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EXECUTIVE SUMMARY

The High Level Feasibility Study for the Regeneration of Alice is structured to provide the reader with an overview of the status quo of the region, the key dynamics which should be considered and the proposals aimed at improving the quality of life in Alice.

Alice is a small rural town in the Eastern Cape, with a significant difference - it is also home to both the University of Fort Hare and Lovedale FET College. It is therefore a truly unique African University town with a wealth of resources and opportunities at its disposal, which require strong leadership to spearhead effective regeneration.

Section 3 provides an overview of the status quo of Alice. The report highlights the challenges of life in Alice, especially as a young person: jobs are scarce and a high proportion of these are highly skilled. Finding employment is therefore a challenge. The large rural hinterland which is reliant on Alice as a service centre is steeped in poverty. The natural environment provides a wealth of opportunities and one can quickly see why the town’s forefathers chose its location amidst the foothills of the Amatola mountains. However, human intervention has resulted in pollution and damage to the riverine systems which are the life of the region. Although Alice has a reasonable level of infrastructure to service the existing population, the legacy of apartheid has meant that only the essentials are in place and these require maintenance and upgrade if they are to continue to support the town and future developments. The significant amount of State-owned land is generally underutilised. This provides both a challenge and an opportunity as the State moves towards disposing of its land reserves for the socio-economic benefit of the people of Alice. These opportunities and challenges are set in a context of dysfunctional relations between the key organisations. Like many small municipalities, the Nkonkobe Municipality has limited capacity, yet significant interventions are required if the town is to assume its rightful place on the forefront of academic thinking.

The key sectors of focus are in the Retail, Property, Agriculture and Tourism sectors. The needs of the community can be broadly understood within each of these sectors, and the opportunities to turn Alice around are also to be found here.

On this basis, the following interventions have been identified:

a) The provision of accommodation for students and professionals;

b) The upgrade of the CBD, including:
   • the defining of a Civic Core; and
   • the establishment of a multi-functional Intensification zone at the entry to Alice;

c) The development of a Sports and Education Zone;

d) The development of the ICT sector in Alice;

e) Heritage development, with the focus on creating a Conference Centre and associated lodge;
f) The strengthening of the Agri-Park and associated agricultural zone for the benefit of the tertiary institutions and the local farmers;

g) The establishment of an attractive area in the vicinity of the railway station, which is the entry point into town as one approaches from Fort Beaufort.

Section 7 details the above interventions and provides a high level assessment of each. More detail on these can be found in the annexed reports.

Finally the strategies underpinning the regeneration of Alice are reviewed and the key steps to be taken are outlined. The result of this Assessment will be the formulation of a targeted strategy aimed at enabling the correct role-players to take ownership and leadership of identified interventions within their sphere of influence. It is thus hoped that this strategy will be the catalyst required to enable the regeneration of Alice to become a reality, rather than simply remaining a nice idea in a report on the shelf.
1 INTRODUCTION

The focus of this High Level Feasibility Assessment is on the interventions that are seen as catalysts for the promotion of the economic regeneration of Alice, with a special focus on the social and environmental drivers that will enable this regeneration. This Strategy is being developed by Aspire and the recommendations of this report will be incorporated into the reports developed hereafter.

This report considers the key development themes outlined in the Business Case Report (2009) and re-works them within a deeper understanding of the realities facing Alice and how opportunities could be harnessed. The key themes contained in this High Level Feasibility Assessment are therefore:

- Provision of accommodation
- CBD upgrade and densification
- Sports and Education
- Heritage Development
- Functional Integration
- Developing Local Agriculture

These are underpinned by the overarching vision for Alice to be an “economically and socially viable university town”. This vision is further supported by three core design guidelines:

1. Alice as a beautiful, unique and well managed African University Town;
2. Alice as home to sustainable communities; and
3. Alice embracing economically active and culturally vibrant communities.

It should be noted that, as the title suggests, this is a high level assessment, and therefore the information presented in this report will be aligned to this. More detail is provided in the base documents (attached as appendices). Future documents will provide detailed inputs with regards to specific interventions.
2 METHODOLOGY

The information sourced for this High Level Feasibility Assessment is a combination of

- Desktop research, with specific reference to -
  - Previous reports generated for the Alice Regeneration Programme: the Status Quo Report and the Business Case Study;
  - Nkonkobe Strategic Planning documents - the Nkonkobe Development Agency’s Tourism Development Product, the Nkonkobe Integrated Development Plan (2007-2012) and Spatial Development Framework;
  - Alice Multi Modal Public Transport Facility, July 2007 (MBSA Consulting); and
  - The Nkonkobe Land Audit (Dept Roads and Public Works).

- Stakeholder engagement which included:
  - Organised workshops and visioning exercises;
  - Informal surveys and interviews with staff and students at the University of Fort Hare and Lovedale FET College, residents, local stakeholders, members of the Project Steering Committee, and officials from Nkonkobe LM and NEDA; and
  - Monthly Project Steering Committee (PSC) Meetings

- A 3-day intensive site visit by the external consulting team, as well as various other site visits by individual members of the team.
3 ALICE – THE CURRENT REALITY

3.1 Locality And Geographic Context

The Nkonkobe Municipality is the second largest Municipality in the Amathole District, covering an area of some 3,725 km² with a population density of 43 people per square kilometre. Alice is the second largest town in the Municipal area.

Alice is a service centre and a university town nestled in the Tyume Valley, at the foothills of the Amatola Mountains, at the confluence of the Gaga and Tyume Rivers. Its Genius Loci or “Sense of Place” is very strong as it “feels” like it belongs where it is located.

The areas immediately surrounding Alice are rural in nature, with a number of small settlements established on the outskirts of Alice, which are heavily reliant on Alice as a service centre.

The following image provides an overview of the relationships between the various areas and key institutions in Alice:

![Figure 1: Spatial relationship between areas in Alice](image-url)
3.2 Planning Frameworks

Planning in Alice is guided primarily by the Nkonkobe Municipal IDP and associated Sector Plans, which are aligned to the District and Provincial Plans. The policy guidelines which strongly influenced this planning process are, therefore, from the:

- Eastern Cape’s Provincial Growth and Development Plan

The over-arching spatial planning framework which has been adopted for Alice identifies it as a Model 1 and Model 2 Densification and Formalisation Settlement Zone. The Model 1 (urban) form of development is proposed to the immediate north of Alice to accommodate the land needs around the Ntselemanzi area. The Model 2 form of development is located mostly to the east of Alice in the rural villages north of the main tar road. These villages need planning, upgrading and expansion to meet housing needs. This densification is seen as part of the longer term goal of densifying settlement in the corridor between Alice and Fort Beaufort. Land to the south of Alice is primarily being used for commercial farming purposes. Densification of settlement should be avoided in this area.

It is noted that the Local Spatial Development Framework (LSDF) for Alice is also required in order to provide local-level guidance on development priorities.

The Alice town centre (CBD) is a strategic location which requires upgrading. Two primary reasons for its significance relate to its function as a key urban and administrative node, as well as its strategic location on the R63 which is an important transport link at a national, provincial and local level.

3.3 Spatial Constraints

The development of Alice has been strongly influenced by the Gaga and Tyume Rivers, which separate the key institutions from the residential and commercial spaces.

The University of Fort Hare, which holds a prominent position to the east of the town, is separated from the town area by the Tyume River and its floodplain. The Gaga and Tyume Rivers also separate Alice town from Lovedale Collage, Victoria Hospital and Ntselamanzi residential area.

At present the only bridge is at Tyumi Street. Pedestrians cross the rivers at informal crossing points and traverse the open space on badly defined paths.
3.4 Demographics Of A Young Population

3.4.1 Population Size

The Alice population was estimated to be some 8,009 people (Census 2001), with the figures for ward 5, which includes the Central Business District, showing a population figure of 6,217. Fort Hare University alone has some 6,500 students.

Most of the Nkonkobe population resides in villages, farms and scattered settlements, with the rural: urban ratio standing at approximately 4:1.

The population growth estimates differ according to the group which has published them, but are in the region of 1% and 1.86%. The current population may therefore be estimated as being between 8,749 and 9,443 people. However, this figure only speaks of those living in Alice. As a regional service centre, many people come to the town in order to undertake shopping or business activities. The developer of the Spar centre estimates the catchment of consumers to be in the order of 100,000 people.
Alice's population is a youthful one, with 43.9% of residents being 19 or younger and 31.3% being younger than 15. However, the SDF notes a decline in children below the age of 9 and attributes this mainly to the high prevalence of HIV-Aids.

### 3.4.2 Levels of Education – The Wide Gap

The census data revealed that 13% of the Nkonkobe population has not attended school. Of those that have, 14% have completed their Matric. If the unemployed were classified as dependants then the economic dependency ratio for the Municipality would be 1:10.5 (i.e. there are 10.5 people dependent on each income earner).

Alice is therefore marked by a strong contrast between highly educated people - from the University of Fort Hare and Lovedale College - and many poorly educated people - largely from the surrounding villages.

### 3.4.3 Limited Employment Opportunities

The Community and Social Services (including Education) sector is the greatest employer in the Municipal area, employing 44% of the active work force. It is followed by agriculture (13%) and private households (11%). It is notable that some 55% of those employed in Nkonkobe are employed in highly skilled occupations - in the public service and education institutions.

However, many households in and around Alice are sustained by remittances, income from a single wage earner and various small-scale activities.

Based on the above, it becomes clear that the educational and public sectors provide the greatest opportunities for employment and advancement in Alice. A young person is therefore likely to have difficulty in finding employment in Alice.

![Figure 3: Employment by Sector](image-url)
3.5 Natural Systems

3.5.1 Land and Water Systems

Alice is classified as being in the Savannah Biome and is classed as ‘Bhisho Thornveld’. Although listed as ‘Vulnerable’ and ‘Least Threatened’, the environment is brittle and has little buffering capacity to deal with extreme environmental conditions. Drought and flood will have major impacts on the environment, and it will have little capacity to absorb these.

It is apparent that the area has good water reserves given the flows in the rivers despite the drought. The extent of subsurface water is very difficult to estimate. The “greenness” of the town, in winter and in drought conditions, indicates a good water reserve in the area. However, water is a scarce resource in the region in general and it should be carefully managed and conserved wherever possible.

3.5.2 Damage to the Natural Systems

The degradation of the natural systems within the town is clearly evident with the overgrazing of the Commonage and the riparian areas along the river edges. The overgrazing is having a direct impact on the water systems in the town, and from a perspective of water and food security, this is an issue of key concern. The riparian margins along the banks which have been overgrazed and dug up for the mining of clay to make bricks is of special concern, as the vegetation plays an important role in the purification of water and prevention of the loss of valuable topsoil. The wetlands and waterways are showing signs of heavy eutrophication1, which may well account for the apparent increase in the tree canopy along the riparian areas, where greater Thornveld encroachment fed by the nutritional loading of the eutrophication may be spurring growth.

The rapidly rising levels of Cyanobacteria2 in the country’s water supplies, particularly in areas such as Alice (Turton, Nov. 08) mean that the management of the water system in the town is of vital importance to public health. It is critical that the water systems in Alice are properly managed as the direction being followed at present; over-grazing, pollution, excavation and encroachment will seriously compromise the future health of the water and therefore of the viability of the town.

1 Eutrophication is an increase in nutritional loading in an ecosystem that causes the increase in bacterial and cyanobacterial organisms, which are of detriment to the system.

2 Also called blue-green algae
3.5.3 Land Ownership

The Land Audit Report highlights the large proportion of land in Alice which is owned by the State (being vested in the Department of Roads and Public Works).

As seen in the following image, much of this land is vacant and not needed for State purposes - either now or in the foreseeable future. As a result it has been recommended that the unnecessary land parcels be used to enable the regeneration of Alice. The disposal of land is divided into two types of disposal:

1. As a donation to the Nkonkobe Municipality, for use in the meeting of the needs identified in the IDP and associated strategic documents; and
2. General land disposal - which may include Nkonkobe Municipality, NEDA and a range of other role-players - with the primary aim being to support the economic and social development of Alice.

![State-owned land in Alice](image)

**Figure 5: State-owned land in Alice**

The Land Audit Report highlights the need for a Local Spatial Development Plan (LSDF), which would provide the necessary guidelines to landuse in Alice. This is currently being undertaken. The Report further proposes a number of “Quick Win” and Medium-Long Term land disposal actions which would positively impact the socio-economic fabric of Alice.

