user.

The terms of the agreement would provide that the concession area shall be surrendered at the end of the initial period of the license.

Cape Point, as part of the Cape of Good Hope Section of Table Mountain National Park, is a Key Point in the context of SANParks and South African Tourism as a whole and the granting of Concession Agreements should be done in such a way as not to infringe on the rights of any party, especially on that of the End-user (the Tourists and International visitors in particular).

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ACKNOWLEDGEMENT

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1. INTRODUCTION

Cape Point, together with Kruger National Park, has been proven to be the most-visited SANParks venues in South Africa – thereby being a showcase of South African splendor and sense of conservation,

The Table Mountain National Park (TMNP) is therefore also a major source of revenue, to be structured and managed on sound business principles.

The present Concession Agreement has come to a conclusion and SANParks has embarked on the drafting of a new Business Model that explores different management options.

2. PROJECT BRIEF

SANParks Infrastructure & Special Projects has been commissioned to provide an overview of the physical attributes relating to Cape Point.

The aim of this report is therefore the following:

- To quantify the physical attributes to Cape Point.
- To assist SANParks in the spatial configuration (defined areas of influence) of the different operations throughout the Precinct.
- To determine the operational and technical inter-dependency of different services
- Determine the levels of accountability required from a technical point of view to ensure the effective management of these different services/operations.
- Investigate the feasibility (Pros and Cons) of the separation or combination of different services/operations.

3. SPATIAL ORIENTATION

Cape Point is situated along the Cape Peninsula, which is part of the Western coastline of False Bay on the Atlantic Ocean towards the extreme South West of South Africa.

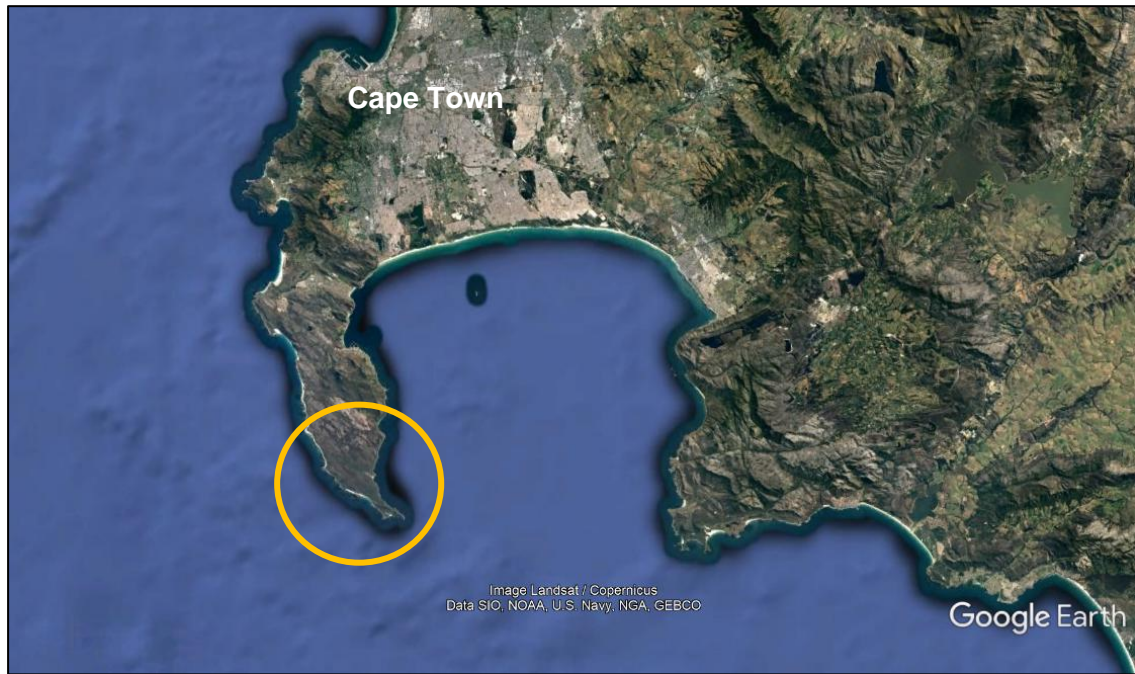


Figure 1: Location of Cape Point

Access to the Park is along the M65 which is part of the southernmost provincial road network between the town of Simon's Town and the rural village of Scarborough.

