Inclusive Urban Strategy and Action Plan, Bab Al-Tabbaneh and Jebel Mohsen

After the implementation of the April 2014 security plan by the Lebanese Armed Forces and the Internal Security Forces, the Office of Transition Initiatives of USAID identified the relatively calm period in Tripoli as a window of opportunity to restore the rule of law and regain trust between citizens and state institutions. USAID solicited the support of Beyond Reform & Development (BRD), a local consulting firm, to provide technical support to the Municipality of Tripoli by developing a strategic plan that can help the Municipality effectively respond to meet urgent citizen needs. BRD worked over a period of seven month to develop and help implement a strategic action plan which was comprised of several phases. Those phases included the development of the strategy document and its public announcement during a press conference attended by USAID, international non-governmental organizations (INGOs), local stakeholders, political parties, and other public figures. The strategic plan outlined sectors for urgent interventions in the following 5 areas: health, education, employment, civic engagement, and urban planning. To help the municipality seek support for projects that fall under these areas, OTI supported another phase to re-establish the Local Development Office within the Municipality of Tripoli and also provided in-kind grant support for each of the 5 sectors listed in the strategic plan.

Under the urban planning and rehabilitation of damaged areas sub-sector in the strategic plan, OTI supported the development of this document, the Inclusive Urban Strategy and Action Plan. The renovation, revitalization and renewal of these blighted neighborhoods was cited regularly by citizens of Tripoli, and especially the displaced citizens of the Bab el Tebbaneh, Qobbe and Jabal Mohsen neighborhoods, as a priority area for intervention.

This urban renewal strategy was developed through a rigorous effort in a remarkably short period of time in order to keep pace with the expectations created during this time of relative calm. The information and findings presented in this document represent the culmination of weeks worth of consultation with the Municipality of Tripoli and citizens of Tripoli. The information contained herein includes the final urban plan, maps, and potential interventions that support long term social cohesion and reconciliation efforts in Tripoli. This is only the first necessary but not yet sufficient step to consolidating the ground that has been gained in Tripoli since April 2014. Success will only be attained through cooperation and dedication by the Municipality of Tripoli and the Local Development Office with international organizations, and other donors and stakeholders who choose to invest in the future of Tripoli.
TEAM OF URBAN CONSULTANTS

Team leader:

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Avant-Propos

Vision
1
1.1 Scenarios Debate
1.2 Preferred Scenario
1.3 Public Outreach

Strategy
17
2.1 New Street Configuration
2.2 Traffic Scheme
2.3 Public Transportation
2.4 Matrix of Interventions
2.5 Strategy’s Objectives

Phasing
33
3.1 Pilot Projects
3.2 Implementation Timeline

Implementation Tools
45
4.1 Awareness and Training Campaigns
4.2 Participatory Tools
4.3 Cross-Disciplinary Tools
4.4 Economic Tools
4.5 Legislative and Regulatory Tools
4.6 Technical Tools

Synthesis
53

Strategy Components. Annex
A. Urban Armature
B. Functional Injections
C. Placemaking
Avant Propos

This report is the second volume of the Inclusive Urban Strategy and Action Plan for Bab-Al Tabbaneh, Jebel Mohsen and part of Al-Qobbe, it builds on the analysis and findings of the first volume, “Diagnosis and Urban scenarios report”, it offers an elaborated strategy along with an action plan for its implementation.

Volume 1 presented a historical overview which contributed to a better understanding of the study area development. An analysis of the urban fabric in terms of its morphology, spatial dynamics and stakeholders was then elaborated. A household survey was also conducted to better comprehend the social and economic environment. Reflections on the obstacles and potentials this conflict territory offers were then elaborated, to conclude with planning directives guiding the resulting three urban scenarios. The latter aimed ultimately at re-activating the target area while achieving a physical, social and economic rehabilitation.

Volume 2 proposes a strategy and defines the actions and tools needed to achieve it. It responds to the existing conditions, challenges and opportunities and guides the design process into grounded interventions within the study area in terms of realistic interventions, phasing and implementation tools.

The First chapter outlines the outcome of the municipality meeting. It presents the preferred scenario and the results of its outreach to the public.

The Second chapter presents the strategy with its new Street Configuration, Traffic Scheme, Public Transportation and Parking. It concludes with a matrix of proposed interventions.

The Third chapter proposes a phasing for the project implementation, while suggesting pilot projects to initiate with.

The Forth chapter presents the tools allowing an efficient implementation of the proposed strategy.

The report concludes with a synthesis and the way forward after submitting the Strategy and Action Plan to the municipality.

An annex to this report identifies respectively the strategy’s components: urban armature, functional injections, and placemaking. Components details and photocollage are presented where necessary.

The Urban Armature series of interventions show how changes in the physicality of the urban fabric -its voids and linear breaks- can draw strategic connections allowing urban cohesion.

The Functional Injections series of interventions show how functional additions in the urban fabric induce new dynamics and allow people to engage with each other within shared facilities and uses.

The Placemaking series of interventions show how the activities in the public spaces allow for the intersection and interaction in between conflicting communities, initiating and fostering peace and reconciliation.
"CITIES HAVE THE CAPABILITY OF PROVIDING SOMETHING FOR EVERYBODY, ONLY BECAUSE, AND ONLY WHEN, THEY ARE CREATED BY EVERYBODY."

Jane Jacobs. American-Canadian journalist, urban writer and activist.
1.1 Scenarios Debate

After submitting the Diagnosis and Urban Scenarios Report, a workshop was held with the municipality, the municipality’s development Office and Beyond Reform and development team to present the outcome of the first phase and debate the proposed scenarios.

