



Port Alfred and Alexandria Master and Precinct Plans:

Precinct & Business Plans Report

DRAFT

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DEVELOPMENT OF PORT ALFRED & ALEXANDRIA MASTER AND PRECINCT PLAN

Phase 3 & 4: Precinct & Business Plans Draft Report.

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PART 01 | PROJECT OVERVIEW



Port Alfred

Alexandria

1 INTRODUCTION

1.1 Project Background

The Eastern Cape Provincial Department of Cooperative Governance and Traditional Affairs (hereinafter referred to as EC COGTA) appointed The Markewicz Redman Partnership to assist the Ndlambe Local Municipality (Ndlambe) to develop the **Port Alfred and Alexandria Master and Precinct Plans** for the regeneration of the two Central Business Districts (CBDs).

The project is a second pilot of the EC COGTA Small Towns Development Framework which was approved by the Provincial Executive Committee at end August 2020.

This report represents a draft report for Phases 3 & 4 of the Project and builds on the work prepared as **Phase 2 (the Draft Master Plan Report)**. This document will be circulated to the Client, the Project Management Steering Committee (PMSC) and other stakeholders for comment.

Feedback received from initial visits to the towns and engagements with the PSC and some municipal and community stakeholders, as well as feedback on the Phase 2 report has informed the preparation of the Draft Precinct Plans and their associated Business Plans.

1.2 Purpose of Precinct Plans

Precinct Plans have been prepared for a specific focus area within each town and provide detail associated with a suite of actions, interventions and or projects that can potentially catalyse development in each town.

The Plans outline a vision, a development focus, a high-level spatial concept design and a business plan containing an implementation strategy and order of magnitude cost estimates for actions, interventions, and projects.

The Precinct Plans provide a broad framework for all stakeholders of the Towns to begin a process of consultation and engagement with each other that will refine, rework and prioritise the ideas contained in them.

More importantly it provides a basis for the stakeholders to take collective ownership of the responsibility to collaborate meaningfully in the realisation of their vision for their town.

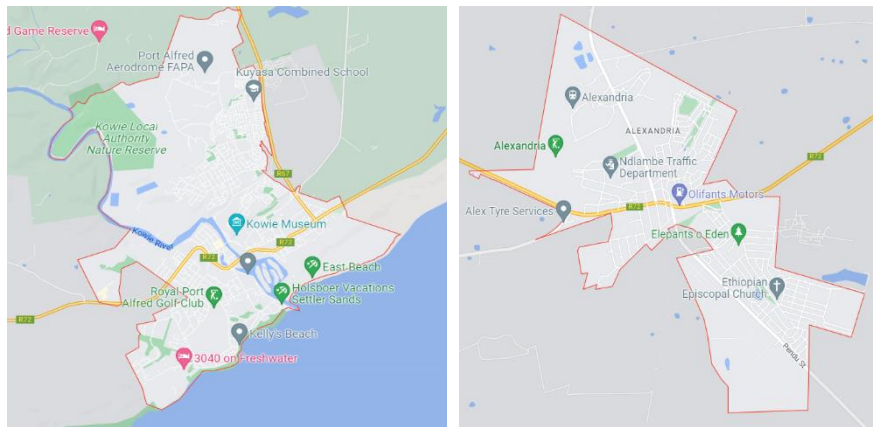


FIGURE 1: GREATER PORT ALFRED AND ALEXANDRIA STUDY AREAS

1.3 Precinct Planning Development Principles

1.3.1 Sustainability

The Municipality has limited resources and increasing challenges which requires a development philosophy that retains and protects existing productive assets and infrastructure as far as is realistically possible and that develops new assets and infrastructure according to locally appropriate sustainability principles.

An approach that favours the use of and management of building and landscaping materials that are affordable, easy to access and replace, repair and maintain should be implemented. Resource management (waste recycling, water harvesting, grey water use etc) and green building methods (i.e. use of green building and infrastructure materials and methods) are also examples of this approach.

This approach also aligns with the Climate Change Risk Mitigation principle in that it implies limiting extensive new building / infrastructure development which may be threatened by climate change conditions (e.g. flooding, tidal surge) in each Precinct.

1.3.2 Protect Existing Economic Assets.

Protecting and enhancing the economic assets located in each Precinct is critical to keep jobs, retain the rates base and build credibility and is a focus in the planning of each Precinct.

1.3.3 Inclusivity and Integration

Redevelopment of the Precinct must allow for significantly increased opportunities for all the Town's communities to experience and be involved in the construction, repair, maintenance, protection of and service provision in the Precinct.

Communities must be able to access and own business opportunities in the Precinct and it must provide opportunity to integrate other town businesses located outside of the Precinct into the value chains of the Town.

Public Space, if collectively and collaboratively planned designed and constructed, has the power to integrate and empower communities. Public Space becomes more socially and economically meaningful.

Enlisting and integrating the ideas, skills and resources of all communities in redevelopment of the Precinct will offer opportunities for marginalised communities and demonstrate a sincere willingness to foster social and economic transformation in the Town.

1.3.4 Heritage Protection

The "retain, reduce, recycle and reuse" philosophy contained in the Master Plan implies directly that all existing natural and built heritage assets are retained, protected, and integrated with the redevelopment of the Precinct. This includes the Kowie River Valley system and built form elements such as buildings and structures relate to each town's origins, history and role.

Equally important is the inclusion of heritage currently undocumented or not appropriately acknowledged which relates to the history of the eastern Cape and the town areas prior to, and during colonial administration era. This heritage which can take the form of symbols, names, art, artifacts, events and places should be incorporated into redevelopment.

1.3.5 Pedestrian Priority

If walking firstly, and cycling secondly, are acknowledged as lowest common denominators of access and movement in the area then barriers to access to and through the area are minimised and inclusivity is optimised. This requires that safe and convenient non-motorised transport (i.e. NMT) links to the Precinct are provided from surrounding areas and that pedestrian and cycling infrastructure is prioritised within the Precinct.

1.3.6 Resident And Visitor Appeal

Redevelopment and or activities that demonstrate how each community is working collectively in creating a sustainable town with a quality of life for all is a motivator for local communities and of interest to visitors who want to see local innovation, creativity, and progress at work in these challenging times.

Thus ensuring that opportunities for resident sustainability are protected and expanded in the Precinct and that visitors benefit from exposure to this through meaningful social and economic experiences is important.

PART 02 | PORT ALFRED CENTRAL WATERFRONT PRECINCT PLAN



2 CENTRAL WATERFRONT PRECINCT STUDY AREA

2.1 Context

The Master Plan (see Port Alfred Development Strategies below) identified the CBD, the Civic Centre node and the East Bank of the Kowie River between the bridges as the primary business, tourism and service precinct of the Town and surrounding region (see Figure 2 below). The precinct is central to the Town and functions as the Town's and Region's heart and *de facto* Gateway. Collectively these areas represent the brand of the Town and the Ndlambe Municipality.

All of the areas within the Precinct, except the Community Park require upgrading and redevelopment to capitalise on and leverage existing business, sport and recreation, civic and community, tourism and infrastructure services assets to boost the potential community building and economic development value they possess for the Town and Municipality.

The Precinct will be referred to hereafter as the Central Waterfront Precinct.



1. Protect, rehabilitate, enhance, expand, and integrate all ecological assets into a multifunctional open space system to provide climate change resilience, expanded tourism and recreational offerings, retain the natural landscape character of the town and provide for the protection of the Kowie River System and Coastal Dune System.
2. Revise and enforce the urban edge to protect and encourage densification and a more compact and efficient urban form.
3. Consolidate, expand, and transform the existing road network into a multi modal system to enhance access, spatial linkage and walkability.
4. **Consolidate and upgrade the central business district, civic precinct the central riverfront and the Small Craft Harbour precinct as primary service and tourism node.**
5. Develop the R67 as a mixed-use development corridor within the urban edge.
6. Enhance accessibility to the River and Sea fronts through well located access points, walkways, and promenade.
7. Consolidate and improve the Airport Precinct functionality and Identity commensurate with its international status.
8. Transform existing and design new mixed-use nodes into high quality people friendly places.
9. Consolidate and improve performance of residential districts and manage densification and expansion to ensure a compact town form.
10. Upgrade access to and landscaping around the utilities on the periphery of the town and integrate them with into the open space system.
11. Utilise vacant land within the urban edge for intensive agriculture until required for town expansion.

FIGURE 2: PORT ALFRED SPATIAL DEVELOPMENT STRATEGIES

2.2 Precinct Description

The boundary of Central Waterfront and Civic Precinct is indicated in Figure 3. It has been slightly amended from the recommendation in the Master Plan as on closer study it was decided that the existing park is already functioning well and successful and needs no further intervention whereas Main Street in the CBD is a critical element of the town and needs attention and need to be integrated not the Precinct.

The revised area is approximately 24 hectares in extent.

Assets

Most of the Precinct is in public / municipal ownership with advantages for ease of access to land for projects and for implementation.

The area has very high regional and local accessibility being well connected to main and local roads.

The riverfront is the pivotal asset providing a competitive attraction for local and visitors and its relative under development provides opportunity for the introduction of new features and upgrading of infrastructure and facilities to support existing social and economic activities.

The Civic, sport and recreation potential is significant and needs to be capitalised on.

Finally its proximity to the CBD which is a major attraction to regional visitors provides opportunity to showcase other attributes of the central area.

Constraints

The flood risk from river flooding and / or tidal surge location is the prime constraint to development in the Precinct and restricts the nature of development that can be undertaken. For this reason, development proposals must minimise the risk to human life, infrastructure and both public and private property.

Other constraints include the location of existing facilities such as the Girls Guide Hall, the position and orientation of the Memorial Hall, Library, tennis courts and Bowls Club in relation to the riverfront.

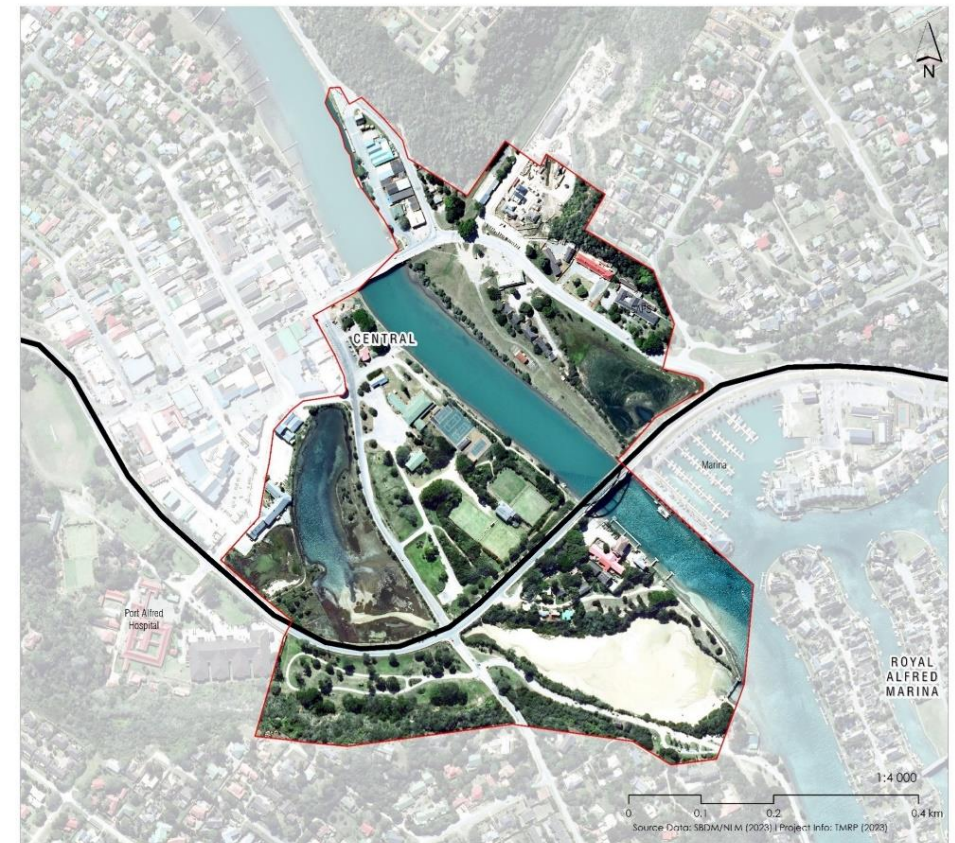


FIGURE 3 PORT ALFRED PRECINCT STUDY AREA

2.3 Precinct Vision

Port Alfred is a “gateway” to both local and regional economies including the ocean economy, ecotourism opportunities, heritage related tourism, sport tourism and agricultural economy.

It is also in the “heart” of the Town and potentially a primary social and economic integration space where all its communities can access the services and opportunities it provides.

As the “heart” of the Town, the Central Waterfront Precinct should be planned and designed to optimise equitable access to, and distribution of, its inherent economic development and social upliftment opportunities. It must be made visible, accessible and attractive to residents, tourists and through traffic as a destination and a “portal” to explore the attributes, experiences and opportunities of the Town the Region.

Central Waterfront Precinct planning and design initiatives should translate this vision into well designed linkage systems, responsive built form, high quality and performance-oriented place making, distinctive landscape character and exemplary urban management practice.

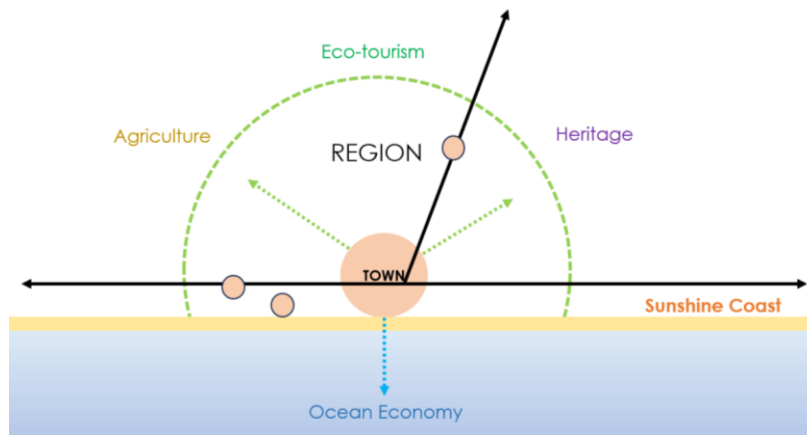


FIGURE 4 PORT ALFRED GATEWAY CONCEPT



3 CENTRAL WATERFRONT PRECINCT DEVELOPMENT FRAMEWORK

3.1 A Multi-Functional Precinct

The Central Waterfront comprises of distinctive Sub Precincts each with a special role. Collectively they are significantly more powerful in supporting business development, supporting community aspirations, and improving the quality of life and experience for residents and visitors.

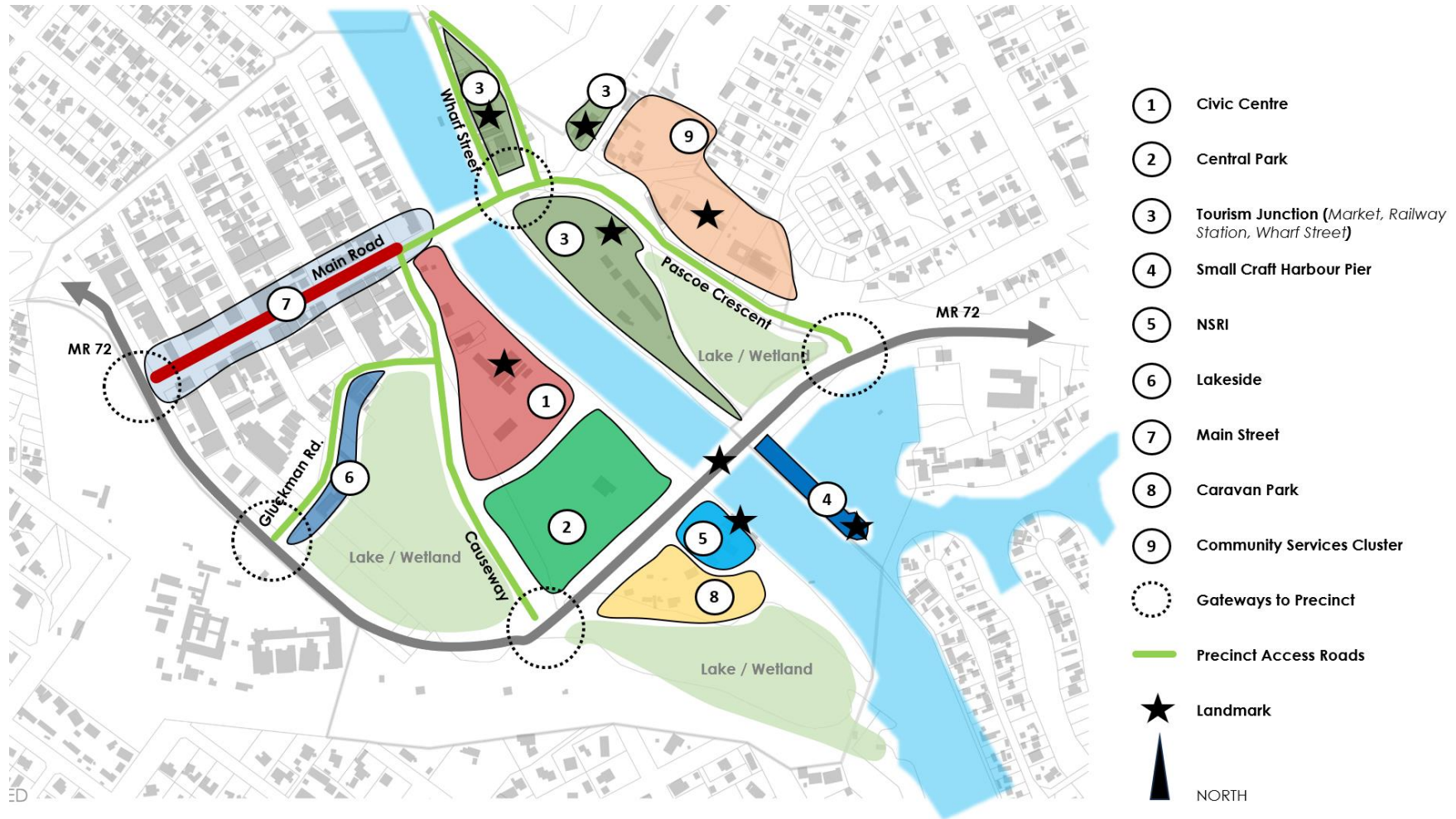


FIGURE 5 CENTRAL WATERFRONT SUB-PRECINCTS

1. Civic Centre

The Civic Centre, including the Memorial Hall, Central Library, the Tourism Hub and Girls Guide Hall provides an “anchor” to the Town’s identity and should be transformed into a multipurpose zone for community and tourism-oriented events focused on theatre and events, conferences, community functions, education and learning.

