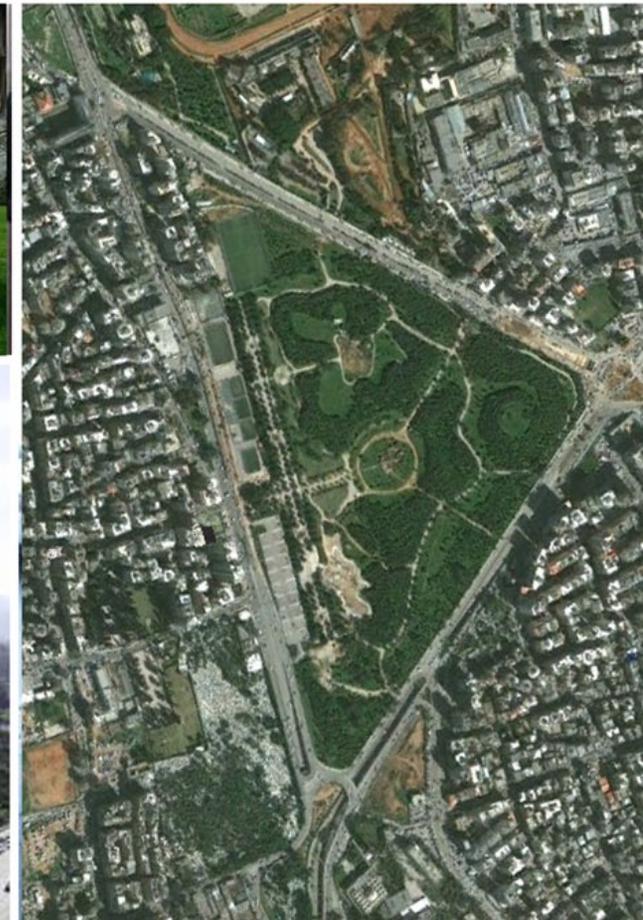




ROADMAP

FOR THE REOPENING OF

HORSH BEIRUT



INDEX

FOREWORD

INTRODUCTION

1. Background
2. Social dimension, arguments and needs
3. The campaign to re-open Horsh Beirut
4. Vision and methodology
 - 4.1 Preparing a general park Policy
 - 4.2 A business plan for the Park
 - 4.3 Recruiting and training
 - 4.4 Horsh Beirut: between today and tomorrow

ROAD MAP

1. Accessibility
 - 1.1 Access to the park
 - 1.2 Opening hours
2. Behavior and entrance control
 - 2.1 Park charter
 - 2.2 Entrance control
 - 2.3 Guards patrol
 - 2.4 Fine and penalty system
3. Facilities and infrastructure
4. Zoning
5. Equipments
6. Visitors facilities
7. The park management
 - 7.1 A public private partnership- *PPP*
 - 7.2 The management structure

REFERENCES



The campaign that Nahnoo is conducting aims primarily to re-open Horsh Beirut to the public but also is concerned about the protection and maintenance of this park.

The Beirut municipality mayor has been postponing the opening of the park stating that the park is still not ready to be open and requesting suggestions for the best practices that can ensure the re-opening of the park and the best solutions that can be presented to maintain it from any sort of degradation, abuse and vandalism.

The Beirut municipality mayor emphasized on two major points: How to manage the park and how to protect it from vandalism, misbehavior, abuse and violations.

It should be noted that we believe that the Beirut municipality is legally responsible of the management of the park; especially that she has the required resources and experience. The suggestions outlined in this report come to provide answers and propose solutions for these issues and help in putting a strategy for managing the park, in addition to some basic notions that need to be implemented in the park.

This draft plan has been built on basic ideas given by a group of activists, students and experts who worked under the general supervision of Nahnoo gathering information and putting them into a coherent plan that answers all the problematic questions regarding the study. The authors of the document have backgrounds in Architecture studies, urban planning and management consultancy.

All of the findings and suggestions presented in this report are the propriety of Nahnoo.



A public park is a major and inevitable setting in the city of today as well as it was in the past. It presents a fundamental part of communities and serves as a place for people to meet and interact and for kids to play.

