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وزارة الحكـم المحلـي
Ministry of Local Government

Integrated Cities and Urban Development Project (ICUD)

City Center Development plan for Gaza (CCDP)

Vision, Strategic Objectives and Plan Principles Report

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1 INTRODUCTION

This Vision, Strategic Objectives, and Plan Principles Report presents the conclusions of the work undertaken including the consultation meetings, discussions and workshops with the municipality, city center users survey, and key stakeholders. The aim of the activities carried out was to agree a vision, strategic objectives and development and place making principles. In addition to identifying main plan principles of the city center and its communities, drawing on the work completed in previous stages, where the opportunities and constraints have been classified into 4 main categories as follows:

- Land use
- Road Network & Infrastructure
- Urban Form and Spatial Structure
- Urban Planning Regulations

To analyze the reality of urban and spatial characteristics, the SWOT Analysis was used as an important tool to identify the strengths, weaknesses, opportunities, and threats in different areas. This tool helps to analyze the current status of the urban fabric. This analysis, as known, consists of two aspects; i) the internal factors that fall under the control of the local authority (strengths and weaknesses) and ii) the external factors that the local authority has no influence on (opportunities and threats).

Strengths Vs. Weaknesses: They are the things that are going as they should and they are the best aspects of the project or the specific situation. As for weaknesses, they are things that do not go as they should, and they are the weakest aspects of a project or a specific situation, and both are internal factors.

Opportunities Vs. Threats: They are the possibilities of positive change, while threats are the things that prevent taking advantage of the available opportunities and that prevent or negatively affect the occurrence of the desired change, and they are external factors.

The analysis of the outside environment is normally characterized by influencing factors that are beyond the control of the stakeholders and thus may represent opportunities and threats that the planning process should account for. The inside environment is analyzed to determine its resources, capabilities and thus its strength and weakness points. Therefore, the analysis will determine the followings

1. The strengths points that are not fully utilized.
2. The weaknesses and the way they can be overcome.
3. Opportunities that should be considered in the planning process.
4. Threats that should be mitigated in the planning process.

Accordingly, the main goal of this analysis is to determine the strengths and weaknesses of the Gaza City Center in comparison with the outside opportunities and threats that the Gaza City Center faces; thus, informing better strategic urban and development planning decisions. Also, the analysis enables the planners to account for relevant changes and influencing factors by developing and implementing the development plan that allow for accomplishing its mission and fulfill its objectives. The SWOT analysis was carried out jointly by stakeholders and the consultant.

The analysis was done through a workshop with the project stakeholders and rapid reconnaissance of existing conditions. This analysis also was based in the findings and conclusions summarized in the Urban and Spatial Analysis Report which highlighted important positive influences (strengths and opportunities) and the most important negative influences (weaknesses and risks). After that the most important priorities of each sector will be determined based on which the vision and strategic objectives will be set.

2 METHODOLOGY

2.1 Participatory approach

Participatory planning is an approach to designing active, livable cities, which makes urban planning accessible, community-driven, and interesting. It is grounded in the belief that blending local knowledge and expert

knowledge leads to strong outcomes and eventually increases the sense of ownership to the project. Since land use, urban design, architecture, transportation infrastructure, and placemaking all inform residents' experiences of their neighborhoods, citizen-driven workplan is essential and must be developed in collaboration with various local partners based on gender equality and social inclusion criteria. Participation of stakeholders will involve civil society, professional chambers, private sector, and academicians in order to design a stronger stakeholder engagement in compliance with the SDIP and Master Plan of the Gaza city. The important starting point in developing a concept for any plan is to identify the talents and assets within the community. In any community there are people who can provide an historical perspective, valuable insights into how the area functions, and an understanding of the critical issues and what is meaningful to people. Tapping this information at the beginning of the process will help to create a sense of community ownership in the project that can be of great benefit to both the project sponsor and the community.

Participation, as a principle, is now commonly accepted to be an important component of any successful development. In this project, participatory approach uses flexible and process-oriented methodologies. It combines guiding principles, core concepts and sets of interactive techniques which have been developed to better realize high levels of community participation in GCCDP and, more importantly, to give local people greater control over the process of development. The goal is to facilitate the integration of local people into such debates and, in some cases, to enhance community control of resource allocation and planning processes. The process includes a range of different activities designed to:

- Increase awareness and understanding about the key actors and groups at the local level.
- Improve the quality and quantity of information about local conditions.
- Identify viable local development options.
- Mobilize local and external resources for such options.
- Enable local people to identify constraints, set priorities and take actions.
- Strengthen the self-confidence and capacities of local organizations.
- Develop and support mechanisms to resolve local conflicts.
- To develop the feeling of ownership, through the participation in the decision-making process.

The methodology used in this activity is comprised of the following steps:

1. The consultant has prepared an initial draft of the strengths and weaknesses of the inside environment and opportunities and threats of the outside environments based on the previous analysis of urban and spatial features.
2. The consultant has solicited feedback on the initial SWOT analysis from Municipality staff and ICUD team.
3. The consultant has facilitated four focus groups focusing on the four previously mentioned categories (i.e. Land use, Road Network & Infrastructure, Urban Form and Spatial Structure, and Urban Planning Regulations).
4. The consultant team has facilitated the discussion in each focus group by presenting the initial SWOT analysis on each topic as basis for discussion. Each group was asked to summarize the SWOT analysis of the topic and the opportunities on flip chart paper.
5. Finally, each group was asked to present their SWOT analysis to audience and stakeholders for discussion and to determine the vision and strategic objectives of the project accordingly.

During the work of the groups, a brainstorming process took place between members of each group that analyzed the internal and external environment and highlighted the most important issues affecting the reality of the urban environment in Gaza city center. The main priorities and needs of each sector were determined based on the previous work that contributed to the realization of the different urban and spatial attributes. The positive effects of the reality of the built environment consist of strengths (internal environment) and opportunities (external environment), while the negative effects of the reality of the built environment are represented in weaknesses (internal environment) and threats (external environment).

Based on identifying the main issues in the urban and spatial existing conditions and identifying the most important needs and priorities through the SWOT analysis of the reality of Gaza center urban fabric, matrices of priority issues and main goals were developed. It should be noted that these priority issues will form the outlines of the plan main principles. These goals will be prioritized in a way that covers all urban sectors in order to overcome the current shortcomings and set guidelines for future development and desired improvements.

2.2 Consultation Workshop No. 1

The objective of the consultation workshop is to present the Background and Context, Urban and Spatial Analysis, Opportunities and Constraints, and to conclude the Vision and Strategic Objectives. The consultant made full preparation for the 1st workshop in full coordination with client and project stakeholders, (administration, technical and logistic). The preparation tasks were carried out in full coordination with the ICUD team and included the followings:

1. Identification of invitees/stakeholders.
2. Preparation of PowerPoint presentation, agenda (shown in Table 2.1), and handouts (initial SWOT analysis).
3. Follow up on preparation of logistics, including hall reservation with projector; seating organization; confirming attendees list with stakeholders.
4. The consultant assisted in identifying the significant issues relating to the outcomes this far and the scope of issues to be addressed in the next stages.
5. The consultant encouraged team works, cooperation, discussions, etc. and mobilized his supportive team to assist the groups finalizing their works in a good shape.
6. The consultant recorded all comments, recommendations, criticisms, main issues, etc. to be addressed in this report and in the next steps.

The workshop was held on May 30, 2022 at Rashad Al Shawa Cultural Center in Gaza. ANNEX I shows photographs of the workshop.

Table 2.1: Workshop Agenda

#	Activity	Time	Responsibility
1.	Registration	9:00-9:30	
2.	Welcome Speech by Gaza Municipality Mayor	9:30-9:40	Dr. Yehya Al-Saraj, Mayor of Gaza Municipality
3.	Presentation about ICUD	9:40-9:50	Arch. Ayman Abu Ramadan, ICUD Coordinator, Gaza Municipality
4.	Presentation about GCCDP: Results of Urban & Spatial Analysis	9:50-10:30	Dr. Farid Al-Qeeq, Center of Engineering & Planning (CEP), the Consultant
5.	Feedback & Comments from Stakeholders	10:30-10:50	Stakeholders
6.	Group working: SWOT Analysis: Main Priorities and Needs: Vision & Strategic Objectives	10:50-11:50	Stakeholders Gaza Municipality Staff & Consultant
7.	Groups Presentation: Deliverables	11:50-12:30	Stakeholders Gaza Municipality Staff & Consultant
8.	Discussion & Conclusions	12:30-13:00	Stakeholders Gaza Municipality Staff & Consultant

2.3 Key Stakeholders

The consultant and the municipality strived to get all stakeholders involved in the workshop to

i. fine-tune the scope of the assessment and SWOT analysis
ii. determine the main needs and priorities of the city center
iii. and to get an insight of the main stakeholders' perception of the city center's development future and mainly the vision and the strategic objectives and the main plan principles.

Accordingly, the consultant has carried out a stakeholder mapping exercise to map relevant stakeholders to be invited to the workshop. Table 2.2 shows a list of stockholders that were identified in the stakeholder mapping exercise and invited to the workshop. Additionally, ANNEX II shows the list of attendees of the workshop.

Table 2.2: List of Stakeholders

Stakeholders		Name/Organisation
Districts Committees of the four areas located within the targeted area		Representatives of Districts Committees
Governmental bodies		Ministry of Tourism and Antiquities
		Ministry of Transportation
		Ministry of Awqaf and Religious Affairs
		Ministry of Local Government (MoLG)
		Palestinian Energy and Natural Resources Authority (PENRA)
		Environment Quality Authority (EQA)
		Land Authority
		Costal Municipality Water Utility
		Gaza Electrical Distribution Company (GEDCO)
Users of the targeted area	**Residents**	Residents in Old Gaza City
		Residents in Al-Remal areas (North and South)
		Residents in Al-Sabra area
		Residents in Al-Daraj area
	Non-residents of the targeted area	Store owners
		Restaurants, hospitality, and entertainment
		Offices
		Customers/Buyers
Community-Based Organizations (CBOs)	**Heritage**	Iwan Center for Architectural Heritage
	Women and children	Women Affairs Center (WAC)
	People with disabilities	Al Salam Sports Club for People with Disabilities
	Youth	Sharek Youth Forum
Private sector/Investors		Gaza Chamber of Commerce
Academic Experts		Islamic University of Gaza, University of Palestine
NGOs Representatives		Palestine Telecommunications Company -Paltel, International Committee of the Red Cross (ICRC)

3 WORKSHOP OUTCOMES

3.1 SWOT and Main Priorities

The activities and outcomes of the workshop helped our team link the tasks and activities of this assignment to any related works that have been conducted previously to avoid any unnecessary duplication of efforts. It must be noted that there are several other ongoing projects, programs and community-based development projects will have forward and backward linkages to the scope of this assignment, and these need to be carefully considered while developing and finalizing the City Center Development Plan. The main outcomes of the workshop regarding SWOT analysis and main needs and priorities in each sector are summarized in the following sections. ANNEX III provides pictures of the groups' flip charts.

3.1.1 Land use

Landuse involves the management and modification of natural environment into built environment. Therefore, "landuse" is the term used to describe the human use of land. It represents the economic and cultural activities (e.g., agricultural, residential, industrial, and recreational uses) that are practiced at a given place. So, it is the purposes and activities through which people interact with land and the total of arrangements, activities, and inputs that people undertake in a certain land type.

Thus, land uses in the center of Gaza City reflect the activities and amenities that people need. Since the city center serves all residents of Gaza City, most of these services relate to commercial and administrative uses, entertainment centers and the most important facilities at the city level. Consequently, the development and improvement of the quality of these services is directly reflected on the quality of life in the city and reflects the extent of the city's development and prosperity. It is also worth mentioning that the residents who live in the city center should enjoy adequate housing and a suitable residential environment that provides them with their basic needs, in addition to the high-level services provided by the city center to them and the rest of the city's residents.