Consideration should be given to expanding the library into a digitally based knowledge centre to support children’s education as well as adult learning and general information accessibility whilst the other activities should be consolidated and supported to serve the community and potential tourism endeavours.



2. Central Park

The cluster of tennis, bowls and children’s play facilities forms an ideal base for expanding the role of this Sub Precinct to provide a central park with expanded and improved facilities to support both organised and informal sport and general recreation activities for all age groups.



3. Tourism Junction

The Old Market Building, Old Railway Station Building and Wharf Street contain heritage assets and tourism potential for significant expansion of entertainment, hospitality, education, arts and crafts, fresh produce markets and other tourism related activities.

Improving access to and enhancing pedestrian connections between the heritage assets, upgrading of buildings and public spaces present an opportunity to create a branded “Tourist Junction” that is linked into the remainder of the Precinct.



4. Small Craft Harbour Pier

The Small Craft Harbour Pier is already a “must-see” attraction of Port Alfred for tourists and a popular local hospitality destination for residents and consolidates the riverfront character of the Town. Upgrading of its public environs and pedestrian links to the remainder of the Precinct would consolidate its attraction and expose other attractions in the Precinct.



5. NSRI

An important facility and service for the Town and region and provides safety and emergency services as well facilities for ocean and river-based education, recreation and sporting activities.

Its role as a critical service must be protected and enhanced as should the support it provides to the Town’s brand as a national centre for competitive and informal water based sport and recreation events.



6. Lakeside

The lake and wetland adjacent to, and south of, the CBD provides potential for creating a more definitive and active edge to the CBD and an additional local and tourist hospitality and recreation feature based on its inherent ecological assets and character.

Enhancing the lakefront edge to create public places and walkways and linking it into the wider Precinct will add value to the overall tourism offering with the potential for creating an additional hospitality and retail destination in the Town.



7. Main Street

Main Street is the Town’s primary business street and should be redesigned as a key shopping, business and services destination for residents and visitors and should be linked to the wider Precinct via the Lake adjacent to the CBD on its southern edge.

Consideration should be given to expanding the retail experience through accommodating trading kiosks along one side of the road where space permits to tie in with an upgraded existing trading / market area adjacent to the Telkom building. Kiosks and associated trading should be designed and managed to add value to the shopping experience of the high street and to avoid adversely impacting existing formal businesses.



8. Caravan Park

The existing caravan park accommodates a particular holiday accommodation market. It should be retained and enhanced through the addition of similar types of lower cost but specialised accommodation such as back packers.



9. Community Service Cluster

Essential community services and facilities are clustered in this Sub Precinct and their accessibility and functionality should be protected and enhanced and not compromised by new developments in the precinct.



10. Lakes And Wetlands

The central lakes and wetlands must be protected and managed to provide climate change related risk protection in the first instance but secondly to consolidate the landscape character of the Precinct and Town and to provide additional tourist related experiences through activities such as bird watching, walking and jogging trails, picnic areas and, where environmental constraints permit, limited low level water-based activity i.e., boating and fishing.



3.2 A Connected Public Realm

Create a discernible and structured Public Realm within the Precinct by linking points of access, activity nodes and interest points to create improved legibility in the area as well as a sense of identity, place and meaning. Incrementally upgrade existing and add new, gateways, streets, paths, squares, parks, and buildings all of which reinforce and celebrate the Kowie Riverfront and integrate it with its surroundings.

The Sub-Precincts should be connected by an upgraded and extended network of pedestrian and cycling (or special public transport vehicle) routes and be linked back into the Town's residential neighbourhoods and other tourism nodes.

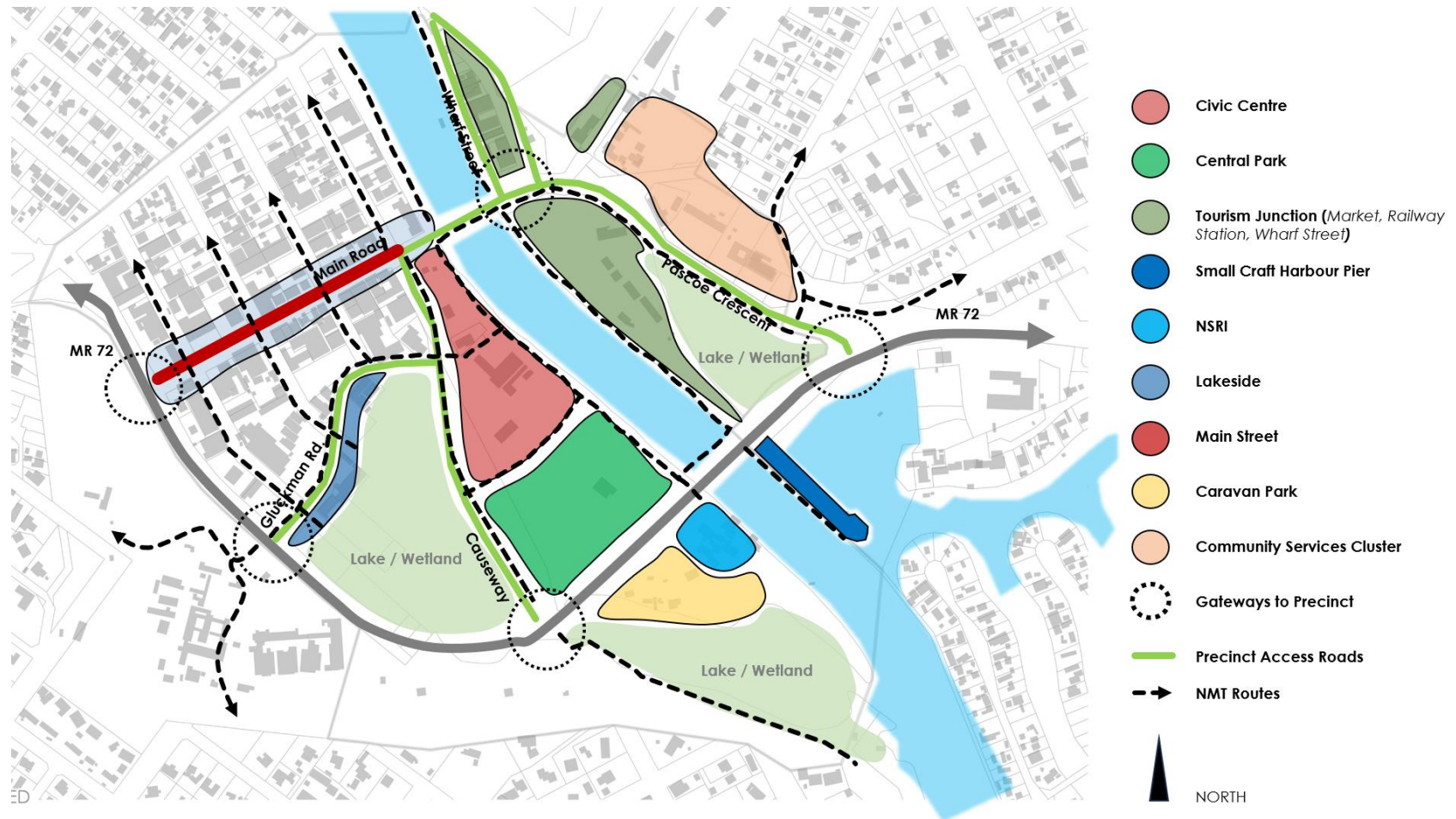


FIGURE 6 PEDESTRIAN AND CYCLING NETWORK (NMT) CONCEPT

1. Gateways and Linkages

Intersections with MR 72 and Pascoe, Causeway, Hospital Link, Main Road, as well as the entrance via Wharf Street are gateways to the Precinct and critical landmark features that will draw people into the Precinct. Landscaping treatment of gateways should be designed to “lure” passersby into the precinct off the MR 72 and the Wharf Road entrance to the town.

Mobility status of MR 72 should be retained but innovative and creative traffic calming measures should be applied to reduce speeds and thereby improve connectivity function, safety, and environmental quality around the Precinct and to increase visibility from vehicles into the Precinct.

Pascoe, Causeway, Gluckman, Main and Wharf streets remain primary access and structuring routes to and through the Precinct and should be treated with traffic calming and landscaping to improve legibility, safety, environmental quality, and attractiveness and reinforce Non-Motorised Transport (NMT) priority status within the Precinct.

These routes should also link the Precinct back to residential neighbourhoods, the beach, the hospital, and recreation precincts and to the small craft harbour.

Sub Precinct Parking areas should be accessed off Pascoe, Causeway and Gluckman and should not be located closer than 25m to the river edge to maintain a generous pedestrianised zone adjacent to the river edge.

All surface parking areas are to be planted with trees to provide shade, wind and heat mitigation and visually “green” and “soften” expansive hardened surfaces.



2. Kowie River Promenade

Create an iconic multi-functional river edge promenade on both sides of the river between the two Bridges on MR 72 and Main Street / Pascoe Street that links sub-precincts and provides space for walking, jogging, cycling, skateboarding, river viewing, boat and event watching, fishing in select places, display of public art and general recreation.

As a public place linked to various sub-precincts and activities it will transform the river edge into a major attraction and take on various roles at different times and facilitate social integration in the Precinct.

Explore links under the bridges on the eastern bank to link to Wharf Street and the Small Craft Harbour. In the interim use the access over Pascoe / Main Street and the current Small Craft Harbour access arrangements.

Establish new paved links back into adjacent sub-precincts between tennis courts and bowls club, between Memorial Hall and Girls Scout Hall and between Girls Scout Hall and Tourist Hub.

Establish paved links from the promenade back into Tourism Junction Park, Rail Station and Old Market Square.

Consider lighting up the Kowie River Bridge periodically with creative lighting to support hospitality sector and “branding” strategy of the Town.



3. Civic Centre

Redevelop the existing parking areas and forecourts of the Memorial Hall, Library (proposed Digital Knowledge Centre) to integrate them spatially and visually into a landmark cluster of community buildings to confirm the Precinct as the civic “heart” of the Town and its commitment to social upliftment, enhancing and increasing human capital capacity and providing a safe social space for youth and community members to engage, exchange ideas and grow.

Create a new “waterside” square along the Promenade with the rear of the Memorial Hall as backdrop to the square. Use the rear wall of the Hall as a “canvas” for large scale community driven public art to form a visual connection to the sub precinct from the opposite riverbank and Tourism Junction.



4. Junction Market and Garden

Spatially and visually connect the Old Market Building, Old Railway Station, Wharf Street and the Old Railway Workshop Shed alongside the river by creating a new public square for the Precinct with a new mixed product “market” that showcases what the town and region offers by way of agricultural produce, art and craft, hospitality, heritage, and entertainment.

The garden space could take the form of a sculpture garden that showcases local community arts and crafts-sculptures could be permanent or semi-permanent features in the garden.

Linked to the heritage of the port and the town the Rail Station could be a mixed-use node providing food outlets, a museum, and a zip-line platform from the adjacent elevated neighbourhoods (thus also connecting into the surrounding community).

The Wharf Street cluster of shops and restaurants directly linked to the wharf and boating activities could provide further links to other areas in the Precinct and Town by water taxi and or other forms of novel local road and water-based transport and entertainment.



5. NSRI

Link the node via the promenade under the MR 72 bridge to provide exposure to and reinforce the role of the ocean-based education and learning and activity node for increasing awareness about the estuaries and the ocean economy and the sport and recreation opportunities linked to the river and ocean.



6. Central Park

Consolidate the park as a multi-functional green space destination for organised sport and events and informal education and recreation gardens and create new and enhance existing links to the Civic Centre and Promenade.



Improved vehicular and pedestrian access through the area to the park's river edge, formalised parking, additional picnic facilities and careful landscaping to increase comfort, convenience, useability and visibility into the area will improve safety and security and overall activity levels of the park.

7. Main Street

Upgrade and convert Main Street into a pedestrian prioritised retail commercial and services "High Street" destination experience for locals and visitors.

Widen sidewalks to improve circulation, increase planting, insert landscape infrastructure, and provide controlled street trading space.

On street parking in Main and CBD Streets should be converted to short term paid parking to increase parking turnaround times and street parking capacity. Encourage owners to provide on-site parking where ever possible.

Upgrade the streets and links between Main Street and Lakeside to enhance the experience of the CBD.



8. CBD Lakeside

Reimagine the edge of the lake and link it back into the CBD to create a new water (lake) front. Reorientation of existing buildings and landscaping of parking lots can improve the quality and human scale and useability of the area. Establish a 1,5 m boardwalk through the Lakeside Wetland.



9. Small Craft Harbour

Access approach, parking and river edge paving should be upgraded and safety and security should be prioritised and maintained for the small craft area.

Consideration should be given to linking this sub precinct to the tourist junction sub precinct under the MR 72 bridge even if this is limited for certain times of the day / night only or on days only.





FIGURE 7 PRECINCT CONCEPT DESIGN

PART 03 | ALEXANDRA HIGH STREET PRECINCT PLAN



4 ALEXANDRIA HIGH STREET PRECINCT STUDY AREA

4.1 Context

The Master Plan indicates that the portion of Main Road 72 running through Alexandria and forming the business “High Street”, forms the “gateway” into the town and surrounding region and is the Precinct that requires focus with regard to initiating redevelopment as part of the Town’s turnaround strategy.

All of the areas within the Precinct require upgrading and redevelopment to capitalise on and leverage existing business, civic and community, tourism and infrastructure services assets to reignite the community building and economic development value they possess for the Town and Municipality.

The Precinct will be referred to hereafter as High Street Precinct.

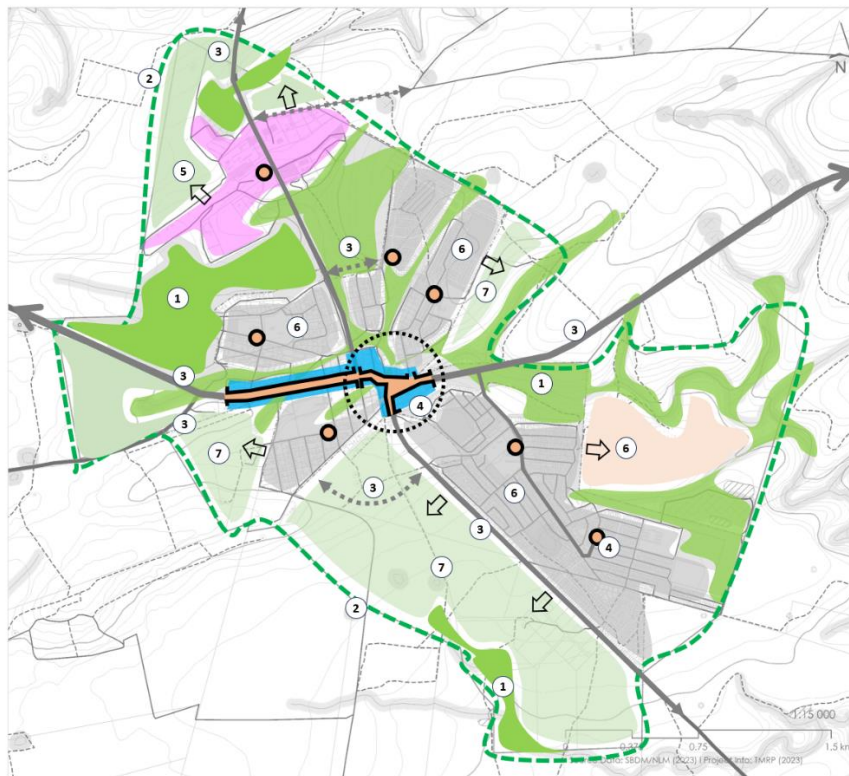


FIGURE 8: ALEXANDRIA SPATIAL DEVELOPMENT STRATEGIES

1. Protect, rehabilitate, enhance, expand, and integrate all ecological assets into a multifunctional open space system to provide climate change resilience, recreational offerings, retain the natural landscape character of the town and provide the primary spatial structuring element for its expansion.
2. Retain the urban edge to protect the Open Space System and clearly demarcate land for future development and/or upgrading.
3. Consolidate, expand, and convert the existing road network into a multi modal network to enhance linkage and connectivity and promote walkability between the town's nodes and districts.
4. **Consolidate, upgrade, and expand the central business “High Street” as an integrator of Alexandria, Wentzel Park, KwaNonqubule and Brakfontein. and as a tourist attraction. Upgrade the local node centres to provide a focus area and community identity for each district.**
5. Provide for the expansion of the agro-industrial area to the north- west of the town.
6. Consolidate and improve the character and performance of all residential areas and manage their expansion to ensure a compact town form. Relocate Brakfontein to the western side of Boknes Road to enable the establishment of an agricultural village in its place that reinforces the value of current agricultural allotments in the area.
7. Utilise vacant land within the urban edge for intensive agriculture until required for town expansion.

4.2 Precinct Description

The Alexandria Precinct is bisected by the MR 72 which is the main street of the town. It is a spine that is the “face” of the town, and which connects it to the region and beyond. It includes the intersections with the roads that link it to the central and outlying neighbourhoods.

Assets

The business sector of the town is well established:

- Established Retail and Services Strip.
- Collection of good quality heritage buildings which give the town identity and character.
- Captive potential business threshold within the passing traffic.
- Vacant well-located land.

Constraints

The following conditions are constraints which can, however, be transformed into opportunities:

- Poor physical condition of public realm
- Unsafe vehicular oriented environment related to MR72 regional road function.
- Some low-lying areas subject to local flooding.



FIGURE 9 HIGH STREET STUDY AREA

4.3 Precinct Vision

The Precinct is central to local and regional resident communities but also a “pinch point” through which significant retail, commercial, industrial, business services, agricultural, transportation and tourism related traffic passes.

The Precinct acts as a “funnel” to capture the varied economic market potential associated with the through traffic. It should expose the “traffic” to the attributes of the town and region and provide opportunities for marketing and distribution of local economic products and services and social upliftment opportunities.

It is an attractive but functional and efficient and convenient place that provides the space for residents to collaborate, identify, generate and implement ideas and opportunities for development as well as provide an enticing beacon that attracts and captures economic value for the town.

The Precinct planning and design initiatives should integrate and leverage its inherent attributes and expose them through consolidating linkage systems, protecting heritage assets, providing enhanced performance-oriented places and discernible landscape character and exemplary urban management practice.



5 ALEXANDRIA HIGH STREET PRECINCT DEVELOPMENT FRAMEWORK

5.1 Reimagining The Precinct

Alexandria is structured around its "High Street" which is made up of several distinctive Sub-precincts, each one having a special role.

Collectively they have significant potential to support Business development, supporting Community ambitions and improving the Quality of Life for residents.