The Nkonkobe Municipality is also in the process of formulating and adopting a Land Disposal Policy which will enable the disposal of Municipal-owned land for the promotion of economic activity in the town.
3.6 Built Environment

3.6.1 Infrastructure

Overall the status quo of the service infrastructure is hard to ascertain. This is in part due to the fact that the necessary drawings and information are not available, exacerbated by the lack of professional capacity at Nkonkobe Municipality.

Sanitation

The sanitation system for the town is operated by the University of Fort Hare. The total capacity of the plant is 2,000 cubic meters/day and is currently running at 1,500 cubic meters. The plant is therefore effectively operating at full capacity, with no plans in place for upgrading. This will therefore limit the amount of new housing and other development initiatives which can take place.

The waste water is recycled for use as irrigation on the lucerne fields. This is a successful initiative which is providing 1,000 cubic meters of irrigation water per day.

Water

The current capacity of the water treatment works is 8 Ml per day. The pipes used for the reticulation of water in Alice are primarily asbestos and galvanised metal. They are not in good operating condition, resulting in water leakages during the colder winter months - with the effect being that the water pressure in town is drastically reduced. The densification of town will require upgrading of the bulk water system.

Roads and Stormwater

The town centre and UFH precincts are mostly serviced by surfaced roads, whilst the town fringe and more recent housing initiatives appear to be accessed predominantly by gravel roads. The key surfaced roads within the town CBD appear to be structurally acceptable, but are poorly maintained and have limited traffic control measures.

By visual inspection, much of the existing underground stormwater system is in disrepair, poorly maintained, permanently blocked and polluted with litter and debris. Drainage of hard surfaces such as roads and parking areas is therefore primarily by overland escape. There are therefore likely to be cases of ponding and localized flooding where these piped systems are blocked. However, the limited hard surfacing, opportunities for infiltration and the proximity of the riverine systems and culverts for discharge seem to offer acceptable stormwater control at present. Future increase of hard surfacing and densification of the CBD will require some upgrade of the stormwater systems.

Rail

The existing train station precinct appears derelict. It is understood that the line is still in operation for occasional goods trains, but there are no passenger services available. There have been suggestions that Transnet/MetroRail are thinking about re-opening the passenger service, however no information with regards to when this is anticipated nor the number of trains to service this function is currently available.
Solid Waste Disposal

Alice has a small general waste site, which services both Alice and Fort Beaufort. Although the waste site holds a permit, its operation does not adhere to the license conditions. Critical permit violations:

- There is no access control at the waste site.
- Refuse is dumped all over the site, which will shorten the life span of the site.
- Waste is burnt, which is an environmental hazard.
- There is no equipment or machinery for the daily operation of the site, nor is there any material cover the daily waste.
- The guard house is burnt and there is no security or any personnel on site to manage the dumping.
- Scavengers (people and animals) are feeding on the dumped refuse.
- No recycling activities or initiatives are taking place.
- Since waste is not checked as it enters the site the possibility of hazardous waste entering the site and leachate ending up in the landfill without precautionary measures is a serious concern.

Electricity and Telecommunication

Most residents in Alice have access to electricity, either via a billed or pre-paid system.

Most residents have access to some form of telecommunications. This is primarily in the form of cellphone or public telephone, although some residents do have landlines at home.

Access to internet facilities is very poor, with no 3G or DSL connections being available, other than on the University campus.

3.6.2 Transportation

The provincial road - R63 - passes through the town in an east-west orientation, connecting King Williams Town with Fort Beaufort. The R345 runs in a north-south orientation, intersecting the R63 from the south on west side of Alice, and then continuing northwards to Hogsback on the east side of the town. A network of lower order gravel roads connects Alice to the rural settlements surrounding the town.

Public transport is mainly by minibus taxi and bakkies. There are 132 minibus/bakkie taxi operators registered with the Victoria East Taxi Association (which includes Alice), who carry in the order of 4,700 passengers on a daily basis. The taxi rank is located at the eastern gateway to town. The taxi rank is used by both minibus taxis and bakkies. Although this area has been formally laid out, there is very little control in the day-to-day operation thereof. Limited facilities exist for the passengers and other pedestrians in the area, and no wash bays are present.
The bus stop - for large buses - is located on Mitchell St. It is estimated that the bus service carries some 1,750 per day. The bus stop is informal and quite inadequate. It is located on an unsurfaced place with no formal parking facilities. There are also no facilities for the passengers.

A railway line traverses the town on the south side of the R63, but there is currently no passenger service.

There is considerable pedestrian movement within the CBD, although there is insufficient infrastructure to accommodate these people safely. The pedestrian route linking the CBD and the University is unpaved and has no lighting.

### 3.7 Key Role-Players

#### 3.7.1 Public Resources

**Nkonkobe Local Municipality**

The Nkonkobe Municipality's main office is located in Fort Beaufort and a further four offices that operate as satellite cashier points are located in Alice, Hogsback, Seymour and Middledrift.

There is a control centre in Alice and Fort Beaufort for solid waste and the regional solid waste sites are located in Alice. There is also a Fire station in Alice.

It is widely held that the low capacity of the local authority to act as a catalyst for development in the area and address service and infrastructure backlogs is a major cause for concern.

**NEDA**

In order to promote economic development within Nkonkobe, the Nkonkobe Economic Development Agency (NEDA) was launched in 2004. As a Section 21 Company, operating separately from the Municipality, NEDA's role is to “identify and efficiently manage sustainable economic development of projects, facilitate investor attraction and trade promotion, and leverage public and private resources for development around opportunities which offer economic and developmental potential”.

NEDA is working closely with ASPIRE in the development of the Regeneration Strategy for Alice.

#### 3.7.2 [Untapped] Resources

**Fort Hare University**

The University of Fort Hare (UFH) is one of South Africa’s oldest universities - having been established as an institution of higher learning for Africans in the early 20th Century. Its biggest campus is based in Alice, with many of the more than 5,500 students coming from poor socio-

3 UFH Strategic Document
economic backgrounds. As an historical icon, UFH attracts tourists and academics from near and far.

The current strategic focus points towards research specialisms such as rural development and heritage studies. As an institution which focuses on teaching, learning, research and community engagement, UFH is a key partner in the development of Alice and the greater Nkonkobe region.

The University is deeply committed to community engagement, having established a Community Engagement department which seeks to develop relationships with the community it serves (local, national and international), through a variety of initiatives focused on the interlace of teaching and research, which are aimed at addressing the social, cultural and economic development objectives of society.

UFH is currently actively involved in a number of agricultural initiatives such as the Nguni cattle R&D project, the Agri-Parks, the Fort Hare Dairy Farm and the Agriculture and Rural Development Institute (ARDRI). These are significant for both the local area as well as the broader Eastern Cape region.

**Nguni Cattle Project**

This model, developed some 15 years ago, has benefited 45 communities to date. The primary objective of the project is to develop a niche market for Nguni meat and skins and to position the communal farmers for the global beef market through organic production and product processing.

**Agri-Parks**

The UFH Dept of Agriculture established the AgriPark in Nkokobe Municipality in the mid 2000's to support agricultural development in the rural areas around Alice. The aim of the AgriPark is to capture as much of the economic activity within the local agricultural value chain in Alice, which will increase the local agro-economic multiplier in support of LED. There are now two Agri-Parks in the Eastern Cape.

The AgriPark in Alice currently consists of the following units:

- A seedling nursery outside Middledrift to provide seedlings to vegetable farmers in the area;
- A production facility north of the UFH campus to provide support and training to small emerging farmers in and around Alice,
- A vegetable processing facility on the UFH campus.

The Alice Agri-Park is run by five co-operatives and employs 45 people.

**Fort Hare Dairy Farm**

The Fort Hare Dairy Farm is effectively a skills transfer project. A group of about 70 successful commercial farmers are mentoring some 600 farm workers in how to successfully farm dairy in the region. The farm began in 2007 and today supplies some 10,000 l of milk per day - mostly to Clover. The profits of the farm are paid out in
dividends to the 600 farm workers. In addition, this farm is used in for hands on training of young UFH Agricultural graduates. Successful graduates are rewarded with cows, thus enabling them to build up a good stock of their own cattle.

**Agriculture and Rural Development Institute (ARDRI)**

ARDRI was established in 1977 to provide assistance to the less developed areas in South Africa, in the form of specialist advice and research into socio-economic and technical problems that affect the livelihoods of rural households and communities at large. Current projects include:

- Linking previously disadvantaged farmers with formal markets;
- Strategies to reduce losses in communal livestock farming;
- Investigations into the state of rangelands in the Eastern Cape;
- Medicinal plant use in livestock production; and
- Gqumahashe Agricultural Development Project.

**Lovedale College**

The Lovedale College was established as a mission station, with the emphasis being on providing education to Africans. Today it is an FET College, with a focus on rural development and agriculture. Lovedale FET College has a strong interest in forming linkages with the local communities as part of their educational operations.

**Crafts**

Alice is home to at least two crafts projects which aim at creating employment and offering tourists something uniquely local: the Tourism Enterprise Partnership and the Due South Craft Route.

### 3.8 Town’s Identity And Economy

Alice is a place where a wide variety of cultures and life experiences meet. It is a place where rural and urban people come to shop and access services (government departments, hospital, etc.). It is a place where academics, students and researchers come to learn and impart knowledge, from areas close by as well as beyond South Africa’s borders. It is a small town, which is influenced by its close ties to the surrounding rural areas, whilst also being influenced by the educational institutions which are found (and were founded) here. Alice is rich in historical and cultural heritage and has the potential to become a significant heritage tourism centre.

Alice is therefore a multi-faceted town, which provides a solid foundation for its further development as an African University town. With the proper focus and strategic interventions,
Alice can become a town which meets the needs of the varied groups which call, and will call, it home.

As the employment breakdown shows, the Education and Government sectors contributes the most to the Alice economy. The rest of the economy is essentially geared towards servicing this sector. In particular, the local economy provides UFH students and staff and government employees working in Alice with transport, recreation, accommodation, retail and trade, as well as community and domestic services. In addition, Alice provides the surrounding farming and rural communities with agricultural support services, retail shops, community and government services. However, the low income levels of these rural communities make the value-adding contribution of this group to the Alice economy relatively low compared to that of the relatively high earning civil servants and education staff.

Short term economic development opportunities exist by reducing the economic leakage resulting from the higher income education staff and civil servants spending a disproportionate part of their income in neighbouring towns. The medium to long term economic growth ultimately lies with growing the economic wealth of Alice and its surrounding rural villages.
4 SECTORS OF FOCUS

4.1 Retail Sector

The global trends of diversification and specialisation in the retail sector means: (1) efficiency becomes important, especially through new technologies such as internet shopping portals and, (2) shopping becomes an experience for customers. People want (and expect) to spend time in a pleasant environment, as consumption becomes a status symbol in society. As a result, shopping malls are replacing some of the functions of public open spaces, where people meet, see and are seen by others. This has an associated impact on the planning and design of shopping malls and centres, as well as the diversity of goods and services offered.

The implications for Alice become compounded by the fact that Alice is a service town with two different types of customers. The rural consumers come primarily from the surrounding villages, whilst the urban consumers are primarily associated with UFH, Lovedale FET College, or government departments. The university people staying on campus are inclined to buy their basics locally. A lot of the lecturing staff live in Fort Beaufort and travel through daily so they buy in Fort Beaufort. However, a significant number of urban people rely on Alice for their purchases, due to numerous factors, including poor access to transport. People living in the surrounding rural areas generally shop in Alice - although approximately 20% are estimated to be shopping in Fort Beaufort as a preference. The main purchases made by the rural shoppers is in foodstuffs. For those who come into Alice via public transport, the costs are high (R10 one way) and the need to pay additional fares for goods limits the amount which can be transported home.

A survey (Xuza 2005) shows that the needs of neither group of consumers are being met by the retail sector. The study shows that both groups are dissatisfied with the quality and price ratio in the retail sector, as well as with the quality of the built-environment, such as store layout, atmosphere, hygiene, lighting etc. In general they also find the condition of the CBD unacceptable. The renovation of buildings, cleaning of open public spaces and upgrading of infrastructure would go a long way towards alleviating these concerns.

The retail sector in Alice is characterised by:

- A lack of diversity - shops stock similar options, in similar environments and layouts. Consumers have pointed out the need for a pharmacy and more clothing outlets.

- Informal trade - there is a large informal sector in the CBD, with few facilities to support them

- Although there is a new shopping mall, the CBD still draws a large number of shoppers.

- A number of foreigners have shops in Alice - many of the shops in the CBD which were vacated when the shopping centre was developed are now occupied by Somali shop owners. Their families generally reside at the back of the shop.