In the first part of this workshop, the consultants presented their analysis of the study area, covering historical and urban growth, addressing urban, social and economic aspects, and a presenting the household survey summary noting the communities concerns, needs and aspirations. The consultants shared their experience with the communities during fieldwork and emphasized on the strong ties they managed to establish in such a short time and during a critical security period.

The opportunities and constraints in terms of the spatial configuration, society, mobility, economy, environment, infrastructure, politics and security were then presented to synthesize the analysis. The case studies analysis followed to expose the lessons learnt, which will inform the proposed scenarios. The attendees related to many case studies the consultants presented.

In the second part of this workshop, the consultants presented the three scenarios progressively, and opened the floor for discussion and debate after each proposed scenario.

1 RENATURALIZATION. Addresses interconnection between environmental and societal changes.
   Approach: Establish a landscape framework for growth through Greening and Environmental renovation.
   Typology: Linear operation along main axis and the riverbeds + Punctual in public spaces and empty land
   Focus: Walkability and Recycling

Feedback:
The linear park and the riverbeds regeneration concepts were highly approved.
The presence of the Citadel across the river was highlighted and an expansion of the study area to embrace this heritage was suggested.

2 ONE HUB. Addresses the break of socio-economic ties with the old city and works on the personal and community initiatives and exchange as drivers for change
   Approach: Reconnecting the old city center, by reconnecting the market and the old city’s edges through bridging interventions + a network of community and learning/capacity-building centers
   Typology: Central + localized interventions on community scale
   Focus: Commerce and capacity-building and learning centers

Feedback:
The re-connection of the market to the old city was highly approved.
The learning and community centers concept was not fully praised and it was requested to assign few particular buildings to host these functions.

3 CITY-SCALE COHESION. Addresses city-scale exchange with local placemaking for sustainable change
   Approach: Define two sets of projects: City-scale XL-projects + Neighborhoods placemaking S-projects
   Typology: Acupuncture, localized
   Focus: Services and Events

Feedback:
The concept of mega-projects was highly approved.

...LET US INCORPORATE THE POTENTIALS OF THE THREE SCENARIOS INTO AN OPTIMAL FOURTH
1.2 Preferred Scenario

The preferred scenario is not simply an overlaying of the previously debated scenarios potentials. It indeed includes different components of these scenarios, and yet has a logic on its own. It aims at offering an overarching solution for the problematic the site raises.

It strategically acts at 3 levels of intervention

• Urban Armature
• Functional Injections
• Multi-Functional Open Spaces

This option addresses physical, social and economic connections within conflicting communities and with the old city of Tripoli to achieve reconciliation and peace. It induces radiating effects on the site and its extensions and acting as a catalyst for other interventions in an ongoing process for urban rehabilitation.

Creating dynamic public corridors

Reinforcing existing connections and re-establishing missing connections alongside the river and across segregated communities and fragmented city territories.

It deals with this infrastructure as a space of motion with different speeds (vehicles, cyclists, food carts and pedestrians) and allows for transversal connections between the edges.

FUNCTIONAL INJECTIONS

Using the existing heritage structures

Restore abandoned deteriorated heritage buildings as socio-cultural platforms, to accommodate different community facilities (community centers, learning centers public library, social center, music center, Clinics etc)

Injecting new masses

The injections of large-scale projects -unique and distinctive attractions- in critical points within the site aim at blurring the edges between the old city and the site by inciting Tripolitans to visit what this site is offering: a Performance Art Center, Healthcare Hub, Sports and recreational Complex.

MULTI-FUNCTIONAL OPEN SPACES

Regenerate the void: The abandoned lots

The intervention aims at using the abandoned lots as a network of public platforms for multiple events and manifestations: cultural festivities, outdoor exhibition spaces, book fairs, night poetry readings, Mouneh selling events (sweet grape, apricot and cherry jam, pickles, freshly backed Tannour bread), informal food carts programs, play space for kids, as well as resting points where people can eat, congregate and interact. Different events could take place simultaneously and in different seasons, reflecting a hybrid system revolving around communal activities.

In addition to events and uses, these spaces may feature physical design elements such as watch-towers, memorials, pavilions, urban art installations, etc... Around which the activities are multiplied and the space is further activated.

URBAN ARMATURE

This Armature consists of the two historical parts of the city, reconnected through the market and extrapolated into the newer surrounding neighborhoods via main existing corridors (vehicular, riverbanks).

This level of intervention aims to treat the infrastructural break as a catalyst for urban change rather than problematic spaces.

Re-connecting and activating the market as a main hub

In enhancing economically the role of the market and activating spatially its public space, the market will constitute one major node through which multiple axis intersect.

Redesigning the market’s main open space contributes to a dynamic urban space from which and to which flows of people and activities initiate and converge.
Linear quality Landscaping
Old Montreal, Place D’Youville
A Matrix of options

What to do?
Rehabilitate a space of conflict

How to do it?
Urban Design, Food and People

Where to do it?
Urban Breaks, Urban Voids and Masses

Municipal performing arts center
San Antonio, USA
1.3 Public Outreach

Two workshops were held with the local communities in order to present the suggested scenarios and the preferred option resulting from the municipality meeting. The objective is to open the floor for community feedback and note down people’s concerns and opinions regarding the preferred option.

First Workshop

The first stakeholder feedback workshop was held in Qasr Nawfal in Tripoli on Thursday, November 20, 2014. The participants in the first workshops were both men and women and spanned different age groups (20s, 30s, 40s, and 50s).

To begin with, participants were asked to write down one challenge and one aspiration they have, in relation to their everyday lives, where they work or where they live. The aim of this exercise was to create a segway into the discussion of the socio-economic findings from the household survey and to illustrate the significance of urban planning to everyday lives.