The Sub-precincts will be connected to each other by the upgraded central Spine (i.e., the "High Street"), the public spaces along its length and the numerous links back into the Town's residential neighbourhoods.

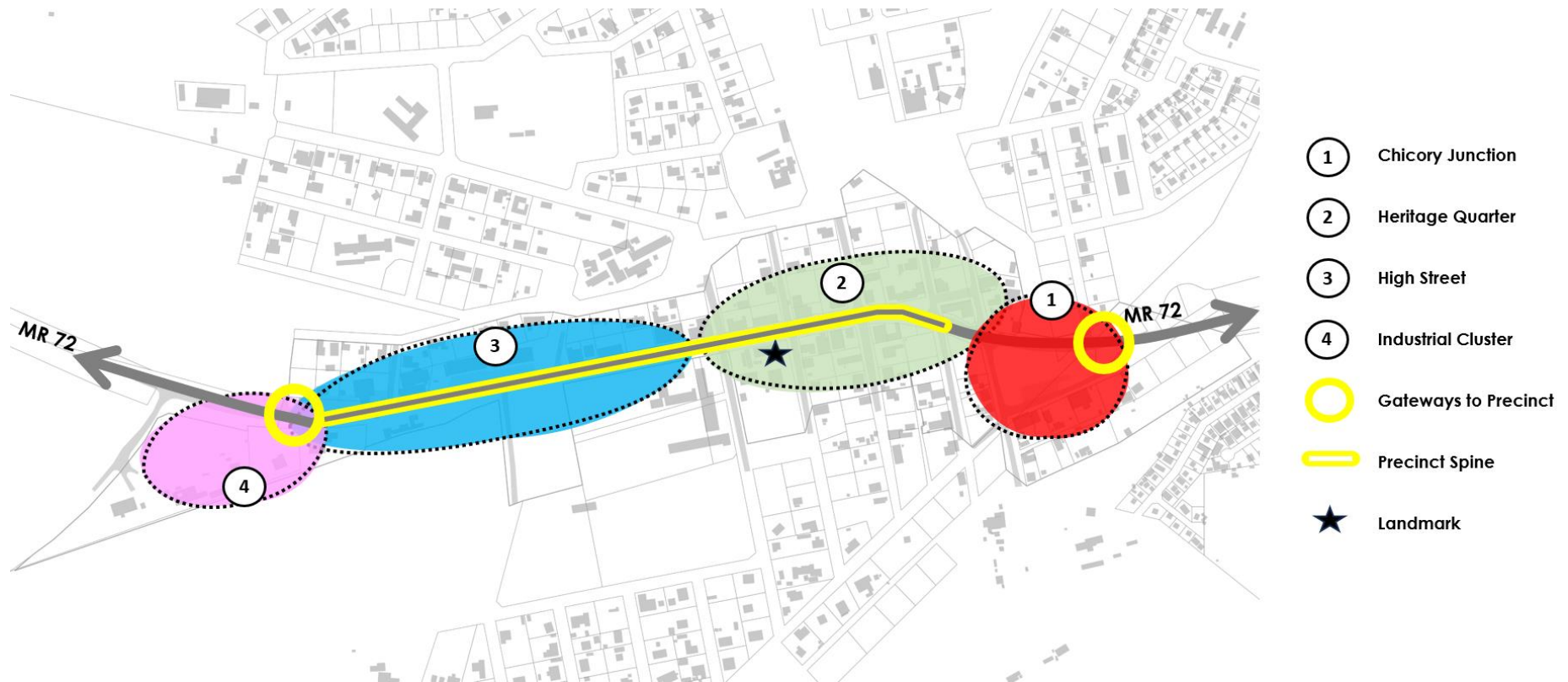


FIGURE 10 ALEXANDRIA HIGH STREET PRECINCT

1. Chicory Junction

This space, at the eastern entrance to the town, already functions as an informal square and public transport node, is situated at a point which is central to all the residential and business neighbourhoods of the town and has enormous potential for being a socio-economic integration space for the town.

It forms a natural gateway to the town from the east and is well located to alert passing motorists to the town's offerings.

As a "junction" forming a gateway and integrator for the town and regions residents, business and tourism opportunities it could include a chicory product emporium, a tourism information centre, local restaurants, art and crafts workshops and a market for their products and agricultural produce (i.e., linked to the small market gardens in the Brakfontein settlement and in the surrounding region).



2. Heritage Quarter

A significant cluster of buildings with heritage qualities including the landmark Church provide an opportunity to leverage a part of the history of the town and region and provide a base upon which to both expand and include the wider heritage assets of the town and its region.

Activities could include local heritage, architecture and art tours with associated hospitality and retail enterprise within the sub precinct and in the wider town (e.g., linked to township tours).



3. The High Street

The primary business zone of the town is a mixed retail and services strip that serves residents and the agricultural communities and its functionality and attractiveness as a business street can be enhanced through reorganisation of space to safely accommodate pedestrians and vehicles and through providing a safe, attractive and interesting public environment which entices passersby to stop and linger. This in turn could attract further retail, business and tourist related investments.



4. *Industrial Cluster*

Located on the edge of town the activities in this sub precinct could be expanded to tap into the passing truck traffic by providing safe and comfortable food, rest, and repair services for this industry.

5.2 Re Imagining the Public Realm

1. The High Street Spine

Voortrekker Street (MR 72), the spine of the High Street, is to be upgraded to physical and visually integrate all the sub-precincts. It will include upgraded and new sidewalks, clearly demarcated vehicle entry points to adjacent sites and parking for cars. Traffic calming in the form of a central median and speed tables is to be employed to improve safety but also to allow passers-by to visually access the points of interest in the Precinct.

New street trees are to be added to define the street space and public squares along its width and signage, seating, lighting, and litter bins are to be provided.

The intention of this upgrade is to provide an identity and brand for the town that reflects the residents care for the town and that provides the primary incentive for passing traffic to stop and explore.

The role of the old Alexandria Municipal Offices to be reinforced as a community skills centre linked to arts and crafts development.



2. Chicory Community Square

Chicory Square is the anchor of the Chicory Junction, and the “bookend” to the High Street and it will include a mix of hard and soft space. Hard spaces will be designed to accommodate events, markets and public transport. The wetland will provide a green focal feature and picnic space as well as flood risk mitigation for the square and surrounding properties.

Landscape infrastructure will include additional streets trees, sidewalks, seating, litterbins, signage, lighting, and public art designed to accentuate the town's agricultural roots and historical attributes.

The square will be surrounded by land uses and activities that strengthen the role of the Junction as a mixed-use community and tourism destination and gateway (see Sub Precinct activities in previous sections).

The municipal owned property in the space can be transformed into a mixed-use information, community centre, workshop/ retail outlet for locally produced goods and services.



3. Heritage Lanes

The streets and public spaces around the Heritage Hotel area is to be upgraded and physical and visually linked to surrounding heritage buildings, places, and activities by upgraded pedestrian infrastructure and creative and innovative signage and landscape infrastructure. Additional trees are to be provided to provide comfort and human scale to the public space and streets and lighting deployed to accentuate the space at night.



4. Church Forecourt

The roadway in front of the town block that the iconic church building is in is to be upgraded into a raised "square" with a different road surface and treatment and accentuated by sidewalk treatment, new street trees, planter boxes, seating, and strategic lighting to improve visual cohesion and useability of the space.

The buildings could be a focus for heritage tours and complimentary features for town festivals and events linked to attributes of the town.



5. Retail Strip

The retail and service stores attract significant through traffic, and it should be reorganised to accommodate vehicles and pedestrians safely, comfortably, and efficiently.

Buildings can be upgraded to increase interest and vibrancy.

New medians and sidewalks can be used to demarcate street space and parking spaces and can be used to accommodate street trees for shade and softening what is currently a car dominated space.





FIGURE 11 THE HIGH STREET DESIGN CONCEPT

PART 04 | DESIGN GUIDELINES FOR BOTH PRECINCTS



6 CREATING A “BRAND” FOR THE PRECINCTS

An affordable, functional, and well-designed built environment (i.e., buildings, hard and soft public spaces, landscape infrastructure and civil infrastructure) will be central to establishing a recognisable “brand” and “sense of place” for the Precincts.

The built environment in the Precincts is, and will continue to be, incrementally created by many stakeholders at different times of its lifetime according to community needs and according to budget availability.

If the work of the various public and private stakeholders making the built environment is to collectively contribute to its overall character and impact, then a vision and accompanying principles will be required to direct individual contributors as and when they implement their projects.

Principles have been provided to guide stakeholders when making and managing the built environment.

- Buildings and Structures – their form and the way they contribute to the creation of the character and activity of a street or public space.
- Landscape Infrastructure – its role in improving the character, comfort, convenience, conviviality, and capacity of public space for people.
- Heritage - protection of, preservation of, use of and adding to the heritage assets and experience in the precincts.

POT ALFRED













ALEXANDRIA















6.1 Built Form Principles





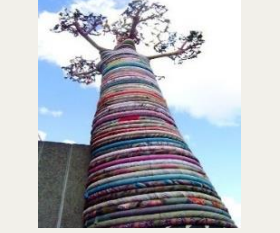


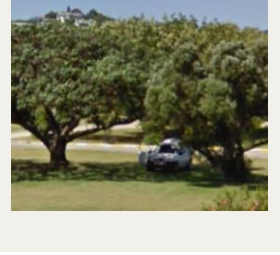
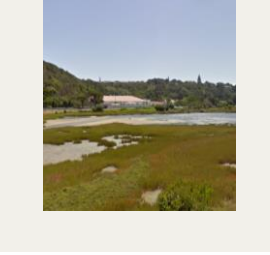



TABLE 6-1 BUILDING PRINCIPLES

Design Element	Design Principle	Performance Outcome	Development Control Device	Good Example ✓	Poor Example ✗
STREET ENCLOSURE					
Streets are outdoor “rooms” shaped by “walls” created by building edges directly fronting a street. Specific application in the CBD.	Place buildings on site boundary to define + shape the street space in front of the building. Buildings set back from site boundary require boundary elements (i.e. walls, fences, hedges) to form “street wall”.	Creates spatial definition continuity + rhythm of the street.	Mandatory “Zero” Building Lines Height Controls Elevation Controls		
STREET SCALE					
Size and massing (volume) of buildings relative to human scale and surroundings determines character / “feel” / comfort / of street or public space.	Building height and volume responds to surrounding building heights and the width of the street it is located on. Ground floor treatment reflects human scale.	Light and air into street / public space + creates a human dimension to street.	Height Controls Elevation Controls Floor Area Ratio		
STREET LEVEL USES					
Nature of activities along frontage of buildings at ground floor level determines character, interest + functionality of street / public space.	Locate activity generating uses along the ground floor of buildings. Position pedestrian entrances to buildings onto streets to generate activity and surveillance of street.	Active, convenient, interesting, attractive, safe, lively, diverse and people-oriented streets / public space.	Land Use Control Floor Area Ratio Elevation Controls		
BUILDING / STREET / PUBLIC SPACE INTERFACE TREATMENTS					
Building / street interface treatments determine the scale of the street, protection of pedestrians from climate, useability + creates continuity of experience along the street.	Street arcades / colonnades / awnings / cantilevers over sidewalks, transparent fenestration allowing visibility into / out of buildings + articulation / modulation of façades creates human scale.	Human scaled, comfortable, convenient + safer sidewalks + streets.	Land Use Controls Elevation Controls		
ON SITE PARKING TREATMENTS					
On site parking areas in front of buildings form a barrier between the street and building edges, break spatial continuity of the street, generate pedestrian vehicular conflict and allow vehicles to dominate the public environment.	On site parking located at the side, rear or under the building to allow building to be on edge of street. If parking exists in the front of a building, then it should be landscaped to be pedestrian friendly.	Street edge continuity, pedestrian friendly and safer streets.	Building Lines Coverage Specification Parking Controls		

6.2 Landscape Infrastructure Principles

TABLE 1-2 LANDSCAPE INFRASTRUCTURE PRINCIPLES

PRINCIPLE	APPLICATION	ELEMENT		
<p>PAVING</p> <p>Paving is important in creating continuity of landscape character and legibility.</p> <p>To keep investment costs lower but ensure functionality and easy repair and maintenance asphalt and concrete combinations can be creatively modulated using colour and or brick paving to create accent and variety.</p>	<p>Use a mix of Asphalt and Concrete as a base response for sidewalks and pathways and parking areas throughout the Precinct.</p> <p>Modulation and articulation using colour and / or paving variations to be applied to pedestrian crossings, squares, public building forecourts and the High Street.</p>			
<p>SEATING</p> <p>Solid hard-wearing concrete "block" type seating with varied but simple shapes and styles to reduce maintenance and repair costs. These can be coloured to add character / identity / accent to nodes and public places.</p>	<p>Provide seating in all public squares, parks and along promenade at regular spacings.</p> <p>Use seating clustered with other elements to create / support activity nodes or draw attention to views and vistas in the Precinct.</p>			
<p>LIGHTING</p> <p>Use a mix of basic and easily replaceable light fixtures that provide functional lighting coverage for spaces and streets and more creative systems for focus on landscape feature.</p> <p>Ensure that lighting does not detract from overall landscape character.</p> <p>Where possible employ solar powered / LED lighting systems.</p>	<p>Use existing standards / fixtures for streets and public spaces for wayfinding, safety and security.</p> <p>Use alternative lighting applications to provide accent / focus in key destination areas or zones either as sculptural features or to highlight special features.</p>			
<p>LITTER BINS</p> <p>Use existing limited litter bin types to reduce costs, retain functionality, ease of operation and ensure easy identification of bin locations.</p> <p>Avoid using different bin types in any one street of sub precinct.</p>	<p>Consider using different bin types for different sub-precincts and or points of interest e.g., high street, parks, public facilities.</p> <p>Locate bins on pedestrian movement routes and in public spaces and at bus stops and intersection or points of interest.</p>			

PRINCIPLE	APPLICATION	ELEMENT		
SIGNAGE				
<p>Signage and wayfinding need to be functional and should be designed and positioned to avoid clutter and confusion.</p> <p>It can be integrated with other landscape infrastructure and /or resonate with character of its location and add interest to form part of public art.</p> <p>Mandatory road and directional signage should not be impacted by other place based signage.</p>	<p>Adopt a basic system as part of a wayfinding system throughout the precinct and add creative signage elements to provide accent points with character that accentuates points of interest or sub precinct character and role.</p>			
PUBLIC ART				
<p>Encourage public art to be integrated with the infrastructure to add meaning, identity, character, fun and functionality to the area.</p> <p>Encourage local artists and communities to create and provide art in the form of sculptures, building / wall / structure decoration and to improve public space.</p>	<p>Sculptures, seating, painting - Pictures of types of public art</p> <p>Where? Public Spaces – Private Buildings/structures</p>			
PLANTING				
<p>Identify, categorise, and use existing and new trees and planting to unify and accentuate the legibility and imageability of the Precinct.</p> <p>Use planting to create protection from the elements, to humanise the scale of the environment and where necessary to soften the built form (e.g., expansive surface parking areas).</p> <p>Use indigenous trees and planting to promote sustainability, emphasise the natural character of the Precinct and reduce maintenance cost.</p>	<p>Use different street trees for sub-precincts to differentiate character of each one.</p> <p>Cluster trees and planting to highlight nodes and points of interest OR to screen unsightly areas.</p> <p>Use trees along structuring routes to assist legibility.</p> <p>Maintain natural vegetation configurations to maintain wetlands and estuarine landscapes.</p> <p>Retain all large existing trees for shade and wind protection and as landmarks.</p>			
PUBLIC STRUCTURES				
<p>All public structures should be designed to set an example in best practice architecture, civil engineering and or public art and should add value to the public environment.</p>	<p>Trading structures should be light weight, colourful, provide shelter from the elements and contribute to sense of place.</p> <p>Public facilities should be well located practical and contribute to sense of place.</p> <p>Public transport stops should contribute to identity and sense of place.</p>			

6.3 Heritage Principles

6.3.1 Description

Heritage described here as “historical and /or culturally meaningful artefacts, practices (i.e., folklore, traditions, language, events and knowledge) and or sites / places” should be identified, protected, and preserved for the benefit of future generations.

They are important for reinforcing meaning and attachment to the Precinct for residents, but they can also be used to augment the tourism offering of the Precinct as “heritage tourism” whereby they are packaged and presented in various ways to add to the experience and interest of the Precinct for visitors.

The key heritage elements of the Central Waterfront Precinct in Port Alfred and Alexandria include:

- **Buildings and Structures** - Buildings and places from a variety of era's that record, through architecture and engineering, Port Alfred's morphology of economic activity, social stratification, vernacular and incremental development.
- **Natural Assets** - Ecological assets can be described in significant landscapes and include biodiversity estuarine, riverine, wetland, coastal forest, and ocean habitats.
- **Cultural Assets** - The culture and history of the indigenous isiXhosa people and their relationship to the Port Alfred and Alexandria region may be insufficiently acknowledged and not documented or recorded in a manner that provides a wider and deeper understanding of their association with the region, their culture and contributions to the growth and development of the region.

The little information that is available, in the Kowie Museum, needs to be expanded, enhanced, and more overtly reflected in the redevelopment and revitalisation of the two towns to add value to and be a more equitable recognition of the region's history.

6.3.2 Principles

The preparation of heritage guidelines is a specialised field and not a specific part of this projects scope of work.

However, the following broad principles are provided to indicate an approach to developing an approach to enhancing the heritage asset base of the towns.

- **Identification and Value Definition** – Retain the services of a heritage specialist practitioner to undertake a study that will identify the assets of the Town (perhaps Municipality) to form an up-to-date register of assets.
- **Preservation and Conservation Strategies** – The specialist practitioner can also assist in preparing a preservation and conservation strategy which will ensure that they are protected and how they may be able to be used in development strategies of the Towns or Municipality as a whole.
- **Sustainable Development Plan Preparation** – Part of the strategies should include tools and mechanisms (i.e. rules, regulations and incentives) that can be employed to ensure that the assets are protected and utilised in an appropriate manner.

PART 05 | BUSINESS PLANS



7 APPROACH TO REVITALISATION

7.1 Revitalisation as a Process

Chapter 2 of the Masterplan for Port Alfred and Alexandria articulates the approach to small town revitalisation adopted for this project. As a spatial planning concept 'revitalisation' is primarily aimed at regaining and improving the performance and sustainability of a specific "place" (i.e. neighbourhood, precinct, village, town or city).

In simple terms, it is about **making places better for people to live, work, play, and learn. It involves fixing infrastructure and service delivery backlogs, building for the future, and respecting local culture and heritage** and it is a nuanced **process** that requires the coordinated efforts of local public and private stakeholders.