- A large proportion of the land is state-owned (approx 90%). As a result some 89% of the businesses in the CBD operate on a lease.
4.2 Property Market

The Land Audit notes that the predominance of state owned land in Alice has proved to be a huge constraint to local development due to the lack of a sense of ownership. This, it is argued, is partly responsible for the neglect and dilapidation of properties and a general lack of development of vacant land. On the other hand, it also provides a major opportunity for the development of undeveloped and underdeveloped land.

The release of State-owned land in specific locations will promote development and create a more healthy property market in the town. However, wholesale “dumping” of the land on the property market would be counterproductive so a judicious release of land is advised.

The following figure reveals the vast amount of vacant land which is available in Alice:

![Vacant Land in Alice](image_url)
4.3 Agriculture

Agriculture plays a key role in Alice and the surrounding region. Both Lovedale College and Fort Hare University are involved in agricultural and food sustainability programmes. The surrounding villages, being rural in nature, actively engage in subsistence farming - with a focus on livestock.

The natural environment is conducive to agricultural practices, especially on the floodplain which has alluvial soils.

Historically, the area has been known as a producer of beef and citrus. However, over the past 13 years this sector has been in decline - largely due to the closure of government organisations (e.g. Ulimocor) which lent support to this sector. The lack of much needed technical support has reduced the productivity of the area, and it is now estimated that the agricultural sector in Nkonkobe as a whole is operating at approximately 30% of its capacity.

Whilst marketing skills are listed among the key shortfalls amongst the local farmers, there is a (dysfunctional) fresh produce market in Alice, which has the potential to play an active role in supporting the marketing of local produce if there is targeted capacity building to support this. It may also be necessary to move this facility to a more suitable location.

4.4 Tourism

Alice is a major focal point of African education, being home to Fort Hare University and Lovedale Mission College (now Lovedale FET College), as well as housing the ANC Liberation Archives and the De Beers African Art Collection. Many of South Africa's notable leaders have been educated in Alice - either at Fort Hare or Lovedale. Such a rich offering, supplemented by the significant historical artefacts in the area, provide the opportunity for Alice to be a unique attraction for tourists with an interest in South Africa's heritage.

Alice has a wealth of natural resources which need to be protected, whilst also being an attraction for both tourists and locals (especially students). The Lovedale College, with funding from the Department of Recreation, Sports Arts and Culture, is undertaking a new project which could be linked with a proposed Memorial/Heritage Park and the Alice Walking Trail. Furthermore, Alice is located at the foothills of the Amatola Mountains - at the entrance to Hogsback. Links between Alice and Hogsback should be strengthened so as to multiply the benefits for both towns.

Given the potential for Alice to be a tourist destination for both lone and group tourists - especially academia and government groups - there may be sufficient interest in a Conference venue to support such an initiative. This needs to be looked into, as do the current accommodation offerings of the town. Alice lacks upper/middle class accommodation options and guest establishments.

Good quality, attractive entertainment is notably missing in Alice. The idea of a Jazz Café has been mooted. Whatever face it takes, some form of attractive entertainment needs to be looked at, to meet the needs of the students and tourists.

Other tourist initiatives which maximise on public resources for income generating opportunities for the local people in Alice and its surrounding villages need to be looked into. The idea of
reviving the rail service may be such an idea which would promote access to the town, whilst also providing a range of income-generating opportunities.

The Nkonkobe Municipality has begun to be intentional about promoting Tourism in the region - with the establishment of the Nkonkobe Economic Development Agency (NEDA) and the completion of the first phase of the Maqoma Heritage tourism route - which has built Visitor Information Centres in Alice, Fort Beaufort, Hogsback; and Balfour. Unfortunately, most of these are not currently operational. It is imperative that the Municipality and all other role-players recognise that in order to further develop the tourism potential of Alice there needs to be a long-term, sustained commitment to success.
5 SOCIO-SPATIAL INTERVENTIONS

Alice originally developed as a very compact town, with a few institutions on the outskirts. However, over time it has become a sprawling town, with a need to integrate the institutions into town, so as to promote the economic regeneration of the town.

The economic regeneration of Alice therefore relies heavily on spatial interventions which are focussed on three principles:

- Creating connections between the various parts of town;
- Developing concentrated activity areas; and
- Establishing special places which make Alice a special place to be.

There are three key systems in Alice, which promote the above principles:

1. The **green system**, which provides an eco-system network within which the built area is situated. This is a linking element throughout the town, and includes the agricultural zone, the river and stream systems, the recreational areas and sports-fields, and the open spaces.

![Proposed Green System](image-url)
2. The movement system, focuses primarily on the existing roads and paths network, although it does require the upgrading of a number of streets and the downgrading of others so as to promote the concentration of activity within the CBD core. It also requires attention to be paid to pedestrian and cycle paths so that safe and appropriate linkages are created between the outlying areas and the CBD.

3. The system of special places and focal points help identify which areas will require special attention so as to re-create Alice as a special place. The special places include the gateway into the town; the taxi rank; the civic core; the railway station; the sports and education zone; and the old technical school. The focal points are the corner of McNab Drive and High Street; the corner of McNab Drive and Mitchell Street (extension); the termination of Main Street; and the old technical school.

Figure 8: Proposed Special Places & Focal Points

Although the proposals contained in this section are primarily spatial in nature, they are considered the building blocks of a healthy economy in Alice. Each intervention does also, however, have a significant economic implication for the future of Alice.

The following figure provides an outline of the spatial relationship between the main socio-spatial interventions in the Intensification Zone, Civic Core, Conference Centre and Sports & Education Zone.
5.1 *Intensification Zone And Civic Core*

The Intensification Zone is bounded by the Thyume River to the north, MacNab Dr to the south, Catherine St on the west and MacNab Dr on the east. This area includes the eastern entrance to Alice (towards King William’s Town) and the western entrance (towards Fort Beaufort). It is therefore an important area from a number of perspectives:

1. It provides people arriving in Alice with their first impression of the town;
2. It is the hub of commercial and civic activity;
3. It is the zone of integration between the University and town;
4. The taxi rank area serves as the primary transport interchange; and
5. The taxi rank and Spar complex are the focus of retail in town.
The Integration Zone therefore is host to a number of proposals which seek to make this space work more efficiently and offer the user with a better experience and thus stimulate a desire/ability to enhance the economic output of Alice.

5.1.1 Eastern Entrance and Taxi Rank

The intersection of Main Street and MacNab Dr is the main gateway to the town when approaching from the east. It is also the zone of integration between Fort Hare University and the Central Town, particularly for the students who use the pedestrian bridge in large numbers.

It is proposed that High St connect directly to MacNab Dr, rather than via the diagonal dogleg which is the current situation. The diagonal street between Main St and Garden St should be closed to free up additional space next to the Taxi Rank and between MacNab St and the Taxi Rank.

The detailed resolution of this area will result in an entry zone to the town of a high environmental quality and well used by all sectors of the community. This will have positive economic spin-offs as more space, of better quality, is created for economic enterprise.

The taxi rank services a large proportion of the public in Alice - including students, local residents and villagers. The area around the taxi rank and the Spar complex has become the hub of retail activity in Alice. However, the Taxi Rank, the space through which Main St connects to MacNab Dr and the integration of the Spar complex is dysfunctional in its present state.

It is therefore proposed that the space between High St and Garden St be re-organised so as to accommodate the various interrelated needs. The taxi rank needs to be upgraded and re-organised to function efficiently without dominating the whole space. Provision also needs to be made for the traders to create a more pleasant and safer environment. This intervention is intricately linked with the re-development of the Eastern Entry point. Interventions at the Eastern Entrance

The detailed proposals, as shown in the following figure, include:

- The reconfiguration of the entrance to the town [01], including the hard surfacing of the pedestrian route between the bridge and the town.
- The encouragement of new businesses along the edge of this pedestrian route [02], on privately owned land.
- The building of a strip of market stalls on the edge of this “entry/foyer” space [03].
- The current entry/exit point to Spar be extended to Gaga Road extension [04] so as to enable an access to the proposed student and staff housing [05].
- The green area on the south side of McNab Drive [07] be upgraded to become a recreational area with grass and benches which could be used for picnicking etc.
- The taxi rank space be re-configured to become a taxi rank on High Street [08] and a public open space on Garden Street [09]. Market stalls should face both the taxi rank and the open space as well as the pedestrian route [10]. The toilet block which currently
occupies the corner of the site is moved to the south of the office [11] allowing a pedestrian flow through the space.

- Buildings are proposed for the plot on the corner of High Street and McNab Drive [12] even though this is a privately owned site.

![Map of Eastern Access: Proposed Interventions](image)

**Figure 10: Eastern Access: Proposed Interventions**

### 5.1.2 Civic Core

As the main commercial activity of the town has shifted from Pool St and Main St to the Taxi Rank, there is a need to redefine the Civic Core. There is also a great deal of open and underutilized space in the Civic Core that needs better definition and use. The following interventions, as depicted in Figure 10, are therefore proposed:

1. Mitchell St be extended to MacNab Dr [01] to open up development behind the Magistrate’s Court and provide an active frontage to the central park.

2. Reinforce the Civic Core as the Public Service zone within which all public services are concentrated. This would see the following interventions:
   
   - Victoria Hall [02], the only Civic Centre hall in the town, being converted into an Heritage Museum to reinforce the Visitor Centre [03] across the road.
• The development of a new Multi-Purpose Civic Centre behind the existing Municipal Offices [05], to accommodate all the various functions currently scattered about the town whilst restoring the Civic Core as the cultural heart of town.

• Other existing facilities in the area include the Magistrate’s Courts [06], the library [07], the Post Office [08], the clinic [09] and a crèche [10].

3. The development of public parks [13], [14] and [18] to provide linkage between different parts of the civic core whilst also providing recreational opportunities.

4. The area to the north of Mitchell Street behind the Magistrates Court and Post Office which is now accessible should be developed as housing [19] which overlooks a recreational park.

5. The two buildings at the end of the block on McNab Dr [20] should be developed as mixed use.

6. There is opportunity for housing infill on the east side of McNab Drive [21].

7. A planned pedestrian zone should link the Civic Core with the Intensification Zone.

Figure 11: Civic Core: Proposed Interventions
5.1.3 Western Entrance (Station side)

The Railway Station is located next to MacNab Dr, which is the main regional route through Alice, and is the focal point of entry into Alice from the Fort Beaufort side. Once an important access point into the town, the Station is now standing disused and dilapidated, and the area around it has become an informal drinking zone.

This zone requires some minor upgrades so as to make it an attractive and welcoming entry into Alice. It is therefore proposed that:

- A landmark be developed at the end of Main St, with seating;
- The road in front of the station be upgraded;
- An additional building be developed alongside the Station, which could be a shop or café;
- The slope below the Station, leading down to McNab Dr, be landscaped
- A semi-formalised area for the taxis to park, with a market building, be provided, with the entrance/exit opposite to the petrol stations' across the road.
- The hotel, which is on State land, should be sold to a private developer to develop as a hotel or as residential accommodation. This building is key to this area.

MetroPlan recommended that the main taxi rank be moved to the vacant erven next to McNab Dr, but with the proposed reconfiguration of the taxi rank in town (see below) and the allowance for a more formalized taxi rank on Transnet land, it is felt that this piece of public land would be more suitable for development of housing.

5.2 Residential Development

Access to suitable forms of accommodation - for students and other residents is a key economic enabler for Alice. This is currently one of the primary factors in the large number of people working in Alice but living elsewhere.

The development of appropriate and attractive residential areas must be based upon the following principles:

- The alignment of developments to urban design principles which are appropriate for a rural service town in South Africa, which should ensure that it is a pedestrian friendly environment; and
- The densification of the existing town, so as to reduce the urban sprawl and make the servicing of sites more affordable and therefore sustainable.

In order for residential development to be possible there are two issues which need to be addressed:
1. Services need to be upgraded to meet the anticipated need. This is particularly so for the sewerage system which is already operating near capacity.

2. Land which is currently State-owned needs to be disposed of in a manner which will facilitate and promote development, without flooding the market. The Municipal Land Disposal Policy should assist in the identification of land parcels which should be made available for development, whilst also providing the necessary mechanisms to make this possible.

Four potential residential development zones have been identified, to cater to the various levels of affordability:

1. Town centre infill - this area will be a mixed use area, with housing densities of between 30 and 40 units per hectare. A land audit would provide necessary information with regards to existing buildings and their suitability for expansion or redevelopment.

2. Middle-upper income housing along the river and in the Education/Sport Zone which maximises the benefits of living on or close to the river's edge. Plots in this area would typically be between 600m² and 800m².