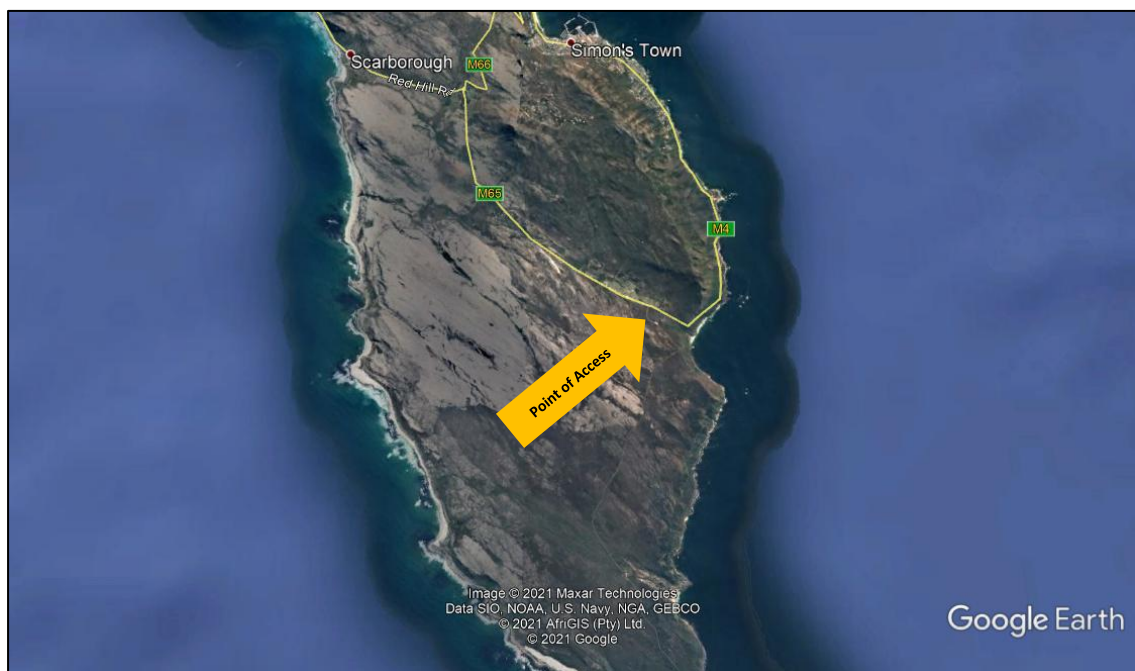


Figure 2: Point of access to Cape Point

4. SERVICES

The remote location of the Cape Point Precinct poses a unique challenge when it comes to physical infrastructure – services being part and parcel thereof.

4.1 Bulk Services

The following services are being delivered by Bulk Service Suppliers to the Cape Point Precinct:

(See Drawing No. 2661/R&H/02Lp for detail)

4.1.1 Potable Water:

The City of Cape Town supplies potable water via their bulk municipal water reticulation system up to the TMNP boundary. An internal network of pipes with different sizes, finally feeding via a 110mm bulk water main into the 200,000-liter reservoir situated underneath the main parking area at Cape Point.

4.1.2 Electricity:

The City of Cape Town supplies electricity via the Municipal Grid with a 11kVA feeder line to a Substation located at Smitswinkel Bay and from there to a 200kVA Substation located next to the Utilities Building at Cape Point.

4.1.3 Communications:

A Vodacom/MTN transmitter is situated on the South African Weather Services tower on top of the summit which provides cellular connectivity to the entire Precinct as well as to credit card processing and all point of sales.

A satellite dish situated at the Northern corner of the Utilities Building is in aid of internet Facilities for the lower Precinct Operations.

4.1.4 Management Requirement/Level of Responsibility:

The responsibility for the supply of such bulk services is vested in the particular Bulk Services Supplier and adequate Agreements should (with appropriate metering) be in place to maintain an acceptable level of service (i.e. consistency and dependability).

4.2 Bulk Storage Facilities

The following on-site bulk storage facilities are being utilized for the storage and distribution of services as received from the respective Bulk Service Providers:
(See Drawing No. 2661/R&H/01Lp, 02Lp and 03Lp for detail)

4.2.1 Potable Water:

Potable water is being stored in a 200,000-liter underground reservoir situated underneath the main Cape Point parking area.

4.2.2 Water Pumps (Potable Water):

Two 5.5kW water pumps are located in an underground pump chamber next to the underground reservoir which supplies water up to the Mid-Reservoir and the following Upper Reservoir adjacent to LH5 (Upper Funicular Facility and Curio Shop).

4.2.3 Water Pump (Fire Hydrants):

A 30kW water pump is also located in the underground pump chamber next to the underground reservoir which supplies emergency water to the fire hydrants throughout the Main Precinct. The location of these fire hydrants are as follows:

- FH1 – In the South/Western corner of the Main Parking Area, in front of the Waste Water Treatment Works (WWTP).
- FH2 – towards the North/Western corner of the Main Parking Area, in front of the Utilities Building.
- FH3 – between the Pump Chamber and the Curio Shops (Retail Facilities).

4.2.4 Electricity:

A 200kVA Electrical Substation is located next to the Utilities Building at Cape Point.

This Substation feeds directly to a Substation located near the Ports Authority Residences on the summit.

4.2.5 Back-up Power Plants:

A 120kVA Standby Generator is located in the outbuildings adjacent to the Restaurant that provides backup power to the Main DB situated in the Plant Room (adjacent to the Restaurant) as well as the Fire Hydrants.

A 30kVA Standby Generator is also located on the Eastern side of the Waste Water Treatment Plant (WWTP) that provides dedicated backup power to the WWTP during outages.