The process of revitalisation is as important as the product. Whilst the primary aim of this project has been to deliver physical outcomes in the form of infrastructure, buildings, public spaces and landscape improvements, these need to be the result of an inclusive and collective decision making processes that require stakeholder engagement, dialogue, consultation, participation and collaboration.

Revitalisation is being undertaken by a myriad of role players, working at different times on different initiatives, some connected, some not, but all contributing to productive change across Port Alfred and Alexandria.

Ndlambe Municipality must however **take the lead** in facilitating the complex revitalisation process by making strategic and catalytic investment in consultation, planning, strategic infrastructure provision and service delivery that will **inspire further action and investment**. It must also **support and facilitate other positive stakeholder initiatives** that are already in motion and/or emerge through the process.

The revitalisation of Port Alfred and Alexandria will not happen overnight, but it has already started.

7.2 Dealing with Complexity and Change

Implementation of the Precinct Plans will be a complex and multi-faceted exercise involving a broad range of stakeholders and investors, and it will evolve over time as the Ndlambe Municipality battles to balance basic service delivery demands with providing a platform for growth in a context where the political and economic context of the region is fluid, and outside of the direct control of the Municipality.

The one certainty facing South African small towns, is the future is unpredictable due to both local and global disruptions. Local investors, both small and large, are making decisions which allow them to remain sustainable and competitive in a very uncertain market. These decisions are impacted in no small way by challenges prevalent in local infrastructure capacity and service delivery and safety and security.

Given this context, implementation will in all likelihood only be able to be tackled in an **incremental manner so that inclusivity in decision making is attained and as and when funding and resourcing can be accessed or made available**. This reality will need to be carefully and constantly communicated to all stakeholders and communities.

Such an approach also allows for the revitalisation process itself to learn from the outcomes of its efforts, both negative and positive, and thereby continually learn new approaches and solutions to the challenges.

The role of the Precinct Plans has therefore not been to provide a definitive blueprint for development but to **provide a framework within which change can be encouraged, directed and responded to**, and as with any future-focused vision document, the plan will need to be reviewed on a regular basis as and when circumstances change.

7.3 A Geographic Focus

Public environment upgrades at a localised precinct level and geographically focused service delivery improvements provide the highest success rates for the revitalisation of towns i.e. some form of area-based management approach.

The disconnect between good urban management and the reality experienced within the town centres of Port Alfred and Alexandria is not necessarily as a result of the absence of appropriate governance mechanisms to manage the built environment, but rather the capacity, coordination and/or willingness to implement the law and/or to manage the space. **Active and intensified urban management is a non-negotiable requirement.**

Much of what follows can and should be provided at a town level, if not municipal, but starting small and making a focused attempt to deal with issues at a precinct level, can demonstrate excellence that can be replicated across the whole.

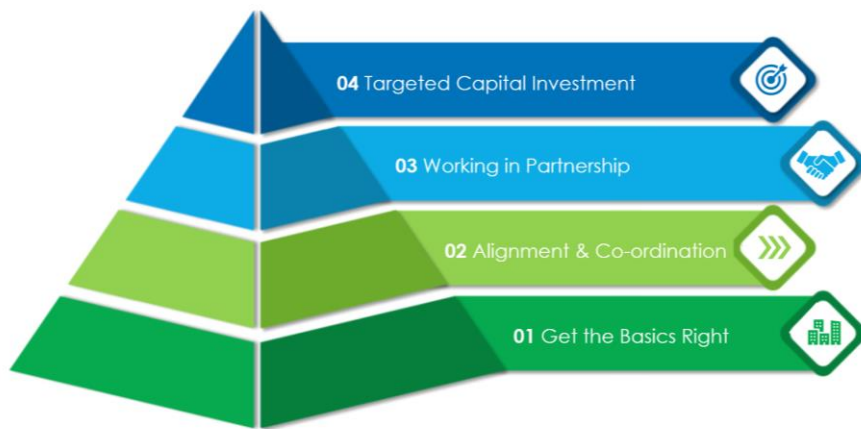


FIGURE 7-1: A LAYERED APPROACH

7.4 A Layered Approach to Revitalization

The value of the Precincts identified in Port Alfred and Alexandria lie in their inherent recreation and tourism quality.

In Port Alfred its about reprioritising the river edges and viewing the area as a “portal” to explore the attributes, experiences and opportunities of the Town and Region. In Alexandria is about funnelling people into the town in order to “capture the varied economic market potential associated with the through traffic”.

These areas are not where large scale commercial and residential development to generate additional rates revenue for Ndlambe Municipality are appropriate; rather the economic and social value is found in the quality of the area as a public space for the residents and visitors to Port Alfred and Alexandria, and if invested in wisely, with appropriate development, the Precincts have the potential to leverage investment and economic growth and development opportunities for the both towns and the Sunshine Tourism Corridor.

Investment in the Precincts will help to ensure that new jobs are created, commercial and business centres are enhanced, property values increased and that income is generated for its investors for many years to come. A high-quality and publicly accessible precinct has economic value in terms of acting as a catalyst and enhancing real estate value, tourism value and asset value and in creating spin-off effects within the community - all which needs to be continuously enhanced.

The layers noted in **FIGURE 7-1** will establish a framework for success in order to support the capital improvements proposed for the Precincts and leverage public sector investment in the area for additional economic growth and development and investment by the private sector.

Getting the Basics Right is a foundational layer required for revitalisation, without it targeted capital investment is a wasted exercise.

7.4.1 Getting the Basics Right

The vital first step in the overall revitalisation process is to start **getting the basics right** through refocusing capacity to deliver public services in the towns, and more specifically in the precincts.

It is all very well to develop long-term strategic plans for accommodating growth and development, but these cannot be at the expense of maintaining the existing platforms and addressing service delivery backlogs.

Ndlambe Municipality will not be able to promote, encourage or facilitate revitalisation until and unless it can, itself, deliver on its **basic services delivery mandate** which includes the regular and consistent delivery of at least the following services.

- Law Enforcement
- Safety and security
- Infrastructure Cleaning, Repair and Maintenance
- Waste Management & Recycling
- Bulk Engineering Services Capacity

If the NM, and its service delivery partners, can refocus collective efforts and work towards a common goal and vision, if policies are in place that support and enable Port Alfred and Alexandria to redevelop as per the proposals recommended in the Precinct Plan and if basic service delivery is restored, then revitalisation, and growth, will be more likely follow.

Strengthen Law and Order

A firm commitment and quick action to enforce the Town Planning Scheme, Traffic, Business Trading and other Built Environment and Environmental By-Laws is required from all relevant authorities in order to stamp out illegal land uses, illegal activity and traffic control issues and to install investor confidence in the area i.e. a Zero Tolerance Approach.

Before adopting a zero-tolerance approach to law enforcement however an awareness campaign to educate both the public who use the Town and the businesses (both formal and informal) who trade in the area needs to be put in place by NM. This can be done at a broad municipal level but must be implemented in both Port Alfred and Alexandria as areas of top priority.

The campaign needs to highlight/remind residents and businesses what laws exist, why the laws have been put in place, why it is important to abide by them and the consequences for their non-compliance. Once stakeholders are capacitated, a zero-tolerance approach to the enforcement of laws can follow and law and order can be enhanced in the Towns.

Safety plans for the Festive Season that clearly communicate protocols and operations in place during peak season events and holiday periods are vital for demonstrating that law and in order is in place, and under control in the region.



LAUNCH ANNUAL FESTIVE SEASON SAFETY PLAN
(source: Multi Security Services Facebook Page/TMRP)

Enhance Safety and Security

Enhancing safety and security is a prerequisite to successful revitalisation and requires an integrated response from a number of role players.

These role players include SAPS, NM Community Protection Services, Private Security Companies, Community Policing Forums, organisations such as Business Associations and Forums, PARRA, Sunshine NGO Forum, Alexandria Farmers' Association, NSRI and private citizens.

Safety and security measures are a proactive approach to dealing with perceptions of crime and involve strategies such as mobilising communities to pledge their support to crime prevention, running targeted campaigns to tackle organised crime, using environmental design (CPTED) to “design-out” crime i.e. using natural surveillance, the provision of appropriate street (and building) lighting and through passive design elements such as active edges etc. and/or employing visible policing strategies.

Some of these initiatives are already in place in NM and can be built on to include the new precinct areas i.e. the Beach Patrol Project, “Eyes in the Sky” in Alexandria and SAPS Crime Prevention Initiatives been undertaken in known hotspot areas around Port Alfred and Alexandria. Others can be introduced into new project areas i.e. CPTED, SA Department of Tourism’s Tourism Safety Monitor Programme.

Given role of the ocean and river in Port Alfred, water safety and protection, are also vital to the safety and security of residents and visitors to the area, and Port Alfred is fortunate to have a NSRI station located within the town.



WATER SAFETY PROGRAMMES NSRI / CCTV MONITORING IN ALEXANDRIA
(source: NSRI Facebook Page/TMRP)



Coordinated Infrastructure Cleaning, Repair and Maintenance

Traditional responses to the cleaning and maintenance of public infrastructure tend to be reactive in nature. These activities are important however a more proactive approach which seeks to identify problems before they occur is required. It's also about seeing cleaning and maintenance programmes through the lens of “building of civic and community pride”.

A joint maintenance scheduling programme prepared in accordance with NM's Service Delivery Charter should be developed between various municipal service departments to implement scheduled maintenance in a coordinated manner that minimises disruptions in the town but must also make provision for ad-hoc repairs i.e. the replacement of signage knocked over in traffic accidents, damaged street furniture etc.



BEFORE & AFTER PAINTING OF PLANT HOLDERS WHARF STREET BY PRIVATE SECTOR
(source: TMRP/PARRA Facebook Page)



NM MAINTENANCE TEAMS IN OPERATION AT DUCK POND PORT ALFRED
(source: TMRP)

Waste Management and Recycling

Littering, illegal dumping of waste and overall unmanaged waste has a negative effect on the overall image and attractiveness of a place. In addition, excessive waste has a tendency to spill over into the storm water drainage system creating blockages that can in turn cause additional damage to infrastructure and impact on the ecological functioning of the Kowie River in Port Alfred and the Bokness River in Alexandria.

Removing unsightly waste restores dignity to the inhabitants and users of an area and conveys to all a public expectation to abide by a set of common norms of conduct where litter eradication programmes are no longer necessary in the future.

Stricter by-law enforcement on issues such as littering publicly communicates a zero-tolerance approach to all infringements of the law that eventually translates into lower pollution and crime levels and improved environmental quality.

Street cleaning teams should be deployed daily to high impact areas in both towns. These teams should be on-site sweeping and clearing streets before morning trade and should work in conjunction with the waste-management department to clear litter bins daily.

A small, dedicated team could also be 'up skilled' to report maintenance and repair of broken infrastructure, as well as to source recycling material from collected waste for waste beneficiation projects in the municipal area.

Recycling and waste beneficiation programmes are also opportunities to grow new business opportunities in the industrial areas of both Alexandria and Port Alfred and to create employment opportunities in both the formal and informal sectors e.g. turning alien vegetation into furniture, food into fertiliser, solid waste into Art etc.



WATERSHED DESIGN LAB - ART & CRAFT FROM RECYCLING
(source: Waterfront Design Lab)

Upgrade Engineering Services Capacity

The ongoing bulk infrastructure issues related to water and sanitation need to be addressed as part of a broader strategy to service the existing towns of Port Alfred and Alexandria.

Both towns are experiencing issues, with Port Alfred's tourism industry under threat due to perceptions of water shortages and/or water quality issues.

NM does have plans to upgrade these systems but must also get to grips with the ongoing maintenance and operations issues that have plagued the municipality over the past number of years.

Any growth in the region is going to require the upgrading of the capacity of the water, sanitation and electrical network supply to meet increasing demand.

7.4.2 Alignment and Coordination

Whilst this project recognises that revitalisation is required for both Port Alfred and Alexandria, it is important to note that there are already existing initiatives in place, physical, social and economic infrastructure that can be leveraged to perform better and active partnerships and social capital that can be harnessed towards a collective vision.

If the NM, and its stakeholders, can work towards a common goal and vision, if policies are in place that support and enable Port Alfred and Alexandria to be revitalised as per the proposals in the Master and Precinct Plan and if basic service delivery is in place, then revitalisation will be more likely to follow.

Key actions in support of alignment and coordination include:

- Adoption of the Master and Precinct Plans
- Establish a Brand for the Project
- The identification of a revitalisation champion
- Intra-Municipal Cooperation, Collaboration & Coordination
- Alignment with Other Governmental Departments
- Adapting the Policy and Legislative Environment
- Develop a Funding Strategy



Adoption of the Master and Precinct Plans

The Master and Precincts Plans presented for both Port Alfred and Alexandria provide guidelines for development in each town, some of which may require further refinement and detailed design prior to implementation.

The concepts, proposals and projects will need to be referenced and incorporated into NM's Package of Plans, the Integrated Development Plan (IDP) and Service Delivery Budget and Implementation Plan (SDBIP) and some of the changes proposed have implications for the recently completed Spatial Development Framework (SDF).

Establish a Brand for the Project

The revitalisation projects need to be elevated within all departments of NM as important flagship projects for the economic regeneration of the Municipality and as an important asset and investment areas that can assist in delivering socio-economic upliftment of the people of Ndlambe.

Identification of a Revitalisation Champion

Revitalisation will require dedicated capacity, creativity and continuous human endeavour without which, it will be difficult to achieve.

NM should identify '**Revitalisation Champions**' from both Port Alfred and Alexandria and from within existing service departments of NM who have strong leadership and good negotiation skills, who are team players and well versed in urban development and management to drive the implementation of the Precinct Plan on behalf of the Municipality.

These individuals should be given authority and support from the full Council to drive the implementation of the Precinct Plans, to make development decisions and to coordinate and drive the activities and inputs of sector departments as they relate to the development and urban management of each of Precinct.

Intra-Municipal Cooperation, Collaboration & Coordination

NM needs to ensure that all municipal sectors and departments understand this project and that they are working collaboratively towards the same development and management goals to ensure operational efficiency and optimum integration and use of departmental resources and budgets.

All Municipal departments need to review and adjust their planning focus and budgets wherever possible to ensure that they can contribute to the projects located within the Town Centres and thereby indicate commitment by NM to the project.

The project should be added as a standing item on Council Agendas to Full Council for reports back on progress, setbacks, bottlenecks and new opportunities on a quarterly basis.

In addition the Municipality must set an exemplary example with respect to property and facilities management of their own facilities and assets thereby demonstrating to other funders and the municipality their commitment to the revitalisation agenda.

Alignment with Other Governmental Departments

Once NM has its own line departments aligned and has started to demonstrate its commitment to the Precinct and Masterplans, the NM should actively engage with and ensure that the Rail Infrastructure, Taxi Rank Facilities, Magistrates Courts, SAPS premises and Heritage assets are treated in the same manner by their respective agencies.

NM also needs to continue to work with the Sarah Baartman District Municipality, EC Department of Transport, SANRAL and Eskom towards aligning regional infrastructure provision and capacity upgrades required to unlock local level growth opportunities and in order to unlock strategic land parcels,

Adapting the Policy and Legislative Environment

In order to proceed with the proposals identified within each Precinct Plan, there are likely to be a number policy and/or statutory legal requirements that need to be met.

- **Environmental Authorisations:** As a number of the projects identified for implementation in both Precincts are located within the coastal and estuarine zone (Port Alfred) and floodplain (Alexandria) and are interrelated, it is recommended that a [Basic Environmental Impact Assessment](#) for the entire project be undertaken that assesses the full environmental, social and economic elements of the proposals in relation to each other. Such a process would identify areas where further studies were required and/or mitigation needed.

As noted in the development principles, the development of the concept for both Precincts has taken cognisance of environmental concerns and limitations, especially with respect to Climate Change Risk mitigation i.e. flood risk/sea-level rise etc.

- **Town Planning Authorisations:** The bulk of interventions proposed for Port Alfred and Alexandria occur in road reserves, public open space, local authority zones and/or municipal owned land. The municipality is therefore able to apply its own discretion in permitting development.

It is however recommended that Erven 5515 and 5513 of Port Alfred be rezoned from Residential Zone 1 to Open Space Zone 1 and Erven 621, 622, 626 and 627 from Undetermined Zone to Open Space Zone 1. This zone is intended to “promote public recreation, enhance aesthetical appearance and promote the maintenance of a functional open space system” and is a far more appropriate zone to accommodate the objectives of the Precinct Plan would best accommodate the required rehabilitation and protection of the intertidal salt marsh habitats located on Erf 5515 of Port Alfred and at the Duck Pond.

The Master and Precinct Plans should be introduced as a [Policy Overlay](#) in the scheme that directs property owners and developers of both private landholdings and public space in accordance with the guidelines contained within The Port Alfred and Alexandria Master and Precinct Plans. This will give effect to specific guidelines contained within them and/or encourage a particular type of development, landscape character, environmental features, heritage values, development incentives and/or strategic interventions intent.

- **Land Legal:** New concessions and/or leases for new development opportunities should be facilitated in line with the opportunities identified in the Precinct Plans and especially associated with Junction Gardens in Port Alfred and Chicory Square in Alexandria.

[Any calls for expression and/or unsolicited bids for municipal land must uphold the vision and principles set forth in the Precinct Plan.](#)

- **Parking Strategy:** Strategically, NM needs to reduce the reliance on private vehicles in the region through the introduction of an efficient Integrated Public Transport System.

This must be reinforced with the introduction of an appropriate parking strategy in each of the ‘nodal’ centres that increases parking efficiencies as well as lessens the impacts of parking on the built environment.

As such it is recommended that the approach to parking in the Precincts be as follows:

- Focus on people access not vehicular access.
- Provide an efficient and effective alternative to car access i.e. an efficient and safe public transport, park and ride facilities in the peak periods.
- An acknowledgement that the amount of parking provided in the Precincts will **‘never be enough’**.
- Recognise that there are different parking users who require differential access to parking, especially related to commercial activity. Priority should be given to parking users in the Main Streets with loading/service vehicles given priority for loading and off-loading. Any new development should provide parking and load facilities, on site and preferably from the back of a building.
- Encourage parking turn-over with limits set on parking duration and the requirement to pay fees. Parking monitors can oversee this function as well as provide extra security and surveillance.
- New car parks should be provided where they are an essential part of a new development proposal and must confirm to the guidelines set out in the precinct plan.