3. Additional middle income residential development along the agricultural edge is proposed once the riverside development is established. It would have a similar target market with properties of the same approximate size.

4. Low cost housing is proposed for the area between Alice town and Golfini. Although there is a layout planned for this site, it is not considered suitable and should be revised. Development in this area will have the benefit of bridging the existing divide between town and Golfini.

Figure 12: Public Land Suited to Residential Development
In order to meet the needs of future developments, the following infrastructure is required:

**Water**

The proposed densification of the CBD will result in almost a 100% increase in demand for water in this area. Therefore, all galvanised and asbestos pipes need to be replaced with PVC pipes. The existing water treatment works should also be upgraded. Its capacity is considerably less than the capacity of the water storage facilities and is also estimated to be insufficient for the extent of the proposed developments.

The protection of natural water sources - especially in an area like Alice which is fairly arid - needs to be a priority and should include the restoration of water systems and educational interventions. Amathole District Municipality should also consider alternative water sources as droughts become more common.

The management and maintenance of the water infrastructure, including the implementation of a water demand management strategy should be undertaken to reduce the unnecessary loss of water.

**Sewerage**

The sewerage treatment works is currently operating at capacity, meaning that no further properties can be accommodated on the current system. This has serious implications for the future development of Alice.

There are 5 pump stations in Alice, all of which require upgrading. It is also recommended that stand-by pumps be installed. Given the age of the pipes it is further recommended that inspection by CCTV camera be undertaken so as to ascertain the need for refurbishment.

**Stormwater**

The current stormwater system is poorly maintained and in a state of disrepair. The pipes are mostly blocked by debris and litter. Given the limited hard surfaces, overland flow is easily channeled into the rivers.

With the intention to densify the town and increase the hard surfaces to be more suitable for pedestrians comes a need to review the current stormwater management process. Increased hard surfaces will mean that it will then be less easy or desirable to simply allow stormwater to flow overland. Furthermore, the visual and environmental pollution has a negative impact on the town as a whole and must be better managed.

It is therefore proposed that:

- All existing stormwater systems be surveyed;
- A stormwater management plan be compiled for the focus area;
- Stormwater and catchment management policies and strategies be produced and implemented; and
Litter traps be installed in the CBD and oil/grease traps be installed at the taxi rank; and all stormwater systems be cleaned.

**Roads & Transport**

The upgrading and densification of the CBD will require improvements to the existing roads, construction of new access roads, parking, improved formal road edges, improved stormwater systems, repairs to surfacing, provision of safe and defined pedestrian footways and spaces, improved signage and traffic signalization, etc.

From discussions already held, approximately 1km of urban roads are prioritised for resurfacing, and approximately 7km of footway space, with three bridge locations identified to address pedestrian needs to cross the river.

The taxi rank but requires substantial upgrading, including a re-layout, improved surfacing and drainage, provision of passenger shelters, improved ablutions and security. The taxi wash areas should also be formalised and stormwater more appropriately managed.

**Solid Waste Management**

Although the Nkonkobe Municipality hold a valid Solid Waste Site permit, it does not seem that the landfill site in Alice is being operated in accordance with the permit requirements. The following recommendations are proposed to improve the current facility and decrease the overall waste which is visible in Alice:

- Municipality to have dedicated personnel deployed at the waste site;
- Fencing and access gate to be erected to control access to the site;
- Illegal dumping to be monitored and prevented;
- Recycling to be initiated; and
- Landfill to be operated and managed according to its license conditions.

### 5.3 Sports And Education Zone

A District-level Sports and Education Zone is proposed for Alice, and situated such that it includes the majority of the existing educational and sports facilities.

The development of this zone will entrench Alice as a key educational node, opening up opportunities for people from the wider area to make use of the facilities located here. In addition, the development of a Sports and Education Zone would become a drawcard for families wanting to live in Alice but who also require access to good quality facilities.

As shown in the plan below, it is proposed that sport and recreation facilities are developed, to accommodate four soccer fields [08], tennis courts [09], a basketball/netball court [10], a swimming pool [11], and a clubhouse building [12]. Additional educational sites are also proposed, to accommodate a high school [05], a boarding house [06] and possible extensions to...
existing school facilities [07]. The reconfiguration of this area through the creation of a new road [17] opens up additional land for development [18].

![Figure 13: Sports & Education Zone](image)

5.4 Public Open Space And Green System

The green system is a key enabler in creating special places, linking the various parts of Alice together and establishing an overall sense of Alice being an attractive place. The green system is also critical to the maintenance of a healthy natural water system.

The following proposals are suggested for the strengthening and formalisation of the spine of green which runs through the town:

The central park is fragmented by the defunct Fresh Produce Market and the Church Crèche, both of which need to be evaluated as they are inappropriately placed. The park needs a strong driver to fund its maintenance and upgrade. The the addition of upmarket townhouses facing onto the green may provide the driver required.

Elsewhere in the town a number of centralized spaces are already available and are in use to a certain extent. However, some need to be formalized, a maintenance regime is required and additional play areas within walking distance of homes need to be created. Vacant land parcels along the Galowe Stream and the old leiwater system may lend themselves to being thus used.
A number of the main roads to the town require the addition of treed avenues to lend shade in summer and create a ‘Sense of Place’. Secondary roads should be planted up with harvest-able trees as a function of urban forestry and sustainable urban agriculture. Walkways, Non-Motorized Transport (NMT) routes along major arteries and cycle trails along the river will be landscaped over time to create boulevards and areas of natural beauty, to enhance the aesthetic of the town and increase the tourism potential.
6 SOCIO-ECONOMIC INTERVENTIONS

In moving towards the economic regeneration of Alice, there are a number of interventions proposed to make an economic impact on the town and position it as an African University town.

6.1 ICT Development

Information and communication technology (ICT) development is an important enabler of economic development and a critical resource for businesses in the current fast paced, global economy. Poor ICT access in Alice has been a constraint to the development of enterprises usually found in a university town. The development of ICT infrastructure and services are seen as critical for the regeneration of Alice as a university town.

In order to facilitate ICT development, it will be necessary to expand the ICT network infrastructure in Alice. This will require institutional partnerships between key local stakeholders and private ICT enterprises.

Aspire has identified two possible ICT sites: one being in ZK Matthew’s former house (off Gaga St), which is situated in the Sports & Education Zone; the other in the development of an ICT centre in a Thusong or Multi-Purpose Civic Centre.

Local entrepreneurs should also be supported in the establishment of ICT businesses, such as internet cafe’s, website development, etc.

6.2 Heritage Development

Alice has immense potential to be marketed as a place of History & Heroes. Heritage development is a key intervention area which seeks to build on the historical and natural wealth of Alice.

Key to the successful development of the heritage assets in Alice will be a close relationship with the University of Fort Hare’s National Heritage and Cultural Studies Centre (NAHECS). NAHECS is broad-based heritage institution which focuses on archival, museum, academic and heritage transformation, as well as developing research unit. It’s objective is to become a a significant player in the transformation of the South African heritage and cultural landscape, and are therefore a key resource for all aspects of heritage development in the area.

The development and marketing of the heritage opportunities should go hand-in-hand with the establishment of a good quality conference and hotel establishment.

Two key proposals are thus made with regards to heritage development:

- The distinctive two story redbrick Lovedale Technical School Building (located at the top of Tyume road, leading to Ntselemanzi, and on the corner of the junction of the road leading to Victoria Hospital) would be ideally positioned for the establishment of a Conference Centre and hotel or lodge.
The establishment of a **Heritage Walk** is proposed, along which some of the key heritage artefacts could be available. The historical stone canal could form the focus of a historical walk or urban trail through the town where plaques could be used to inform visitors of the significance of historical buildings or artefacts. Such a Heritage Walk could also incorporate stretches of the riverine area along the banks of the Tyume and Gaga Rivers, the agricultural lands to the north of the rivers and three bridge crossings - including one into the north side of UFH. A Heritage Walk would add value to the tourist/recreational aspect of Alice whilst also providing safe pedestrian linkages between key nodes.

The primary heritage sites which have been identified are:

- The Library (01) and the Nkonkobe Garden of Remembrance (02), which is a memorial to the 34 local black people who died in the struggle against apartheid, as well as housing an older stone monument to white men from Alice who gave their lives in the two world wars.

- Alice (Victoria) Town Hall (03)

- ZK Matthews House (04) - ZK Matthews was a prominent black academic who, amongst other achievements was a president of the African National Congress and assisted in the drafting of the Freedom Charter.
• John Knox Bokwe's Grave (05) and that of the last Galla slaves to be brought to the Eastern Cape. John Knox Bokwe was one of the early African intellectuals and scholars.

• The Uniting Presbyterian Church - formerly the Lovedale Native Church (06)

• Lovedale College (07) - Ruins of the original buildings can still be seen.

• Old Lovedale Technical School (08)

• Victoria Hospital (09)

• Stewart Memorial (10) which honours the life and work of Dr James Stewart who arrived at Lovedale Missionary Institution in 1870.

• The Fort Hare Cluster (11), which includes:
  ➢ Old Fort;
  ➢ Two cemeteries; and
  ➢ The University Museum, which has been declared a national cultural treasure.

6.3 **Agricultural Interventions**

Agriculture is a key economic and research driver in Alice - with both the University of Fort Hare and Lovedale College being actively involved in agriculture research and promotion. Winterberg Agricultural High School (outside Fort Beaufort) and Fort Cox Agricultural College (near Middeldrift) are both well recognised agricultural institutions which are situated in the Nkonkobe Municipal area. Alice is therefore well positioned to become the agricultural research centre in South Africa.

6.3.1 **Agricultural Zone**

An Agricultural Zone is proposed on the Tyume River floodplain, below Lovedale College. The alluvial soils are well suited to agriculture, although care will need to be taken to prevent nutrient laden run-off (e.g. from fertilisers applied during the cultivation process) from entering the river. The use of historic and low-impact irrigation methods e.g. furrows would also be recommended as would the growing of crops that do not require a lot of water, pesticides or fertiliser. This area is identified as a potentially valuable resource for research into sustainable agriculture. Both UFH and Lovedale have indicated a strong expression of interest in this portion of land.

6.3.2 **Agri-Park**

The UFH Dept of Agriculture established the AgriPark in Nkokobe Municipality in the mid 2000's to support agricultural development in the rural areas around Alice. The aim of the AgriPark is to
capture as much of the economic activity within the local agricultural value chain in Alice, which will increase the local agro-economic multiplier in support of LED. The AgriPark in Alice currently consists of the following units:

- A seedling nursery just outside Middledrift to provide seedlings to vegetable farmers in the area;
- A production facility just north of the UFH campus to provide support and training to small emerging farmers in and around Alice,
- A vegetable processing facility on the UFH campus.

The UFH AgriPark has identified that access to markets has been a big problem for the AgriPark and has been a constraint to past expansion. The support to the expansion of the AgriPark will therefore focus on the following aspects:

- Expansion of production capacity by securing the land between Lovedale College and UFH for agricultural training and development purposes (see above);
- Establishment of a combined training and skills development programme between UFH, Lovedale FET College, Fort Cox Agricultural College, Dept of Agriculture and Nkonkobe Municipality to train and develop local, small-scale emerging farmers from Nkonkobe;
- Establishment of a distribution and marketing entity to secure market access for the products of the AgriPark to the local, regional, national and international markets.
7 EVALUATION OF INTERVENTIONS

The interventions reviewed in the previous section are evaluated in terms of the pre-determined criteria of:

- **Demand** - Where does the demand for the identified intervention come from? What sources have been used to assess this demand?
- **Technical Aspects** - How do the issues of infrastructure - Roads, Electricity, Water and Sanitation - and Accessibility, Public Space and Land Availability impact the identified intervention? How are these aspects impacted by the intervention?
- **Social Impact** - What will the impact of the identified intervention be on the living/lifestyle conditions of the people of Alice? What will the impact be on those who work, shop or do business in Alice?
- **Environmental Impact** - What are the key environmental issues which need to be considered in relation to the proposed intervention?
- **Customers** - Who are the primary beneficiaries or customers of the identified intervention?
- **Market research** - Has market research been undertaken? What has this revealed? Is additional investigation required?
- **Spatial** - Where is the identified intervention situated spatially? How does this relate to the rest of Alice and the surrounding areas?
- **Partners** - Who are the key partners who need to be on board in order to make the identified intervention a reality? Who else can be brought on board to add value to the process?
- **Financials** - What is the estimated budget for the identified intervention?
- **Other** - Any other information which should be considered in assessing the identified intervention.
7.1 Anchor Project: Residential Development

This intervention rests on the understanding that the provision of housing for students and professionals is a critical enabler in the regeneration of Alice.