Land use **Positive and negative influences**	
Negative influences (Points of Weakness): - Lack of green areas, open public squares and places to spend leisure time. - The presence of some polluting industries (visual pollution and noise, in addition to air pollution) that cause disturbance to the surrounding area. - Lack of interest in archaeological and historical buildings and areas. - Lack of interest in developing traditional markets. - Lack of suitable parking spaces. - Lack of interest in designing street furniture, and open spaces. - There are some facilities that increase traffic burdens in the city center, such as Al-Shifa Hospital, Meat City, "Family" Bakery, and others.	**Positive influences (Points of Strength):** - There are lively areas in the city center that are vibrant and considered as recreational areas for the city's residents, such as the Square of the Unknown Soldier. - There is a municipal Park, Al-Qattan Childhood Center and Al-Saada Park, which are areas of entertainment and culture in the city. - A number of old/cultural heritage buildings in the area were recently restored and repurposed within the contemporary urban fabric. - Residents of the city center area enjoy easy access to higher-ranking commercial, administrative and health facilities. - There is more than one school in the region serving the residents of the area and the surrounding areas. - Adjacent to the central area are higher-ranking educational and sports services, such as the

- There are some areas of the city center that extends linearly along Omar Al-Mukhtar Street devoid of attractions during the afternoon and evening times, which makes pedestrian traffic and leisure time mainly concentrated in a narrow space extending from the Saraya to the end of the Unknown Soldier Square. - Lack of activities/ functions that can assist in increasing the vividness of the area in the evening and night time, especially in Omar Al-Mukhtar St. (in the section from Fras Market until Al-Saraya and from Al-Saha until Al-Shejaiya intersection). - There is a clear encroachment on the sidewalks by the neighboring shops that reduce the spaces designated for pedestrians and force the public to walk in the space designated for vehicles, which confuses the traffic situation in the region and puts citizens at risk. - - The lack of separation between vehicle movement and pedestrian movement and the need to apply urban design elements to distinguish between them.	campuses of well-known Palestinian universities in Al-Katiba overlooking Al-Thalatheni Street and Yarmouk Stadium overlooking Al-Wahda Street.
Negative influences (Threats): - The difficult economic reality that Gaza is experiencing as a result of the restrictions imposed on Gaza and the difficulties of raw materials entry, in addition to the weak purchasing power of large segments of society weakened the desire of many investors to establish major projects in partnership with the municipality that could have contributed to the development of the city center. - The large percentage of through traffic in the city center increases the number of vehicles that occupy a large part of the city center streets and constitutes a traffic burden and reduces the quality of pedestrian movement in the city center. - Some events that often held in the city center (such as marches and mass celebrations of national occasions in Al-Saraya or Al-Jundi Square) exceed the capacity of the center to accommodate them, which hinders movement in the streets of the city center and disrupts the interests of merchants and visitors.	**Positive influences (Opportunities):** - There are places owned by the municipality or government bodies that can be developed to significantly improve the center of the city (such as Firas market, Saraya, Al-Muror area, Al-Jawazat complex, Yarmouk market, the temporary landfill, etc.). - There are historical buildings and archaeological sites whose restoration and urban rehabilitation can constitute an important leverage for increasing tourist attractions and developing the region. - The area is frequented by thousands of citizens from outside the city boundary, which can make many investments profitable and achieve good economic return. - There are possibilities to encourage cultural life by activating old cinemas, stimulating partnerships with the private sector, and establishing various social clubs, especially with the presence of some cultural organizations in the site like the Qattan Foundation. - There is a clear interest from the higher government bodies and the Ministry of Local Government to develop the center of Gaza City

	as a distinct location at the level of the Gaza Strip. - The mixed nature of most of the buildings in the city center (commercial + residential) makes it easy to expand the activities of the city center.

The most important priorities and needs:

- The city center needs public squares, green areas, and open spaces and pedestrian interactive zones to increase public attendance and to strengthen social relations between people.
- The section of Omar Al-Mukhtar Street from Firas Market to Al-Saraya Square needs to be supported with cultural facilities, recreational activities, rest areas and restaurants to activate the pedestrian movement and revive the place in the afternoon and evening hours.
- There are important areas that need to be redeveloped to supplement the city center with what it lacks in some of the public facilities and services such as:
  - Developing Firas market area as a modern commercial and administrative complex that also contains cultural and recreational activities.
  - Developing Al Saraya area so that it constitutes a new square for Gaza City that takes advantage of its middle location in relation to Omar Al Mukhtar Street and the city center and to be designed in a way that can create a distinguishing landmark and give a distinct identity to the place.
  - Al-Jawazat complex still constitutes an obstacle to the expansion of the city center towards the south of Omar Al-Mukhtar Street, and the place can be rehabilitated to contain civic community centers, green spaces and places to spend leisure time.
  - Al-Muror area and the adjacent city police station still constitute an obstacle to the extension of the city center westward towards the sea, and its development as cultural facilities, galleries and museums to be an integrated element with Rashad Al Shawa Center on the opposite side would accelerate the pace of the expansion of the city center activities to the sea. This will also help adding more recreational and leisure facilities as an integral part of the activities located linearly along Omar Al-Mukhtar Street, as the seashore constitutes a distinctive and irreplaceable element, an opportunity to exploit the beach and provide it with places for marine sports, diving and swimming, and a hotbed for fishing enthusiasts.
  - The provisional landfill, the Yarmouk market, the municipality warehouses, and the municipal garage, which are located north of the municipality park and overlooking the southern side of Al Wahda Street, adjacent to the city center, constitute a great opportunity to establish facilities that can serve the city center, especially since they are owned by the municipality and the nature of their use can be controlled to achieve the public interest.
- Some areas need to be rehabilitated and enhancing their pedestrian and aesthetic appeal to create sense of place and identity due to its historical and urban importance, the most important of which is the Square of the Unknown Soldier and the Square of Palestine (Al-Saha).
- Some historical sites, buildings and monuments in the old city need to be more prominent within the urban fabric by creating external spaces that allow a good visual view of the landmark, with attention to the landscape design elements of the site and linking these places with each other to form a tour loop to increase internal and external tourist attractions.
- Some uses whose presence is not appropriate within the city center, such as some polluting industries that cause inconvenience to their surroundings, must be moved outside the boundaries of the region to a place suitable for the nature of the facility.

- The city center needs to allocate more car parking areas (surface car parking or multi-storey buildings) on the outskirts of the city center to reduce traffic congestion in the city center, reduce pollution and noise, increase the safety, and provide a better atmosphere for pedestrian movement and leisure and recreational activities.
- The old cemeteries in the city center can be reused in the future (after the Ministry of Awqaf allows this) as green areas and areas for traditional crafts to revive the city center.
- Some vacant lands adjacent to Omar Al-Mukhtar Street, which are private properties, need to be developed by giving incentives to their owners to utilize them in favor of the city center and public welfare.

3.1.2 Road Network

A Road Network is a system of interconnecting lines and points on a map that visualize a system of streets for a certain area. It always comes with analysis, where one can study the best route for travelers and the most ideal place to build service areas. Moreover, a Road Network influences the traffic and mobility within a specified area depending on how effective the network is. While collector roads provide a connection between the local streets of the City center and the traffic carrying roads, the objective of local streets is to provide access to properties. In the city center open spaces such as the Unknown Soldier Square, these should be in a form to encourage a livable and safe street environment where the motor vehicle is secondary to the pedestrian and cyclist. Through traffic should be discouraged on these streets and a lower speed environment is desirable for safety.

A road hierarchy establishes each roadway function aimed at achieving an efficient road system whereby conflicts between the roadway and the adjacent land use are minimized, and the appropriate level of interaction between the roadway and land use is permitted. The use of road hierarchy categories as part of the land use and transport network planning process enables optimization of the relationships and key roles associated with accessibility, connectivity, amenity, and safety for all road/land users, including vehicles, bicycles, pedestrians, and public transport.

Road Network **Positive and negative influences**	
Negative influences (Points of Weakness):	**Positive influences (Points of Strength):**
- Most of the movement of vehicles within the city center is through traffic (traffic initiated at and destined for points outside a local zone), which requires solving the traffic problem at the level of the city as a whole, in order to ensure alleviating the traffic burdens penetrating the city center. - The narrow width of pedestrian sidewalks in some areas and the encroachment of shop owners on them. - The multiple levels of footpaths/sidewalks facing the shops makes it difficult for pedestrians to move, especially for people with special needs.	- There are good experts in the municipality and the relevant authorities, and there are some plans to improve the road network and proposals to solve some problems (such as plans to establish a bridge at Al-Shujaiya intersection and build underground tunnel at Al-Saraya junction). - Most of the roads in the city center are well paved and contain all infrastructure components. - There are some groups of trees have amenity value as visual features in some sections of the main streets. - A network was recently established to collect rainwater in the Unknown Soldier area.

- There is no suitable street furniture for roads and footpaths, and the streets in general lack the appropriate site landscaping elements (waste bins, advertising signs, etc.). - Pedestrians' failure to comply with traffic controls, e.g. road markings and traffic lights and the absence of underground footpath tunnel or pedestrian bridges to cross from one end of the road to the other. - Conflict between pedestrian traffic and vehicle traffic, causing traffic congestion and a danger to pedestrian traffic. The situation is worsened by cars (taxis) that stop to take passengers from anywhere.	- There are recent attempts to find some solutions, even if temporarily, to establish some car parking areas to reduce congestion on the main streets (such as Al-Saraya parking lot and another one in the Unknown Soldier Square) as well as remove some of the infringements that impede traffic flow (such as removing the encroachments on a public pathway of Souk al-Bastat at Shejaiya intersection).
Negative influences (Threats): - The trough traffic coming from different areas of the city to the city center (just to cross it to other areas) constitutes a great burden on the activities of the city center and the movement of pedestrians. - Some streets are occasionally used as a stage to hold various national and religious events that lead to the obstruction of traffic. - The center of Gaza City is frequented by citizens from the north and south of the Gaza Strip during various national and religious occasions (in addition to the city's residents), and thus the city center becomes unable to bear the burden of traffic at these times. - In winter times, some parts of the city center streets are exposed to the accumulation of rain water and the emergence of water pools that hinder movement for a few hours until it is drained. - Some important areas of the city center streets remain dark at night due to power shortages.	**Positive influences (Opportunities):** - The municipality has some vacant lands located on the outskirt of the city center, some of which are suitable for car parking and other public services, especially the municipality's warehouses, the temporary landfill, Yarmouk market and other facilities located to the north of Al Wahda Street, opposite the municipality park. - Development of Firas market or Al Saraya area, which are owned by the municipality and government respectively, should include the construction of several underground floors as car parking that can be entered from the back streets and help alleviating the traffic problem in the city center. - Al-Muroor and Al-Jawazat areas and as part of their development, several underground floors can be established to contain part of the vehicles crowding in the surrounding streets.
The most important priorities and needs: • There is a need to form a kind of ring roads surrounding the city center to help diverting through traffic to it without having to pass through the city center. A ring road (circular road) is a road or a series of connected roads encircling the city center and the purpose of it is to assist in reducing traffic volumes in the urban center by offering an alternate route around the city center for drivers who do not need to stop in the city core. Ring roads can also serve to connect suburbs to each other, allowing efficient travel between them. • Transforming the Palestine Square (Al-Saha) into a green square designated for pedestrians, limiting the movement of vehicles in its surroundings, using sculptural elements and taking care of the facades of the surrounding buildings to give this square a distinct character.	