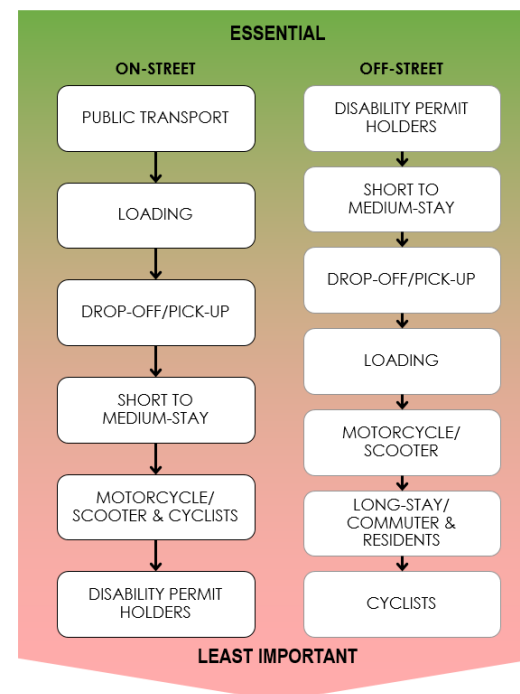


FIGURE 7-2: PROPOSED HIGH STREET PARKING USER HIERARCHY ¹

¹ After City of South Perth (2016)

Develop A Funding Strategy

The Ndlambe Municipality is facing a funding shortfall when it comes to financing what they are legally mandated to provide, let alone, provide finance for the Revitalisation of the town and investment in the public realm.

As a result, new and innovative ways to finance these activities will be required, as the municipality cannot rely on its traditional revenue streams and/or its proportional share from provincial and national government alone.

The Municipality will need to find additional financial resources to deliver on this plan, as well as ensure that the money it does spend, is spent well and in areas that leverage the highest return i.e. the municipality must direct municipal and grant funding investment into the enhancement of the “**capital web**” and work with other private and public sector stakeholders to “**do their part**” with respect to maintaining and investing in their own properties within, and adjacent to, the two precincts.

The municipality cannot do this alone and it must also work with other stakeholders, such as the private sector and property owners, to ensure that everyone is doing their part to regenerate the town centre.

There are various sources of grants, loans and funding that exist with a mandate that would support the interventions proposed in the Precinct Plan. Some could also support the private and public sector to invest and maintain their own property assets.

A synopsis of funds that could be tapped into by both the Ndlambe Municipality and public and private sector landowners that would cover investment in capital, operations, maintenance and the management of properties not only in the Port Alfred Central Waterfront and Alexandria Gateway Precincts, but in the greater town context of both is provided in Annexure and the Schedule of Project indicate potential funding options.

TABLE 7-1: POTENTIAL PROJECT FUNDING SOURCES

	PUBLIC SPACE (PUBLIC OWNED LAND)			PRIVATE SITES (PUBLIC & PRIVATE SECTOR OWNED LAND)		
	Capital Items	Operations & Maintenance	Management	Capital Items	Operations & Maintenance	Management
RATES	●	●	●	-	-	-
SPECIAL RATING AREAS/IMPROVEMENT PRECINCTS	-	●	●	-	-	-
LOANS	●	-	-	●	-	-
ASSET SALES/LEASES	●	●	●	●	-	-
DEVELOPER CONTRIBUTIONS	●	-	-	-	-	-
URBAN RESTRUCTURING ZONE	●	-	-	●	●	-
STATE OPERATIONAL GRANTS	-	●	●	-	-	-
STATE CAPITAL GRANTS	●	-	-	-	-	-
PRIVATE CAPITAL	-	-	-	●	●	●
PRIVATE OPERATIONAL FUNDS	-	-	-	-	●	●
PRIVATE SECTOR GOODWILL/ SPONSORSHIP	-	●	●	-	-	-
SIGNAGE/ADVERTISING REVENUE	-	●	●	-	●	●
FINES/TARIFFS	-	●	●	-	-	-
CORPORATE SOCIAL RESPONSIBILITY REVENUE	-	●	●	-	●	●

7.4.3 Working in Partnership

As noted, Urban Revitalisation is as much a product as it is a process! That is to say there will be physical outcomes in the form of infrastructure, buildings, public spaces and landscape, but these will be the result of inclusive and collective decision making processes that requires ongoing stakeholder engagement, dialogue, consultation, participation and collaboration.

Revitalisation interventions will be undertaken by a myriad of role players, working at different times on different initiatives, some connected, some not, but all contributing to productive change in Port Alfred and Alexandria and NM cannot undertake regeneration on its own.

People are the greatest asset to effect the change required to revitalise Port Alfred and Alexandria. Tapping into and unlocking the energy of people to drive revitalisation and to hold those responsible for managing the Towns and their Precincts, to account, is fundamental for achieving the goals of the Master and Precinct Plans.

Towards this end, the community needs to mobilised and coordinated around day-to-day operational, safety and security issues as well as issues that affect the broader sub-region. Locally focussed business networks are also a key to unlock and grow the local economies.

In the immediate to short-term it will be necessary for the Municipality to take the lead through playing an active coordinating and directing role in the area that responds to and demonstrates their commitment to establish a well-managed urban environment and to engaging with local communities around the Precinct Plans in a meaningful way. [This includes pulling together a number of stakeholders already involved and committed to seeing revitalisation in both Port Alfred and Alexandria.](#)

In the medium term, local communities should mobilise and organise themselves into a Stakeholders Forum (one per town) to further drive the localised objectives of the Precinct Plans, possibly even the Master Plans.

Through-out the process there should be a concerted effort to market and communicate what is happening in each of the Town Centres in order to help garner further support.

Establish A Stakeholder Forum

The Master and Precinct Plans commissioned by EC COGTA on behalf of Ndlambe Municipality provide a strong starting point for both the communities of Port Alfred and Alexandria to rally around. These projects, together with other catalytic projects identified for each town i.e. Thornhill Extension should be used to establish a Stakeholder's Forum towards the implementation of the individual projects contained in the Precinct Plans.

Initially the establishment of this forum should be driven by NM and should consist of key public and private sector development stakeholders in each respective Town Centre in order to confirm and communicate a common direction for Port Alfred and Alexandria, respectively and to achieve a greater level of coordination with respect to individual stakeholder investment objectives.

The form should aim to:

- Be inclusive as possible, and represent the aspiration and needs of all communities, businesses, tourists and visitors, NGOS and organisations committed to seeing a revitalised town.
- Confirm the developmental vision established through the EC COGTA/NM's Master and Precinct Plan Process
- Develop a Town Charter that confirms the 'rules of the game' with respect to doing business in the Town. Such a charter should also confirm a commitment by its citizens to behave in a respectful manner towards others, to respect the rule of law and order and to conduct themselves in a manner that enhances the regeneration vision of each Town.
- Partner with and hold NM accountable to getting the basic right, to addressing backlogs and to establishing the built environment platform required for growth in NM.
- Communicate the Precinct Plans to local communities for them to take collective ownership of the process and to work with the local press and social media groupings to 'celebrate' success stories to the broader Ndlambe region and to champion for action.

Marketing & Communication

There is no greater marketing tool than 'seeing is believing' and in this regard the Ndlambe Municipality needs to take the lead and simply get the basics right.

Only then should a marketing and communication strategy be developed to keep local stakeholders informed and updated on progress and performance and how revitalisation activities area being achieved in accordance with the Precinct Plan, as well as to mobilise communities to get involved.

Communication should target existing investors, potential new investors, existing and potential new business owners and local residents.

The NM could use social media, the radio, website and local newspapers to report on progress and success stories.

There is also a need to change citizen behaviour in the area and in this regard, NM needs to roll-out a number of awareness campaigns and community outreach programmes related to urban management and revitalisation. Such a programmes go hand in hand with the proposed strategy to mobilise and organise communities in Port Alfred and Alexandria.

These programmes could involve schools, the tertiary education institutions, NGOs, Churches, Sports Bodies and local businesses and could include events and activities such as:

- Building citizen pride – the notion of 'My Port Alfred.....'
- An Imagine Port Alfred/Imagine Alexandria Initiative that actively involves the residents in articulating what kind of Town Centre they would like to see in 50 years
- Adopt a Verge competition where business compete for the cleanest and most well managed street section.
- Traffic and pedestrian safety programmes
- Recycling and waste management programmes

- Law enforcement and anti-vandalism awareness campaigns

These programmes assist to reinforce a 'brand for Port Alfred and Alexandria' and contribute to the broader place-making strategy articulated in the Precinct Plans for each Town.



VARIOUS MARKETING & COMMUNICATION IDEAS²

² eThekweni FB | PARRA FB | Talk of the Town | eThekweni X | www.shell.com

Tactical Urbanism

Tactical urbanism is a low-cost, temporary approach to making meaningful civic changes to neighbourhoods, towns, and cities. It is a collaborative process that involves residents, businesses, and government agencies working together to test out new ideas for improving public spaces and transportation.

Tactical urbanism projects can be as simple as painting a crosswalk or installing a parklet, or as complex as creating a temporary pedestrian plaza or bike lane and is a great way to get involved in shaping a community and working in partnership, they are invariably inexpensive and easy to implement and can be temporary and/or permanent.

Examples of where tactical urbanism can include painting street furniture, public art installations, cleaning up and adopting public space etc.

Examples of such initiatives are already in place in Port Alfred and there is potential to involve communities in additional projects i.e. A new public art work on the back of the Memorial Hall which would be local competition for school children in the area to design the mural.



POTENTIAL TACTICAL URBANISM SPORT BEHIND MEMORIAL HALL
(source: TMRP)



TACTICAL URBANISM IN WHARF STREET BY PRIVATE SECTOR
(source: PARRA Facebook Page)

7.4.4 Targeted Capital Investment

The following tables provide outlines of proposed intervention areas. These have been packaged into discrete bundles but as funding becomes available could be re-packaged and re-organised to best suit the needs and available resources of NM.

Underpinning the Business Plan is the assumption that NM addresses the current bulk infrastructure backlogs and cashflow crisis impacting on service delivery in the Municipal area.

Due to the preliminary nature of design information available at this stage, project estimates are based on a broad order of magnitude cost analysis and should be treated as INDICATIVE only.

The estimates has been prepared on the basis of the following parameters:

- Estimated costs for the proposed Precincts have been generated using the Concept Sketch Designs and Urban Designers preliminary schedule of areas.
- The estimate have been prepared on the broad rate/m² analysis and based on a database of current and previous building cost taking cognisance of the additional special requirements and anticipated aesthetics of this project.
- Final costs are generated at a Final Design Stage.

TABLE 7-2: PROJECT SCHEDULE PORT ALFRED

	SUB-PRECINCT/PROJECT & DESCRIPTION	PROJECT GOAL	MUNICIPAL ROLE	TIMELINE	BUDGET	POTENTIAL FUNDING SOURCE	LED OPPORTUNITIES
PRECINCT-WIDE	Port Alfred Stakeholders Forum	C					
	<ul style="list-style-type: none"> • Establish a Port Alfred Stakeholders Forum that pulls together resident, business, political and administrative/governance stakeholders together to generate ideas for revitalising Port Alfred and for driving the implementation of the Precinct Plan. 	Stakeholder Engagement	Promote	Immediate	-	Nil	Social Cohesion
PRECINCT-WIDE	Gateways and Linkages	A S F					
	<ul style="list-style-type: none"> • Landscaping treatment of gateways should be designed to "lure" passersby into the precinct off the MR 72 and the Wharf Road entrance to the town. • Mobility status of MR 72 should be retained but innovative and creative traffic calming measures should be applied. • Pascoe, Causeway, Gluckman, Main and Wharf streets remain primary access and structuring routes to and through the Precinct and should be treated with traffic calming and landscaping. • Sub Precinct Parking areas should be accessed off Pascoe, Causeway and Gluckman and should not be located closer than 25m to the river edge to maintain a generous pedestrianised zone adjacent to the river edge. • All surface parking areas are to be planted with trees to provide shade, wind and heat mitigation and visually "green" and "soften" expansive hardened surfaces. 	Public Realm Upgrade	Lead / Deliver	Short-Term	tbc	EC COGTA Small Towns Programme SANRAL NM: Roads / Community Services	Parking Monitors (Paid Parking with On-Site Surveillance)

	SUB-PRECINCT/PROJECT & DESCRIPTION	PROJECT GOAL	MUNICIPAL ROLE	TIMELINE	BUDGET	POTENTIAL FUNDING SOURCE	LED OPPORTUNITIES
CIVIC CENTRE	Civic Centre Upgrade	A S F					
	<ul style="list-style-type: none"> Redevelop the existing parking areas and forecourts of the Memorial Hall, Library (proposed Digital Knowledge Centre). Encourage conferencing and community functions at Memorial Hall 	Public Realm Upgrade Building Upgrade	Lead / Deliver	Short-Term	tbd	NM LED/Community Services	Eventing Catering Companies
	Waterside Square	V S F					
	<ul style="list-style-type: none"> Create a new "waterside" square along the Promenade with the rear of the Memorial Hall as backdrop to the square. Use the rear wall of the Hall as a "canvas" for large scale community driven public art. 	Public Realm Upgrade	Lead / Deliver	Short-Term	tbd	EC COGTA Small Towns Programme NM: Roads / Community Services	Sporting Clubs Eventing
	Digi-Centre	F C					
	<ul style="list-style-type: none"> Expand the library into a digitally based knowledge centre to support children's education as well as adult learning. 	Youth Empowerment Social Development Building Upgrade	Facilitate	Short-Term	tbd	NM LED/Community Services Lotto/CSI Funding	Adult Education Training Providers Internet Access
TOURISM JUNCTION	Kowie Promenade (South Bank)	A S F					
	<ul style="list-style-type: none"> Create an iconic multi-functional river edge promenade on both sides of the river between the two Bridges on MR 72 and Main Street / Pascoe Street that links sub-precincts and provides space for walking, jogging, cycling, skateboarding, river viewing, boat and event watching, fishing in select places, display of public art and general recreation. Establish new paved links back into adjacent sub-precincts between tennis courts and bowls club, between Memorial Hall and Girls Scout Hall and between Girls Scout Hall and Tourist Hub. Consider lighting up the Kowie River Bridge periodically with creative lighting as part of nighttime attraction to support hospitality sector and "branding" strategy of the Town. 	Public Realm Upgrade	Lead / Deliver	Short-Term	tbd	EC COGTA Small Towns Programme NM: Roads / NM LED / Community Services	Sporting Clubs Eventing Birding Tours
	Kowie Promenade (North Bank)	V A S F					
	<ul style="list-style-type: none"> Create an iconic multi-functional river edge promenade on both sides of the river between the two Bridges on MR 72 and Main Street / Pascoe Street that links sub-precincts and provides space for walking, jogging, cycling, skateboarding, river viewing, boat and event watching, 	Public Realm Upgrade	Lead / Deliver	Short-Term	tbd	EC COGTA Small Towns Programme	Sporting Clubs Eventing Birding Tours

SUB-PRECINCT/PROJECT & DESCRIPTION	PROJECT GOAL	MUNICIPAL ROLE	TIMELINE	BUDGET	POTENTIAL FUNDING SOURCE	LED OPPORTUNITIES
<p>fishing in select places, display of public art and general recreation.</p> <ul style="list-style-type: none"> Establish paved links from the promenade back into Tourism Junction Park, Rail Station and Old Market Square. 					NM: Roads / NM LED / Community Services	
Junction Market	A S F					
<ul style="list-style-type: none"> Create a new public square with a new mixed product "market" (agricultural produce, locally produced art and craft, fashion products) located in the Old Market Building (Lounge). Pave Pascoe Crescent. 	Public Realm Upgrade Building Treatments Local Economic Development	Lead / Deliver Facilitate Promote	Medium-Term	tbd	EC COGTA Small Towns Programme NM: Roads NM: LED National Arts Programme/Lotto Private Sector	Informal Traders Kiosks Parking Monitors (Paid Parking with On-Site Surveillance) Lease Concession to Operate a Market/Restaurant Local Artist Commissions/Gallery Space
Junction Gardens	V S F					
<ul style="list-style-type: none"> Establish a sculpture garden with local community arts and crafts-sculptures (permanent or semipermanent) featured in the garden. Rehabilitate adjacent salt marshes 	Public Realm Upgrade Public Art	Lead / Deliver Facilitate Promote	Medium-Term	tbd	EC COGTA Small Towns Programme NM: LED/Environment	Informal Traders Kiosks Local Artist Commissions/Gallery Space Landscaping Service Providers
Old Rail Station	S					
<ul style="list-style-type: none"> Redevelop Rail Station into a mixed-use node providing food outlets, a museum, and a zip-line platform from the adjacent elevated neighbourhoods. 	Building Treatments Local Economic Development	Facilitate Promote	Short-Term	tbd	NM: LED EC Tourism Department Private Sector	New Restaurant Opportunities Zip-Line Company
Wharf Street Pedestrianisation	A S F					
<ul style="list-style-type: none"> Close vehicular thoroughfare and prioritise pedestrian access in Wharf Street with additional landscaping. Enhance jetty and access to boating activities/water taxi's/novelty trips etc. 	Public Realm Upgrade	Lead / Deliver	Short-Term	tbd	EC COGTA Small Towns Programme NM: Roads	Parking Monitors (Paid Parking with On-Site Surveillance) River/Boating Tour Operators

	SUB-PRECINCT/PROJECT & DESCRIPTION	PROJECT GOAL	MUNICIPAL ROLE	TIMELINE	BUDGET	POTENTIAL FUNDING SOURCE	LED OPPORTUNITIES
CENTRAL PARK	Central Park	A S F					
	<ul style="list-style-type: none"> Create new and enhance existing links to the Civic Centre and Promenade, both vehicular and pedestrian. Formalise parking, install additional picnic facilities and careful landscaping. 	Public Realm Upgrade	Lead / Deliver	Medium-Term	tbd	EC COGTA Small Towns Programme NM: Community Services	Landscaping Contract Service Providers Eventing Opportunities
	NSRI Link	A F					
	<ul style="list-style-type: none"> Link the NSRI node via the promenade under the MR 72 bridge. 	Public Realm Upgrade	Lead / Deliver	Medium-Term	tbd	EC COGTA Small Towns Programme NM: Community Services	-
MAIN STREET	Main Street	A S F					
	<ul style="list-style-type: none"> Upgrade and convert Main Street into a pedestrian prioritised retail commercial and services "High Street". Widen sidewalks to improve circulation, increase planting, insert landscape infrastructure, and provide controlled street trading space. On street parking in Main and CBD Streets should be converted to short term paid parking. Upgrade the streets and links between Main Street and Lakeside 	Public Realm Upgrade Local Economic Development	Lead / Deliver	Short-Term	tbd	EC COGTA Small Towns Programme NM: Roads NM: LED	Informal Traders Kiosks New Restaurant Opportunities Parking Monitors (Paid Parking with On-Site Surveillance)
CBD LAKESIDE	CBD Lakeside	V S F					
	<ul style="list-style-type: none"> Create a new water (lake) front and provide pedestrian linkages to the CBD. Encourage owners of existing buildings to re-orientate their buildings towards the lake edge. Landscape parking areas. Establish a 1,5 m boardwalk around the edge of the Lakeside Wetland. 	Public Realm Upgrade Building Treatments Local Economic Development	Lead / Deliver	Medium-Term	tbd	EC COGTA Small Towns Programme NM: Roads NM: Environment Private Sector	Birding Tour Groups Informal Traders Kiosks New Restaurant Opportunities Parking Monitors (Paid Parking with On-Site Surveillance)
SMALL CRAFT HARBOUR PIER	Small Craft Harbour	A F C					
	<ul style="list-style-type: none"> Upgraded access approach, parking and river edge paving., including seating and lighting. Upgraded lighting and visible safety and security Pedestrian link under the MR 72 Bridge to connect to Tourist Junction sub-precinct. Can be access controlled for safety if required. 	Public Realm Upgrade	Lead / Deliver	Long-Term	tbd	EC COGTA Small Towns Programme NM: Roads	Security and Surveillance Teams (SMMEs)