Three areas have been identified for middle to upper income residential developments:

1. The CBD Intensification Zone - which is primarily about densification and making better use of existing services. This would provide a range of different types of residential options, although a higher density would be optimal. This is a critical development zone as it links in closely with the need to create a stronger interface between the University, other institutions and the town, which such developments would assist.

2. The River and Sports & Education Zone, including both upper income residential options as well as student accommodation near the confluence of the Gaga and Tyume Rivers.

3. Finally, the area adjacent to the agricultural zone would also be suited to middle to upper income housing, although this would only occur at a later stage, once the other areas have been developed to capacity.

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>Students: There are approximately 6,000 students at UFH. The UFH Strategic Plan proposes to accommodate up to 2/3 of these students on campus - the remaining 2,000 will require accommodation in Alice. Currently approximately 3,000 students reside off-campus.</th>
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<tbody>
<tr>
<td></td>
<td>University Staff: The university cannot attract staff to the Alice campus due to accommodation and amenity shortages. Many staff prefer to live in Fort Beaufort, or even as far away as King Williams Town and East London.</td>
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<td></td>
<td>Professionals: Further research is required to establish the number of professionals which one might expect to live in Alice.</td>
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<tr>
<td></td>
<td>Sources: UFH, Demarcation Board and NEDA</td>
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<tr>
<td>Demand</td>
<td>Roads - General roads upgrades will be required. The following new roads are proposed:</td>
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<tr>
<td></td>
<td><strong>Intensification / CBD Zone</strong></td>
</tr>
<tr>
<td></td>
<td>• Gaga Rd extension to be extended behind the Spar complex to provide access to the planned student housing precinct.</td>
</tr>
<tr>
<td></td>
<td>• Extension of Mitchell St to MacNab Dr to open up development behind the Magistrate’s Court.</td>
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<td></td>
<td><strong>Sports &amp; Education Zone</strong></td>
</tr>
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<td></td>
<td>• A new road running parallel to Gaga St in the Sports &amp; Education Zone will open up additional land for development.</td>
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<td></td>
<td>• Thompson St to be extended to Gaga St to provide eastern access to this land.</td>
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<td></td>
<td>• Upgrading and/or resurfacing of Gaga St and Main St from the CBD to Tyumi St.</td>
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<td></td>
<td><strong>Agricultural Zone</strong></td>
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<tr>
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<td>• The existing track south of the old Lovedale Technical School buildings should...</td>
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</table>
be upgraded to provide access to residential development land alongside the agricultural zone.

The treeing of main roads will add to the aesthetic value and overall comfort of the CBD area - specifically for pedestrians.

**Pedestrian Routes** - should be developed to connect the various parts of Alice with each other and provide a safe place for people to walk. This may include the installation of lighting and appropriate surfacing of these routes.

**Electricity** - it is proposed that all new developments make use of sustainable alternative energy sources.

**Water** - it is necessary to upgrade the water treatment works to accommodate further development in Alice. The existing pipes also need to be upgraded to PVC piping. A Water Demand Management Strategy is required to manage the current water losses.

**Sanitation** - UFH operates the sewerage system which serves Alice town. This is near capacity and will need to be upgraded prior to additional residential development being possible. An internal inspection of the pipes is required to assess the need for refurbishment. The pump stations need to be upgraded and stand-by pumps installed.

**Public Space** - The proposed residential area along the banks of the Gaga River will provide very attractive open space areas.

The development of the area south of Mitchell St, stretching to the Thyume River, into a recreational park will need to be driven by the proposed residential development in this area.

Other open spaces are located throughout the town, which must be retained and protected.

**Land availability** - There are some 9Ha of appropriately situated State-owned land which could be utilised for residential development purposes. An additional 21Ha is privately owned. Together it is estimated that the densification of Alice could yield some 1,500 residential units. Therefore whilst there is sufficient land available for development, the issue remains the release of the land for development purposes.

**Social Impact**

The development of a range of quality residential options to suit the students and professionals will increase the number of wealthy residents in the area. This will:

- Increase the rates base, thus allowing Nkonkobe to further develop Alice
- Develop a more positive relationship between UFH, other stakeholders and Nkonkobe Municipality
- Increase the demand for local retail options and services
- Increase job opportunities - in the household sector, as well as in the retail and services sectors
- Enable UFH and the other institutions to more easily attract staff, thus making them more attractive to students, thereby increasing the positive effect which they have on the town

Overall, the development of housing which targets the students and professionals is expected to lead to a better quality of life in Alice.

Currently people with income are leaving Alice to live somewhere else because of the lack of accommodation. If their incomes were to circulate within the Alice market, the economy would expand thus improving the quality of life in Alice. Business would have
### Environmental

A 50m “no building/no infrastructure” buffer zone from the river should be maintained (gardens could extend up to 32m from the river banks but a fringe of natural vegetation along the watercourse should be retained).

Adequate sanitation facilities must be provided. The use of septic tanks and French drains in houses close to the river is not recommended as the risk of water pollution is too high.

Storm-water from the developments along the river should not be directed straight into the river as this can result in erosion (from the force of the water at the discharge point) and pollution of the river. Storm-water should rather be directed into the main storm-water system which can then be linked to a wetland for cleaning and filtering.

Depending on the current zoning of this area and the number of hectares to be developed, environmental authorization may be required.

### Customer

The end-users would be students and professionals - employed at one of the institutions of higher learning, the hospital or in other government departments. However, it is likely that there would be strong interest from investors - especially in the student accommodation sector, which is generally a rental market.

### Market research

The Housing Needs Survey undertaken by UFH shows that 85% of the UFH students would prefer to live on campus - either in a single or shared room in a residence. This may be attributed to the fact that Alice is largely unattractive to students, as well as the extra costs associated with living off campus. The Survey shows that amongst the staff, 44% would prefer to rent a UFH house or flat, whilst 21% would buy their own house in Alice as a first choice - 52% stated that they are interested in buying in Alice.

Currently, students pay an average of R640 per month for accommodation, with only 10% of the group paying in excess of R800 per month. The amount that members of staff were willing to pay for rental accommodation varied from less than R500 for a room in a house to more than R2,000 for their own house.

### Spatial

Student accommodation needs can be met in the Intensification Zone and the CBD Densification Zone. Middle-upper income residential areas are proposed for the Sports & Recreation Zone, along the River and alongside the Agricultural Zone.

### Partners

State land needs to be made available - Dept Public Works, Nkonkobe Municipality (possibly with assistance from Amathole DM)

Infrastructure needs to be upgraded - Nkonkobe Municipality, Amathole DM, State funds

Other role-players will be UFH, private developers and other local institutions

### Financials

- New Roads - ±1km: R700,000
- Pedestrian routes and 3 bridges: R3,000,000
- Sanitation system upgrade: R5,000,000
- Stormwater system upgrade: R5,000,000

### Other

A land use and densification audit of the selected areas is proposed, which will guide development and promote a co-ordinated development strategy.

A Rates Enhancement Assessment should be undertaken to assess whether there is the possibility to increase the rates base in a coordinated manner.
This proposal seeks to provide a welcoming entrance to Alice, as one approaches the town from the east, which offers a mix of landuses.

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td><strong>Demand</strong></td>
<td>The entrance into Alice is currently undefined. Numerous motorists pass through this area between King Williams Town and Fort Beaufort, but are given no reason to stop and explore this town. The taxi rank is a hub of activity, although this space is dysfunctional. Ideally, the taxi rank should be rearranged to provide adequate space for both the taxis and the hawkers who operate from this area, whilst giving the consumer the opportunity to have a pleasant and safe experience. Added to this is the need to maximise the opportunities for residential developments which will link easily with the institutions of higher learning, the hospital and various government departments represented in the Town. The upgrading of this focal point of the town will provide a valuable and attractive connection between the University and the town.</td>
</tr>
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</table>
| **Technical**  | **Street lights** - In order to promote the use of the town by students and residents, it is necessary to increase their level of safety. The installation of streetlights between UFH and the CBD and shopping complex will go a long way towards encouraging students to come to town.  
**Roads** - It is proposed that High St is linked directly with MacNab, so as to eliminate the existing diagonal dogleg. The closing of this diagonal road will free up additional space adjacent to the taxi rank whilst also providing a more logical main route.  
**Sanitation** - appropriate and adequate sanitation facilities are required at the taxi rank, for use by the general public, taxi drivers and the hawkers.  
**Public Space** - The green area south of MacNab Dr should be upgraded to become a recreational area.  
**Land availability** - There are no land availability issues, as the land in question is currently State-owned. The major issue will be acquiring authorisation to re-route the entrance into town.  
**Taxi Rank** - The re-design of the taxi rank will result in the inclusion of appropriate shelters for passengers, formalised market space with possible storage facilities, appropriately positioned public ablution facilities and appropriate places for taxi washing, etc.  
**Commercial Space** - it is proposed that a strip of market stalls be erected at the entry point into town (close to the taxi rank and with easy access for pedestrians coming in from the University side). The development of the privately owned land along the key pedestrian route from the bridge into town should also be encouraged. |
| **Social Impact** | Providing secure, well lit roads for pedestrians will have a positive impact on the safety of the residents. The re-arrangement and upgrading of the taxi rank will provide a safer and better quality experience for residents and visitors who are making use of the taxis and purchasing from the hawkers. Increased safety will also impact positively on the business owners in the area. |
| **Environmental** | This area requires some attention to management in terms of storm-water, effluent |
and waste. Litter is also a problem. The site where the historical “lake” or wetland used to be near the confluence of the Tyhume and Golowe streams is considered as unsuitable for urban development. The area has historical and environmental value and is also unsuitable for building from a geological (unstable soils) perspective.

The wetland will offer an attractive entrance to the town, whilst also helping to filter the polluted storm-water from the town storm-water system, and the occasional sewage spill from the upstream pump-station. Litter traps before the wetland would be required to trap litter and would need to be regularly maintained. The restoration of the wetland and monitoring of its functioning could link into research projects at the University of Fort Hare.

The land between the Tyume and Golowe streams is made up of rubble fill and alluvial soils. It is therefore unsuited to extensive development. In addition large areas of hard landscaping and paving should be avoided, so as to prevent increased (and potentially contaminated) run-off from entering the rivers.

A “no-development” buffer 50m from the river and 32m from the canal is suggested.

Customer
This area is used by local residents and people from surrounding communities, who currently make use of the taxi rank and the formal and informal retail options.

Market research
The taxi rank was designed to accommodate 4,700 commuters per day. However, current estimates suggest that some 6,500 people commute to Alice daily, using public transport. Further detailed research will be undertaken in the detailed planning and design phase of the project.

Spatial
The Integration Zone is proposed at the entrance to Alice, from the east. This is the interface between town and the northern areas of Alice - including UFH, Lovedale, Nselemanzi and Victoria Hospital.

Partners
Key role-players will include Nkonkobe Municipality, Dept Public Works, NEDA, as well as the Taxi owners and the Hawkers

Financials
Redevelopment of the Taxi Rank, Square and Traders' Facilities: R18,000,000

Other

7.3 CBD Upgrade – Creation Of A Civic Core

The viability of an urban place is impacted positively if there is a concentration of activities of either the same or different types. A concentration of many retail activities makes for better choice and convenience while a concentration of public offices provide better service levels to the public. There is also a more efficient use of the available space. In assessing Alice, a key concern has been in the sprawl of the town, which makes it difficult to develop synergies between the various components.

There is a need to re-define the Civic Core, as the main commercial activity of the town has shifted from Pool Street and Main Street to the Taxi Rank. There is also a great deal of open and underutilized space in the Civic Core that needs better definition and use. As a major intervention it is proposed that Mitchell Street be extended to MacNab Street to open up development behind the Magistrate’s Court and provide an active frontage to the central park.
## Criteria

| Demand | The town as it currently operates is not attractive. Consumers interviewed have stated that they are unhappy with the state of the retail environment in general and the lack of diversity amongst the products offered. Most people - urban and rural - prefer to shop in Fort Beaufort or other larger centres. Many come to Alice because they cannot afford to travel further afield.

Many people employed in Alice choose to live elsewhere. This has largely been attributed to the unattractiveness of the town. As a result, significant resources are leaking out of the Alice economy. Finding ways to harness these will make the town more viable.

There is demand in the town for information technology as in the town there is only one other college with access to the internet (MSC)

Sources: UFH, On-Site Interviews, Nkonkobe IDP, NEDA |
| Technical | **Land Availability** - The opportunity is to make use of currently un- and under-developed State-owned sites to provide space for a range of land uses in accordance with the spatial development proposals.