- Maximizing the pedestrian character of the Unknown Soldier Square to facilitate the movement between the sidewalks of the street and the central park by expanding the sidewalks on both sides or converting the northern axis to fully pedestrians and setting traffic procedures that ensure that it is completely converted into a pedestrian area in some seasons (holidays and national occasions) or setting up A traffic plan to convert some parts of it into pedestrian zone during the day especially in the afternoon and evening hours, where many people come to spend their leisure and rest time.
- Connecting some important and collective streets whose path stops at a certain point or whose continuity is interrupted by an urban barrier or a certain square through the construction of bridges or underground tunnels to facilitate traffic flow and relieve pressure on the existing network.
- Solving the problem of the intersection of arterial streets with the regional road or the main collector streets (such as the intersection of Omar Al-Mukhtar Street with Salah Al-Din (Shujaiya intersection) or its intersection with Al-Jalaa Street (Al-Saraya Junction)) through multi-level traffic intersections through bridges or tunnels.
- Establishing car parking areas (surface or multi-storey car parking) on the perimeter of the city center to reduce the number of vehicles entering the center area.
- Starting to prepare a plan to introduce public transport in some crowded tracks and within specific pick-up and drop-off places (for example along Omar Al-Mukhtar Street) to reduce the number of vehicles and taxis.
- Creating a pedestrian tourist path in the old town to connect the historical monuments and heritage buildings and increase the tourist attraction of the area.
- Preparing the streets to ease passage of people with special needs to increase their access to the city center and facilitate their movement and secure their safety to activate their participation in public life.
- - Removing encroachments on the streets and sidewalks of pedestrians to facilitate the movement of pedestrians and correctly regulate traffic in the area.

3.1.3 Urban Form and Spatial Structure

Urban form and spatial structure of the city is a multi-faceted concept that encompasses different aspects of the built environment, heritage buildings and natural elements and is also related to important properties of the cities. It incorporates the notions of history and culture, urban environment, social behavior and everyday life, and it is influenced by social and economic factors. Therefore, the urban character of any city constitutes an important dimension of social and cultural life, going beyond the physical appearance of the place as it is also linked to its social-cultural properties as well as with its political processes and its economic circumstances.

Urban space plays a crucial role in the formation of the city, including urban districts, the built form, streets and other public amenities which can communicate and interact with each other. In addition, public urban space constitutes major functional and visual elements influencing urban quality, providing opportunities for relaxation, recreation, socializing, sports, arts and cultural activities. Thus, built environment constitutes an important factor effecting urban identity both physically and socially.

Another important element of the urban identity is the built heritage, which involves a historic distinctive urban form, architectural style, providing a unique visual image of the city. So, revitalizing historic districts can play a significant role in reinforcing a city's identity. Thus, in Gaza city center, incorporation of the historic urban center into the largest context of the city's urban environment should regenerate the local economy along with the physical conditions as well as contribute to place identity, as historical landmarks are very powerful in constructing the urban identity. It is worth mentioning that both historical buildings and contemporary ones are in place to add to the city's identity as perceived by citizens and visitors, as both innovative design and built heritage can contribute to the image and identity of the city. Therefore, protecting the heritage buildings and sites needs to be considered in line with other features of the cityscape to provide the sense of belonging.

Urban Form and Spatial Structure Positive and negative influences	
Negative influences (Points of Weakness): - The city center area suffers of urban visual pollution and haphazard eclectic character. - Lack of singular objects/ buildings, the need to represent important landmarks. - There is no differentiation in the urban form of the buildings of the old town from other areas, except for the historical buildings of heritage value, which their numbers are limited and they constitute only a small percentage of the current urban fabric in the city center. - Lack of hierarchical relationship to the urban form context. - Some modern buildings visually obscure some historical buildings of heritage value, especially in the absence of a square or sufficient space in front of these landmarks to visually reveal them, such as Al-Omari Mosque and Al-Sayyid Hashem Mosque. - The buildings overlooking the main streets, especially Omar Al-Mukhtar Street, differ in heights, architectural form and type of finishing, which weakens the aesthetic appearance of the street. - The buildings overlooking the Unknown Soldier Square and Palestine Square lack harmony and do not give the place an effective mental image. These two squares also lack distinctive visual features and sculptural elements and memorials that can strengthen the sense of the place in the minds of the visitors. - Street furniture, public squares and green areas need a landscape design that is inspired by the values of the place and can form an element of unity within the urban space and the need for designed townscape features. - Lack of urban tidiness due to the visual pollution caused by the infrastructure elements.	**Positive influences (Points of Strength):** - The municipality has plans to develop some important areas in the city center, whose development could create important landmarks for the city (such as Firas market and Al-Saraya area). - There are distinctive buildings that can form part of the memory of the place for the city center and can contribute to creating a distinctive character for the city center (such as Rashad Al-Shawa Cultural Center, the Legislative Council Building, and others). - Rehabilitating the municipal park and opening it again to the public could significantly contribute to enhancing the city's leisure and recreation facilities. - The presence of some cultural facilities in the city center, such as Rashad Al-Shawa Cultural Center, Al-Qattan Childhood Center, and the Municipal Library that work to strengthen the cultural character of the city center. - The old/ historic buildings exist in the center which give the possibility to develop a system of visual landmarks. - The spatial structure and the potential to develop a singular hierarchal system. - The relationship between the center and the surrounding.

Negative influences (Threats):	**Positive influences (Opportunities):**
- The Old City of Gaza does not have a detailed plan that clarifies the mechanisms of dealing with the heritage buildings and their surroundings in a holistic manner to create a distinctive character for the area. - There is no map illustrating the historical paths in the old town, whose revival could contribute to enhancing the tourism movement in the city center. - The part of the city center, which extends along the axis of Omar Al-Mukhtar Street, does not have urban policies that distinguish it from the rest of the urban areas in the city.	- There are some historical monuments that can give some places a special character and a unique identity if the surrounding area is rehabilitated. - There are some areas on the outskirts of the city center that could significantly improve the urban structure in the region if they were exploited as mixed-use compound (such as Al-Muror area down to Al-Abbas junction in the west, in addition to Al-Jawazat area (both are governmental properties), the municipal provisional landfill and Al-Yarmouk Market and others).

The most important priorities and needs:

- Re-developing some public squares to form an effective urban space that gives the city center a distinctive character and identity and forms a good visual image of the area, especially Palestine Square and the Unknown Soldier Square.
- Developing the architectural appearance in a way that can represent a distinctive and singular character and play a positive rule in the place making process, especially for the buildings overlooking some of the main streets, especially the part of Omar Al-Mukhtar Street, which penetrates the old town from the middle (from Palestine Square to Al-Shujaiya junction) so that its facades are inspired by the history of the place and its authentic heritage.
- Enriching the built environment (building/street facades typologies, street furniture, etc.) and provide squares and public spaces with units of a unified character inspired by the value and heritage of the place.
- Increasing the green elements in the city center through the intensification of urban agriculture.
- Striving to reduce the construction density in the Old City and to create green squares and public spaces, especially in front of the most important monuments.
- Fostering a community of skilled artisans and establishing more cultural centers in the region and reviving the old cinemas and strengthening the center with more social clubs, exhibitions and museums to activate the cultural and community life in the city center.

3.1.4 Building Regulations

Building Regulations are a set of standards designed to ensure the health, safety and higher standards of living for housing and the proper function of other uses. The Municipality made a lot of efforts on making building regulations and setting standards for the design and construction of buildings so that building regulations help ensure that new buildings, conversions, renovations and extensions (domestic or commercial) are going to be safe, healthy and high-performing. Building Regulations apply to most new buildings and many alterations of existing buildings, whether for domestic, commercial or industrial use and compliance with them is a legal requirement. However, specific regulations that consider the distinct character of the old city or the city center as a whole in a proper way is still lacking.

Building Regulations **Positive and negative influences**	
Negative influences (Points of Weakness): - There are no specific and clear regulations related to the old town of Gaza City, for example, the same regulations apply for residential buildings inside and outside the Old City, regardless the fact that these buildings are part of the urban fabric of the Old City. - There is insufficient power to activate the regulations and laws related to the preservation and restoration of historical buildings. - There is also no law that protects historically high-value buildings from demolition (for example, the Legislative Council building is of special importance, although its construction comes within the Egyptian period and is not classified as heritage building, as well as Rashad Al-Shawa Cultural Center which has cultural importance despite the fact that it was built during the period of the Israeli occupation and not classified as a heritage building; the same are cinemas such as Al-Nasr, Al-Samer, Amer Cinema and others). - There are no detailed regulations or guidelines specifying the urban and architectural character of the Old City, the architectural elements to be used in the building elevations or the type of finishing that buildings overlooking the main streets must adhere to, especially Omar Al-Mukhtar Street. - There is nothing regulating placing advertising banners on storefronts, which are spread in a way that distorts the aesthetic view of the streets. - There are no regulations or guides related to the elements of site landscaping and how to design them to reflect the distinct character of the city.	**Positive influences (Points of Strength):** - There are good experiences within the municipality and the Ministry of Local Government in introducing appropriate legislation for urban development. - There is a strategic development plan for the municipality that can contribute to stimulating the field of urban planning and constitutes an important instrument for the development of physical planning for the city. - There is a wide participation of the different segments of society in the planning issues and municipal projects. - There are clear efforts to develop the city in general and to prepare detailed plans for the different areas of the city, including the neighborhoods surrounding the city center, which contributes to finding comprehensive solutions to problems affecting the city center, such as transportation, paving new roads, and others. - A specialized committee was recently formed from the Ministry of Tourism and Antiquities, Gaza Municipality and representatives of academic institutions, with the aim of preserving and restoring archaeological sites and heritage buildings.

Negative influences (Threats):	**Positive influences (Opportunities):**
- The current regulations are based on Law No. 28 of 1936, which sets the deduction rate (of lands to be developed) at 25%, which is currently insufficient for the provision of green areas and some public facilities because most of this percentage is currently consumed in the streets. - The difficulty of approving some regulations and laws that require better coordination between some of the competent official authorities. - The structural plan of the city has expired without updating to keep pace with the social, economic and urban changes taking place.	- There are local and international bodies interested in preserving the urban and cultural heritage, and they can constitute an important source of assistance to the municipality in this area. - Advancing the urban heritage and reviving traditional crafts can contribute to activating the cultural life in the city, which is one of the main objectives of the current municipal council.

The most important priorities and needs:

- Preparing a detailed plan for the Old City area that ensures the preservation of the urban and cultural heritage and seeks to give the new and contemporary buildings an appearance consistent with their presence in the Old City and in harmony with the features of the historical buildings and the architectural elements that characterizes this heritage.
- Establishing urban guidelines for construction in the city center that take into account the distinct character of the old town and attempt to create a distinctive identity and unified character for the city center.
- Adopting regulations that would encourage the revival of traditional crafts in the old town to boost domestic and foreign tourism and improve the local economic situation.
- The necessity of enacting a law to preserve historically high-value buildings that do not fall within the classification of heritage buildings.
- Updating the current structural plan of the city and integrating new areas in the outskirt of the city center so as to contribute to relieving pressure on the center of the city.
- Organizing traffic awareness campaigns for citizens to abide by the laws that regulate movement within the city center.
- Requiring merchants and shop owners not to infringe on the sidewalks.
- Take measures to encourage pedestrian movement in the city center and reduce the movement of cars.
- Develop guiding rules to organize the placement of advertising banners for stores.
- Requiring owners of residential, commercial and other buildings to build underground floors to be used as car parking area.

3.2 Vision and Strategic Objectives:

The Interrelation between the results of the outside and inside Environments in the SWOT analysis are combined at this stage to determine the main direction of the plan. The strengths and weaknesses of the inside environment are compared with the opportunities and threats of the outside environment.

The strategic directions including the vision and strategic objectives:

(i) Vision: The consultant with the engagement of with the client team, communities, key stakeholders, delivery partners, and the private sector has developed Gaza City Centre vision based on the results of the SWOT analysis.