TABLE 7-3: PROJECT SCHEDULE ALEXANDRIA

	SUB-PRECINCT/PROJECT & DESCRIPTION	PROJECT GOAL	MUNICIPAL ROLE	TIMELINE	BUDGET	POTENTIAL FUNDING SOURCE	LED OPPORTUNITIES
	Alexandria Stakeholders Forum	C					
	Re-establish the Alexandria Development Forum that pulls together resident, business, political and administrative/governance stakeholders together to generate ideas for revitalising Port Alfred and for driving the implementation of the Precinct Plan.	Stakeholder Engagement	Promote	Immediate	-	Nil	Social Cohesion
CHICORY JUNCTION	Chicory Community Square	V A S F					
	<ul style="list-style-type: none"> Develop new urban wetlands park with a mixture of paved and grassed areas. Public Transport Facilities including public ablutions. Picnic Facilities to be provided. Landscape infrastructure will include additional streets trees,, street furniture (seating, lighting, litter bins and signage) and public art. The municipal owned property (Erf 1108) in the space can be transformed into a mixed-use information, community centre, workshop/retail outlet for locally produced goods and services. Could be extended if NM purchased Erf 1640. Upgraded building facades (Private Properties) 	Public Realm Upgrade Building Treatments Local Economic Development	Lead / Deliver	Short-Term	tbd	NM LED NM Environment NM/SBD Transport Chicory SA Private Sector	Taxi Associations to manage public ablution facilities. Periodic Markets Informal Trading Kiosks New Arts and Crafts Workshop/Training Centre New 'Chicory' Themed Café and Info Centre Conversion of sites surrounding the square to land uses that support mixed-use community and tourism activities.
HERITAGE QUARTER	Heritage Lanes	S F					
	<ul style="list-style-type: none"> Upgraded sidewalks and public spaces around the Heritage Hotel and surrounding heritage buildings, Install heritage signage and information boards explaining the history of the area, in addition to street furniture (litterbins, lighting and seating). Accent lighting on buildings and lanes 	Public Realm Upgrade Local Economic Development	Lead / Facilitate	Medium Term	tbd	EC COGTA Small Towns Programme NM: Roads SA Heritage EC Tourism Department	Local Heritage Tours Niche Retail/Restaurants
	Church Forecourt	S F					
	<ul style="list-style-type: none"> New raised "square" with a different road surface and treatment accentuated by sidewalk treatment, new street trees, planter boxes, seating, and accent lighting. 	Public Realm Upgrade	Lead and Facilitate	Medium Term	tbd	SANRAL EC COGTA Small Towns Programme SA Heritage	Local Heritage Tours

	SUB-PRECINCT/PROJECT & DESCRIPTION	PROJECT GOAL	MUNICIPAL ROLE	TIMELINE	BUDGET	POTENTIAL FUNDING SOURCE	LED OPPORTUNITIES
						EC Tourism Department	
THE HIGH STREET	The High Street Spine						
	<ul style="list-style-type: none"> Upgrade and new sidewalks on Voortrekker Street (R72) with clearly demarcated vehicle entry points to adjacent sites and parking for cars. Traffic calming treatments to include a central median and speed table. New trees to be planted along street and street furniture (seating, lighting, litterbins and signage) to be provided. 	Public Realm Upgrade	Facilitate	Short-Term	tbd	SANRAL EC DoT EC COGTA Small Towns Programme NM: Roads	Informal Trading Kiosks Private Sector Business Opportunities
	Retail Strip						
	<ul style="list-style-type: none"> New medians and sidewalks to demarcate street space and parking spaces. LED Skills Training Centre in Old Municipal Offices As per High-Street 	Public Realm Upgrade	Facilitate	Short-Term	tbd	EC COGTA Small Towns Programme NM: LED NM: Roads	Informal Trading Kiosks Private Sector Business Opportunities Skills Development
INDUSTRIAL CLUSTER	Truck Stop						
	<ul style="list-style-type: none"> Possible truck stop facility at south gateway to town 	New Development	Promote	Short-Term	tbd	SANRAL EC DoT Private Sector	Informal Trading Kiosks Private Sector Business Opportunities linked to Motor Vehicles / Food Outlets

8 IMPLEMENTATION

8.1 From Precinct Plan to Action

The Port Alfred Central Waterfront and Alexandria High Street Precincts are both areas of high value and visibility within each of their respective towns. Despite the historic roles that both precincts have played in the establishment of each town, the function and role of these areas has changed resulting in the disuse, disrepair and general sense of neglect evident in both.

As demonstrated in the previous sections, strategically both precincts have the potential to stitch together their surrounding sub-precincts and to provide a context/setting for existing nodes of economic activity, social upliftment and engagement and civic function to be pulled together into a co-ordinated, well designed and meaningful public space for both residents and tourists.

In Port Alfred it's the land on either side of the river that plays this function and in Alexandria, it's pockets of public owned land at the crossroads of the R72 and the road to Boknes (DR 09139) in order to capture the interest of people driving through.

Port Alfred is not dying but there is an opportunity to add additional attractions and functions to a town that already generates a lot of activity and interest. Alexandria on the other-hand is struggling and needs a much broader LED strategy linked to the agricultural hinterland, but it can benefit from capturing passing trade.

Whilst one of the key development principles for each of the Precinct Plans has been a "light-touch" approach that takes cognisance of the economic realities within Ndlambe Municipality, the scarcity of financial resources and environmental constraints evident in both Precincts, the Precinct Plans still manages to set out an ambitious and well considered vision for each town and a provide a set of development and design guidelines to realise this vision.

8.2 Where and How to Start?

The revitalisation of Port Alfred and Alexandria have already started, it is through the community and business initiatives already being undertaken in and around the towns and it is through the preparation of this plan, funded by EC COGTA to assist Ndlambe Municipality with preparing a vision for the two towns which can be "shopped" around to both private and public sector investors.

There are a number of key actions that the Municipality needs to attend to in order to implement these.

These include:

- 1) **Get the Basics Right and Lead by Example** as noted in the previous chapter.
- 2) **Adopt of the Port Alfred and Alexandria Masterplan and Precinct Plans** and start building alignment internal and external to the Municipality coordinating departments responsible for service delivery.
- 3) **Identify a Project Champion** within NM to drive the Implementation of the Master Plan and Precinct Plans and to ensure alignment of municipal budgets and coordinate with other service departments.
- 4) Facilitate the **establishment of a Stakeholders Forum** in both Port Alfred and Alexandria with local representatives from each town as the core and work to support the initiatives of local communities and organisations striving to make a difference.
- 5) **Submit funding applications** for capital grants and/or donor funding assistance.
- 6) **Initiate regulatory authorisations** that may be required.
- 7) **Call for expressions of interest on key municipal sites** where there is the potential for the private sector to access strategic land parcels but with a condition that the successful bidders develop in line with the Precinct Plan and provide off-site endowments to fund public realm upgrades.

PART 06 | ANNEXURE

ARCHITECTURAL HERITAGE

Andrew Fraser Architect

Preface

The small Eastern Cape towns of Port Alfred and Alexandria possess an inherent, captivating, charm. This is in no small part due to the magnificence of the natural landscapes in which they reside; the dynamic Kowie River system of Port Alfred and the far-reaching, rolling, farmlands of Alexandria.

Equally however, this character is derived from a man-made cultural landscape that is overlaid on this exquisite natural canvas. This is manifest in a delightful built heritage that comprises a collage of overlaid period styles, that has matured over the centuries. Each new style expresses the culture and influences of a particular time in history and is the surviving record of the people and events that shaped the towns.

This tapestry of styles has coalesced into a unique architectural language. It has a certain character derived from a broad set of interrelated visual and spatial properties including its collective rhythms, scale, textures, and proportions that have a very comforting, human quality to them. It has a strong sense of place, a recognizable identity, that has significant cultural and economic value.

Over the ensuing years however, some development that has taken place, has not been particularly sympathetic to the character of the towns. Heritage buildings have been demolished to make way for new development, been inadvertently ruined through ill-advised alteration and inappropriate new buildings have been thrust upon the existing urban fabric, eroding the towns unique identities.

When devising any sort of intervention to promote economic growth, it therefore follows that serious consideration must be given to this unique heritage. The challenge; is how to place the new amidst the old; how to introduce solutions that are respectful and contextual or even able to enhance the character and identity of these small towns, without interfering in progress.

Following, is a brief history of the various stylistic periods at play in Port Alfred and Alexandria. Against this backdrop, many of the buildings that make up each town's unique architectural heritage have then been identified, and their stylistic characteristics noted. This has then been distilled into a broad set of desirable and undesirable, built- form responses.

It is important to state that this is not intended to be an exhaustive conservation record, nor is it intended to prescribe solutions or limit creativity. It is rather intended as a tool to establish a feasible framework for the creation of positive opportunities into the future.

Historical Architectural Styles

Southern Africa is home to a rich and varied architectural tradition. Not only does this include a wide variety of indigenous built forms, but the influence of northern hemisphere immigrants from 1652 onwards ensured that many of the emerging styles of eighteenth, nineteenth and twentieth century Europe, America, and Asia, found expression in local buildings.

Period styles in Southern Africa lagged somewhat behind their European counterparts. In addition, they were never slavishly imported. Instead, the styles which emerged were a modified version of the original, tempered by the new way of life, local climatic conditions, and available materials and skills. The net result was a cultural, cross-pollination, a tapestry of merged and overlapping styles which were given new meaning in terms of local values and customs.

Following is a brief background to the various historical architectural styles that one may expect to encounter in small Eastern Cape Towns.

Cape Dutch Style

The Cape Dutch Style emerged in the Cape Colony amongst the Dutch, Flemish and Huguenot settlers during the seventeenth, eighteenth and early nineteenth centuries. In part a derivative of the layout of 17th century Dutch pleasure gardens, it also included elements of the typical Dutch canal-house gables and the Western European tradition of the long house. It evolved out of a desire to apply order to farm settlements set in far-flung landscapes of often overpowering grandeur, by introducing formal relationships between buildings from 'home'-uniformity, symmetry, and proportion, thereby creating spaces of significance. It was soon widely adopted across the colony to include almost all kinds of structure including everything from, administrative buildings and churches to townhouses, lowly fishing cottages, bell towers and even dove cotes.



It became a style of great charm and consistency including elements such as prominent decorative gables, steep pitched thatched roofs, whitewashed walls, large wooden sash cottage pane windows, green painted woodwork and small-span symmetrical plans - usually in an 'I, T, H or U' configuration.

The most prominent feature was the front gable rising to full height in the centre of the façade over the front door and this could be overlaid with a variety of decorative features without losing its basic qualities. Its outline received plaster treatments following fashions in Europe of the time; increasingly curvilinear scrolls (Baroque/Rococo) up to the 1790s, then later Classical, triangular styled pediments, pilasters and other rectilinear elements. The gable could also be dressed down into a modest triangular form; this was especially evident in coastal fishing settlements.

Cape Dutch Revivalism

A Cape Dutch revival emerged in southern Africa during the late 1890s and lasted through until the early 1930s. The architecture of this period is marked by the reintroduction of such elements as small-paned timber sash windows, white smooth plastered walls and the (often poor) re-interpretation of the earlier gable tradition. This coexisted with clay tiled roofs and columns of the classical orders. Perhaps the most prominent and skilled of its proponents was Herbert Baker who, following his arrival at the Cape in 1892, began to use the buildings of early Dutch settlers as inspiration for many of his designs.



The Karoo Style

After the 1750s, with the risk of the spread of fire in thatched roofs, Cape Dutch styled buildings in Cape Town were invariably flat-roofed. This style was also adopted in simple form in the 'Bo-Kaap' amongst less affluent people and it became associated with the Trekboer culture so that it was transplanted to many interior locations by Dutch farmers emigrating there after 1836.



It comprised a rectangular plan structure, usually a single cell, covered by a lean-to roof falling to the rear of the building from a raised parapet façade. The roof could be constructed of wooden poles with a lath and baked mud topping in the absence of thatching grass. Its form and building construction made it a highly efficient residential form in warm, dry climates such as that of the Karoo, where it flourished during the nineteenth century.

The introduction of corrugated iron in the Southern African after the 1860's assisted further in its spread. There is a clear European influence in the typical Karoo houses being very simplified versions of the popular, Late Georgian, Victorian and Edwardian styles of the time. Quite often a prominent covered verandah (stoep) was added to the street frontage as protection against the harsh sun. These houses were built of local materials such as stone and handmade bricks and plastered with a breathable mud plaster.

English Settler Style

A modified English vernacular tradition brought by British settlers to the eastern Cape region after the 1820s. Farm buildings were generally single storied but town houses often reached two floors. Walls were thick and built in stone and the ridged roof, thatched or tiled, was terminated at either end by simple linear parapet gables. In many instances fireplaces were located at either end of the building and the resultant chimney flue projecting through the gable apex gave it its characteristic square capping. Subsequently, when buildings began to be erected with only one fireplace, placed either centrally or at one end of the dwelling, the square capped gable was often retained as a stylistic feature.



The English Period Styles

The Georgian Period

A style of architecture that appeared in the midst of the Cape Dutch after the British annexation of the Colony from the Dutch in 1806. It was so named after a popular style that emerged during the reign of the English Kings, George 1 -IV, from 1727 to 1830.



After the curvilinear and highly decorative Baroque and Rococo eras, the Georgian period saw a return to simple classicism with emphasis on careful proportioning, symmetry, and quiet rhythms. It was typified by a plain facade treatment including rectangular parapeted roof lines, regular fenestration and, apart from an elaboration of the main entrance, a virtual absence of applied decoration.

Georgian detailing was often grafted on to Cape Dutch buildings, with typically deeper window reveals which became ever larger and of taller and narrower proportions. Doors became vertically divided instead of the Cape Dutch stable doors, were multi-panelled and were often adorned with semi-circular fanlights. Typically, Georgian facades face the street and are symmetrical about the front door.

The Victorian Period

Like the Georgian period before, the Victorian Style was named after the reigning British monarch, Queen Victoria, who acceded to the throne in 1837. Features of this period however only took hold in the Cape towards the end of the 19th century and were often overlaid on earlier Cape Dutch and Georgian examples.



The Victorian period was one of unprecedented discovery, exploration and colonial expansion, and this was reflected in an exuberant and richly textured architecture, of applied decoration and with romantic references to bygone eras and exotic styles. It was also the era of the industrial revolution which made new forms of construction possible with the advent of mass-produced steel, cast and pressed iron, and large flat sheet glass. These items

could be prefabricated, catalogued, and easily shipped and so they were readily exported from Britain to its colonial markets.

Generally, the Victorians tried to soften the simple, geometric, and symmetrical facades of their Georgian predecessors. Thus, gable ends became projecting and off-centre, bay windows, porticos, decorative woodwork, and fretwork broke up the façade, and ridge decorations and vents softened the roof. The main façade softener was to become a perfect climatic controller in the local environment – the verandah. This was, finished in concave, convex and ogee (catslide) roof profiles.

Whereas Cape Dutch and Georgian residential buildings were lined up along the street, the Victorian tendency was to set buildings back in their landscaped gardens to encourage the relationship between the solid and void of the buildings with their natural environment.

The Edwardian Period

Edward VII succeeded Queen Victoria in 1910 however Victorian style continued well into the 20s and a large measure of overlap may be perceived to have occurred between Victorian Eclecticism and the Edwardian era.



The Edwardian period was generally marked by a simplification of building styles and applied decoration. There was a revisiting of neo-classical principles using such elements as parapeted triangular gable -ends, pedimented windows, and imposing porticos supported by classical columns. In domestic architecture sash windows were replaced by casement openings, verandah columns and balustrade walls became simpler and greater use was made of plaster work including pargeting, and plinth and cornice mouldings.

Modern Architecture and The Modernist Movement

Modern architecture emerged at the end of the 19th century out of revolutions in technology, engineering, and building materials. New materials such as reinforced concrete, steel, and curtain wall glass inspired architects to create new shapes, enormous spans and build to great heights.

There was a new desire to break away from historical architectural styles and to invent something that was purely functional and new. Thus, the Modernist movement was born typified by, form follows function, clean lines and a lack of ornamentation.

In parallel, and in reaction to the cold features of the Modern Movement there emerged other modern styles such as Art Nouveau and Art Deco, which unlike the Modernist styles of Corbusier and van der Rohe, made use of the newly available materials and technologies but incorporated, lavish decoration.

Post Modern

Postmodernism arose in the 1960s and '70s as an architect-driven critical reaction and response to the prevailing 'Modern Movement' of the mid-20th century, which postmodern architects perceived as placeless and rigid.

Whereas Modernism was devoted to order and simplicity, postmodernism embraced complexity and contradiction. Using a pastiche of disparate borrowed styles, decorative elements, asymmetrical lines, curved forms, sculptural design and bright colours, postmodern buildings can be challenging for the uninitiated, easily veering toward kitsch and camp.

Conservation of Built Heritage

It is pertinent to include basic synopsis of historical building conservation here as this has relevance when reviewing the architectural heritage of a town.

At the outset it must be stated that there is a fine line in historical building conservation, between maintaining the original architectural integrity of a structure, and the ill-informed perversion and consequent destruction of it. For this reason, a proper conservation protocol, is required. This is a project in-its-own-right however, and one that falls outside the scope of this document.

The approach to conservation can perhaps best be divided into 3 categories:

1. Preservation – to retain and maintain, more-or-less as-is, preventing further change.

Where buildings are not in use, at the very least, measures should be taken to prevent destruction. These may include survey and documenting of existing, control of destructive plant growth, temporary shoring to prevent collapse, protection from water damage, and prevention of looting and vagrant occupation. The integrity of the external envelope of buildings in use should be maintained and materials subject to environmental or pest degradation protected.

2. Restoration – to return to a former appearance and condition.

This should not be attempted unless accurate information as to the original state of a building is available and/or the advice of a skilled professional is engaged. Deploying ill-advised techniques and materials will result in a loss of authenticity. Missing or damaged elements should be carefully modelled and redecorated to match the original.