**Public Space** - Extending Mitchell St will facilitate the development of the multi-purpose community centre behind the Magistrate's Court. This will make the existing central park a more attractive and functional public space, and the multi-purpose centre will provide valuable space for public gatherings. The existing Victoria Hall has immense potential as a Heritage Museum, but is no longer suited to the role of Town Hall, primarily because it is too small.

**Infrastructure** - the area has access to services, although these may need to be upgraded to support the densification of this area. The key infrastructure issue is the extension of Mitchell Street to McNab St. |
| Social Impact | Creating an efficient and welcoming civic core will contribute to the overall good feeling which can be created in Alice. This will have a positive effect on the town's branding, which will increase its attractiveness to investors and consumers alike.

The creation of a vibrant civic core will lead to more synergies and higher levels of exchange of information. It would make it easier for people from the surrounding areas to access all the key public services in the same area.

The development of an ICT Centre within the Multi-Purpose / Thusong Centre will allow for more programs with schools and thus would increase the amount of knowledge and information being shared within the town.

As an African University Town, Alice needs to be proactive in providing the opportunity for people in and around town to access global information. Access to information should not be seen as something for the privileged students only. The spin-off will be that children will want to become more educated because they will be seeing people to whom they can relate who are already well educated. |
| Environmental | A buffer of at least 32m from the canal should be retained. It would also be important to keep some of the public open space to ensure that connection between the various green spaces in town is retained. |
| Customer | Everyone would benefit from the upgrading of the CBD - including business owners, consumers, students and scholars (access to internet), investors and tourists. |
| Market research | Of the 251 erven in the CBD, 20 are currently used by State or parastatal organisations. Further, more detailed market research will be undertaken in the detailed... |
design/planning phase to determine the extent of private and other govt investment in the CBD should the upgrades occur

Spatial  
The Multipurpose Centre would ideally be located behind the Magistrate's Court. This will require the extension of Mitchell St. This becomes the focal point of the Civic Core.

Partners  
UFH - could play a pivotal role in the development of ICT skills amongst local youth  
Dept Public Works  
Nkonkobe Municipality  
Other Government Departments in Alice

Financials  
Civic Centre - ±R17,500,000

Other

### 7.4 Station Gateway

The railway station, on MacNab St, was once a vibrant and important transport node, supported by the presence of the Hotel across MacNab St. However, with the termination of passenger services, the Alice Station has been neglected, as has the Hotel. The result is that the once beautiful buildings have been left to deteriorate and the area surrounding the station has become an informal drinking space. Given its significant location - on MacNab Street as one exits Alice towards Fort Beaufort - this area must be given a facelift if the regeneration of Alice is to be accomplished.

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>Demand</th>
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<tbody>
<tr>
<td></td>
<td>The station area provides an ideal gateway into Alice CBD from the Fort Beaufort side. The station buildings are dilapidated, as is the hotel across the road. Improving the visual beauty of the area whilst also giving this area a renewed reason for its existence will have the double benefit of opening up new opportunities in Alice, whilst also adding to the aesthetic value of the town. The hotel - currently located on State-owned land - could be renovated for use either as a tourist facility or as residential accommodation. This would need to be private developer driven. In addition, there is vacant State-owned land adjacent to MacNab St, which would ideally be developed into a residential area. Making use of some of the area for a taxi stop and market space would provide new opportunities for economic activity, such as a coffee shop or take away. There is currently talk at Transnet (albeit very sketchy at present) of once again offering a passenger service at this station. If this does come to fruition it will be important that the linkage between the station and the taxi rank is strengthened. This might be through the allocation of space outside the station for an informal taxi rank, as well as providing safe pedestrian access between the two points.</td>
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| Technical | Roads - the road in front of the station needs to be upgraded and a semi-formalised taxi stop area should be developed alongside the station, with the entrance opposite |
the fuel station.

**Public Space** - a landmark, with seating, should be developed at the top of Main St.

**Land availability** - a lot of the land surrounding the Station is State-owned, making the type of development which is being mooted possible to undertake.

**Social Impact**

The upgrading of this area would have the benefit of reducing loitering on the key access through Alice, thus making a better impression on passers-by. This impression would be further enhanced by the upgrading of the Station and the Hotel.

The strategic location of residential properties will provide Alice residents with access to accommodation which is also close to all the towns amenities and the taxi rank.

The development of a market and an informal taxi zone will provide additional opportunities for local economic development. This might also include the development of a cultural/historical journey to and through Alice, using the train as a key means of transport between East London and Alice.

**Environmental**

There are no environmental constraints in this area. However, the greening and landscaping of the environment is considered to be potentially beneficial.

**Customer**

The primary customers are the potential residents of the newly developed housing. However, the development of this area into an attractive gateway into Alice town will mean that the customers may also then be visitors who are attracted to stop at the coffee shop/take away.

If Transnet does once again offer a passenger service to Alice, the customers would include all passengers embarking and disembarking at Alice.

**Market research**

More detailed market research would be required to determine the potential demand and feasibility of the station upgrade.

**Spatial**

The Station is located alongside MacNab St, which is the primary road through Alice, linking King Williams Town - Alice - Fort Beaufort.

**Partners**

Transnet, Nkonkobe Municipality, Developers, Dept Public Works

**Financials**

To be determined by the detailed proposal.

**Other**

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### 7.5 Sports & Education Zone

A District-level Sports and Education Zone between Gaga and Mitchell Streets and Chris Hani and Catherine Streets is proposed. This location is ideally situated in respect of existing sports and educational facilities. It is also well suited to meet the needs of the proposed residential areas - both the student accommodation and the upper income residential development.

**CRITERIA**

**Demand**

The area is already a loose collection of educational and sporting facilities. However, with a little intervention, this area will serve not only the children from the schools themselves, but will also provide space for Students and Residents to partake in sporting and recreational activities.

The development of good quality educational options is important in attracting the
families of professionals and other highly educated people. The availability of appropriate educational facilities will benefit developers who need to attract buyers and lessors to their developments.

**Technical**

**Infrastructure** - The infrastructure is already in place, although the water and sanitation capacity needs to be increased for the town as a whole. The availability of a reliable source of electricity will be a key factor in ensuring the functionality of the educational facilities.

**Land availability** - Much of this land already has been developed into educational or sporting facilities. Most of this land is owned by the State, with a few erven being privately owned.

**Public Space** - this Zone becomes a key node in the Open Space System of the town. Three sides of the site are lined with historical trees. Additional hard and soft landscaping would make this an intensively useable, well serviced and functional zone.

**Social Impact**

The Educational & Sports Zone is ideally located close to existing and proposed residential areas, as well as being adjacent to the CBD and Civic Core of the town. It is therefore an ideal attraction for residents and their families. Accessibility is also easy for those from out of town - such as the rural population who come to Alice for education, retail and other services.

**Environmental**

There are no identified environmental impacts. However, this Zone is an important one in maintaining the overall Open Space System of the town.

**Customer**

Customers will be both the local residents, as well as people from the surrounding rural areas. In future, this area may also be showcased to people from other towns when the sportsfields are used for inter-schools sports matches.

**Market research**

No market research has been undertaken. However, this Zone seems a logical conclusion, given the existing clustering of educational facilities.

**Spatial**

The Educational Zone is bounded by Gaga St on the north-east, Chris Hani St on the north-west, Garden St on the south and Catherine St on the south-east. It is well connected to the Civic Core of the town, via Mitchell St. Garden St connects it to the Integration Zone and economic hub of the town.

**Partners**

Nkonkobe Municipality
Dept of Education
Dept of Public Works

**Financials**

± R8m (excl buildings)

**Other**

Z.K. Matthews' house is just off Gaga St to the northern end of this zone. This could be upgraded and developed to house an IT or special education related function.
7.6 ICT Development

Three key opportunities for ICT development were identified in the previous (Business Case) report namely:

1. Expand the ICT network infrastructure in Alice through institutional partnerships between key local stakeholders and private ICT enterprises.

2. Support the establishment of ICT enterprises in Alice to service the ICT needs of local enterprises and residents, such as an internet cafe, and website development and support to local tourist enterprises.

3. Establishment of a Thusong Service Centre to, inter alia, provide ICT training opportunities and facilities in Alice for local residents.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
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<tbody>
<tr>
<td>Demand</td>
<td>UFH has fast broadband internet access that all universities in SA have access to. In the rest of Alice, the internet is only accessible through slow dial-up modems or mobile GPRS/Edge. It is estimated that approximately 1,000 individuals in Alice, excl. UFH students, require faster broadband internet access for private home and/or business purposes. An additional 2,000 individuals may want to access the internet occasionally through internet cafes or public facilities such as at a library or Thusong Service Centre.</td>
</tr>
<tr>
<td>Technical Aspects</td>
<td>Expanding ICT coverage in Alice requires expanding the broadband network infrastructure, which is provided by private telecoms companies such as Telkom, MTN, Vodacom or Neotel. It is deemed not financially feasible for these operators to provide fibre optic / ADSL connections to individual households or businesses in Alice in the short term. If demand for and usage of broadband internet increase in Alice it may become a viable option in the medium to long term given the close location of national fibre optic cable close to Alice. Instead, wireless coverage through a WLAN/WiFi network or mobile 3G/HSDPA is proposed. The former provides faster access, but require more physical infrastructure to cover the whole town, i.e. each access point only has an effective radius of 30m providing up to 54MB/s access. In contrast, 3G/HDSPA is slower (up to 3.6MB/s), but each access point can cover a much greater area (up to 30km radius). Technical skills development and support could be provided by suitably skilled UFH students and/or staff for the maintenance of the local network, providing local individuals and enterprises with internet services, and providing internet access to the wider community. UFH could provide the server infrastructure for use in a local, town wide network. The server could also be a server for hosting of websites of local and regional enterprises. This will ensure that a greater percentage of the locally generated ICT value chain is retained in Alice.</td>
</tr>
</tbody>
</table>
| Social Impact       | Broadband internet in Alice will improve the productivity of local enterprises and raise their competitiveness. In addition, it will enable Alice to attract highly educated individuals who require broadband internet access for work and leisure to live and work in Alice, which will benefit the whole Alice community. Using local UFH students will reduce the cost of providing ICT services in Alice. It will also provide them with working skills and experience which would increase their
Providing cheaper, faster internet and communication to the wider Alice community through the Thusong Service Centre, internet cafes and public internet access, will improve their quality of life, i.e. information about employment opportunities, government services, national news, etc. will be cheaper and more accessible.

**Environmental**

Providing wireless broadband internet in Alice will have minimal impact on the environment. It will make use of proven technologies that use existing bandwidth frequencies instead of laying additional fibre optic cables in the ground. It could make use of existing UFH servers, minimising additional electricity consumption and heat generation associated with computer servers.

Establishment of the Thusong Service Centre and development of other ICT enterprises will mostly be in already built up areas of Alice with minimal additional impact on the local environment.

**Customer**

The customers will be the community of Alice, who will be the beneficiaries of cheaper and faster access to information through the internet and other communication technologies.

**Market Research**

The estimated demand above is based on average internet access in the rest of South Africa. A more detailed feasibility study will be required to determine the exact size of the local demand from Alice residents and enterprises for individual and public access to the internet. This will inform the specific extent and types of services demanded by Alice residents and enterprises.

**Spatial**

The immediate focus for wireless broadband will be on the CBD, surrounding affluent residential areas, and the educational areas of Lovedale FET, UFH and the schools precinct. Public internet access through the Thusong Service Centre, schools and the Alice library will likely also be in the CBD or close to it.

**Partners**

- **Private Sector:** Local businesses, Telkom, Vodacom, MTN and/or Neotel, Axxess DSL, Aerosat, EastTel (Amatole Telecoms Services), Route 63 Wireless Internet
- **Local government:** Nkonkobe Local Municipality, Aspire, Amathole District Municipality
- **Provincial government:** DEDEA, Office of the Premier, ECSECC, Dept of Education, ECDC, EC IT Initiative (ECITI)
- **National Government:** Dept of Higher Education, Dept of Cooperative Governance, Dept of Communications
- **NPO:** BEFSA

**Financials**

Capital and operational costs for providing wireless internet (WiFi or 3G/HSDPA) will be borne by the private sector partners. UFH estimated the cost of WiFi access points to cost about R100,000 per point. Cost to the individual and business consumer will be between R300 and R2,000 per month, depending on the access speed and download usage.