(ii) Objectives: The developed vision and the main priorities and needs derived from the SWOT analysis are formulated into specific objectives of the development plan.

3.2.1 Gaza City Center Vision

First, each group has formulated its own vision of the Gaza City Center, Shown in ANNEX III. Then the four alternatives of the city center vision have been combined in one comprehensive vision as follows:

First: the four alternatives of the vision were as follows:

1. Historic, economic and modern center with sustainable infrastructure

مركز تاريخي اقتصادي وعصري مع بنية مستدامة

2. An advanced city center that departs from the fragrance of history to a promising future with security and well-being for all

مركز مدينة راقي ينطلق من عبق التاريخ الى مستقبل واعد بالأمن والرفاه للجميع

3. A vibrant, sustainable cultural center that improves the quality of life

مركز حيوي ثقافي مستدام يرتقي بجودة الحياة

4. The center of Gaza City is a bridge linking tradition to modernity

مركز مدينة غزة جسر يربط الأصالة بالمعاصرة

Second, the concluding vision was formulated as follows:

A vibrant, sustainable cultural center that improves the quality of life and links tradition with modernity

مركز حضاري مستدام وحيوي يعمل على تحسين جودة الحياة ويربط التراث بالحاضر

At the end of the workshop, there was a collective work to finalize the strategic objectives of the project taking into account the developed vision and the main priorities and needs derived from the SWOT analysis, which were formulated into specific objectives of the development plan.

3.2.2 Strategic Objectives

1. Increase public squares, the green elements, and open spaces in the city center, and redevelop some important areas to enhance public amenities and activate the cultural and community life in the city center.
2. Enhance the pedestrian and aesthetic appeal of some important areas to create a sense of place and give the city center a distinctive character and identity and forms a good visual image of the area.
3. Accentuate some historical sites, buildings and monuments in the old city to be more prominent within the urban fabric.
4. Regulate the urban form (building / facade typologies) of the buildings overlooking some of the main streets so that its facades are inspired by the history of the place and its authentic heritage.
5. Enriching the furniture landscape and provide squares and public spaces with sculptural elements and units of a unified character inspired by the value and heritage of the place.
6. Reducing the building density in the Old City by removing unnecessary structures to create green squares and public spaces, especially in front of the most important monuments.
7. Striving to create a kind of ring roads surrounding the city center to help diverting through traffic to it without having to pass through the city center.
8. Establishing car parking areas (surface or multi-storey car parking) on the perimeter of the city center to reduce the number of vehicles entering the center area.
9. Introducing public transport in some crowded tracks and within specific pick-up and drop-off places to reduce the number of vehicles and taxis.
10. Improving the accessibility of people with special needs to increase their access to the city center and facilitate their movement and secure their safety to activate their participation in public life.
11. Establishing urban guidelines for construction in the city center that take into account the distinct character of the old town and attempt to create a distinctive identity and unified character for the city center.
12. Adopting regulations that would encourage the revival of traditional crafts in the old town to boost domestic and foreign tourism and improve the local economic situation.

3.3 Place-making

Placemaking is an approach to urban development focused towards how people interact with spaces - in the context of living, working or spending leisure time. In addition, placemaking facilitates creative patterns of use, paying attention to the physical, cultural, and social identities that define a place. Moreover, placemaking inspires people to collectively reimagine and reinvent public spaces and shows people just how powerful their collective vision can be.

Strengthening the connection between people and the places they share, placemaking is a collaborative process by which people can shape their public realm in order to maximize shared value. Therefore, creative placemaking provides an opportunity to establish partnerships. It encourages an inclusive approach to resolving community concerns. With community-based participation at its center, an effective placemaking process results in the creation of quality public spaces that contribute to people's health, happiness, and well-being.

Creative placemaking brings value to communities by activating unused spaces. It uses various design elements to enhance the appeal of existing structures. Successful placemaking has a strong focus on the public realm; often the best examples of successfully executed placemaking can be found in projects that have transformed old, almost forgotten districts, structures or areas, into completely new, revitalized spaces. However, placemaking is also a central component of new projects that will attract and appeal to people.

The placemaking also aims to address the notion of sustainable development and tries to understand its relationship with the notion of quality of life in order to achieve a set of principles that address environmental, physical, mobility, social, psychological, economic and political concerns called urban quality of life principles. These principles will represent a guide useful for participants of the design process and for policy makers.

3.3.1 Place-making Methodology

The methodology of place-making will draw on the principles of participatory planning demonstrating diverse engagement including relevant stakeholders for each workshop. Engagement will include: the private sector (key landowners, developers, businesses, etc.) as key land owners and business interests within the study area; relevant institutions and delivery partners (MoLG, regional and national government agencies, relevant ministries, donors, infrastructure operators and service providers, etc.) to develop a sense of plan ownership amongst key institutional actors and to facilitating delivery; and, communities and users (including marginalized and hard to reach groups), to building legitimacy, accountability, and resilience, and to involve communities actively in decision making.

During the workshop, it was also proposed to work with the community on the selected sites implementing the place making techniques with the community/users of these sites to determine the general directions for interventions for a number of urban spaces in the center of Gaza City, especially these places which can play an important role in revitalizing the city center and making it vibrant, increasing citizens' attendance of the center and activating public life and giving the center more liveliness and aesthetic appearance. The main sites which will be in the spotlight of the debates are the following:

- Palestine Square (Al-Saha)
- Firas Market
- Al-Saraya
- The Unknown Soldier Square
- Heritage monuments in the old town

For this purpose, several workshops will be prepared, attended by focus groups related to each session to consult with them the proposed development strategies for several issues in the city center and concrete guidelines and design criteria for important site, including:

- A workshop that includes a focus group to discuss the plan to develop the old town of Gaza City with focus on the historical monuments in the area and the development of Palestine Square. The competent authorities that will be invited to take part in the workshop include: Ministry of Tourism and Antiquities, Iwan Center for Architectural Heritage at the Islamic University, Ministry of Local Government, Gaza Municipality, and academics interested in urban heritage.
- A workshop and discussion group to debate the plan to develop the new part of the city center with special attention on Al-Saraya site. The main stakeholders who will be invited to participate will include Gaza Chamber of Commerce, Ministry of Public Works and Housing, Ministry of Local Government, Gaza Municipality, and academics interested in urban planning.
- A focus group to discuss Firas market development plan, to which the concerned parties will be invited, including Gaza Chamber of Commerce, Ministry of Endowments and Religious Affairs, Ministry of Local Government, Gaza Municipality, and academics interested in urban planning.
- A workshop with a focus group of experts to discuss the plan to develop the Unknown Soldier Square. The interested parties who will be invited to it, including Ministry of Transportation, Ministry of Local Government, Gaza Municipality, and academics interested in urban design.

Placemaking Workshops				
	Workshops	Topic for Discussion	Date	Participants
.1	1st Workshop	Old town of Gaza City (including Al-Saha Square Plan)	12/06/2022	- Ministry of Tourism and Antiquities, - Iwan Center for Architectural Heritage at the Islamic University, - Ministry of Local Government, - Gaza Municipality, - Academics interested in urban heritage.
.2	2nd Workshop	Al-Saraya site (within the context of the development of the new part of Gaza City Center)	14/06/2022	- Gaza Chamber of Commerce, - Ministry of Public Works and Housing, - Ministry of Local Government, - Gaza Municipality, - Academics interested in urban planning.
.3	3rd Workshop	Firas market: Development Plan Guidelines	19/06/2022	- Gaza Chamber of Commerce, - Ministry of Endowments and Religious Affairs, - Ministry of Local Government, - Gaza Municipality, - Academics interested in urban planning.
.4	4th Workshop	Unknown Soldier Square: a revitalization plan with a key goal: create a more attractive pedestrian-oriented environment	21/06/2022	- Ministry of Transportation, - Ministry of Local Government, - Association of People with Disabilities, - Gaza Municipality, - Academics interested in urban design.

3.3.2 Placemaking's Design Principles

The placemaking's aim is to provide high-quality spaces where people want to spend their time. Placemaking involves various disciplines, as they bring together urban planners, landscape architects, sociologists, sign making companies and common people. Placemaking projects shall include short and long-term initiatives to revitalize vacant and outdated sites, as well. The following design principles are intended to guide the design of any new development and it is suggested that any design submitted as part of a planning application responds to these headings to show how the design has specifically applied these principles in practice.

Define concrete goals and objectives:

Placemaking process should start by discussing the project's goals. Create a list that all of the partners can agree on. Establish benchmarks for measuring the project's success after implementation. As placemaking principles have economic and societal consequences, it is essential that any design should respects the complex character of a place and takes into consideration its history, geology, transportation links, and its natural landscape. Individual character and a sense of belonging to a place should be encouraged.

Ease of access:

The accessibility in any placemaking is the ability for anyone to independently and safely access the full built environment. Public spaces require municipal planners, designers, and architects to create an access strategy for public spaces that is designed for the broadest range of users. It is also a good strategy to create different zones for automobiles, bicycles and pedestrians, as this will make the public spaces safer. It is also necessary to use wayfinding signage to guide commuter traffic and highlight access points to prominent locations and their parking facilities.

Furthermore, accessible public spaces must anticipate the needs of citizens of all ages, life stages, and abilities, including children, parents, older adults, and seniors. Every public venue must be planned with holistic accessibility in mind and it's the ease of use as a whole that determines the true accessibility of a public space. Additionally, the ease of access includes not only designing for people with mobility challenges, but those with vision loss, hearing loss, and intellectual disabilities. Each of these groups should be included as part of each project's as the well-designed public space brings all people together.

It is also necessary to pay special attention to the outdoor entryway elements, as the use of outdoor signs informs people of the purpose of a space. This is why wayfinding signage is a key component of navigation planning, as they guide people and affirm the identity of space with branded designs.

Resilience:

A resilient placemaking design creates streets and buildings that will cope with a variety of uses during their lifetime. It is a design that creates a valuable asset in economic, social, and environmental terms and is built to last. Complex buildings that are very specific to current need should be minimized as much as possible and design solutions based on examples that have adapted well to change should be encouraged. It is also important to think how our urban spaces always be designed in a multifunctional way to support better resilience. It is the possibility of the public spaces to become smarter places for communities to connect and support each other. It is necessary to think of methods of how our parks and urban space can help during flooding/wars and if streets and cycling routes can provide networks of resilience through the city. It is also necessary to discourage buildings and places that are likely to drain the resources of future generations to no advantage.

Harmony:

A recognition that the design of public areas including 'street furniture', signage, and lighting, is as important as the design of private spaces, and should be designed as part of a harmonious whole. So, it is essential that buildings and settlements various parts work together and respect the value of the whole. In addition, settlements and buildings which, whatever their size, should relate to human proportions. Design should enhance the

relationship between the people and their built environment and yet blends with the local and natural environment.

Embracing a new identity:

It is important that any new development helps to create a good sense of place and is designed to enhance a strong sense of community and wellbeing. Establishing a theme is one of the most important creative placemaking principles, as placemaking should emphasize the unique character of a given location. Creative placemaking strategies identify the authentic character of a given place. In addition, distinguishing different areas with eye-catching elements and incorporating navigational visuals is a crucial aspect of creative placemaking principles. Knowing that every area centers around a certain activity helps to develop a clear vision for it. So, it is important to add purposeful components such as ergonomic seating, artwork and attractive landscaping.

Placemaking principles rely also on artistic tools and structures to create desired experiences, as creative placemaking incorporates art, culture and design with community-building initiatives. It encourages the involvement of artists in the advancement of social transformation. Therefore, placemaking should encourages design whose decoration not only enhances the quality and beauty of a building, but also helps stimulate emotional value and personal and cultural relevance. The care and attention with which a building and its surrounding is made makes them likely to last and be valued for future generations.