Indeed, the participants’ challenges centered on: high traffic, difficulty of roads, condition of buildings, and security - all related to the physicality of their private and public spaces. The aspirations resonated along the same themes.

Nadine then briefly introduced the results of the survey and its three cross-cutting themes: the priority of jobs, the military and social embargos, and community-led initiatives as solutions. The participants commented on these themes in agreement that indeed, jobs were the priority to lift the areas out of poverty and away from extremism and wars. They also agreed that imagined embargos prevent people from mixing, from meeting each other and finding commonalities and reducing the tensions. One participant said that their areas are not even associated with Tripoli since the war in the 80s.

When a rocket would hit a downtown area, the radio would say “rockets have reached residential neighborhoods” as if Bab el Tebbaneh and Jabal Mohsen are not residential neighborhoods. Finally, participants also agreed that solutions are unlikely to come from the state or government and that self-reliance is key. The state, they asserted, is not only shying away from its responsibilities. It is also setting a bad example for all citizens to be corrupt.

Elias then presented the urban plan, citing case studies of urban interventions from different cities around the world, some very similar to Tripoli in that they are conflict or post-conflict cities with sectarian tensions. Others had similar topographies to the study area. The purpose of this background information was to illustrate the power of urban interventions on the socio-economic lives of residents. Participants expressed admiration for the case studies and wishes that similar initiatives could happen in Tripoli.

Elias then moved on to the 3 urban scenarios presented to the municipality and the final preferred scenario for which the team of architects was currently devising a strategy and action plan. The presentation was then followed by a discussion of the scenario.

Feedback:

• One participant stressed the importance of public spaces for children and suggested that development of these spaces (parks or playgrounds) be coupled with sports activities and student activities so that children can actually fix up these spaces themselves (for a greater feeling of ownership) and learn useful skills such as planting vegetables. They can learn how to take care of plants while maintaining the cleanliness of the space.
Another participant stressed the importance of the waste sorting center suggested in the scenario. He sees this as a prime opportunity for jobs, reduction of waste, and awareness-raising for the importance of recycling for households and schools. If a sorting center is established, sale of the metal, paper, and plastic for recycling can generate income to provide eco-friendly jobs at the plant. So he liked this idea very much.

The idea of cultural interventions — like the performing arts center — was also very well received. Participants suggested taking up old heritage buildings and transforming them into cultural centers for all sectors of society to benefit. It can hold music and art events and be a great destination for students because education is very important to bring about a change in future generations. It can also help preserve the heritage if the municipality can acquire the building and preserve it.

The participants also linked the educational centers to jobs, stressing the importance of the learning centers suggested in the scenarios. If residents can increase their skills or languages, they are more likely to create or find jobs and to stir the economy of the area, according to feedback. The centers can also be linked to cultural activities because a well-rounded education will help the young generation to focus on lifting their diverse society rather than drowning it in sectarian battles.

Participants asked whether the scenarios would include any physical bridges between Bab el Tebbaneh and Jabal Mohsen. Elias then explained that there was no plan to build bridges because that doesn’t fit with the topography of the area. Rather, the focus was to transform Syria Street into a one-way street with ample pavements and landscaping so that it becomes a leisure and economic destination for people from both areas. He also showcased the naturalization work on the stairways that connect the two areas and the selection of the locations of the learning centers that would facilitate people from diverse areas to attend.

Participants then discussed the proposed location of the performance arts center and asked whether it would not be better located outside of Bab el Tebbaneh. Elias explained that the scale of the center would be designed to service all of Tripoli and attracts visitors from all of Lebanon. The purpose is to bring more cultural events (and jobs) to Bab el Tebbaneh instead of its constant association with war. Participants then agreed that it was a good location on the highway facade of Bab el Tebbaneh.

A young man suggested renovating the two cinema parlors on Syria Street that have been out of order for many years. Elias explained how the implementation of the strategy in this scenario will encourage businesses like cinemas and coffee shops to open organically around pedestrian hubs.

Participants then discussed the Tripoli Citadel (situated just outside the study area) and how important it is to revive tourism around it. One participant said there is no room for buses to drop off students to the citadel, so even students of Tripoli cannot access it. One suggestion was made to install a “Funicular” that connects a bus drop-off area to the Citadel in order to create more tourism opportunities in Mawlawiyyi and take advantage of the greenery around it. Elias agreed to include this in the scenario.

Participants also particularly loved the idea of watchtowers as spots for residents’ leisure and tourists from Lebanon and abroad to get a birds eye view of the beautiful city by the sea. Generally, the participants focused mostly on cultural, educational, and environmental interventions and linked all of these to job creation and youth. They also supported heavily the idea of intervening in Syria Street to become a more public, accessible, and economically viable space. They were very positive towards and intrigued by learning about the scenarios and presented an optimistic attitude that it is very achievable and would bring significant and much-needed change to the area.

Second Workshop

The second stakeholder feedback workshop was held in Qasr Nawfal in Tripoli on Thursday, November 27, 2014. At the request of the municipality, the Development Office invited heads of NGOs and schools from Bab el Tabbaneh, Qobeh, and Jabal Mohsen. The participants varied between men and women and spanned different age groups (20s, 30s, 40s, and 50s).

Similarly to the first workshop, the participants were asked to write down one challenge and one aspiration they have in relation to their everyday lives, where they work or where they live. The responses to challenges included fear of violence and security concerns, children and schooling, division across sectarian lines, job worries, sanitation in their area, condition of their roads, disregard for public order, sexual harassment, and a sense of hopelessness and depression. Aspirations were framed as the opposite of their challenges: a united Tripoli / Lebanon, spaces and opportunities to meet, democratic political engagement, peace, high spirits, improving the educational system, and economic prosperity.