A further Standby Generator is located alongside the Substation located near the Ports Authority Residences at the summit however this is for exclusive use of the Lighthouse Services, National Ports Authority.

4.2.6 Waste Water Treatment Plant (WWTP):

A central automated Waste Water Treatment Plant (WWTP) is located adjacent to the ablution facilities and is the main point of collection of all foul sewer and waste water.

4.2.7 Solid Waste Disposal:

A dedicated Refuse/Solid Waste facility is located at the Northern corner of the Utilities Building that act as a centralized refuse and disposal facility.

4.2.8 Central Ablution Facility

A central Ablution Facility is located along the Southern perimeter of the Main Parking Area which services the bulk of the visitors to the Precinct.

4.2.9 Management Requirement/Level of Responsibility:

These bulk facilities are the beginning and end of all services to the Precinct.

Any interruption in service would thus have a detrimental effect on the ability of an end-user (Nodes of Operation) to sustain its one-on-one level of service to customers.

The seasonal fluctuation in visitor numbers has a direct effect on the effluent volumes within the WWTP which causes constant biochemical imbalances. This continuous risk requires constant monitoring and timely and effective corrective measures.

The upkeeping and management of these bulk facilities therefore require a dedicated technically competent Service Provider in order to ensure an acceptable level of service to all users.

4.3 Services Reticulation

The following services are being distributed towards the individual Nodes of Operation throughout the entire Precinct:

(See Drawing No. 2661/R&H/01Lp, 02Lp and 03Lp for detail)

4.3.1 Potable Water:

The underground pumps next to the underground reservoir pump water via a 75mm Class 12 HDPE water line located underneath the concrete access road (towards the summit) to the Mid-Reservoir and the following Upper Reservoir adjacent to the upper Funicular Station.

This water then gravitates from the Mid-Reservoir via a 90mm uPVC pipe towards the Lower Precinct as part of the Water Reticulation System, where it terminates at the following locations:

- Main Ablutions
- Curio Shops/Retail Facilities
- First Aid facility at the lower Funicular
- Take-Away Shop
- Restaurant
- Four (4) Fire Hydrants, namely:
 - Behind the Curio Shop
 - In front of the Curio Shop and lower Funicular Facility
 - On the Restaurant Terrace
 - At the Standby Generator on the North/Western side of the Restaurant

Approximate total length (Feeder Line): 700m

Approximate total length (Gravity Feed): 900m

(See line diagram for schematic overview)

4.3.2 Electricity:

(a) Lower Precinct:

The 200kVA Electrical Substation next to the Utilities Building feeds into the Main DB located in the Plant Room adjacent to the Restaurant. From there high voltage feeder lines connect to the DB's of the following Nodes of Operation:

- Restaurant
- Utilities Building (Offices)
- Lower Funicular (Supervisor Office)
- Lower Curio Shops
- Pump Chamber

The DB at the Pump Chamber feeds into the DB's of the Water Pumps, the Ablution Facilities as well as the WWTP.

(b) Summit/Upper Precinct:

The 200kVA Substation adjacent to the Utilities Building furthermore feeds directly towards a Substation situated at the Ports Authority Residences near the summit.

From there it feeds into the Main DB adjacent to the Ports Authority Residences. From there it feeds into the Main DB at the Funicular Control Room. This then feeds into the DB's of LH5 (Upper Funicular Facility and Curio Shop) as well as the Safety Office as well as Sewerage macerator just below LH5 on the service road.

(See line diagram for schematic overview)

4.3.3 Telecoms:

Cellular communication and credit card processing are provided by the Vodacom/MTN transmitter tower situated on the SAWS tower on the summit.

Bluetooth facilities in support of the Funicular Operations are provided via Optic Fiber Lines from the Utilities Building to the Lower Funicular Office and from there to the Upper Funicular Office.

Approximate distance: 660m

4.3.4 Sewer/Waste Water:

The following Sewer Networks are deemed to be part of the Sewer Reticulation Network throughout the Precinct:

- (a) The 110mm uPVC Foul Sewer and Waste Water line that connects the WWTP with the Macerator (linked to LH5). The Funicular ablutions feed into the Macerator.
- (b) The 110mm uPVC Foul Sewer/Waste Water line that connects the WWTP with the Main Ablution Facilities.
- (c) The 110mm uPVC Foul Sewer/Waste Water line that connects the WWTP with a manhole adjacent to the South/Western perimeter of the Main parking area. The internal sewer lines as well as the Fat Traps from the Restaurant feed towards the said manhole.

The following should be noted:

It is non-negotiable that the waste water from the Restaurant be properly treated and fat free prior to being pumped to the WWTP.

Failure to do so would prompt the particular management authority to divert the untreated water to a nearby soak-away as a temporary/ emergency measure.

4.3.5 Management Requirement/Level of Responsibility:

These services, together with the Bulk Storage Facilities, should be the responsibility of a dedicated, technically competent Service Provider(s) /Manager/ Operator that is (are) required to ensure an acceptable level of service to all end-users.