3. Rehabilitation – to modify and repair to accommodate a new use, while retaining the existing character.

Recycling historical buildings to accommodate modern day uses and lifestyles can breathe new life into old buildings. The opportunity here is to maintain the legacy of the old and to allow it to inform how best to place the new amidst the old, without inhibiting progress and so that the unique latent economic advantage can be derived from it.

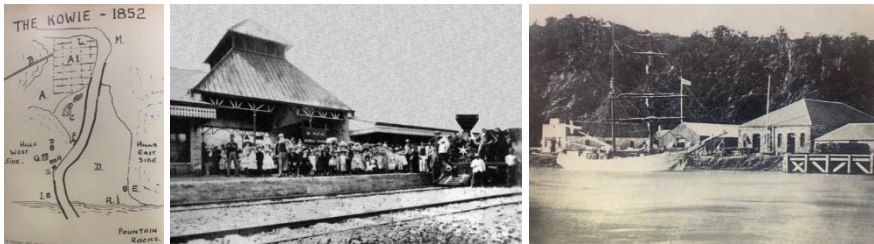
Additions or new development should not attempt to mimic the original. Rather, a subtle acknowledgement of the underlying forms, rhythms, scales, proportions, and textures of heritage buildings should be made and then reinterpreted using modern materials and construction techniques. Again, this work should only be attempted by experienced specialists.

Ultimately, the approach adopted is informed by the status quo of the asset, its intended use and the funding available.

Port Alfred

In 1820, English immigrants were settled in the Eastern Cape by the colonial government. They felt isolated and had an acute desire for access to the outside world. The Kowie River seemed to have potential as a port and soon became the focus of a possible solution. Initial endeavours failed, but through the efforts of a William Cock and George Hodgkinson, who rerouted and canalised the river, South Africa's first man-made harbour was finally opened in 1863.

The opening of the harbour made it possible for high-masted sailing ships, with their heavy cargo, to cross the sandbar and to dock in the calm waters of the Kowie River. Although this crossing was fraught with danger, many ships visited, and the town thrived for twenty or so years until the coming of the railway line to Grahamstown in the mid-1880s. Early drawings from circa 1852 already showed a rectilinear town grid laid out in the crook of the river bend. A wharf, warehouses and a market for the handling and trading of goods naturally evolved, and many of Port Alfred's historic buildings were constructed during this period.



These early buildings drew their inspiration from Cape Dutch and English styles, and local derivatives of them. Over the ensuing years, these styles were further overlaid on one another, so that elements from various periods, are evident in single structures. They were tempered by responses to local conditions with lean-to roofs for protection from the elements and locally quarried stone walls. The hard frontier lifestyle, and limited availability of skills and materials was reflected in their simple stature and construction.

It appears that this architectural language was widely applied in the town until, circa the 1960s and 1970s. The reiteration and infusion of styles and the continuity of scale, form and texture resulted in a built fabric with a humanness and a strong recognizable identity. This eclectic mix of period

styles with an underlying portside culture is the foundation of the unique charm of Port Alfred's built heritage.

Unfortunately, more latterly some of these earlier buildings have been demolished to make way for ill-conceived development that diminishes the town's character. Large structures out of scale with their surroundings, large monochromatic expanses of facebrick, buildings that turn their back on the street and the generic building forms of franchise business, have done little to enhance the townscape.

Circa the 1970s, examples appeared of the Modern Movement, prevalent in the world at the time. This no-frills approach to design may seem at first to clash with the earlier styles. Like any art form however, there are well resolved and bad examples, and so long as the work is respectful of the surrounding built fabric - its scale and relationship to the street, and the work is true to its era and culture, the buildings coexist happily.

In the 1980s, the clean lines of the modernist buildings were infused with stylized elements of bygone eras during the Post-Modern period. The same principles apply.

An Analysis of the Existing Built Fabric of Port Alfred

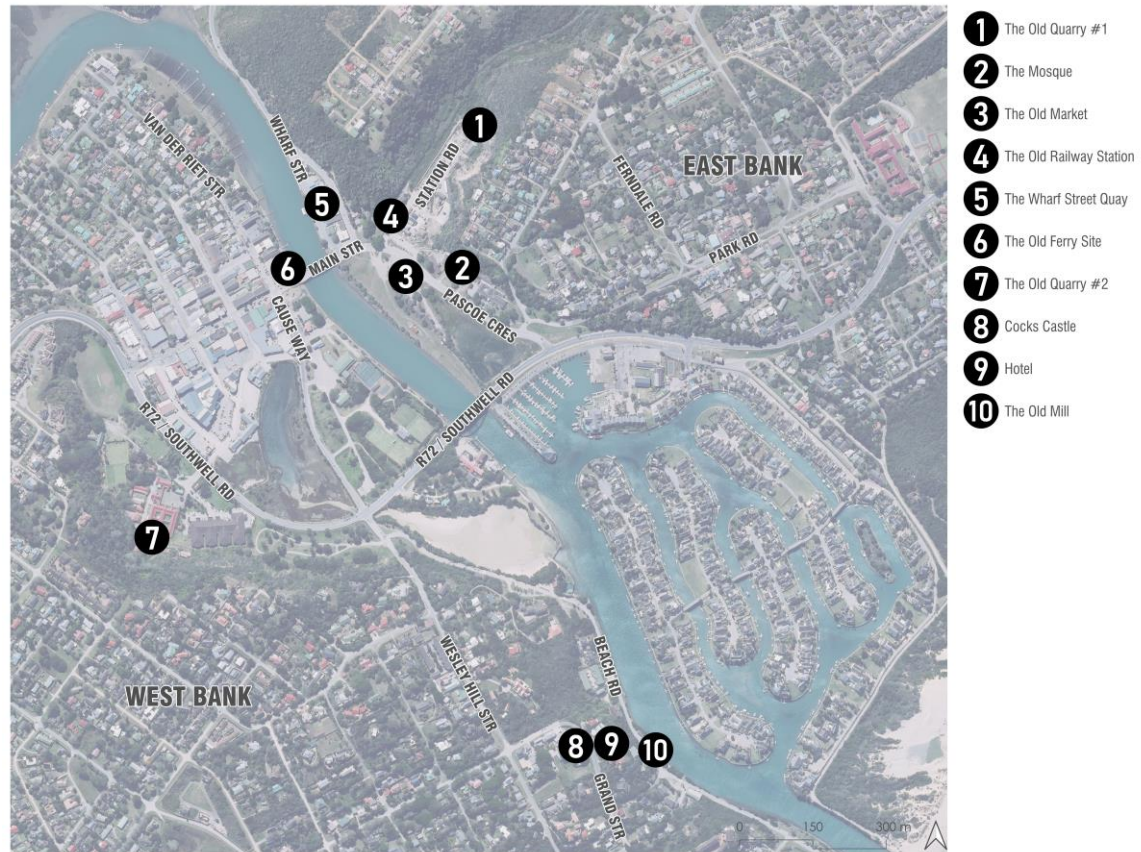
Over the last two hundred years Port Alfred has evolved from a small settlement of wood and iron shacks, through boom times and quiet times, to a modern 21st century town complete with a golf course, marina, and internationally acclaimed flight school.

To identify an appropriate architectural language to take Port Alfred forward, an analysis of its architectural heritage has been conducted and the successful and unsuccessful contributing elements identified.

A handful of buildings have been selected based on their heritage quality and the potential of this to inform a new language and their proximity to potential value-adding precincts. Others have been selected to illustrate less desirable characteristics.

Key to building analysed

- The Railway Station
- The Railway Shed
- The Market Building
- The Port Alfred Masjid
- The Wharf Street Precinct



The Railway Station - 1884/5

The advent of the railway system was in many ways an embodiment of the industrial revolution and the travel of Victorian culture around the world. The railway station was thus often afforded a prominence commensurate with this status and imbued with exotic references and newly available materials.

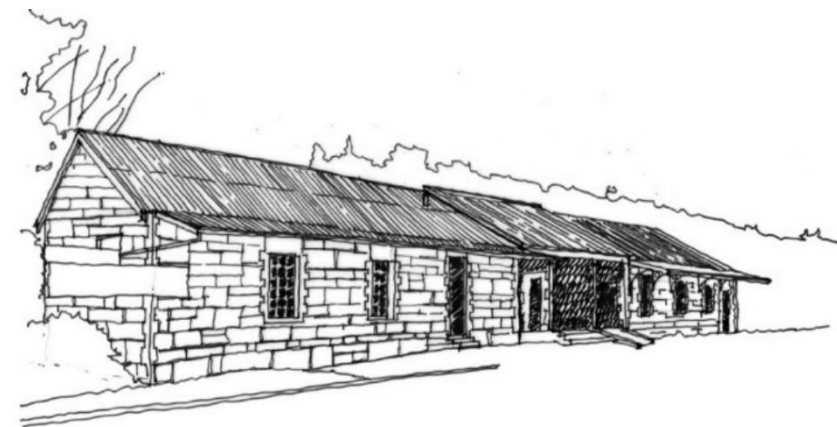
This landmark building is a typical example. Unfortunately, the central tower feature with its Southeast Asian romantic, references no longer exists. Typical Victorian detailing however is evident including, a corrugated iron roof with shallow pitched lean-tos and decorative timber running trims to the facias, imported decorative cast iron columns, railings and roof brackets and plaster quoining at wall corners and window reveals. Of interest is the beautiful locally quarried stone laid in a neat ashlar masonry style.

This building is an integral part of the early history of Port Alfred and major contributor to the unique character of the built environment. Its scale and the materials of which it is composed can be reinterpreted in to inform a desirable architectural style going forward. It will be well suited to being authentic component of a potential riverside tourist precinct including the Old Market Building, the collection of derelict buildings situated around it, the Railway Shed and the Wharf Street precinct.

This building therefore requires preservation, restoration and rehabilitation to safeguard its survival.



THE RAILWAY STATION AS ORIGINALLY DESIGNED / TYPICAL VICTORIAN ERA STYLING



THE RAILWAY STATION TODAY HOUSING THE KOWIE MUSEUM

The Railway Shed – Unknown Year

Old photographs indicate that this shed was not constructed as part of the original railway station complex. It does however have qualities that make it a contributor to the unique built heritage of the town.

Its location near the river, its utilitarian railway workshop style and the metal sheeting of which it is made are all characteristics that are part of a portside language which is the basis of Port Alfred's original built heritage.

Its form, scale and construction materials have the potential to constitute a base precedent for future development. Currently its isolated position makes it somewhat of a landmark, however it is possibly better utilized as an authentic component of a potential riverside tourist precinct including the Old Market Building, the collection of derelict buildings situated around it, The Railway Station and the Wharf Street precinct.

This building therefore requires preservation, restoration and rehabilitation to safeguard its survival.



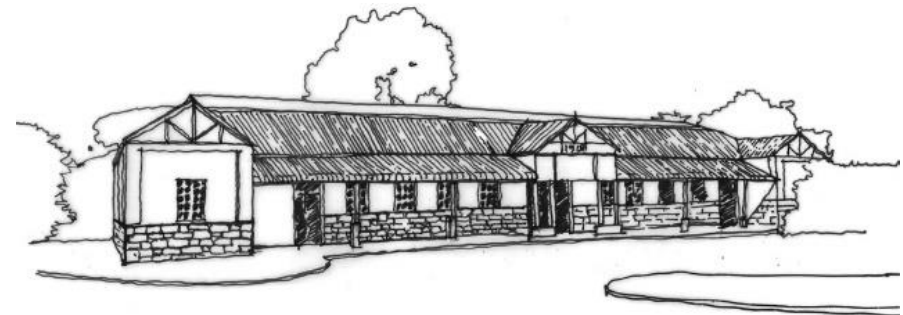
THE RAILWAY SHED TODAY / THE ORIGINAL SHUNTING AREA & THE RAILWAY LINE TO THE HARBOUR BREAKWATERS

The Old Market Building - 1928

This building exhibits late Victorian/ Edwardian styling that is complimentary to the Railway Station. The roof comprises corrugated iron roof sheeting, a combination roof with 'vent' and a bullnosed colonnade lean-to. Other period details include timber gable apex finials, expressed gable-end trusses, cast iron columns on masonry plinths, plaster quoining to window reveals, plaster parqueting to the gables and small pane casement windows. A plinth in locally quarried ashlar masonry combines local content.

This charming building is an integral part of the early history of Port Alfred and major contributor to the unique character of the built environment. Its scale and the materials of which it is composed can be reinterpreted in to inform a desirable architectural style going forward. It will be well suited to being authentic component of a potential riverside tourist precinct including the collection of derelict buildings situated around it, the Railway Station, the Railway Shed and the Wharf Street precinct.

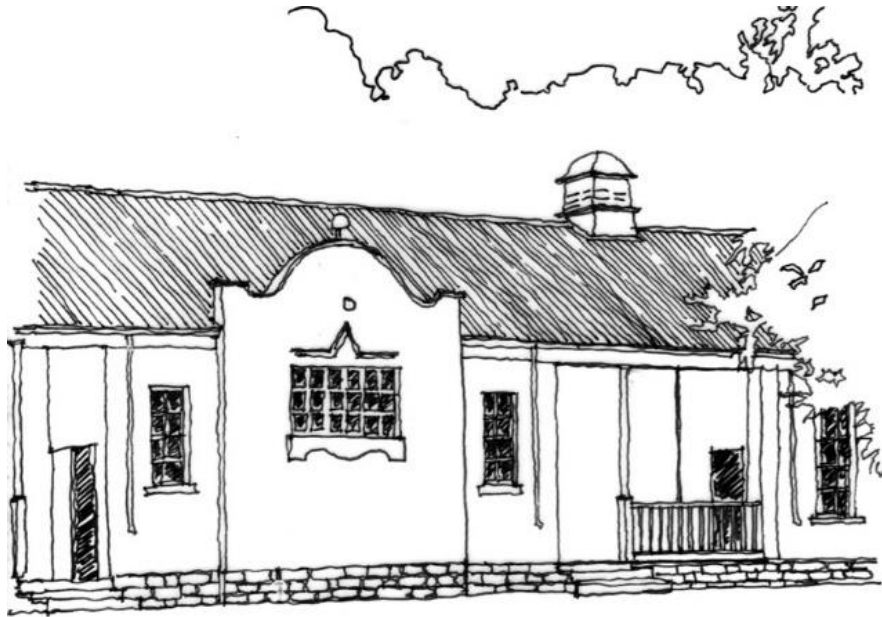
This building therefore requires preservation, restoration and rehabilitation to safeguard its survival.



The Port Alfred Masjid – unknown year

Built in a Cape Dutch Revival style the original use of this building is unknown. It is currently maintained in good condition and is rehabilitated as a school. Stylistic detailing includes a cream plastered and painted walls, Cape Dutch Revival gables with neo-classical parquetry, corrugated iron roof sheeting, a Victorian roof vent and small pane casement windows and a locally quarried stone plinth.

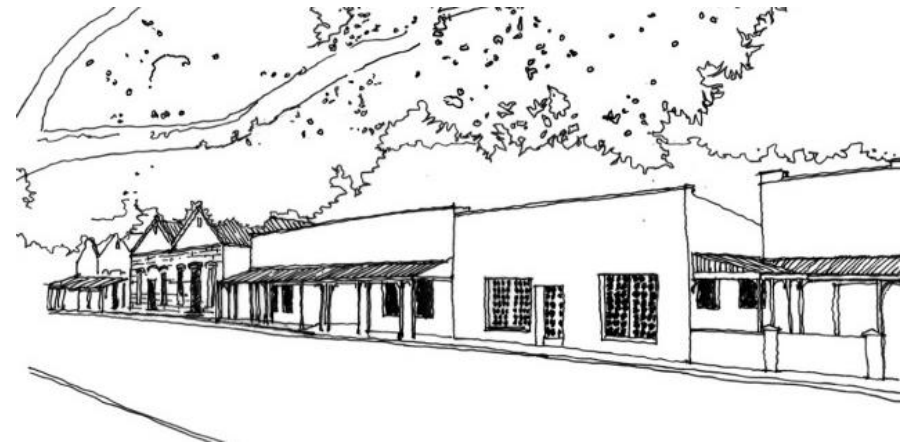
Unfortunately, Pascoe Crescent is a busy road and constitutes a physical barrier to pedestrian access to and from the potential Market / Station / Wharf Street precinct. The kit of materials parts and stylistic derivatives of this building however form part of the unique Port Alfred built heritage and reinforce same.



CAPE DUTCH REVIVAL STYLE

The Wharf Street Precinct – circa 1863 onwards

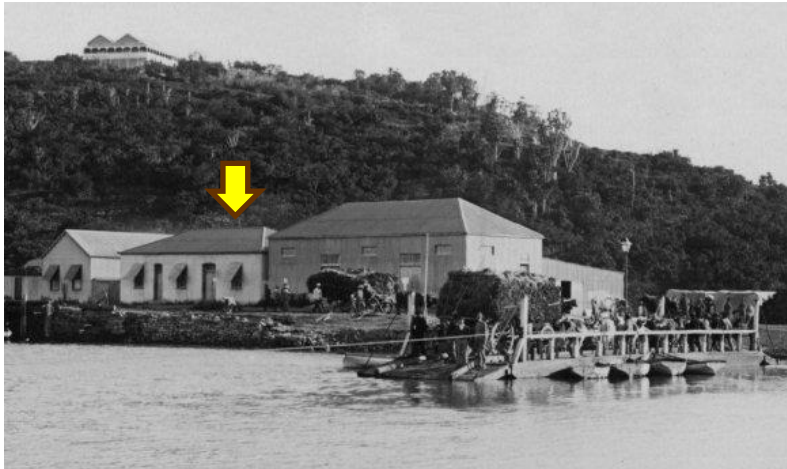
The Wharf Street Precinct comprises a collection of quayside buildings that relate back to Port Alfred's very beginnings as a portside town. Although initially designed in Georgian styling, various period styles have subsequently been overlaid on one another through the passage of time. Although the buildings differ significantly, as a collection they coalesce into a very pleasing streetscape. This is due to them all being of a similar scale, in the way they line up along the street edge, because none seeks to overtly dominate its neighbours and because of the relatively limited palette of materials and window styles in use.



GEORGIAN, VICTORIAN, EDWARDIAN, CAPE DUTCH AND KAROO AND STYLES

Building A

The simple symmetrical façade of the original Georgian building was later overlaid with an Edwardian styled shopfront and streetside colonnade comprising a simple pediment supported by Doric columns.