The challenges and aspirations shared reflected the findings from the household survey, which Nadine shared with the participants, particularly the three cross-cutting themes. She then discussed the significance of the framework used in urban planning as a blueprint for responding to the challenges. The participants agreed fully with the findings, and commented in particular on the limited possibility of depending on politicians for any of the solutions. The level of frustration with development processes was noticeable in the comments.

Elias then presented the urban plan, similarly to the first workshop, starting with case studies of other similar cities and contexts, and moving to the final scenario selected by the municipality for the urban plan in Tripoli. Participants were very impressed by the scenario, the study, and the rationale, describing it as a dream for the residents. However, they had severe doubts that this would actually be implemented and had difficulty understanding the impact to long-term planning, as opposed to short-term direct interventions needed.

Feedback:

One participant spoke about his major concerns about the vegetable market in Tebbaneh, describing it as shabby, dirty, and badly situated. He requested that the plan change the location of the market and its structure.

The local transportation routes resonated as very important to the attendees and one expressed worries that the bus stations proposed would lead to traffic and congestion. Elias explained that that was exactly the reason why the architects proposed 3 bus stations, to diffuse the points of congestion.

Participants affirmed the importance of the Syria Street plan as a one-way street, liking it to Hamra street in Beirut.

One participant from a local women’s NGO asked if this plan would include improving of the local infrastructure, which was currently in very poor condition: water, pipes, sanitation, sewage, garbage, electricity, etc. Elias explained that infrastructure cannot be improved without a holistic city plan and that, of course, the plan would be coupled with an improvement of infrastructure.

Another participant echoed frustrations with “cosmetic” improvements in Tripoli, which she said was the only type of intervention that has been done so far. She said the residents don’t need external house painting or useless contributions just for show. Therefore, she agreed with the need for a comprehensive plan.

Along similar lines, a third participant also talked about the bad condition of buildings and asked why would they build a cultural or learning center when the buildings around them are going to collapse. Elias agreed and explained that the plan was designed to offer a map at a larger city-scale that supports interventions and improvements to be more strategic, rather than waste efforts and resources on temporary solutions.
One of the younger participants, who volunteers for a local NGO, was very positive about the plan and said it exceeded his actual expectations for what he wants for Tripoli. He also emphasized how important it is that the plan lines the study area to the rest of Tripoli, because isolation is a big problem for the residents of Tebbaneh and Jabal Mohsen.

Participants were especially supportive of elements of the plan that supported the local economy and were particularly interested in the sorting center. Elias explained that this center will encourage households to sort their garbage and is not only an environmental solution but also provides jobs and income through selling of paper, plastic, and metal.

Other participants had more difficulty understanding how the urban interventions would improve the economy. One young woman asked for factories to be built to provide jobs. She complained that the learning centers might produce skilled young people with no job prospects and that would lead to more frustration. Elias then explained how changes to the landscape of the city, the routes, and the connections between neighborhoods would facilitate the expansion of the job market and that this was a better long-term solution than just building factories that might or might not prosper if other problems (such as access or divisions) remain the same.

It also took a bit of effort to explain how the socio-economic study linked to the planning of the scenarios. Participants had a tough time understanding the plan at the city-level, instead of zooming into their specific neighborhoods. Elias gave the example that previous schools or playgrounds were built without taking into account the security factor or that local interventions were made that did not attempt to link the areas of Tebbaneh and Jabal Mohsen to the rest of Tripoli or Lebanon as a whole. He explained that interventions like the performance arts center would aim to change the outlook towards the area and bring in new visitors / income from outside of the area. This was why connections among initiatives was important. Then the participants were able to see the plan as a roadmap and agreed that it would complement their existing work as NGOs.

Because of NGO-type fatigue with development and bad experiences in the past, some of the participants expressed a disheartened attitude towards the possibility of this plan ever materializing. They blamed the paralysis in democracy and the inefficiency of the members of parliament. For them, if this plan actually threatened the corruption or personal interests of any of the politicians, they would block it from happening. They said that people need radical measures to cooperate with improving their neighborhoods, such as penalties for littering.

Similarly, and because of negative experiences with other planning efforts of the municipality in the past, some participants had very concrete questions they needed answers to: How many years will it take to implement this plan? When will the implementation start? Who is going to do it? Where will the funding come from? While the research team did not have any answers to these questions as the responsibility would fall on the elected officials of the municipality to push through these plans, they encouraged the NGOs to take up the action plan when it is finalized and work together towards its implementation through the municipality or through civil society. Elias also explained that while there have been many initiatives for interventions in the past (learning centers, playgrounds, etc...) the main challenge of these working is that they were isolated efforts and not part of a comprehensive plan. The participants did agree with this methodology as much better alternative and supported the idea of adopting the plan once it is approved by the municipality.

Funding and human resources were cited as a main challenge by the participants as well - that there have been many plans (Tripoli 2020 was given as an example) but that funding is often controlled by political interest and spending is not transparent. Therefore, they requested transparency and partnership and a real commitment from the municipality in executing this plan.

Generally, the participants of this second workshop, coming from a background of experience with civil society work, funding challenges, and collaborations with the municipality, provided worried feedback that this plan would not be followed through. While the first workshop provided feedback on the content of the plan, this second workshop agreed immediately with the content and discussed more the process. As one participant said:

> What you have presented is Heaven on earth. It is beyond what we dream of. But can it actually get done?
2. STRATEGY

WHAT TO DO? Rehabilitate a space of conflict
HOW TO DO IT? Urban Planning and Design, Food and People
WHERE TO DO IT? Urban Breaks, Urban Voids and Masses

People make places... people go where people are.