Any interruption in service would have a detrimental effect on the ability of an end-user (Node of Operation) to sustain its one-on-one level of service to customers.

Proper and Accountable Management is thus required to ensure the delivery of consistent and dependable bulk storage and distribution services.

4.4 Localized Services

The following services are Node-specific for on-site levels of comfort and utilization:
(See Drawing No. 2661/R&H/01Lp, 02Lp for detail)

Note: A detailed assessment of localized/internal plumbing services and amenities should be conducted to quantify the extent thereof.

4.4.1 Water Supply

From each of the Stop Valves/Water Meters the water is being distributed via conventional plumbing to the localized amenities within the particular facility. (Note: Not all distribution points are equipped with meters).

4.4.2 Sewer/Waste Water:

Two sources of Foul Sewer/Waste Water networks are present on the precinct that are linked to the particular Nodes of Operation, namely:

- LH5 (Upper Funicular/Curio Shop Facility):
 - A 110mm uPVC Sewer/Waste Water line connects the ablution facilities adjacent to the Funicular to a 160mm uPVC Sewer/Waste Water line that feeds towards the Macerator.
- Restaurant:
 - A 110mm uPVC Sewer/Waste Water line connects all the internal ablution facilities
 - A 110mm uPVC Sewer/Waste Water line connects the Fat Traps towards a sewer pump near the Standby Generator at the Northern side of the Restaurant.
 - A 110mm uPVC Sewer/Waste Water line connects the pump near the Standby Generator to the manhole adjacent to the South/Western perimeter of the Main parking area, near the WWTP.

4.4.3 Electricity

From each of the individual Distribution Boxes (DB's) the electricity is being distributed via an internal distribution network to the localized amenities within the particular facility.

In addition, an electrical line connects the Macerator to the DB at LH5 (Upper Funicular Facility).

4.4.4 Management Requirement/Level of Responsibility:

The management of these localized services is the responsibility of the particular user – each of the different Nodes of Operation would thus be accountable for the Consistency and Dependability of their services.

5. TRAFFIC ACCOMMODATION

Hap-hazard and uncontrolled traffic flow can have a detrimental effect on end-user perceptions – to such an extent that the service provided can suffer reputational damage due to the resultant congestion, etc.

The following elements of Traffic Flow should be addressed as part of a holistic approach towards Traffic Accommodation:

5.1 Access to the Precinct

The Access Route towards the Precinct changes in character the closer a visitor gets to the Precinct – from a Business-orientated Access-controlled environment, to an Eco-friendly/Conservation-orientated environment, to a Managed and Organized environment. The following distinctions should be made on route to the Precinct:

5.1.1 Access from the M65 (Simon's Town):

The Entrance Gate to the Park as well as all detour routes should be unobstructed and perceived to be part and parcel of an eco-friendly environment.

Access Control and Traffic Management is the responsibility of SANParks, as the Custodians of the Park. This function should be maintained up to the roundabout at "Rooikrans".

5.1.2 Accessibility from the Roundabout:

From the roundabout at "Rooikrans" onwards the character and function of the access to the Precinct changes significantly as it becomes a multi-faceted, more managed, road section namely:

- Final access to the Precinct
- Increased congested and dual traffic flow
- Increased mixed road users (Vehicles, Busses, Shuttles, Pedestrians)
- Increased roadside parking requirements

The function of the road of being part and parcel of the environment has diminished significantly – bringing about a change in experience.

Road Features:

- Length: 2,300m
- Width: 6.0m
- Surface Type: 40mm Continuously Graded Medium Asphalt
- Storm Water Management: Surface Drains



Figure 3: Localized Access to the Precinct

5.1.3 Management Requirement/Level of Responsibility:

A level of service that is distinctive to the perceived character of each of the respective routes needs to be maintained – i.e.:

- Tourists/road users must be guided into the park to ensure that the unique sense of place is maintained.
- Traffic flow and access from “Rooikrans Circle” to Cape Point must be managed by a dedicated staff complement to ensure a sense of order amongst road users – i.e. visitors to be marshalled towards the Precinct.
- The access of emergency services, i.e. fire, police, ambulance and rescue need to be accommodated, hence the further need for a dedicated staff complement to manage traffic when required.

5.2 Parking Facilities

Due to the influx of seasonal Tourists to Cape Point the parking arrangements for both Tour Busses and Passenger Vehicles becomes a management concern which requires an in-depth level of attentiveness. The following parking facilities are available:

5.2.1 Main Parking Area:

At present the 80mm Interlocking Cement Block Paved parking area at the Lower Precinct provide for 9 Tour Bus Bays, 38 Passenger Vehicle parking bays and 2 Disabled parking bays (Excluding the 11 Staff parking bays). The ushering of vehicles to and from these parking bays requires a dedicated and attentive staff complement.