Support a community-driven and collaborative approach:

The most effective placemaking principles are based on a community-driven approach. This holds true for placemaking and all other types of community development. Elements of placemaking should improve the overall appeal of a given area and give residents an opportunity to live, work, play and socialize in the same area. So, there is a need to engage residents and local leaders and empower them to collaborate by turning a space into their favorite place. This why it is important to carefully facilitate the early involvement of the local community in order to create places which have a civilizing influence, which meet people’s needs and aspirations, and create civic pride.

It is worth mentioning that every community has its own set of needs and preferences and the improvement of a public space depends on the integration of multiple perspectives. Therefore, the project’s success depends on how well the placemaking will address different people’s needs, as community-oriented spaces will reinforce the bond between people and the places they occupy.

Usually, people who use a public space regularly provide the most valuable perspective and insights into how the area functions. They also can help identify issues that are important to consider in improving the space and incorporating their ideas is essential to creating a successful and vital community place. In addition, A good public space requires partners who contribute innovative ideas, financial or political support, and help plan activities.

Sustainable City Centre:

By making sustainability a focus, GCCDP can reduce operating costs by undertaking initiatives that reduce waste, water and energy consumption. The main sustainable strategies and relevant interventions will be implemented according to four resource sectors:

Water Organics Energy Materials

Figure 1: Sustainable strategies according to four resource sectors

1) Water

Rainwater Harvesting: Analyses of storm water runoff collected from rooftops suggest that this water source has low concentrations of chloride and nitrate and the water quality is close to the limits set by WHO for drinking purposes. So, it is necessary to adopt on-site rooftop rainwater filtration in urban areas.

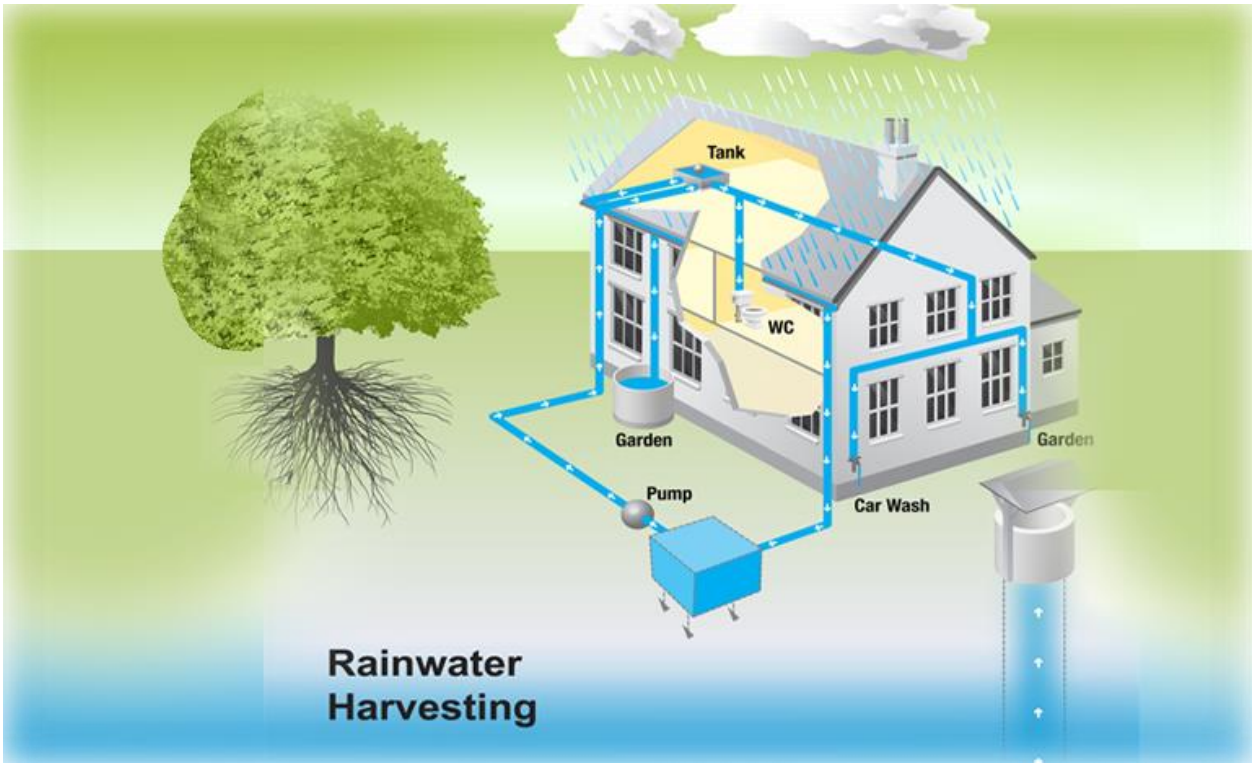

Figure 2: Rainwater Harvesting

2) Organic Resources

Urban Agriculture: Small-scale urban agriculture and home gardens have played an important role in the history of Palestinian urban development. If formalized and supported, kitchen and rooftop gardens could be expanded to include date palms, guava trees, seed saving practices and even small ponds for raising fish.

Figure 3: Aquaponic rooftop garden

3) Energy

The current conflict resulted in the loss of energy to nearly two-thirds of Gaza's population, thus exacerbating the humanitarian crisis. The region would be far more secure, at all times, if energy sources were diversified and decentralized. Solar, wind and tidal energy are all viable, to varying degrees, within Gaza and should be pursued. Solar energy is abundant in the Gaza strip with a considerable amount provided throughout the year, and as such makes the most viable alternative energy supply.

Figure 4: Solar energy and its potential use in buildings

Passive strategies: Simple thermal collectors or solar water heaters (roof flat – plate collectors) are very common in the Gaza strip and are generally used to heat water for domestic purposes. It is estimated that about 70 percent of residential buildings in the Gaza strip are integrated with solar water heating systems. It is estimated that using for example heat insulation in walls could save about 30% of the building's energy requirements with regards to heating, ventilation and air-conditioning (HVAC). This rate of saving would further increase if the roof was also insulated and double or triple glazing was used for windows. Applying passive solar techniques in buildings, such as shading devices, green cover and orientation, could also contribute significantly to save energy in buildings.

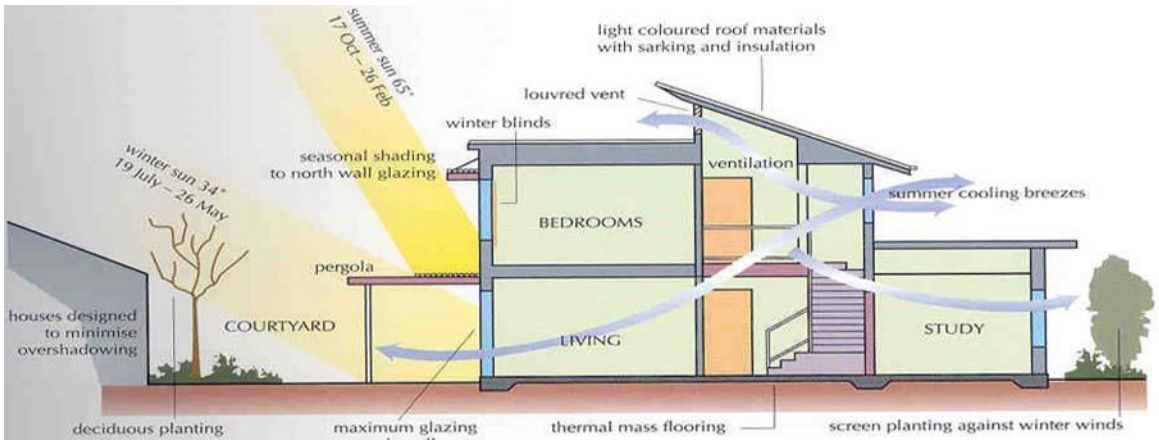

Figure 5: Passive solar design strategies

4) Materials

Design that uses materials that are, wherever possible, indigenous, have a natural harmony with the landscape, and which are selected with care to ensure they improve with age. Therefore, buildings that have a natural resonance with their environment and that can be easily repaired should be encouraged. Long distance transportation of materials and buildings with short life spans that look worse with age should be discouraged.

The rubble that will be removed during the reconstruction phase in Gaza can be used for building reconstruction, road rehabilitation, and road paving. Large chunks of concrete can be reused as wave breakers for a fishing harbor.

Figure 6: Recycling of demolition rubble

4. NEXT STEPS: DEVELOPMENT PLAN + IMPLEMENTATION AND DELIVERY PLAN

4.1 Development plan

The development plan will consist of:

4.1.1 Place Making Workshops:

A series of place making workshops will be conducted to elaborate on strategies to develop the city center. In these workshops the consultant will also work with the community on the selected sites implementing the place making techniques with the community/users of these sites: allow the end-users of the Gaza City Centre elaborate what they envision for the Gaza City Centre development. The workshops will have special attention on some important sites in the city center including Palestine Square (Al-Saha), Firas Market, Al-Saraya, Unknown Soldier Square, and the main heritage buildings and sites in the old city. The workshops will also shed light on some clusters of buildings in distinct places. Special attention will be given to the facades of the buildings overlooking Omar Al-Mukhtar Street in the Old City to create a distinctive architectural character for the street and reorganizing the urban structure in the vicinity of some historical monuments to visually improve the physical environment in the surrounding area and augment the appearance of the heritage buildings.

4.1.2 Development strategy:

The development framework will provide the following:

1) The guiding principles of the Gaza City Development Plan based on the vision and strategic goals.
2) Roles and responsibilities of stakeholders, which will include:
3) National Government Level
4) Municipal and local government level
5) Government owned entities
6) Private Sector
7) Citizens
8) Timelines, which will include:

- Short term priority goals
- Long term priority goals

9) Strategic Design Guide, which will include:

- Land Use Mix
- Building Scale and Design
- City Centre Branding
- Intensification
- Parking Lot and Parking Structure Design
- Pedestrian-Oriented Design
- Signage

10) Environmental sustainability and inclusive design

4.1.3 Framework Plan:

The framework plan will provide further guidance for development on key sites, identifying a clear vision that captures the critical attributes for each site (a list of key considerations/recommendations on future land uses and zoning (building heights, materials, building elevation treatment (including openings, frontages, setbacks, proportions, streetscape rhythm, solid/void ratios, etc.)). In addition to provide strategic design guide that provide information and recommendations on how the development plan can be implemented and delivered in future phases of works.

1) Development Alternatives

Based on the development strategy, the consultant will establish development alternatives. These alternatives will include planned development projects for specific sites within the Gaza City Center. The development alternatives will be based on the SWOT analysis and in line with the development strategy and strategic objectives of the Gaza City Center.

2) Prioritizing Alternatives

The project stakeholders will be given the opportunity to debate and make consensual decisions on the list of priorities for development alternatives in the Gaza City Center, during participatory workshops.

4.1.4 Consultation Workshop No. 2

The objective of the consultation workshop is to present the Gaza City Center Development Plan and Implementation and Delivery plan for priority projects. The goal is to receive feedback from the stakeholders on the draft plan and consider them in the finalized version of the plan.

4.2 Implementation and Delivery Plan

A methodology will be proposed that identifies the means by which the plan, including the development strategy and framework plan, will be implemented and delivered. The implementation and delivery plan will build upon the work undertaken in the framework plan on individual sites to assist in prioritizing projects, determining realistic development and O&M costs, and in formulating subsequent pre-feasibility and business cases to progress the remaining design and planning work required on a site-by-site basis, including identifying ‘next steps’.

The Consultant will identify, in collaboration with the Client Team and communities ‘early projects’ that can be immediately delivered and which will act as a catalyst for further investment and change. The implementation and delivery plan will identify key delivery partners, broad phasing of activities and investments (in four-year tranches), and a statement of the key LGU actions that will facilitate delivery.