Jan Gehl

Festivities in one of Bab Al-Tebbaneh Streets on Eid Al-Adha
Integrating Active mobility into the general strategy as a way to foster more sustainable, healthier and safer communities by promoting active mobility, walking and cycling, as alternatives to driving cars to reach shopping, schools and other common destinations.

Balanced options for mobility - walking, cycling, public transport and driving

Carrot create a pleasant and safer environment for pedestrians

Stick create more costly auto travel and parking by reducing speed, introducing parkmeters, and reducing the availability of parkings spaces

Defining a road user hierarchy

Pedestrians should be placed at, or close to, the top of the road user hierarchy, with their needs met by facilities and treatments that provide universal access and a high level of safety

Creating opportunity to walk

the strategy offers new active mobility routes across the study area along with different trip types Key Walking Routes, Key Cycling Routes and Key Pathways and Trails that ensure accessibility to residents and visitors.

Addressing personal security issues

Personal security issues can be a major barrier to creating walkable communities, especially during hours of darkness and in town centres. People who are concerned about perceived dangers, may modify their travel behaviour by not going out alone after dark or avoiding certain areas or routes. Parents, because of perceived danger, may also modify their children’s behavior by not allowing them to walk without adult supervision. Personal security issues can also create a barrier to accessing public transport services on foot.

- legible environment: pedestrians are able to see and understand their immediate surroundings and those ahead.
- maximal visibility: pedestrians see and are seen clearly in the surrounding area
- maximal ‘natural surveillance’ from people overlooking an area from homes, workplace or places of entertainment
- maximum pedestrian route choices to avoid potentially threatening situations
- minimal (or no) recessed areas and hiding places
- adequate lighting
- suitable signage

The goal is to reach an attractive, unbroken promenade with a set of facilities, public spaces and landmarks. the central point in this promenade is the re-connected market across the river.

An environment that is flexible and adaptable, evolving to accommodate changes in use and community needs over time, and supporting high-quality civic and economic activities that bring people together in a multi-confessional society

Walkable Urban forms should not be undersupplied

Walkability Audit Tool

“The Austroads Guide to Road Design part 6A: Pedestrian and Cyclists Paths (Austroads 2009a) identified five key attributes of an environment required to encourage walking referred to as the 5Cs:

4. Convivial 5. Conspicuous”

The Walkability Audit Tool defines 7 elements to be examined and rated as satisfactory (3), unsatisfactory but acceptable (2) and unsatisfactory (1)

General impressions

Pathways - Crossings (of roads)

Street furniture and signage

Personal safety - Adjacent traffic

Aesthetics and amenities


There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.

-Niccolo Machiavelli,
The Prince (1532)
2.1 New Street Configuration

The proposed alterations to the street configuration aims at defining a clear road hierarchy where the proposed planning is re-questioned and adapted to the realities of the urban fabric.

In particular,

1. The planned road that will cut through the cemetery if built, is deviated to the edge of the cemetery as per the existing informal road.
2. The planned road that cuts through and destroys, if built, the rich historic urban and social fabric of Dahr el-Moghr is converted into a community planning. This community planning uses the territories that were previously destined to be an asphalt road and converts these territories into green community spaces and facilities.

Traffic issues are not to be resolved on the expenses of the communities and the historic urban fabric.

3. A new street and intersection configuration is proposed at the interface of Omari road and the river
4. A new road is planned connecting the “Amerken” neighborhood to Jebel Mohten

...STREETS CAN BE CHANGED
2.2 Traffic Scheme

The proposed traffic scheme is based on our observations to the vehicular dynamics during different times in the day and throughout the week. It responds to the proposed vision which promotes active mobility and defined vehicular realm, prioritizing pedestrian and naturalization of public open spaces.

Active Mobility can be achieved by walking, cycling, riding public transport, aiming at enhancing comfort and safety cyclists and pedestrians.

Measures

- Setting many streets solely for local traffic
- Changing the traffic pattern in some streets to one-way traffic such as Syria Street and Tabba-beh spine.

...CARS CAN ADAPT
2.3 Public Transportation

The public transport sector is set in the priorities of the proposed strategy, given its immense impact on the study area and the city on a larger scale.

**Major potential**

- Reducing energy consumption
- Reducing traffic congestion
- Achieving social justice amongst all social and age groups

The public transport system should be efficient, comfortable, reliable, safe, flexible, affordable and accessible to all the community.

The proposed public transportation scheme enhances connectivity amongst the study area neighborhoods, establishes ties with the wider context, and achieves social justice. It aims at increasing the study area permeability and allow for an increased frequency of intersection and interaction between individuals and communities.

The proposed public transportation scheme is only indicative and based on basic guidelines. It is of top priority to commission the elaboration of a sustainable metropolitan urban mobility policy by innovative and forward-thinking traffic engineers, responding to the proposed strategy guidelines.
2.4 Matrix of Interventions

AN URBAN ARMATURE ONTO WHICH FUNCTIONAL INJECTIONS AND PUBLIC SPACES ARE IMBEDDED.

The proposed system of physical, social, cultural and economic connections established with the old city and within the study area, shape a vibrant, convivial, walkable and attractive environment for residents and visitors.

The Matrix aims at:

• Creating diverse opportunities for working, learning, playing, along with spaces that are memorable, adaptable, flexible and valued.
• Creating an unbroken promenade with a mix of facilities, public spaces, landmarks and users.
• Shaping a walkable and legible environment particularly to people with disabilities and hence safe streets with adequate lighting, suitable signage, aiming at addressing personal security issues.
• Improving accessibility to and from the city.
• Showcasing and enhancing natural attributes, such as the river, as defining features of the study area’s character and make them highly visible and accessible.
• Conserving, celebrating and re-using the architectural heritage.