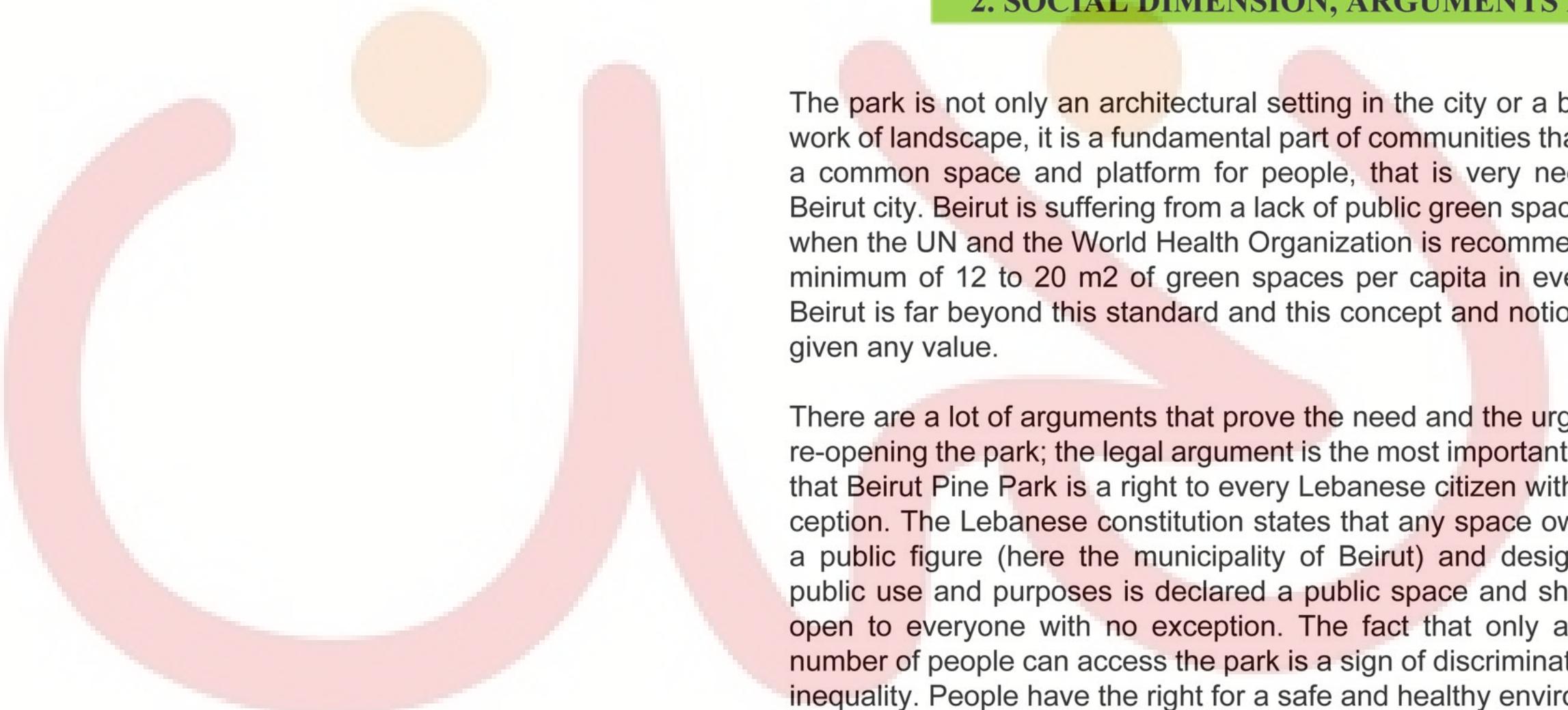
With cities developing exponentially, and the increasingly built up environment we are living in, the need for parks has become today an essential value that should be secured with no compromises.

Described as an "unappealing, unwelcoming, unhealthy and inhospitable urban environment", Beirut suffers from congestion and cement invasion and the lack of policies for securing public green spaces in all its part has severely affected its quality of life. The need and the right for a public space are still an uncommon notion in Lebanon on both citizens' and decision makers' level.

Beirut Pine Park, the only park in the city, is the largest public green space in Beirut, located at the heart of Grand Beirut, and has been closed to the public for nearly two decades now. The Beirut municipality is not taking the decision to re-open it for several facts, and the presence of the best practices for its sustainable management is one of them, the main one that is.

The park, although harboring many activities through the "Maison verte" who is assigned by the municipality of Ile De France, is still not ready to be open to the public and misses crucial factors and settings that allow it to be accessible by Beirutis.

2. SOCIAL DIMENSION, ARGUMENTS AND NEEDS



The park is not only an architectural setting in the city or a beautiful work of landscape, it is a fundamental part of communities that offers a common space and platform for people, that is very needed in Beirut city. Beirut is suffering from a lack of public green spaces, and when the UN and the World Health Organization is recommending a minimum of 12 to 20 m² of green spaces per capita in every city, Beirut is far beyond this standard and this concept and notion is not given any value.

There are a lot of arguments that prove the need and the urgency of re-opening the park; the legal argument is the most important, saying that Beirut Pine Park is a right to every Lebanese citizen with no exception. The Lebanese constitution states that any space owned by a public figure (here the municipality of Beirut) and designed for public use and purposes is declared a public space and should be open to everyone with no exception. The fact that only a limited number of people can access the park is a sign of discrimination and inequality. People have the right for a safe and healthy environment. And a lot of other arguments on different levels, stating that the park is a need for people to get a better quality of life, a healthier environment that limits stress and depression. It is a place for social interaction and cohesion, a place for sports, recreation, art, culture, and ecology, biodiversity- a setting to rest, meet and exchange ideas.