Surface area: 3,353m²

5.2.2 Parking along the Access Road:

Approximately one hundred 90-degree Parking Bays are available along the Access Road. The ushering of vehicles to and from these parking bays also requires a dedicated and attentive staff complement with an in-depth knowledge of traffic control.

5.2.3 Remote Parking Facility:

A Remote Parking Facility is situated near the Roundabout at "Rooikrans". This facility caters for the surplus vehicles in peak season that cannot be accommodated on either of the above-mentioned areas.

A dedicated Shuttle Service is then required to transport people from the "Rooikrans" Carpark to the Lower Precinct at Cape Point.

The supply of adequate temporary ablution facilities should also be included and maintained with this shuttle service, when required

Features of the Facility:

Available Area: 400m²

Distance from Main Parking Area: 2,410m

Approximate number of Parking Bays: 100

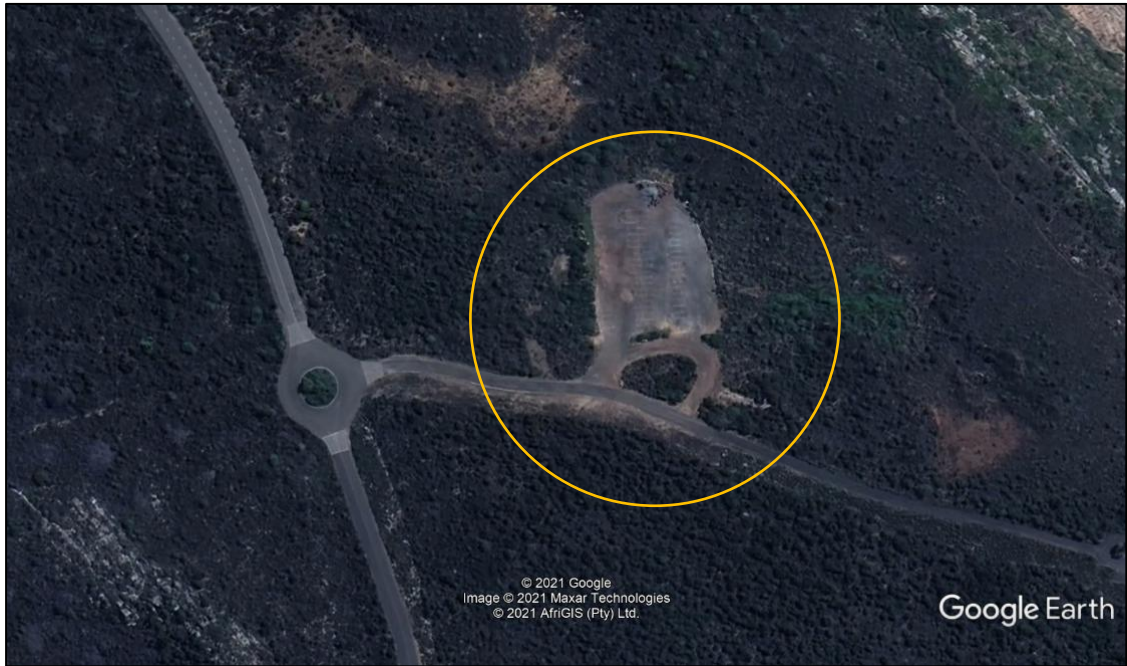


Figure 4: Remote Parking Facility

5.2.4 Management Requirement/Level of Responsibility:

In order to ensure that the Sense of Place is maintained, a dedicated staff complement should be employed to ensure the smooth operation and accommodation of traffic to a level that is acceptable to visitors.

This responsibility should therefore be vested in dedicated Service Provider(s) with an acceptable knowledge of traffic control. Effective communication between the Main Parking Area and Remote Parking Facility is essential in facilitating and coordination of the service.

The ushering of vehicles to and from these parking bays requires a dedicated and attentive staff complement with an in-depth knowledge of traffic control.

5.3 Accessibility to the Summit/Upper Precinct

5.3.1 Access road:

The characteristics of the Concrete Road towards the Summit is that of an ordinary Access Road that provides access for Ports Authority residences, South African Weather Services staff, SANParks staff members, as well as technical, supply and transport vehicles and terminates in a small parking area of about 150m².

The road is situated adjacent to the Funicular tracks and also serves as access for the maintenance of the tracks.

Road Features:

- Length: 600m
- Width: 3.0m
- Surface Type: 150mm Mass Concrete
- Storm Water Management: Surface Run-off



Figure 5: Concrete Access Road to Summit

5.3.2 Walkway (Pathway):

The Concrete Pedestrian Walkway is a major contributor towards the Sense of Place and provides visitor access to the summit in an eco-friendly manner.



Figure 6: Walkway to the Summit

Walkway Features:

- Length: 620m
- Width: 2.5m
- Surface Type: 100mm Exposed Aggregate Concrete
- Storm Water Management: Surface Run-off

5.3.3 Management Requirement/Level of Responsibility:

- **Concrete Road:**

Vehicle-access via the concrete road to and from the summit is of a pure logistical nature, primarily for the Funicular and Retail service providers and should be maintained for the benefit of their staff, facility personnel as well as for the transport of their goods and equipment.