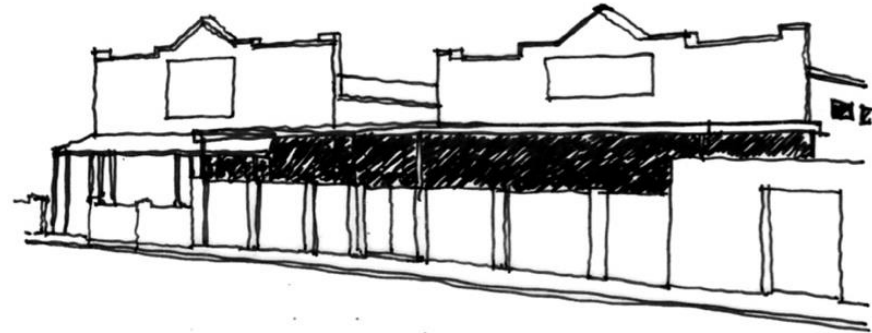
ORIGINAL BUILDING



AS IT IS TODAY

Buildings B

The original Georgian styled buildings were later modified to include Karoo styled gables with Neo-classical motifs. Later Victorian styled verandah additions were made as a climatic response.



Building C

The original simple utilitarian wood and iron shed later was later modified to include a Cape Dutch, Baroque styled gable with an Edwardian styled colonnade addition as a local climatic response.

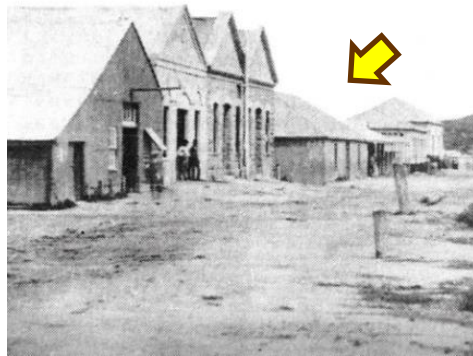


Building D

The original building was designed in a simple Georgian format with windows symmetrically placed about two-panel doors all set in ashlar masonry walls of local quarried stone. The original hipped roof was later modified to comprise 2 neo classical gabled, separate roofs. Later a 3rd similar building was added and then still later an Edwardian verandah addition was made to this probably as a response to local climatic conditions.



FIRST ITERATION

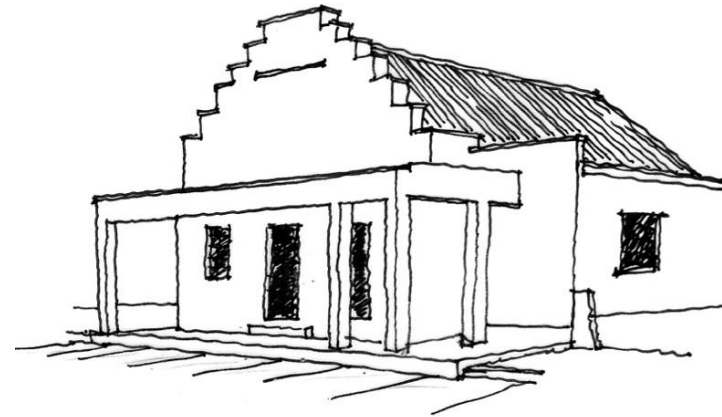


LATER VERSION



Building E

The original simple 2 stepped, Karoo Style gable was later articulated into a many stepped, Dutch Revival type, stepped gable. The original simple Georgian fenestration survives. A later colonnade addition was made as a local climatic response. The building was constructed using locally quarried stone which has subsequently been painted over.



The Wharf Edge

The wharf edge is comprised of locally quarried stone rubble laid in a random format.

This is the very essence of Port Alfred's early history and it must therefore be preserved and possibly carefully restored to ensure its survival.

This material has great potential to be reinterpreted in new building elements, street furniture, signage etc.

This charming precinct is deeply woven into Port Alfred's early and evolving heritage fabric, and it is definitive of the town's unique character. The palette of materials and building elements is the same as that of other heritage buildings including the railway station and the market building. Once again these have the potential for reinterpretation to inform a new and desirable architectural style going forward. The Wharf Street Precinct is well suited to being an authentic component and driver of a potential riverside tourist precinct.

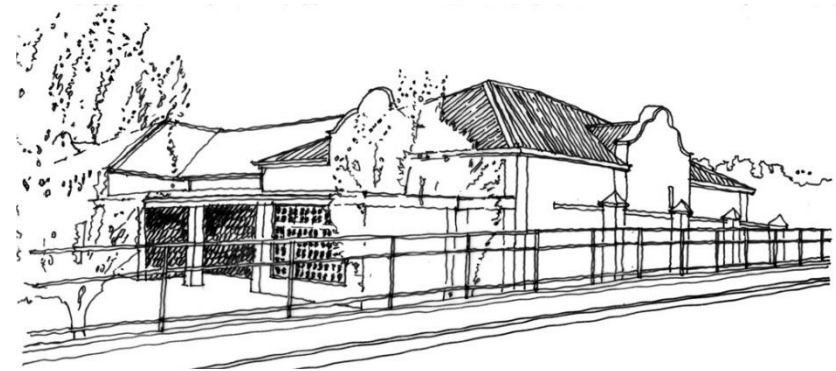
Some of the alterations that have been made should perhaps be reconsidered although in the main the buildings are in a good condition.

The buildings require some restoration and rehabilitation to safeguard their survival.



The Old Ferry House, Unknown Year

- Current use is as Retail Hardware .
- Cape Dutch revival – year unknown
- Baroque Styled gable
- Small pane casement windows



Typical Steetscape - Biscay Road

- Continuous Lean-to roofs provide shade and rain protection
- Single storey scale
- Cape Dutch gables



Alexandria

There is evidence that nomadic peoples had lived between the Sundays River and the Great Fish River 50 to 80 000 years ago. By the last quarter of the 18th century, families of trekboers had moved up into the present-day Alexandria area from the Cape. They chose a hard life in return for independence from the Dutch East India Company and grazing for their herds. The area was then known as Olifantshoek, so named because of the herds that frequented it.

In 1832, Evert Frederick Potgieter gave 300 morgen of his farm, Brakfontein, to the community for the establishment of a town but left on the Great Trek before this could be finalised. A small buitekerk was later erected on the land by a Karel Landman and regular services were held at the site which became known as Kerkplaats. In 1837, 6 members of the community purchased the land and placed it in a trust under the Nederduitse Gereformeerde Kerk. In 1840 a township was declared, and the name changed from Kerkplaats to Alexandria after Alexander Smith, who since 1824 had visited as NGK pastor.

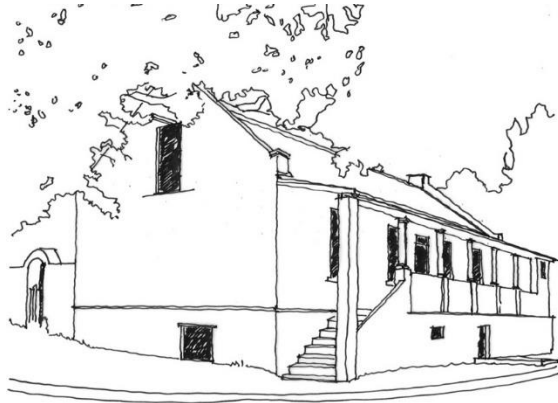
The town was thus born out of a need to serve the spiritual, communal, and supply needs of an agrarian community that settled in this expansive landscape. The first settlement appears to have evolved organically between the banks of the Boknes River and the road to the north and east. The surviving buildings are a mix of Cape Dutch, wood and iron shacks, Georgian, Victorian and Edwardian structures reflecting the cultural roots of trekboer and then British settlers.



- 1 The Old Seal
- 2 The Old Magistrates Court & Jail
- 3 The Oldest Town Building
- 4 The Old Railway Hotel
- 5 The Old Post Office
- 6 The Heritage Hotel
- 7 NG Kerk
- 8 The Grenfells House
- 9 Anglican Church
- 10 The Old Mill

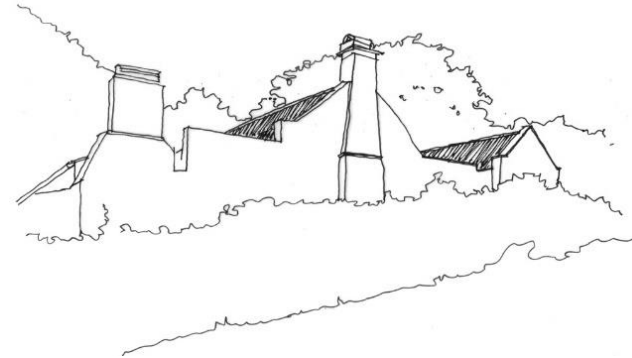
The Old Courthouse and Jail

- One of the earliest buildings in Alexandria
- Simple Cape Dutch gables, covered stoep and small pane sash windows
- Interesting how the jail was positioned under the courthouse



Church Street House

- Purportedly one of the earliest buildings in Alexandria
- Cape Dutch Style in H configuration with hearth and flue attached to end gable



Municipal Offices

- Well-articulated Modern Movement



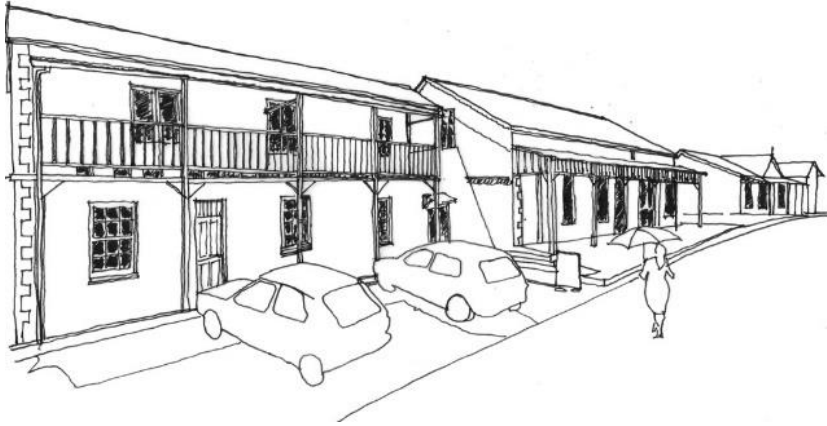
Nederlandse Geroformeerde Kerk

- Prominent landmark situated high on Voortrekker Street
- Provincial National Monument
- Cape Dutch Baroque revival
- Curvilinear Baroque style gables and decoration
- Steeple added later



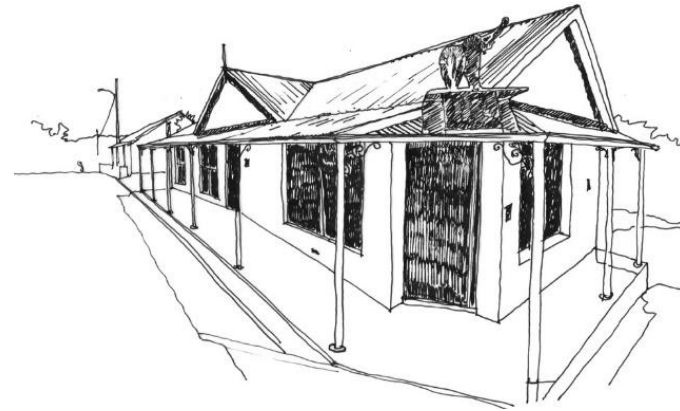
De Wet Street 01

- Victorian era styling
- Painted plaster coining at corners
- Simple timber columns, balustrades and braces
- Small pane sash windows



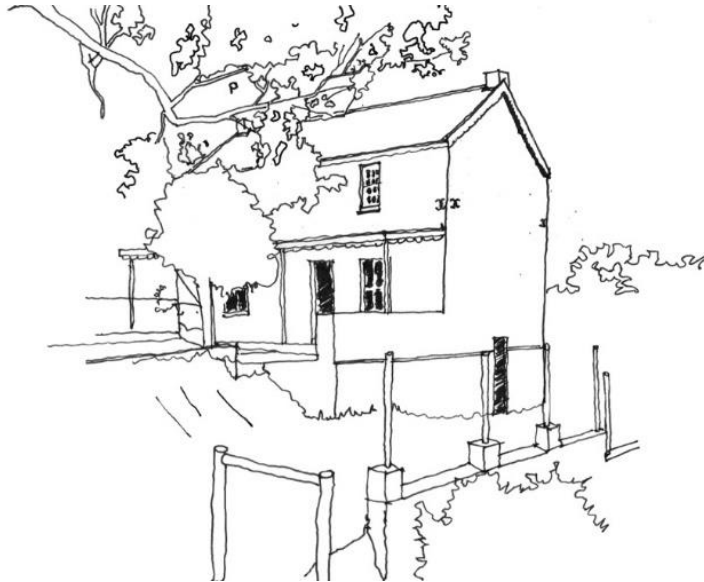
De Wet Street 02

- Victorian era styling
- Multiple gables with timber finials
- Lean-to roof over pavement with simple steel support columns and ornate scrolled support brackets
- Interesting corner entrance
- Large pane sash windows



The Old Mill

- Victorian double storey with
- Victorian fretwork to barges and verandah facias
- Large pane sash windows at ground floor with small pane sashes at first floor level possibly indicating 2nd floor addition



OVERVIEW OF FUNDING SOURCES

Grow the Rates Base

Revenue from rates is the lifeblood of a Municipality and provides the requisite funds in order for the municipality to provide its mandated basic services.

The identification of land to be released for development and/or redevelopment through the Precinct Plans, as well as land identified in the approved Spatial Development Framework, provides an opportunity for the municipality to capture additional rates income which can be indirectly reinvested into the area and/or ring-fenced for upgrading of the public realm in the towns.

In some instances, the Municipality has substantial flexibility in how rates are levied, and rebates offered in order to facilitate development. Should it wish to attract a specific sector or specific type of development to an area, NM can also provide rebates.

Capital investment into the town has the potential to leverage ongoing rates return from private sector development as well as the potential to increase rates income through increasing the attractiveness of the town for further investment and development. **In order to ensure the highest maximum return, an emphasis must be placed on creating high quality urban environments.**

Special Rating Areas/Improvement Precincts

Under section 22 of the Municipal Property Rates Act a Special Rating Area can be determined to augment regular municipal operations and maintenance in a defined geographic area. Fifty percent (50%) of the property owners within the defined special area would need to agree to establish and fund the special rating area.

The formation of an SRA needs to be negotiated with landowners and businesses in the area. Given the current financial realities in Port Alfred a formal SRA is an unlikely solution for the town, however there are alternatives to a formal rating area where **property owners voluntarily establish an independent not for profit company**³.

Should this strategy be considered for Port Alfred or Alexandria, it would make sense to focus on the landowners in and around the proposed precincts as a starting point, with the potential to expand in the future.

Loans

Borrowing from the private and/or the public sector for infrastructure that will service future generations is an appropriate strategy. The municipality would need to be mindful of keeping a manageable level of debt before it entered into borrowings to support not only the Precinct Plans, but other key investments identified in the SDF required for the broader municipal area.

These funding sources would be **more beneficial towards funding the bulk infrastructure requirements** of the Municipality than the smaller public realm upgrades proposed. e.g. Department of Environmental Affairs Green Fund (Implementing Agent is Development Bank of South Africa) funds projects that, Development Bank of South Africa Infrastructure Loans

³ Established in terms of the Companies Act 2008 formerly referred to as Section 21 Companies

Disposal of Assets (Assets Sales or Leases)

Some funds could be raised through the sale of assets that are no longer required by the Municipality. This approach may provide some revenue for specific projects, but it would depend on the NM having assets which it wishes to dispose of.

Land and/or buildings should be sold at full market value or alternatively be developed through a market related long-term leasing arrangement.

Strategic sites can be coupled with a “town upgrade” endowment for off-site improvements to the public realm as part of an incentive to release strategic parcels of land to the private sector.

The redevelopment of Junction Garden and its associated buildings on Erf 5513 in Port Alfred is a prime example of where the municipality could negotiate for the development and maintenance of the new public focal space/garden linked to the proposed Kowie River Promenade as a condition of a long-term lease agreement.

In this regard, NM must prepare a transparent and accountable land release and asset disposal policy for future development sites in Port Alfred.

Any calls for expression and/or unsolicited bids for municipal land must uphold the vision and principles set forth in the Precinct Plan.

Developer’s Contributions

Collecting “development contributions” on new developments is an accepted approach towards ensuring that developers contribute financially to the establishment of bulk infrastructure and services that will be required by such new developments. However, such contributions need to be determined at a municipal level.

Any policy for development contributions should not only be limited to bulk water, sanitation, stormwater, road and electricity infrastructure, but should also cover the requirements for additional public parking, public facilities and public open space (active and passive) required in the Precincts.

Urban Restructuring Zone

NM has made application to the Department of Human Settlements a “Restructuring Zone”. Restructuring Zones are geographic areas identified for targeted investment based on the need for social, spatial and economic restructuring of the areas and specifically provided for in a local government Integrated Development Plan and agreed and aligned to provincial priorities. These zones are a mechanism to meaningfully restructure the urban form of previously disadvantaged areas through promoting alternative higher density approaches to housing delivery.

The 2020 Business Plan to the Provincial Department of Human Settlements is a continuation of the land acquisition programme that will give effect to the intentions of the Restructuring Zone by acquiring appropriate municipal land for human settlement development that will deliver a “Human Settlement Plan and Programme” for the Greater Edendale Area.

State Grants (Operational and/or Capital)

State grants and special purpose payments have the potential to provide a significant contribution toward assisting NM with realising its vision for the area.

Any “routine” infrastructure repair or maintenance project should look include opportunities to make improvements to the public realm (as recommended by the Precinct Plans) as part of the scope of works of a project.

It is important that the Municipality stays informed about the range of grant funding opportunities that may be open to it. Such grant funding could include funding opportunities associated with the R72 tourism corridor, provincial funding through the Small Town Rehabilitation Programme, public transport grants, municipal infrastructure grants, Public Art grants etc.

The Expanded Public Works Programme (EPWP) Incentive Grant can be used to encourage the creation of temporary work opportunities, through labour intensive methods and is an ideal source for funding environmental management programmes such as alien and invasive vegetation and bush clearing projects, the maintenance of riverine systems etc.

Private Capital and Operational Funds

Both public and private sector land and building owners have operational and capital funds available to maintain their own properties. NM should work together with owners to leverage this investment to support NM's own investment in public space.

NM can also use the power of its lease to incentivise the private sector to develop a new mixed product "market" that showcases what the town and region offers by way of agricultural produce, art and craft, hospitality, heritage and entertainment at Junction Gardens.

Funding is also available through Corporate Social Investment schemes, partnering with business and NGOs to access private sector donor funding resources e.g. Nedbank Proud of My Town Initiative, Sunshine NGO Forum, National Lottery etc.

Additional Funding Sources

Further ideas and information can be sourced from "[Funding Sources for Municipalities: A Resource Book for Municipalities](#)" (April 2013) Prepared by the Western Cape Government.