The implementation and delivery plan will provide an action plan that includes, but is not limited to:

- An overall approach to implementation and delivery that facilitates partnership working and demonstrates a political commitment to plan implementation.

- A set of key actions (focusing on LGUs functions) that are required to facilitate delivery of the framework plan and individual site proposals.
- A strategic delivery and implementation approach for each of the sites identified within the framework plan (or cluster of sites where applicable), expanding on the information already identified to enable high-level cost estimates and delivery approaches to be proposed. The strategic delivery approach identified for each site should include at least the following:

a) Identify the planning requirements, building permits, zoning/land use changes, that are likely to be required to implement each project or phase of a project;

b) Institutional/organizational responsibility (lead agency and key delivery partners), and required actions and resources to facilitate delivery;

c) An overall estimate of costs (total and annual), including for detailed planning and design, capital, financing, operating and maintenance costs;

d) Potential funding source and analysis of main alternatives (public investment, privately funded, public-private partnership, development assistance/donor, etc.);

e) Potential delivery mechanism (linked to the potential funding sources) and main alternatives (government-implemented, private sector-implemented, public-private partnership etc.); and,

f) An indicative delivery timeline that provides an estimate of the timeline for delivery and implementation, key milestone dates, phases, and order of delivery. This should include a list of ‘early projects’ and ‘next steps.

A monitoring framework that facilitates the systematic and timely review of the development strategy and framework plan will be also included.

ANNEX I: PHOTOS FROM THE 1ST WORKSHOP

ANNEX II: ATTENDANCE SHEET OF THE 1ST WORKSHOP

THE WORLD BANK
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State of Palestine
وزارة الحكم المحلي
Ministry of Local Government

صندوق تطوير والاقراض للهيئات المحلية
Municipal Development & Lending Fund

مركز الهندسة والتخطيط
center for engineering and planning

Integrated Cities and Urban Development Project (ICUD)

City Center Development plan for Gaza (CCDP)

Date: May 30, 2022 9:30 AM

1st Workshop Attendance

NO. / الرقم	Name / الاسم	Institution / المؤسسة	Mobile / رقم الجوال	Signature / التوقيع
.1	د. جمورة الدحدار	وزارة الصحة وطاقم	0599573730	
.2	م. نيفين الأسدي	UCAS	0598000860	
.3	م. محمود إسماعيل وك	إيوان / الجامعة الإسلامية	0599111586	
.4	م. محمد عاطف الكحلوت	الجامعة الإسلامية	0599402309	
.5	م. [illegible]	بلدية غزة / تخطيط حضري	0599486897	
.6	م. نورسبل البطراوي	بلدية غزة / إعداد المشاريع	0599192676	
.7	م. [illegible]	الحكم المحلي	0599890954	
.8	م. سمعان أنور	وزارة الحكم المحلي	0597666657	
.9	م. دالیا محمد عبيد	وزارة الحكم المحلي	0599010790	
.10	م. لبنى العاصوري	مركز تطوير الحكم المحلي	0599324154	
.11	أ. [illegible]	تكيلي	0599642821	
.12	م. عاصم [illegible]	الحكم المحلي	0597700148	

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Municipal Development & Lending Fund

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center for engineering and planning

NO. / الرقم	Name / الاسم	Institution / المؤسسة	Mobile / رقم الجوال	Signature / التوقيع
.13	محمد محمود لبكشة	الأونروا	0592905189	
.14	أحمد عبد الرحيم حراز	بلدية غزة	0599023556	
.15	أحمد محمد باعود	وزارة النقل والمواصلات	0599792913	
.16	نزى قنديل	بلدية غزة	0598633225	
.17	أحلام وكالة	بلدية غزة	0595789818	
.18	عاطف حمدية	بلدية غزة	0597114409	
.19	محمد صالح الحسني	مركز رياحي المهندسين	0599486237	
.20	عبد الله سرية	وكالة الشبكة الطبية	0562121307	
.21	حمير خليل وطه	MDLF	0592-879121	
.22	ماهر ياسر صالح	MOG	0599-815603	
.23	د. كيما رشاد الرواغ	MOG	0594-815000	
.24	نادر سليمان طالب	PENRA	0599_656422	
.25	هالة أبو سبعة	Penra	0599266946	
.26	د. رسمي حفظي أبو القرع	وزارة الأوقاف	0594704057	

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Municipal Development & Lending Fund

مركز الهندسة والتخطيط
center for engineering and planning

NO. / الرقم	Name / الاسم	Institution / المؤسسة	Mobile / رقم الجوال	Signature / التوقيع
.27	م. أحمد ناصيف رشيد	cep استشاري	0599833581	
.28	م. سالم صبح أبو سالم	رائي كونسلت	0598925168	
.29	م. أحمد الشنطي	CEP استشاري	0598 268771	
.30	د. فريدة الفقيه	CEP استشاري	0599332714	
.31	د. راضي زيارة	CEP استشاري	0562220102	
.32	م. [illegible]	[illegible]	0562200808	
.33	م. أنيس [illegible]	[illegible]	0598910840	
.34	وليد الحي صدقي	دائرة غرفة تجارة غزة		
.35	د. ماهر تيسير الطباع	مدير عام غرفة تجارة غزة	0599407518	
.36				
.37				
.38				
.39				
.40				