The responsibility of managing and maintaining this access route should be vested in competent Service Provider(s), responsible for consistent and dependable accessibility throughout the Precinct and with an acute knowledge of road pavement management and maintenance.

The presence of underground services along this road (eg. Bulk Services and Reticulation Networks) emphasizes the fact that the management thereof should be the same competent Service Provider(s).

The management of the Funicular/Retail Facility should thus be considered as only end-users to this access facility.

- **Walkway (Pathway):**

As with all features related to eco-tourism, the Walkway and associated amenities should be managed and maintained by SANParks.

6. SAFETY AND SECURITY

Safety should be a key component at Cape Point in order to contribute to the wellbeing of all users. The following safety requirements should be included in such an arrangement:

6.1 General Safety:

The vulnerability of users and visitors should not be underestimated and care should be taken to safeguard them from harm.

6.1.1 Baboon Management:

A 2.0m-high electrified fence along the Northern perimeter of the Lower Precinct acts as a deterrent for intruding baboons.

The Restaurant as well as the General Utilities Building is furthermore protected from above by a 900mm-high electrified fence.

6.1.2 Baboon Monitoring:

Remote monitoring of the movement of the Troops of Baboons by Baboon Monitors is required as an advanced warning to management of the Precinct. Constant on-site monitoring will also be required to safeguard tourists.

6.1.3 Ordinary Wire Fencing:

Wire fences create a well-defined boundary between different users – an example being the fence towards the Summit that creates a buffer zone between pedestrians and the concrete access road and adjacent Funicular track.

6.1.4 Management Requirement/Level of Responsibility:

The general safety of people and property should be holistic and integrated and different service providers for the above would result in uncoordinated management of the safety of the area.

Baboon-proofing (including fencing and monitors) of all separate areas is required. It is preferable to baboon-proof the entire precinct including a minimum of 2 monitors on site daily, 7 days a week, for the safety of visitors to the area and SANParks would need to sign off on any intervention service provider(s) needs to put in place.

6.2 Security:

Appropriate measures should be taken to ensure that property, people and possessions are protected as incidents of crime has been recorded.

6.2.1 General Security Services:

Provision should be made for Accredited Security Services throughout the Precinct – personnel that reacts in a professional and responsible manner to situations.

6.2.2 CCTV Services:

Discreetly placed Surveillance Equipment, located at strategic points will contribute to the safekeeping of people and possessions.

The system (with existing locations), managed from the Utilities Building by the current concessionaire, should also be managed and maintained.

6.2.3 Management Requirement/Level of Responsibility:

Proper coordination and management of these services is a requirement to ensure an acceptable level of service. A haphazard approach where individual Operators deliver an independent service, will ultimately create confusion and a general lack of accountability.

All of the above Safety and Security Services should be vested in the Operator(s) of the Precinct – enhanced accessibility to facilities (Nodes of Operation) can thus be provided in a safe and responsible manner.

7. LANDSCAPING AND IRRIGATION

In order to maintain the Sense of Place, arriving visitors at the Precinct should be greeted with an eco-friendly environment. The following features should form part and parcel of an outsourced service(s):

7.1 Landscaping:

Mechanical, wind and water damage give rise to an ever-changing environment and constant (and focused) landscaping is required to maintain the areas around and on Upper of the Nodes of Operation.

7.2 Irrigation:

Due to the harsh weather experience along the Cape Peninsula, it is crucial to maintain vegetation that is cultivated out of its natural environment – as with the planters around and on Upper of the Nodes of Operation.

A properly maintained irrigation system is therefore crucial in preserving vegetation throughout the Precinct.

7.3 Management Requirement/Level of Responsibility:

Proper coordination and management of these services is a requirement to ensure an acceptable level of service. A haphazard approach where individual Operators delivering an independent and localized service, will ultimately create overall decay due to a general lack of accountability.

8. NODES OF OPERATION

The following Nodes of Operation are stand-alone facilities, each with its own Modus Operandi and Key Features:

(See Drawing No. 2661/RH/04&05 for detail)

8.1 Funicular

8.1.1 Range of Operations:

The Funicular provides a motorized access service primarily for visitors to and from the Summit.

8.1.2 Physical Infrastructure

The infrastructure associated with the Funicular includes the following:

- Lower Reception Area
- Lower Ticket Sales
- Lower and Upper Canopies
- Lower and Upper Docking Stations
- Tracks
- Upper Reception Area
- Upper Storage Facilities
- Upper Workshops
- Upper Machine Room



Ticket Sales



Reception Area



Entrance



Landing Area

8.1.3 Area of Influence

The total area occupied by the Funicular: 7,346m²

8.1.4 Management Requirement/Level of Responsibility:

The Level of Responsibility should be vested in a Single Reputable Service Provider that has a proven track record with regard to the management and maintenance of such a facility.

The Upper structures (buildings) should be maintained to an acceptable standard.