A. URBAN ARMATURE

A pattern of 4 interconnected layers shaped and improved to strengthen the spatial continuity within the study area and achieve physical and social connection

• Streets
• Squares, open spaces and parks
• Pedestrian paths
• Bridges and Escalators

Street adjustment examples:

• Removal of obtrusive street furniture
• Wider pavements
• More resting places at strategic points
• Tree planting
• Improved crossings at road junctions
• New surfacing solutions
• Improved universal access
• Improved lighting
• Improved signage

B. FUNCTIONAL INJECTIONS

A combination of 10 insertions either within heritage and existing buildings or in new ones and generally in connection to multifunctional open spaces and parks

C. PLACEMAKING

A mix of 3 Typologies of spatial Interventions creating new possibilities for pausing, resting, observing, playing and active recreation.

MATRIX COMPONENTS

Urban armature
• A.1 The Market
• A.2 Mawlawiye RiverBank
• A.3 Tabbaneh RiverBank
• A.4 Tabbaneh Spine
• A.5 Syria Street
• A.6 Mallouleh Interface
• A.7 “Amerkan” Promenade

Functional injections
• B.1 Healthcare Hub
• B.2 Sports and Recreation Center
• B.3 Football Field
• B.4 Solid Waste Collection Center
• B.5 Cultural Center
• B.6 Transport Stations
• B.7 Khans
• B.8 Community Centers
• B.9 Learning Centers
• B.10 Performing Arts Center

Placemaking
• Surface Re-activation
• Urban Installations
• Events

Create an attractive, memorable, viable, adaptable and flexible environment

The ultimate aim

...PEOPLE CAN MAKE IT HAPPEN
...THINGS CAN ACTUALLY

CHANGE
2.5 Strategy's Objectives

**ECONOMIC**
- Reinforce cycles of local production and consumption through an economy adapted to change
- Job Opportunities especially for youth
- Propose interventions attracting local and external investors and funds
- Initiate with the low cost interventions with fast implementation and immediate results
- Create good conditions for a sustainable and local economy
- Develop skills and competencies

**INFRASTRUCTURE & SERVICES**
- Improve access to basic infrastructure, good education and better health services
- Enhance public transportation systems and additional forms of transportation
- Set a waste management policy whereby citizen are fully engaged in the implementation of this initiative

**SOCIAL**
- Sustain the cultural and confessional mix while pushing for Social Inclusion and Gender equity
- Change the generic perception of other local, national and international communities to the study area communities
- Counteract the rise of violence and reach sustained long-term peace amongst conflicting communities, and celebrate this area as a reconciliation zone
- Engage the local community through participation: Inclusion of local communities in the rehabilitation process
- Engage local designers and students
- Creating platforms for social meetings aiming reconciliation
- Adopt policies for Public Private Partnership PPP

**SPATIAL AND URBAN**
- Achieve an urban cohesion amongst the conflicting entities by exploiting urban voids and urban breaks and rehabilitating the built fabric
- Address the infrastructural break created by the river
- Counteract the proposed planned roads that cut into the urban fabric
- Re-use of heritage buildings for public functions
- Re-conversion of dump empty lots into a system of public open spaces
- Employ water as an infrastructure for the creation of a system of public spaces
- Enhance walkability
- Take advantage of the unique topography to create views and panorama
3.

PHASING

How long will it take?

‘It’s one thing to plant a tree, it’s another to make it survive’

-Kenyan Wangari Mathai, Nobel Peace Prize laureate
3 • Phasing

Strategy & Action Plan Report

3.1 Pilot Projects

Selecting the right project as pilot is challenging and critical given the positive momentum it is supposed to create in order to pave the way for long-term public support and cooperation.

Why are Pilot Project Important?

- Test the assumptions of a strategy and the feasibility of the implementation on a small-scale before investing in a larger-scale
- Detect potential problems at the pilot stage, thus reducing the risk of proliferating mistakes and loss of money and time in others projects
- Assess the impact on citizens and allow them to slowly adapt to the changes and to the active presence of the municipality.
- Secure funding in a faster and easier way given the scale and implementation time of the project
- Gain more experience throughout the process of implementation

Replicability and Feasibility

After the implementation of the pilot project, an evaluation and revision process is necessary in order to assess the impact of the intervention before initiating with large-scale projects.

Furthermore, a successful pilot project has not necessarily the same impact if replicated in other contexts. Feasibility and Replicability in different contexts are to be considered as well.

Basics

As an immediate step after finalizing this “Inclusive Urban strategy and action plan” proposal, it is highly advised that both volumes 1 and 2 be published or made publicly accessible online, as this first step is key for a grassroots dissemination of the project.

- Approve and Consolidate the strategy and action Plan in a general municipal assembly
- Set up a political memorandum of understanding around the project
- Set up the Project Website
- Prepare the official project launching (logistical event organizing).
- Start informal roundtable discussions to promote the project
- Determine the key project partners (media, funding...) and finalize agreements (at least have confirmed partners for the pilot project)
- Avoid from start conflicting roles and responsibilities
- Make a preliminary cost estimation and a target timeline (5 years goal / 10 years goal...)
- Pilot project: Adopt the proposed or define another according to the proposed selection criteria
- Launch the Project in a major event to raise the awareness of different stakeholders
- Major infrastructure works (sewage, rainwater drainage, water supply networks, water reservoirs) as a prerequisite for a sustainable implementation of the proposed strategy.
- Structural integrity and safety assessment for severely damaged buildings and for historic buildings that have had multiple concrete storeys added atop, causing a threat to their inhabitants and the public, in order to consolidate or demolish

Priority

Demolish building that cause a risk to the public
3 pilot project approaches are proposed for the initiation of the Implementation efforts.