مشروع إعداد مخطط تطوير مركز مدينة غزة

كشف الحضور

2022/5/30

م.	الاسم	الجهة	جوال	ايميل	التوقيع
.1					
.2					
.3					
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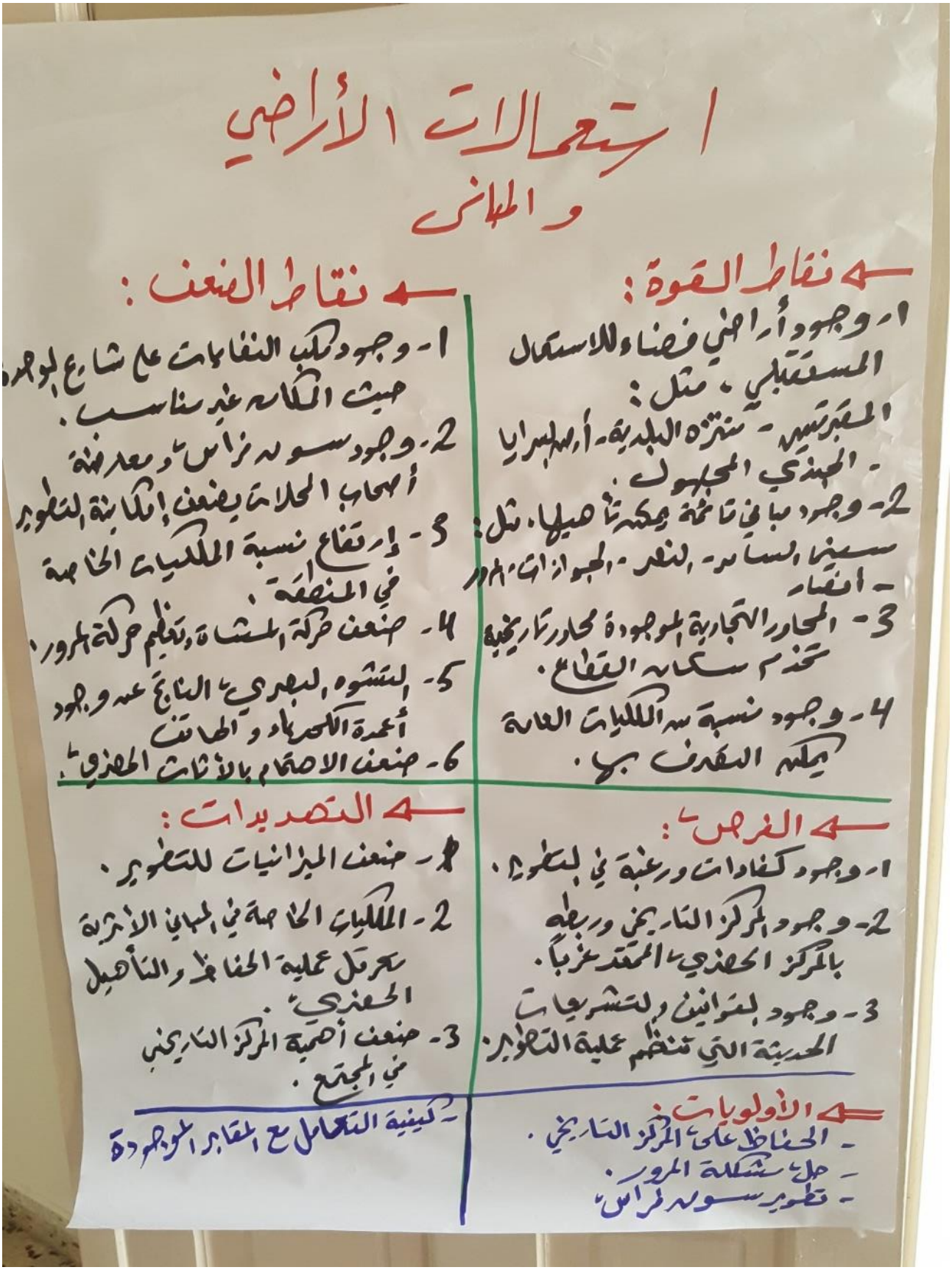
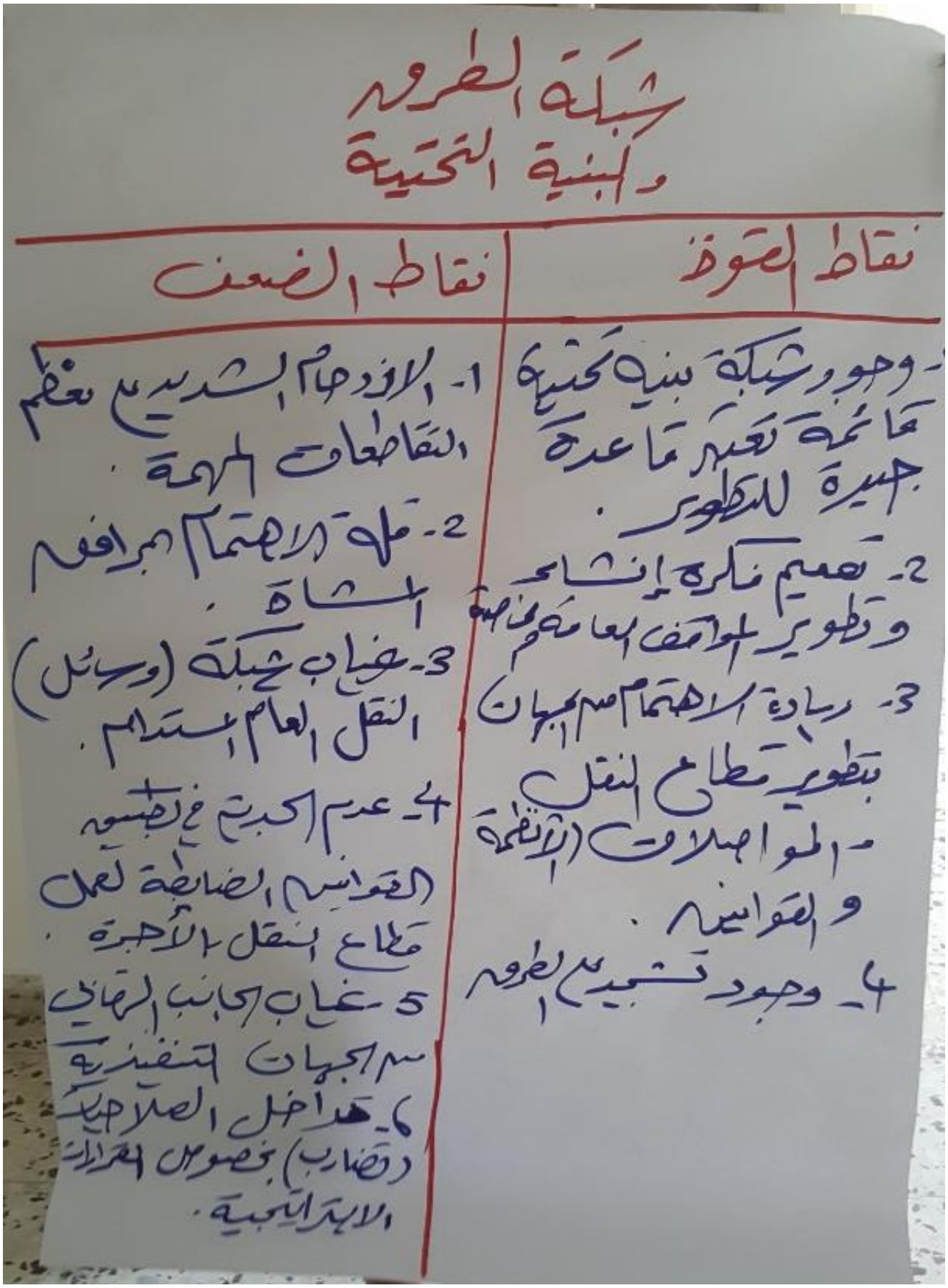
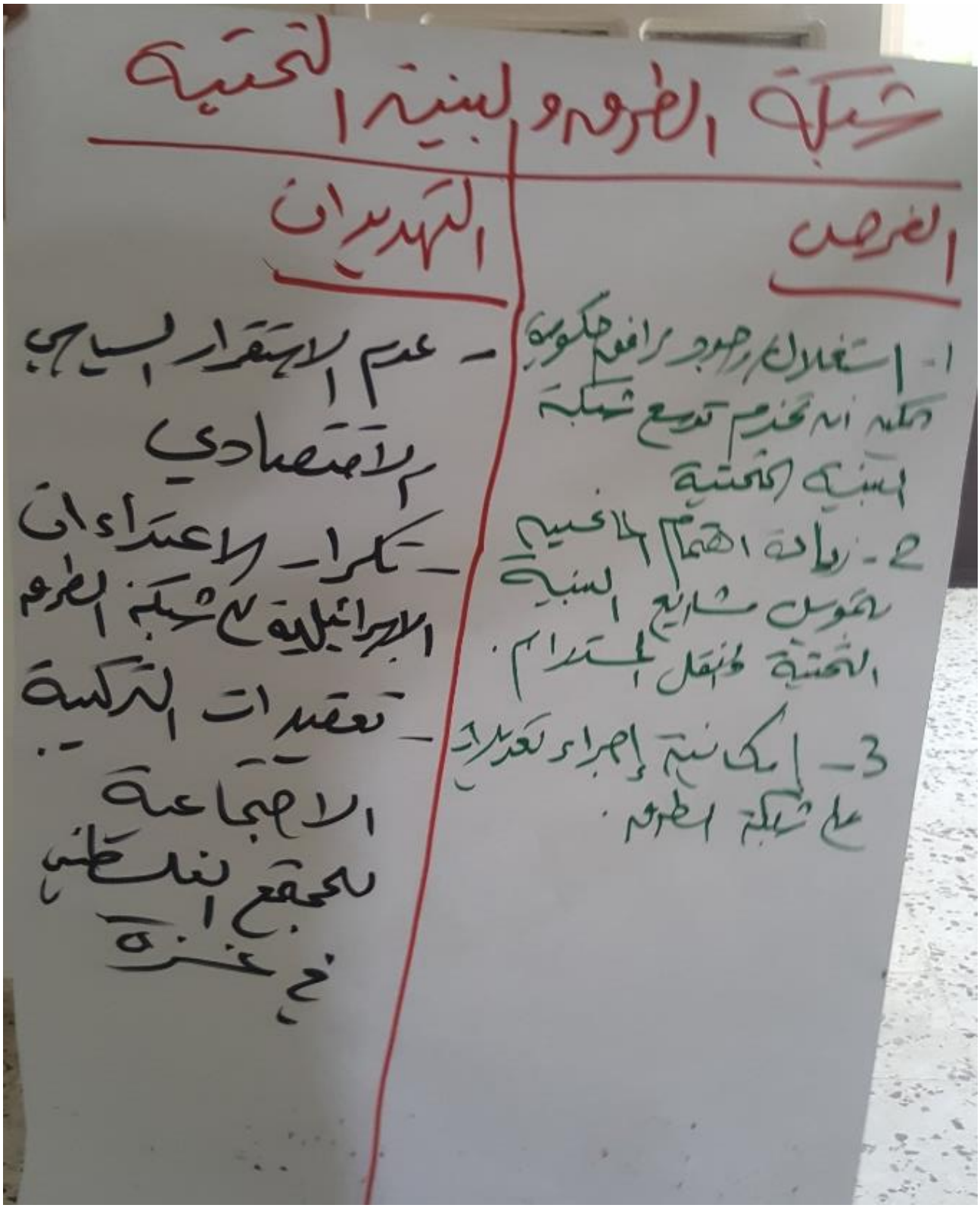
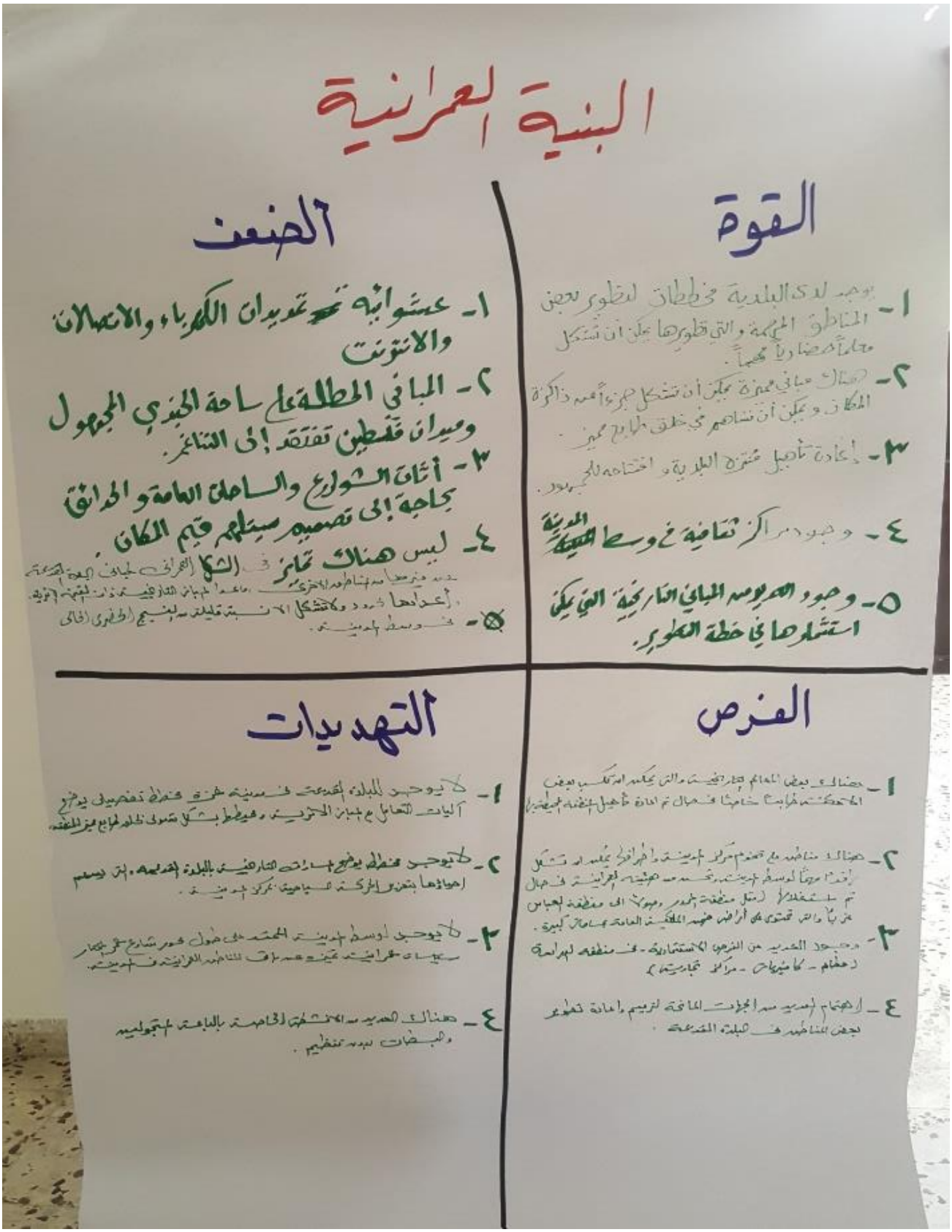
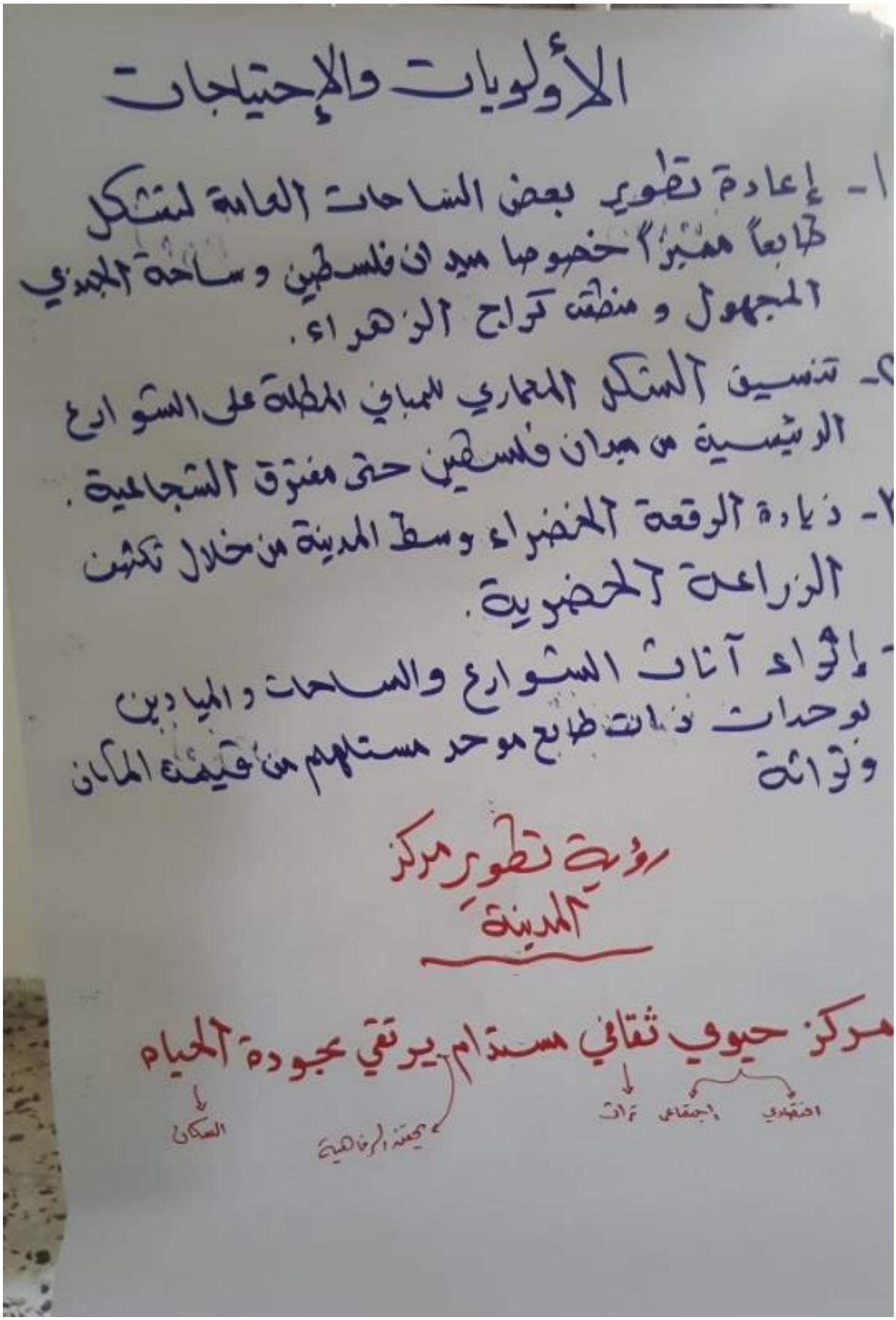
ANNEX III: RESULTS OF THE WORKING GROUPS