Dependability and Accessibility of the service is paramount – the following components of the service should always be maintained and be operational:

- Ticket Sales System
- Turnstiles
- The two counterbalance cars
- The Haulage Cable and Pulley System
- The Electrical Motor driving the system
- Maintaining the slope stability of the natural embankment along the North/Eastern side of the tracks to a distance of at least 10m from the tracks **(The implementation thereof will be subject to SANParks approval)**

A full-time management and highly technical maintenance team should therefore always be on-site to ensure the safe and reliable operation of the facility.

The Funicular's dependability on the Standby Generator at the Restaurant Area thus makes it apparent that this highly technical maintenance team should be responsible for the upkeep of the generator.

Taking cognizance of the above technical challenges, it is advisable that a Single Service Provider be utilized to manage these facilities (and ultimately the entire Precinct.)

8.2 Curio/Retail Shops

8.2.1 Range of Operations:

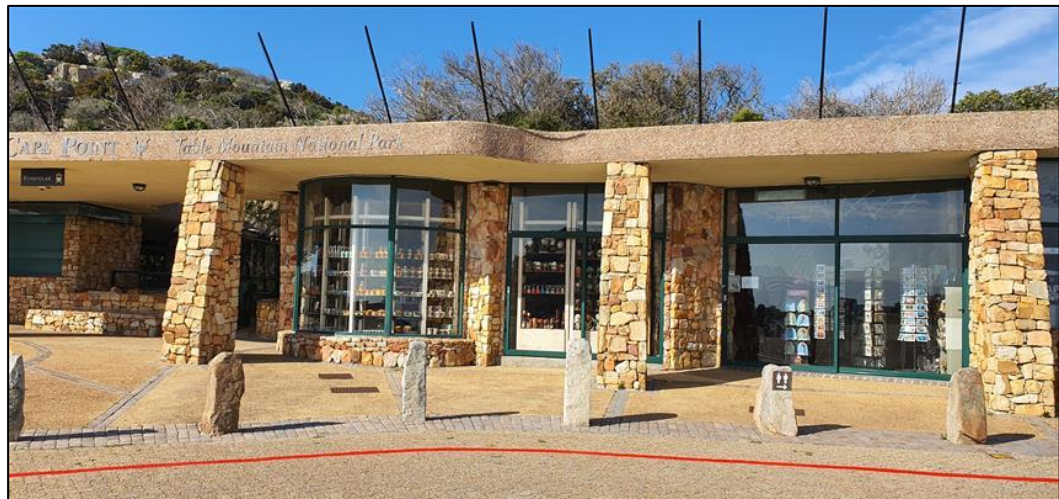
As with the Park being the showcase of unique South African scenery, so are the curio shops a showcase of South African art.

8.2.2 Physical Infrastructure

The retail shops include the following facilities:

(a) Lower Precinct:

The shops are fitted with shop-front windows with a concrete roof canopy, supported by concrete columns cladded with sandstone rock fragments.



(b) LH5:

The shop is located within an historic building with enclosed steel-framed verandas along the Northern and Western facades. All with corrugated galvanized roof sheeting.



Historic Building



Northern Facade

8.2.3 Area of Influence

The total area occupied by Retail Space: 405m²

8.2.4 Management Requirement/Level of Responsibility:

The Level of Responsibility should be vested in a Single Reputable Service Provider that has a proven track record with regard to the management and maintenance of such a facility.

The Upper structures (buildings) should be maintained to an acceptable standard.

The management of such shops is highly suited for Emerging Enterprises.

Fluctuations in customer numbers furthermore requires the presence of a strategic operator with the necessary resources that could manage such fluctuations.

8.3 Restaurant

8.3.1 Range of Operations:

The Restaurant is the single point of sale of food and beverages.

8.3.2 Physical Infrastructure

The external restaurant area comprises the following infrastructure:

- An Open-air Terrace
- A Viewing Deck
- Awning above the deck
- Restaurant Staff Area
- Storage Facilities
- Gas Storage Facility
- Fat Traps
- Oil Storage Tank (3,000 liter)

The internal infrastructure includes the following:

- A sit-down dining area
- Take-away shop
- Full-on kitchen facilities
- Ablution facilities, etc. (as previously discussed)





8.3.3 Area of Influence

The total area occupied by the Restaurant and associated infrastructure: 1,590m²

8.3.4 Management Requirement/Level of Responsibility:

The management of a Restaurant is a specialized service and should be vested in a knowledgeable entity.

Fluctuations in customer numbers furthermore requires the presence of a strategic operator with the necessary resources that could manage such fluctuations.

The Restaurant's dependability on the adjacent Standby Generator at the Restaurant Area thus makes it apparent that a highly skilled technical maintenance team should be responsible for the upkeeping of the generator, and not the restaurant staff themselves.

8.4 General Utilities Building

8.4.1 Range of Operations:

The General Utilities Building caters for multiple users and is the Operational Heartbeat of the Precinct.