Equipping publicly accessible ICT facility at the Thusong Service Centre, library and/or Visitors Centre with IT hard- and software will cost an estimated R15,000 per computer station. Operational costs will be about R5,000 per computer station. Costs to the consumer will be approximately R20/hour.

**Other**

ICT technology is developing fast with access speeds and coverage constantly
improving, e.g. WiMax, another wireless ICT technology, that can provide up to
40MB/s access over a effective 30km radius is rapidly expanding coverage in the urban
areas of South Africa. It provides cheaper access than HSDPA are faster speeds,
roughly comparable to ADSL.

7.7 Heritage Development: Heritage Walk And Conference Centre

Alice is uniquely positioned with regards to Heritage - a town which is the ideal place in which to
demonstrate South Africa's Hero's and History in a natural environment full of opportunities. Being a
historically important rural university town, Alice has the opportunity to develop in the Heritage Tourism sector.

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<th>CRITERIA</th>
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<tbody>
<tr>
<td>Demand</td>
<td>The University and Government Departments host many conferences and workshops. Very often these are hosted in areas such as East London or the well established coastal resorts, although there is no reason why Alice could not compete with these areas. The key will be ensuring that the town is attractive, offers a variety of other activities and that the conferencing facilities are world-class. Making use of the depth of history which is in Alice, the proposal is to develop a conference centre at the existing Lovedale Technical School building, which is currently vacant, dilapidated and in urgent need of repair. This two-storey, historical building is ideally situated at the top of Tyume Rd, and occupies a focal position. Its restoration would provide economic opportunity to Alice whilst protecting a heritage asset and bringing aesthetic improvement. A Heritage Walk is proposed to augment the activities offered by the Conference Centre. This walk, which would follow the historical stone canal and parts of the river, would offer the opportunity for tourists and students to discover more about the history of the Eastern Cape and South Africa. There are a number of landmarks along the way which could have plaques detailing their significance erected nearby. The Heritage Walk would therefore be an important activity in the Heritage Tourism offerings of Alice, but would be equally important to the local residents who could make use of the pathways for accessing various parts of the town by foot.</td>
</tr>
<tr>
<td>Technical</td>
<td><strong>Street lights</strong> - the erection of streetlights along the main pedestrian routes will assist in reducing the vulnerability of people walking along these routes. This is a critical element for the success of the Heritage Walk. <strong>Roads</strong> - Where the Heritage Walk traverses or follows a road, it will be important that it be made a safe area for pedestrians. <strong>Public Space</strong> - the Heritage Walk maximises on the wealth of the open space system of the town and provides an additional reason to secure this important asset. <strong>Land availability</strong> - the land on which the Lovedale Technical School building is situated is State-owned. The land along which the Heritage Walk is proposed in also primarily state-owned.</td>
</tr>
<tr>
<td>Social Impact</td>
<td>Making an investment into the assets of historical value, of which there are many in Alice, will have a dual benefit. Firstly, the buildings will be restored and will look...</td>
</tr>
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</table>
appealing - which will give Alice a visually nicer feel. Secondly, Heritage Tourism has been identified as an important economic opportunity for Alice, however there is investment required into making these assets available to the Heritage Tourism market.

Improving facilities which are aimed at tourists will mean that pedestrian routes which are already being used by the local residents will be improved.

The imitation of such a project by Government is likely to see private developers being encouraged to also become involved. One can expect that private individuals will start to offer social and entertainment activities which would provide increased economic activity in Alice, and thereby increased revenue for the Municipality. If other historical buildings can be used for this purpose, the history of Alice will begin to take its place at the forefront of the atmosphere of Alice.

### Environmental

Given its fairly elevated (and thus visible) position, the Conference Centre should be sensitively designed so as to blend in with the existing historical environment. The Centre may also present an opportunity to develop an indigenous (possibly succulent or traditional medicinal) garden. Given the number of aloes in the area and Fort Hare’s expertise in developing natural plant resources, it could be possible for Alice to host an aloe or traditional medicinal plants festival.

### Customer

There are two distinct groups of customer: the local residents and surrounding community, and the academics and government officials. Both would have somewhat differing needs. However, the over-arching need of safety is the same for both groups.

### Market research

More market research is required with regards to the Conference Centre. This should involve UFH, government departments and Lovedale College, at a minimum.

### Spatial

The conference centre is located at the top of Tyume St, between Alice town and the settlement of Nselemanzi. Its location could form a useful link between the lower and upper areas of Alice.

The Heritage Walk follows the old stone canal and also incorporate stretches of the riverine area along the banks of the Tyume and Gaga Rivers, the agricultural lands to the north of the rivers.

### Partners

Key partners include Nkonkobe Municipality, Dept of Arts and Culture, Private Sector Investors, Dept Education, UFH, Dept Public Works and NEDA.

### Financials

- Pedestrian & cycle routes - ±R3m
- Conference Centre - ±R15m

### Other

#### 7.8 Agricultural Initiatives

Agriculture has been identified as a key driver of the economic regeneration of Alice. This proposal seeks to provide opportunities to build on the existing resources within the town for maximum return.

The existing units of the AgriPark focus on the production and processing of vegetables. The UFH AgriPark has identified that access to markets has been a big problem for the AgriPark, and has
been a constraint to past expansion. The support to the expansion of the AgriPark will focus on the following aspects:

- Expansion of production capacity by securing the land between Lovedale College and UFH for agricultural training and development purposes;

- Establish a combined training and skills development programme between UFH, Lovedale FET College, Fort Cox Agricultural College, Dept of Agriculture and Nkonkobe Municipality to train and develop local, small-scale emerging farmers from Nkonkobe;

- Establish a distribution and marketing entity to secure market access for the products of the AgriPark to the local, regional, national and international markets

### CRITERIA

| Demand          | The areas surrounding Alice rely heavily on subsistence agriculture for their livelihoods. The institutions of higher learning - UFH and Lovedale - both specialise in agriculture. It therefore makes sense to harness the existing assets and develop Alice into the town for Agricultural education.
|                 | The UFH's Strategic Plan aims to strengthen the Alice campus' offerings in Science and Agriculture in the short to medium term. They also have a clearly articulated agenda of engaging with the local community. These interventions are strongly aligned to the Nkonkobe Municipality's (rather ambitious) goal of increasing agricultural production by 100% by 2012.
|                 | The Alice AgriPark has a contract to supply the Dept of Education's Schools Feeding Scheme, with delivery to schools to begin in January 2011. It will supply approximately 100 tonnes of processed food per month to 300 schools according to its contract with the Dept of Education. This contract provides some financial sustainability to the AgriPark. However, the extremely low profit margins mean that it has little scope for expansion into the commercial sector.
|                 | The AgriPark also produces higher value products, most notably vacuum packed dried vegetables. It is ideal for long term storage by households and use for outdoor activities such as hiking and camping. With the correct marketing, the potential demand in SA from these customers is considerable.
|                 | The international market for fresh and dried organic vegetables is estimated to be over $50bn in 2010 and still growing fast, especially in the US, Europe and Asia.
| Technical       | **Land availability** - the identified land parcel is State-owned
|                 | **Water Availability** - Access to water is easy as the identified land parcel is bounded by both the Gaga and Thyume Rivers.
|                 | **Physical Assets** - Processing facilities at the AgriPark are being rapidly expanded to accommodate the requirements of supplying to the Schools Feeding Programme. There are no local, experienced agro-industrial engineers in Alice. As a result, the expansion of the processing facilities at the AgriPark has been somewhat haphazard and experimental, but should be able to meet the demand for the Schools Feeding Scheme.
|                 | **Logistics** - A detailed logistics plan has been developed by the AgriPark to supply the 300 schools on a regular basis. It will make extensive use of local people in rural villages to transport food from the decentralised depots to individual schools, providing them with a basic source of income.
**Skills & Expertise** - The combined agricultural knowledge of the partners (UFH Dept of Agriculture, Lovedale College, Fort Cox Agricultural College and EC Dept of Agriculture) will ensure that the best available expertise, knowledge and skills in production of agricultural produce are available to the AgriPark and transferred to participating emerging farmers. In particular, focus will be on producing organic and/or higher value niche crops for urban and international markets.

Developing the business and marketing skills, knowledge and institutional arrangements to secure the growth and expansion of the AgriPark will be a focus of the project. Such knowledge and expertise exists in the commercial agro-industry in other parts of Nkonkobe and Amathole district.

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**Social Impact**

These projects will allow greater community engagement between the Alice community and the two higher education institutions in Alice, i.e. Lovedale FET College and UFH.

They will also equip poor, rural emerging farmers around Alice with the knowledge and skills to produce for the competitive commercial market regionally and nationally, as well as develop the institutional arrangements to enable them to access these markets.

They will provide much needed employment and income generating potential in the poor rural hinterland of Alice. Additional employment opportunities will be created by the marketing and distribution entity, transport/logistics required by the AgriPark and other business opportunities in the agricultural value chain. It is estimated that the AgriPark will create approximately 1,300 employment opportunities at full production, 500 of which will be in the logistics area of the AgriPark.

The participation of students from Lovedale College and UFH will give them practical experience which should benefit them in applying for jobs in future.

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**Environmental**

The land between UFH and Lovedale college is used as agricultural land for communal grazing by the Alice community, as well as vegetable and maize production by the existing AgriPark emerging farmers. It has alluvial soil, is relatively flat and prone to occasional flooding, making it better suited for agricultural activities than built-up urban infrastructure. The intensification of agricultural production on the land will have an environmental impact. Effective management and application of agro-ecological farming practices would limit the environmental impact.

There are three primary concerns from an environmental perspective:

1. If the area to be developed for agriculture is larger than 20 hectares then authorisation in terms of the EIA regulations will be required.

2. If water is drawn from the river for irrigation then a water use licence in terms of the National Water Act will need to be applied for.

3. If the area is virgin land then permission to cultivate it in terms of the Conservation of Agricultural Resources Act will be required.

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**Customer**

The primary customers are the local farmers who would benefit from targeted instruction. The value chain would, however, benefit the entire town as local fresh produce becomes available.

The beneficiaries of the existing expansion of the AgriPark will be the children at the rural schools that will be supplied by the AgriPark.

Customers of the vacuum packed dried vegetables will be hikers, campers, other outdoor enthusiasts and consumers that want long lasting vegetables.
| **Market research** | The commercial agricultural market in SA is very competitive with extremely low margins. Access to this market is also very difficult given that over 90% of market is managed by supply contracts where quality, price and ability to deliver on time are extremely important factors. The AgriPark has been struggling to gain access to this market. The niche market in South Africa for the vacuum packed, dried vegetables of the AgriPark is potentially large, but the AgriPark has not been able to significantly enter this market. Reasons include
- Relatively poor quality and non-organic nature of the vegetables;
- Relatively high priced products due to low production volumes, i.e. no economies of scale in production is achieved; and
- The shortage of business and marketing expertise and knowledge within the AgriPark limits its capacity to identify and access niche markets.

The marketing and distribution entity will enable the AgriPark to access these markets more successfully, but will also ensure that the AgriPark produces goods that is demanded by the market. |
| **Spatial** | The production will mostly take place on the open land between Lovedale College and UFH. Not only is this land better suited for agricultural use than built up infrastructure, it also has easy access to water and is easily accessible from UFH and Lovedale College.

The marketing and distribution could be situated at the existing processing facility of the AgriPark on the UFH campus, or could be at the struggling Alice Fresh Produce Market. |
| **Partners** | - Local: University of Fort Hare, Lovedale College, Fort Cox Agricultural College, Nkonkobe municipality, NEDA (Alice Fresh Produce Market)
- Private sector: agricultural businesses in Alice and Fort Beaufort (e.g. Riverside)
- Provincial: Eastern Cape Dept of Agriculture, DEDEA, ASGISA-EC, Agri-EC
- National: AgriSA, Dept of Agriculture |
| **Financials** | The AgriPark already has most of the capital equipment required for the project. Expansion of farming/production on the open land between Lovedale College and UFH will require some additional capital expenditure, estimated to be about R2million.

The establishment of the distribution and marketing entity will use the existing facilities at the AgriPark and/or Alice Fresh Produce Market. It will, however, require development costs of approximate R1,000,000 for development of detailed business and marketing plan, legal entity registrations, market research, brand development, securing supply contracts, etc. Operational costs are estimated to be approximately R500,000 per annum for the first 5 years. |
| **Other** | The AgriPark concept in its current format of production and processing is being replicated in four other parts of the Eastern Cape by the provincial Dept of Agriculture, including Dyutwa. It is expected that these AgriParks will face similar challenges and problems to that of the Alice AgriPark and would also benefit from the experience of this project. |
8 RECOMMENDATIONS TOWARDS THE ALICE REGENERATION STRATEGY

In moving towards the Regeneration of Alice, there are a number of fundamental strategies which are aligned to make the most of the existing, proposed and future opportunities. It is recommended that development in Alice build upon the following strategies.