Approach 1. Start with the peripheral / interfaces
- Mawlawiyah transversal connection (bridge, castle entrance, escalator)
- Tabbaneh riverbank
- Mallouleh pedestrian bridge
- Temporary Landscaping interventions and events
Approach 2. Start with a central scattered system

- Syria street Memorial square
- Start restoring One of the khans
- Upper edge of the Tabbaneh Spine
- Jebel Mohsen cultural center
- Temporary Intervention and events:
  - ex: Temporary sport facilities in the area for the future Sport and Recreation Facilities

Approach 3. Start with the most central part

- Market reconnection
- Market art installations
- Temporary Interventions and events
3.2 Implementation Timeline

- Publish the report
- Approve by the municipality
- Project website
- Preparing media and social media: Project showcase
- Event preparations
- Launch event
- Mawlawih Riverbank (part 1)
- Mawlawih bridge
- Khalifa cultural center
- Khan 1
- School memorial square

Phase 1:
1. New market district
2. Market

Phase 2:
1. River intersection testing
2. Market pavilions

Phase 3:
1. Awareness campaigns

- Khan 2
- Syna street
- River intersection and bus station
- Tazbaneh spine (lower part)
- River edge (Mawlawih, Mawlawih)
- Healthcare Hub
- Football Field
- Online bus station
- Solid waste collection

- Khan 3
- Tazbaneh Riverbank (part 2)
- Performance arts
- Art installations
- Mallakht Buss lab
- Sports and recreational center

- Community centers
- Learning centers (one in each phase)
- Surfite installation
- Events and temporary interventions
There is little difference in people, but that little difference makes a big difference. The little difference is attitude. The big difference is whether it is positive or negative.

—W. Clement Stone

A walk up from Al-Hara Al-Beraniya, passing along abandoned heritage buildings.
4.1 Awareness and Training tools

Objective: awareness raising and capacity building

- Training workshops for local authorities and politicians - and most importantly members of the administration who will be closely related or directly working on the project. These workshops can be done immediately upon consolidation of the project by the municipality. This aims for an institutional strengthening for a better implementation of the action plan.
- Educate and train the different stakeholders to the interdisciplinarity and specificity of planning related problematic (specialized conferences on recycling, active mobility, universal access, gender sensitive planning, ... indicative list)

“A gender sensitive programme recognizes that women’s role is as important as men’s in addressing environmental and development issues. It acknowledges that, because they have different roles, women and men may have different needs, which must be addressed in order to achieve sustainable mountain development. The gender perspective is not only relevant to projects where women are the principal target group, it must be mainstreamed in all environmental and development programmes”. Guidelines for Gender Sensitive Programming. Prepared by Brigitte Leduc and Farid Ahmad.
- Educate the tourism circles of the importance of preservation and enhancement of the natural and cultural landscape
- Introduce educational programs into both public and private schools
- Public awareness campaigns

4.2 Participatory Tools

Objectives:
- Maximize inclusiveness and participation in the process for change
- Coordinated public and private efforts
- Cooperative community-driven process
- Proactive instead of reactive citizens/residents

- Roundtables

The roundtables are informal/ semi-formal, voluntary based discussions that aim at receiving a qualitative insight, rather than quantitative output, focused on the proposed Strategy and Action Plan thus it is highly recommended to conduct several of the roundtable discussions before the official launch of the project (In parallel with the preparations for the launch). The roundtables are to include a broad spectrum of socio-economic and cultural backgrounds and promote gender balance.

Alternative women only discussions could also be considered if necessary to encourage women in participating in the discussions.

The roundtables shall include the following community segments (in reference to the UNRWA camp improvement manual):
- children 8-12 years mixed
- Male youth between 12 and 16
- Female youth between 12 and 16
- Male youth between 16 and 25
- Female youth between 16 and 25
- working women
- Housewives
- Working men
- Elderly men (50+)
- Elderly women (50+)
- Special interest groups such as the disabled

Discussions on possible reservations and fears vis-a-vis this initiative

Discussions on how to nominate community committees and working groups

A Neutral Steering Committee is highly advised in place of a municipality steering committee due to the complete lack of trust between the people and the municipality as explained in the diagnosis report. The municipality should however be the host for such discussions. It is also recommended for the steering committee to have on board an urban planner or more.

“Strategic planning processes cannot be forced upon a community or rushed. Difficulties during the formation of working groups are an indicator that the camp might not be ready for a complex strategic planning exercise. It is advisable to wait with patience if it is felt that a broad consensus cannot be achieved and explain this to the community in an open and transparent way”. UNRWA camp improvement manual.

In the case of the study area, people have openly and clearly expressed - during fieldwork and household surveys - their need and willingness for change, however it is rather feared that the formation of such groups and committees could face the threat of being politicized thus it’s important to explain to the participants the objectives of the project and the common good for all.

In addition, a memorandum of understanding and a “declaration of intent” between the people and the municipality as explained in the diagnosis report. The municipality should however be the host for such discussions. It is also recommended for the steering committee to have on board an urban planner or more.

A Neutral Steering Committee is highly advised in place of a municipality steering committee due to the complete lack of trust between the people and the municipality as explained in the diagnosis report. The municipality should however be the host for such discussions. It is also recommended for the steering committee to have on board an urban planner or more.

- Use the Urban Strategy as a negotiation tool
- Engage local professional and students
- Involve youth in the planning process
- Create “Community advisory committees”. These committees could allow reaching a “Participatory Budget” process, where community members could democratically decide how to spend part of the public budget.