8.4.2 Physical Infrastructure

The building houses the following facilities:

- Storage facilities for different users
- Office Space for the following users/operators;
 - SANParks
 - Retail
 - Funicular
 - Restaurant
- Refuse Facility



8.4.3 Area of Influence

The total area occupied by the Utilities Building: 190m²

8.4.4 Management Requirement/Level of Responsibility:

The Management of such a Multi-user Facility cannot be sub-divided amongst the users and should there be a dedicated entity to manage the upkeep and utilization thereof.

The purpose of the Facility is closely related to that of the Bulk Services Facilities and should thus be managed in conjunction with such services.

9. UNIQUE VALUE CHAIN

A value chain is a set of activities that an entity, operating in a specific industry, performs in order to deliver a valuable product for the market.

It is thus activities through which value is added to a product, including production, operation and marketing thereof, in the provision of an all-inclusive experience.

The Value Chain within Cape Point should be aligned towards Tourism and Tour Operators as a whole – ensuring the ultimate and hassle-free eco-experience in a unique environment.

This Value Chain should thus ensure that the following 5 fundamental principles are adhered to:

- Inbound Logistics
 - Bulk Services from external Service Providers
 - Management of on-site Bulk Storage Facilities
 - Accessibility
 - Traffic flow
 - Passenger movement
- Operations
 - Service reticulations
 - Parking arrangements
 - Movement Control
 - Access to Nodes of Operation
 - Access to Amenities
- Marketing & Sales
 - Tourism-focused
 - Customer-retention
- Rendering a Bespoke Service
 - Uniformity in Approach
 - Value-for-money
 - Eco-friendly
- Outbound Logistics
 - Landscaping
 - Vegetation (including irrigation)
 - Solid Waste Management
 - Congestion Control/Traffic Management
 - Safety & Security

It should be noted that all of the above is underpinned and designed around a sensitive natural environment (due to Cape Point being a protected area and World Heritage Site) as well as within geographical boundaries.

For the different Nodes of Operation to pursue the abovementioned activities individually would create confusion and disorder, fueled by a conflict of interests and a selfish ambition to excel at all costs.

This would ultimately defeat the purpose of a bespoke service towards eco-tourism within the sensitive and protected environment and the marketing of South African tourism as a whole.

It is therefore recommended that a Single Service Provided is utilized that has vested interest in the successful rollout of this Unique Value Chain. Appropriate allowance should then be made for purposeful Sub-Contracting.

The main responsibility of SANParks, as the Custodian of the Park, should be to maintain the Sense of Place – thus to ensure that the environment and associated eco-friendly amenities (Detour Roadways and Walkways) are kept to an acceptable level.

10. MAINTENANCE

A **Maintenance Strategy and preventative maintenance plan** should furthermore be established to ensure the sustainability of all features, services and facilities and should include the following points of departure:

- Current condition of facilities (assessment process)
- Minimum (immediate) remedial actions required
- Long-term remedial actions required

The above then to be linked to the following:

- Cost of the different remedial actions
- Current value of Facilities
- Replacement value of Facilities

This specialized service cannot be executed on an individual basis since all the services, features and Upper structures throughout the entire Precinct should be managed and maintained as a unit.

11. INHERENT RISKS

Cape Point has a unique Sense of Place namely

- World Heritage Site
- National Park
- Unique plant diversity
- Unique geographical makeup
- Internationally recognized tourism destination

The confined space in which these attributes are clustered brings forward an array of inherent risks that have to be managed.

Any disorder/malfunction would have a detrimental effect on the eco-sensitivity of the Precinct – the Sense of Place can thus be disrupted in an instance.

A Governing Body (Single Service Provider) should thus be held responsible to mitigate these risks and ensure consistency and continuity of service.

Given the nature of the seasonal tourism trends and challenges in global tourism based on the COVID pandemic the outsourcing of such a significant destination cannot be undertaken without a holistic view not just in terms of revenue generation but also services provision.

Interruptions in operations due to poor service delivery and poorly maintained facilities will have a significant reputational risk and impact on other areas of the park such as the entrance gates and SANParks ability to generate other revenue. This can be mitigated by having service providers with proven track records of managing major tourism destinations with a strong technical support division.

12. FINAL REMARKS

The following is evident from this report:

- The levels of technicality required to manage and deliver individual services
- The inter-dependability of different services
- The unique makeup of facilities/infrastructure due to the confined and visually sensitive environment of the Precinct
- How the operations of different services can impact on each other
- How services should be centralized for increased efficiency
- What appropriate levels of responsibility and accountability should be established
- The risk associated with non-conformance to acceptable operational standards

It is thus advisable that a Single Service Provider should be utilized in order to ensure the following:

- Consistency of Services
- Dependability of Services
- Uniformity in Deliverables
- Optimum Resource Management
- Guaranteed Continuance of the respective Services
- Single Point of Operational Accountability
- Single Point of Accountability for Maintenance of;
 - Buildings
 - Services
 - Safety & Security Features
 - Access Roads
 - Parking Area
 - Landscaping
 - Vegetation (including irrigation)