8.1 Creating A Beautiful, Unique And Well Managed African University Town – Towards The Integration Of UFH And Alice

8.1.1 Attractive Rural “University Town” Lifestyles

Alice is intricately linked to the tertiary education establishments - UFH and Lovedale - as well as to the rural community which rely on it as a service centre. This combination of rural lifestyle with the academic influence is what makes Alice unique. The regeneration of Alice should aim to develop this unique character as a drawcard for world-class academics and students.

8.1.2 Inviting Gateways

The entrances to Alice are barely noticeable and certainly not inviting. In regenerating Alice it is important that the town be given spatial definition.

8.1.3 Variety in Public Places and Meeting Areas

As a town with a wide variety of people using the facilities there is a need to ensure that these meet the diverse needs. Public places for rural people from the surrounding villages may need to provide the opportunity for accessing markets or for places to relax whilst waiting for transport back to the village. For students the public spaces should include places for relaxation, discussion, eating, learning and passing on knowledge. Visitors (tourists) to Alice might wish to find public places where they can stop for a picnic or discover more about Alice's heritage. Local business people might wish to make use of the natural resources for their business purposes (as they are currently: viz. brick-making, car washing, etc.) or as market places. The type of public space and the control required will therefore vary across town.

8.1.4 Protecting and Marketing Our Heritage

“History and Heroes” defines the key elements of Alice’s heritage. Finding unique and appropriate ways to make this more accessible to both locals and visitors will make the marketing of Alice as a heritage destination more focused.

8.1.5 Optimisation of Infrastructure Through Densification

Development in Alice is sparse and sprawling. Given the limited financial means of the Nkonkobe and Amathole Municipalities, it makes sense to densify the town centre and surrounding areas.
Maximising the efficiency/efficacy of infrastructure will make it possible to provide a higher level of service to a greater number of people.

8.1.6 A Safe Place to Walk

The lack of safety has been listed as one of the key deterrents to living in Alice. Providing the necessary lighting and policing to ensure that pedestrians are safe will have a positive impact on businesses and the general population’s lifestyle. Ensuring that the roads and stormwater are in good condition will also positively impact the experience of walking or driving through Alice.

8.2 Creating Sustainable Communities

8.2.1 A Clean & Healthy Town

Alice is in the fortunate position to have a number of watercourses and systems running through town. In order to ensure a clean and healthy town it becomes vital to rehabilitate these waterways. This speaks to reducing the pollution of the rivers, revitalising the wetland and maintaining the integrity of the riverine system - especially with reference to limiting/stopping the inappropriate use of these areas.

Litter is a major problem in Alice. Until this waste has a value attributed to it - through recycling programmes - there is little hope that litter will be eradicated in Alice. Introducing recycling of all types of litter will naturally result in less litter being left to lie and blow about.

8.2.2 Providing Food and Security and Economic Opportunity

Given the vast agricultural knowledge base and the access to appropriate land for agricultural activities, there is no reason for households not to be food secure. Interventions need to be identified in which the tertiary institutions are able to share their knowledge with the local communities in a coordinated manner.

8.2.3 Natural Resource Management

Alice has a variety of natural resources - some of which are currently being used in business opportunities. Given the fragility of the natural environment and the speed at which it can be damaged by unmanaged human interventions, it is imperative that strong natural resource management measures be put in place and enforced.

Amongst the natural resources noted during this study, the following are highlighted as being in critical need of attention:

- **Soil harvesting for brick making** - the current trend is for informal brick-makers to establish brick-fields in close proximity to a water source, where they can access land. This does not always yield the most appropriate material and is usually in conflict with legislation which requires a permit from the Dept Minerals to harvest clay. It is proposed that Nkonkobe Municipality, in conjunction with NEDA and ASPIRE, assist the brick-makers to become registered and also to access more suitable land. Failure to manage
this industry has shown to lead to land degradation, air pollution, waste generation and disruption of biodiversity.

- **Cattle grazing** - Cattle are much more than a resource in the Xhosa community - they symbolise wealth. However, the manner in which cattle are allowed to graze can either promote the health and well-being of the environment or contribute to its degradation. Developing a holistic approach to land management will promote the health of the natural environment surrounding Alice. It is proposed that close working relations should be developed with UFH, who have a wealth of resources in this field, and the local communities who currently graze cattle and stand to benefit the most from interventions in this arena.

- **Landscape Management** - The management of the landscape - including natural green zones along the rivers and cultivated green areas of tree lined roads and agricultural plots - is an important element in revitalising Alice. Attention should be given to making use of the existing green spaces and also to ensuring that hard landscaping is appropriately designed so as to enhance the overall beauty and functionality of the town.

- **Biodiversity regeneration** - Alice is located in a natural environment which once was very diverse. However over time this environment has become highly polluted and the vegetation has become over-run with water-thirsty alien vegetation. The re-establishment of the wetland, the clearing of the alien vegetation and the general cleaning up of the natural environment will assist it to gradually re-establish the diversity which it is capable of supporting.

### 8.3 Creating The Platform For Economically Active And Culturally Vibrant Communities

With the wealth of resources available in and to Alice, the possibility of it becoming the platform necessary for the development of economically active and culturally vibrant communities is not impossible. There are certain fundamental principles that will support this initiative:

- **Invest in Youth** – children and youth are the wealth and future of the nation. If appropriate investment is made at this level, the fruit will be borne for generations to come. This may mean that parents and care-givers are empowered to better help their children become productive, positive participants in society. In a place of such overwhelming poverty these skills are not acquired easily in the home. Focus on both formal and informal education needs to draw in the various government departments (Education, Sports, Arts & Culture, Social Development, etc.) as well as the non-profit and religious organisations.

- **Develop synergy with local institutions** – Alice is home to an incredible resource of tertiary and other institutions. Using the existing resources to help move Alice in a co-ordinated direction whilst also developing the practical capacity of the local people will promote economic activity. As a spin-off, an environment in which local institutions are able to successfully interact with government and a range of other stakeholders to make a meaningful contribution to the local people and economy usually encourages other organisations to get involved. Hence the benefit of ensuring strong relations between the
institutions which are already in Alice is paramount. A 10-year plan of action should be drawn up and implemented to ensure that this does not just become a talk-shop

- Harness student and academic energy to drive development
- Become leader and trainer for rural small town holistic regeneration
- Make it attractive for the really great development leaders to be located here.
9 WAY FORWARD

This process has provided the context within which development is currently happening and, more importantly, the context within which it needs to occur if real change is to be seen. The next step will be to develop a focussed strategic plan for the regeneration of Alice. The following types of projects are considered priority projects:

1. Catalytic Projects - which will provide the catalyst for subsequent projects.

2. Quick Win Projects- where projects are identified because they are easily implemented and will provide some encouragement to other role-players who might need proof that Alice is the place to invest into. Quick-Win projects also prove to the community that government is serious.

3. High Rate of Return Projects - where the amount of investment compared to the return which one can expect is reasonable/low. This would include the hard facts of financial investment and return, as well as the softer issues of social/human investment and social benefits.

Projects are also identified in light of the key stake-holder whom we believe should spearhead the particular initiative. In sharing the load it is possible for 3 to 4 projects to be initiated concurrently, which is clearly not possible if one stakeholder tries to do it alone.

9.1 Catalytic Projects

There are two interventions which we believe will be the catalysts to further investment into Alice:

9.1.1 Infrastructure Upgrade

As has been seen in this report, the availability of bulk infrastructure and its ability to cope with additional development is unknown, although it is thought to be inadequate. As a number one priority, the real situation needs to be determined. It will then be necessary to upgrade the bulk services, especially to the CBD and densification areas, as a matter of priority. Without such an intervention there is no way that Alice can move towards regeneration.

It is expected that the following minimum investment would be required, although this is based on preliminary findings and would need further assessment:

New Road: R700,000
Stormwater upgrade: R5,000,000
Sanitation system upgrade: R5,000,000
9.1.2 Accommodation Development

Once the service infrastructure has been confirmed as being available and adequate, it is possible to prioritise the development of accommodation for professionals and students. The successful provision of good quality accommodation will enable people who currently study and work in Alice also live in Alice. This will result in a higher number of high income earners being part of Alice's social fabric, which is expected to have a number of positive spin-offs.

9.2 Quick-Win Projects

9.2.1 Upgrading the Education & Sports Zone

The majority of the facilities are already in place. Placing priority on this zone will provide the community with a reason to believe that government is taking the issue of youth development seriously. The spin-offs of a well-educated and engaged youth will carry Alice safely into the future.

9.2.2 Litter Eradication

In cooperation with DEDEA and possibly some private sector/NGO groups, it is feasible that a recycling operation be implemented as a matter of priority. Removing the litter from the streets in and around Alice will have a huge visual impact and begin to make Alice a town that feels like a nice place to be.

9.2.3 Release of Land for Agricultural Development

The release of the land highlighted as the Agricultural Zone (below Lovedale College) will do two things: Firstly it will foster more positive relations with the tertiary institutions, which will be necessary if they are to play their critical roles in the regeneration of Alice. Secondly, it will provide a rich resource for the training of the farmers in the region, thus promoting household food security and possibly economic opportunities.

9.3 High Rate Of Return Projects

The project with the expected highest rate of return is the Heritage Trail. The investment is likely to be minimal but will open up a wealth of opportunities.

The provision of street lights along the key pedestrian routes will have the impact of making Alice town accessible in the evenings - thus providing new opportunities for entertainment businesses. The lack of safety has been indicated as one of the things stopping people from wanting to buy/rent accommodation in Alice.

The development of a walking/cycle trail will cost little (possibly in the region of R3 million or less). A safe place to walk and cycle will provide new opportunities to students to explore the area, whilst also making it safer for pedestrians to walk between the residential areas and town.
The development of a heritage trail could conceivably provide the opportunity for people to operate guided tours, thus opening up the heritage tourism potential of Alice. Other opportunities, such as the creation of a mountain bike challenge, will draw people to Alice who would otherwise not be there.

In conjunction with a heritage trail, the conference centre becomes a serious proposition, as academics and tourists are attracted to Alice.

### 9.4 Projects By Key Stakeholder/Driver

The following table highlights the projects and proposes who the main driver should be. It should be noted that this in no way implies that other role-players will not be critical to the project. It only serves to show that there are many groups who can play a leadership role in Alice.

<table>
<thead>
<tr>
<th>Project</th>
<th>Key Driver</th>
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<tbody>
<tr>
<td>1. Infrastructure development &amp; upgrade</td>
<td>Nkonkobe Municipality</td>
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<tr>
<td>2. Multi-purpose civic centre</td>
<td>Amathole District Municipality</td>
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<tr>
<td>3. Upgrading and re-alignment of taxi area</td>
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<tr>
<td>4. Upgrading and re-alignment of taxi area</td>
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<tr>
<td>5. Transformation of Victoria Hall into an Heritage Exhibition Centre</td>
<td>NEDA</td>
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<tr>
<td>6. Development of Heritage Walk</td>
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<tr>
<td>7. Upgrade of key buildings and facades in CBD</td>
<td>Dept Roads &amp; Public Works (public buildings)</td>
</tr>
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<td></td>
<td>Private owners</td>
</tr>
<tr>
<td>8. Upgrade Education &amp; Sports Zone</td>
<td>Dept Education</td>
</tr>
<tr>
<td></td>
<td>Dept Roads &amp; Public Works</td>
</tr>
<tr>
<td>9. Cleaning up natural environment, including:</td>
<td>DEDEA</td>
</tr>
<tr>
<td>1. Litter eradication</td>
<td>Dept Roads &amp; Public Works</td>
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<tr>
<td>2. Wetland restoration</td>
<td>Dept Water Affairs (Working for Water)</td>
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<tr>
<td>3. Alien Eradication along waterways</td>
<td></td>
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<tr>
<td>11. Development of Agricultural Zone</td>
<td>Tertiary Institutions</td>
</tr>
<tr>
<td>12. Accommodation development</td>
<td>Private developers</td>
</tr>
<tr>
<td>13. Conference Centre Establishment</td>
<td></td>
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</tbody>
</table>
10 LITERATURE RESOURCES

ARG DESIGN, Alice Regeneration: Urban Design Report. July 2010 (see Annexure A)

ASPIRE, Alice Regeneration Strategy: Status Quo Report and the Business Case Study

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