- Community Design Charrette

It consists of meetings, workshops, site walks involving stakeholders whether they are supportive or in opposition. It consists of developing detailed situations across disciplines, addressing all potentials simultaneously. Its strength resides in the short feedback loops, in the span of hours or day which shortens the time for design, proposal, review, changes and follow-up. The process:
- Hire consultants
- Convene an advisory group
- Hold the events
- Provide a detailed processes including activities and a sample schedule

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4.3 Cross-Disciplinary Tools

Objectives: establish synchrony and synergy in different disciplinary efforts across public and private institutions for the adoption of an integrated approach.

- Outreach
  - Create an “outreach group” of 6–12 persons representative of the different communities and neighborhoods to assist project organizers in the project outreach and in raising awareness to engage in public processes, and provide additional information that help the development of the plan.
  - Organize events (community planning events, meetings, workshops) within the study area accessible to all stakeholders. Hold Seasonal repetition of interventions and activities to upgrade urban practices and spatial qualities.
  - Advertise events through value-based messaging (personal invitations, flyers, outdoor messages boards, etc.)
  - Set-up a project “Showroom” within the study area and accessible to all. Prepare Adequate media and graphics to be displayed in an innovative and interactive setting. The showroom should be part of the project launching and can be reversible into a multipurpose hall once the entire project is completed.

- Tools for engagement in the field
  These tools are used to raise awareness, to discover the place citizens live in, to engage them into raising problems that need to be solved and to contribute actively with comments, notice details and make discoveries in the field that may not have occurred in indoor workshops.
  - Walkability assessments: walking workshops conducted to discover insights and solve problems in real time
  - Photovoice (participants represent their community or point of view by taking photos, discussing them together, developing narratives to go with their photos)
  - Visual participation (digital tools planning input and feedback from personal computers and smart phones).

4.4 Economic Tools

Objective: generate public and private investments

- Creation of an authority to manage funds and investments
- Innovative public-private partnership schemes
- Incentives (economic incentives, exchange...)
- Customized incentives for business incubators to move into the study area
- Grants, loans, facilitated funds for different stakeholders and residents
- Framework that facilitates the establishment of community-run institutions (especially important as an option for the management of the community centers)
- Incentives for gender balance in employment. Guarantee women equal participation at every stage

4.5 Legislative and Regulatory Tools

Objective: Deploy the regulatory framework to serve the strategy’s objectives

- The municipal board can adopt the access to information law and apply it within the scale of its authority
- Land appropriation, exchange and reconfiguration
- Building code amendments
- Converting the highway plan of Dahr el Moghr, into a “Community plan” (or a “green plan”), as canceling the highway plan would have a greater damage on the urban fabric

4.5 Technical Tools

Objective: Support the above mentioned tools

- Specialized unit for public transport at the municipality (Urban mobility board)
- Traffic control office at the municipality
- “Rightsizing streets” to better serve the people who use them
  “Rightsizing may be completely redesigning a street with new infrastructure like lights, drainage, and complicated crossings, or is sometimes as simple as restriping the road to add a bike lane or change the parking”
- Monitoring and evaluation (M&E) methodologies and guidelines for the landscape and urban policies
Synthesis

The proposed strategy addresses three levels of reconnections:

1. A PHYSICAL RECONNECTION: shaping a network of open public spaces reconnected across vehicular axes and a river; “green corridors and living rooms”.

   The strategy aims to physically link the conflicting communities and dissolve the psychological rigid barrier amongst them; while increasing the physical and visual permeability of the urban fabric to flows of people and activities.

2. AN ECONOMIC RECONNECTION: sustain the local economy through a local economic tool, the market.

   The public spaces need economic/functional injections through multiple activities dragging people in to gather around different uses in different times.

   The aim is to link conflicting communities in between each other and draw linkages with the residents of the old city of Tripoli via the market economic activities.

   As a result, visitors and locals intersect and interact in different seasons for different communal and spatial urban experiences and activities, in the market, the street, the public open space and the community buildings.

   This shall shape convivial public spaces, spaces that are sociable, jovial and festive, spaces that are vibrant in its people and activities.


   The strategy capitalizes on local resources and gives the community an active ownership in the rehabilitation scheme: it is the community participation in the activities and its involvement in the project’s implementation which fosters a sociocultural connection.

   As a result, visitors and locals intersect and interact in different seasons for different communal and spatial urban experiences and activities, in the market, the street, the public open space and the community buildings.

   This shall shape convivial public spaces, spaces that are sociable, jovial and festive, spaces that are vibrant in its people and activities.
This report elaborated a strategy to be adopted for the rehabilitation of the study area. The strategy was developed in terms of an urban armature, a set of functional injections and a set of place-making interventions for the creation of multi-functional open spaces.

This re-established matrix of links, spaces and projects aims at achieving physical, social and economic rehabilitation of the urban fabric, inducing a reconciliation and peace building process.

In a divided urban landscape, the changes in the physicality and functionality of the urban fabric shape convivial spaces; spaces which induce social and emotional connections amongst conflicting communities and allow for urban cohesion.

This “Inclusive Urban Strategy and Action Plan” proposal -Volumes 1 and 2 and Volume 2 annex- was developed in a period of 3 months, it is proposed as a starting point for an in-depth detailed masterplan.

It is presented to the municipality and municipal development office to consolidate and use as a negotiation tool with all relevant institutions and stakeholders in order to achieve a detailed action plan and a clear implementation timeline that takes into consideration budgets and availability of funds.

It is highly recommended to make this proposal public and publicly accessible upon delivery.

AS A NEXT STEP, THIS PROPOSAL SHOULD BE APPROVED BY LOCAL AUTHORITIES TO MOVE INTO THE DIFFERENT PHASES OF DETAILED DESIGN AND IMPLEMENTATION