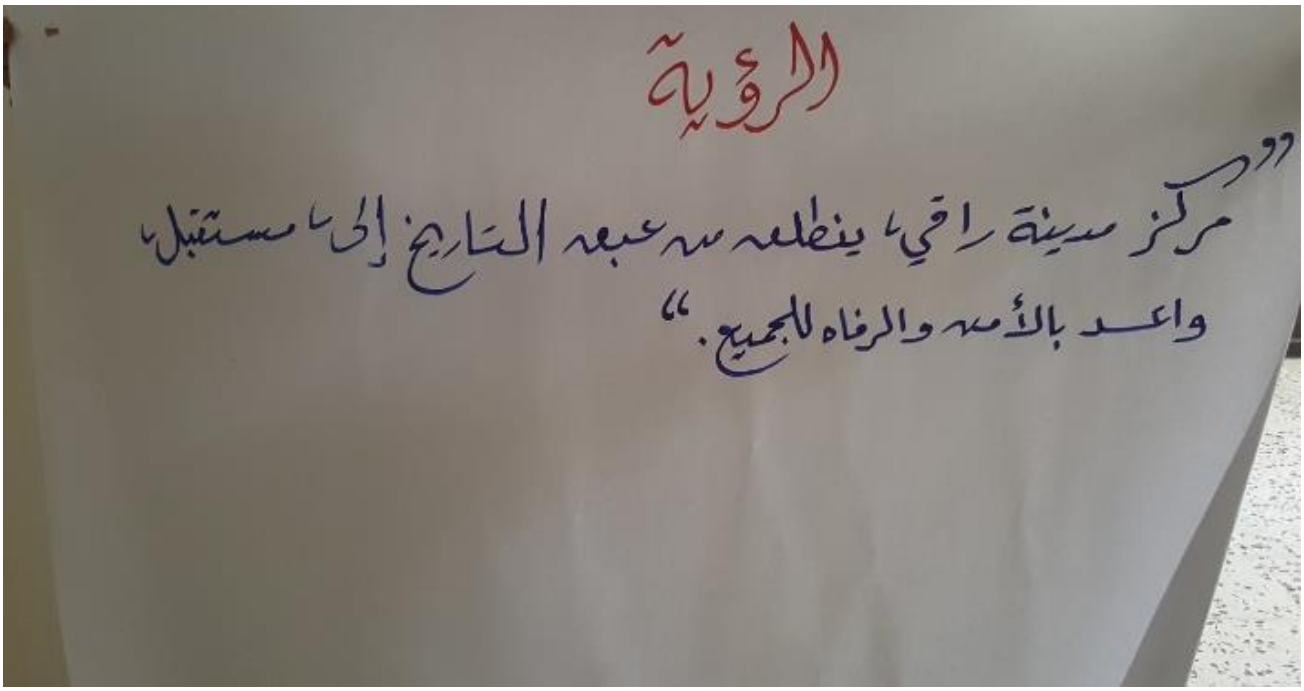

شبكة الطرق
والبنية التحتية
نقاط القوة
- وجود شبكة بنية تحتية قائمة تعتبر قاعدة جيدة للتطوير.
2- تصميم فكرة إنشاء وتطوير المواقف العامة
3- زيادة الاهتمام من الجهات بتطوير قطاع النقل والمواصلات (الأنظمة والقوانين).
4- وجود تشجير على الطرق
نقاط الضعف
1- الازدحام الشديد في معظم التقاطعات الهامة.
2- قلة الاهتمام بالرصيف المشاة.
3- غياب شبكة (وسائل) النقل العام المستدام.
4- عدم الالتزام في تطبيق القوانين الضابطة لعمل قطاع النقل والأجرة.
5- غياب الجانب الرقابي من الجهات التنفيذية
6- تداخل الصلاحيات (تضارب) بخصوص الطرق والبنية التحتية.

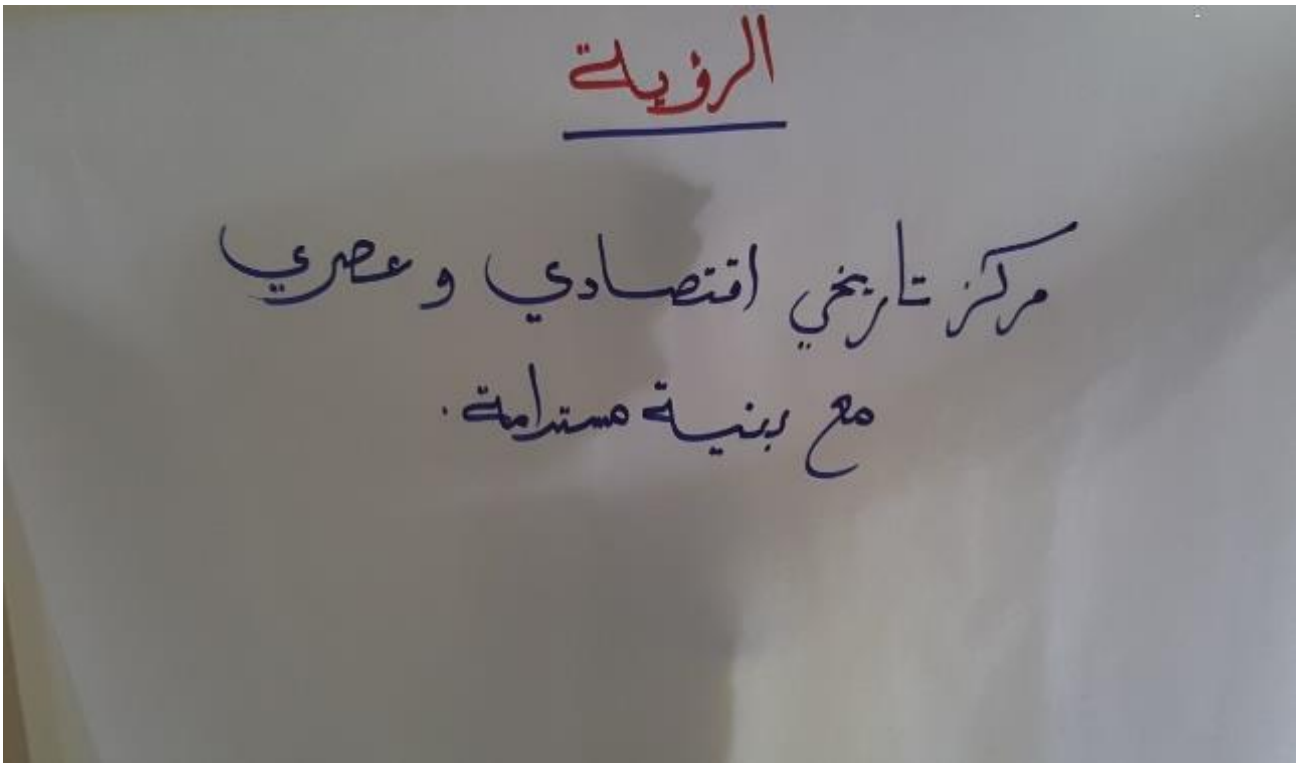

شبكة الطرق والبنية التحتية
الفرص
1- استغلال وجود رافعة حكومية
2- زيادة الاهتمام
3- إمكانية إجراء تعديلات
التهديدات
- عدم الاستقرار السياسي والاقتصادي
- الاعتداءات الإسرائيلية
- تعقيدات التركيبة الاجتماعية


البنية العمرانية
القوة
١- يوجد لدى البلدية مخططات لتطوير بعض المناطق الهامة والتي تطويرها يمكن أن تشكل معلماً حضارياً مهماً.
٢- هناك مباني مميزة يمكن أن تشكل جزءاً مهماً من ذاكرة المكان ويمكن أن تساهم في خلق طابع مميز.
٣- إعادة تأهيل شبكة البلدية واختناقه المروري.
٤- وجود مراكز تجارية في وسط المدينة
٥- وجود العديد من المباني التاريخية التي يمكن استثمارها في خطة التطوير.
الضعف
١- عشوائية تمديدات الكهرباء والاتصالات والانترنت
٢- المباني المطلة على ساحة الجندي المجهول وميدان فلسطين تفتقد إلى التناغم.
٣- أثاث الشوارع والساحات العامة والحدائق بحاجة إلى تصميم سيلهم قيم المكان.
٤- ليس هناك تمايز في الشكل العمراني لجانب الجهة الشرقية
٥-
الفرص
١-
٢-
٣- وجود العديد من الفرص الاستثمارية - فنادق لهم أهمية (مطاعم - كافيهات - مراكز تجارية)
٤- الاهتمام بالعديد من المبنى المهمة للترميم وإعادة تطوير بعض المناطق في البلدة القديمة.
التهديدات
١-
٢-
٣-
٤-


الأولويات والإحتياجات
١- إعادة تطوير بعض الساحات العامة لتشكل طابعاً مميزاً خصوصا ميدان فلسطين و ساحة الجندي المجهول و منطقة كراج الزهراء.
٢- تنسيق الشكل المعماري للمباني المطلة على الشوارع الرئيسية من ميدان فلسطين حتى مفترق الشجاعية.
٣- زيادة الرقعة الخضراء وسط المدينة من خلال تكثيف الزراعة الحضرية.
٤- إيواء آثار الشوارع والساحات والميادين بوحدات ذات طابع موحد مستلهم من قيمة المكان وتراثه
رؤية تطوير مركز المدينة
مركز حيوي ثقافي مستدام يرتقي بجودة الحياة
السكان
بيئة الحياة
تراث
اجتماعي
اقتصادي

الأنظمة والتشريعات
الفرص:
1. وجود شراكات محلية ودولية تهتم بالحفاظ.
2. الاهتمام العالمي بالحفاظ على البلدات القديمة والموروث الثقافي.
التحديات:
1. قصور الجهات الرسمية في توفير البنى التحتية والمرافق العامة
2- ارتفاع سعر الأرض في منطقة مركز المدينة وندرتها.
3- لا يزال وجود تنظيم المدينة (1936/28) ساري دون إضافة تحديث
4- صعوبة إقرار بعض الأنظمة والتشريعات من الجهات المختصة.
أولويات
1- تحديث المخطط الهيكلي لمدينة غزة
2- اعداد مخططات تفصيلية لأحياء مركز المدينة
3- وضع ضوابط عمرانية للبناء في مركز المدينة (شروط تنظيمية)
وإيجاد هوية بصرية.
4- إيجاد أنظمة تواكب بيئة الحاجة التجارية والجانب التراثي للبلدة القديمة.
5- وضع ضوابط تحد من تعدي أصحاب المحلات على الأرصفة والطرقات
الرؤية
مركز مدينة غزة:
جسر يربط الأصالة بالمعاصرة
تراث
تقاليد
اقتصادي
جهوي


الرؤية
"مركز سياحي راقي، ينظم سرعة التاريخ إلى مستقبل،
واعد بالأمن والرفاه للجميع."


الرؤية
مركز تاريخي اقتصادي وعصري
مع بنية مستدامة.