3. THE CAMPAIGN TO RE-OPEN HORSH BEIRUT

Nahnoo, a Lebanese youth non-sectarian NGO, has launched a campaign for the re-opening of Horsh Beirut to the public in September 2010. The main focus of the campaign was drawn upon Horsh Beirut being a key solution for the notion of public spaces in Beirut, mainly for its historical and geographical values and its ability to be a platform for urbanites in Beirut.

Nahnoo perceives Horsh Beirut as a place for reconciliation and peace within the congestion of Beirut and its exponential growth; reconciliation with the self, reconciliation with the others and reconciliation with Nature, this being the major benefit that a public space presents. The park offers a space where different religions, different cultures, different backgrounds meet and interact with no boundaries.

Nahnoo has been trying throughout the past year to raise awareness for the public about the park and its benefits, to introduce to people the notion of public spaces and in parallel raise the urgency of the issue to the Beirut municipality and lobby for the re-opening of the park in the coming period.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

4. VISION AND METHODOLOGY

The park is currently closed and only accessed by a limited number of people. Maintenance procedures such as planting and irrigation are taking place, but the whole procedure is still incomplete. In order for it to be open, the park needs to pass through a preparation period, being the time needed to ensure all the basic and essential procedures to be executed.

4.1 Preparing a general park policy

The procedure to re-open the park should start first by preparing a General park policy that contains the park mission statement and result in an official document intending to establish guidelines for the use and development of the park and indicating all the processes and mechanisms to be implemented for the management of the park and its sustainability. The document is essential for any further process, and acts as a reference for all the park procedures and departments. Only after those guidelines are set, the whole methodology to re-open the park can be revised and modified accordingly.

Upon demand and in case of specific problems or issues, this policy document can be updated and developed furthermore. The system of adopting a policy for the park can be very efficient, similarly to the one in Bois de Boulogne in Paris for example.

After setting a park general policy, the municipality should make sure to provide legislation for the rules and articles in this policy, allowing an official recognition of this document.

4.2 A business plan for the park

In this preparation phase, it is also recommended for the municipality to elaborate a business plan for the park. A business plan would be suggesting a certain development of the park, throughout the coming years, in a way that guarantees its sustainability. The business plan should contain the projected profit and loss statement of opening the park and what are the best ways to invest, conforming to the park general policy with no compromises

We would like to suggest couple of ideas for investments in the park:

- Giving a billboard marketing company some spots in the park to put billboards and in reverse putting them in charge of all the signs in the park, their implementation and their maintenance for the long term.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

4. VISION AND METHODOLOGY

- A donation system can also be elaborated, whether it was in terms of money or equipments. To that we can add a program of getting the community involved and having a participatory role in funding the park, as it is the case in New York parks and especially Central Park: Some people adopt benches or trees, paying an amount of money to virtually "buy" it as a gift for someone, by putting it in his name (as it is the case with stars in Lebanon (buying a star means getting a certificate that the star is now named after the parson). Some others donate benches or other equipments.
- Events and activities that require small amounts of entrance fees where part of them would go to the park, making sure that those events meet a standard of appropriateness that conforms to general policy of the park.
- Providing some services throughout some kiosks (food, newspapers, beverages), the very minimum, only as refreshments that visitors would like to have. By having some concessions with providers, the park will get a small percentage of the revenues which can bring more money to the park.

A lot of ideas for investing in the park can be implemented, and this would help guaranteeing sustainability for the park and a long term. Those ideas are all to be elaborated and studied more in a business plan. At the end, it is very easy to invest in this park without trespassing the general policy of the park and its general mission which is to be a free space for everyone.

4.3 Recruiting and training

On a different level, the municipality should start, during this preparation phase, recruiting staff for the management of the park and its operations and training the municipal guards. More detailed structure, qualifications and requirements about the management staff and the operations and services to be provided in the park are detailed further in the report.

4. VISION AND METHODOLOGY

SITUATION NOW

CLOSED PARK-
EXCLUSIVE ENTRY

MAINTENANCE
SYSTEM IS PRESENT
(PLANTING+IRRIGATION)
BUT INCOMPLETE

PREPARATION PERIOD

DECISION TO OPEN
THE PARK

GENERAL PARK POLICY

LEGISLATION FOR RULES
AND LAWS OF THE PARK

TRAINING GUARDS

RECRUITING STAFF

ELABORATING A BUSINESS
PLAN FOR THE PARK

END OF 2012

A SAFE PARK
OPEN TO EVERYONE

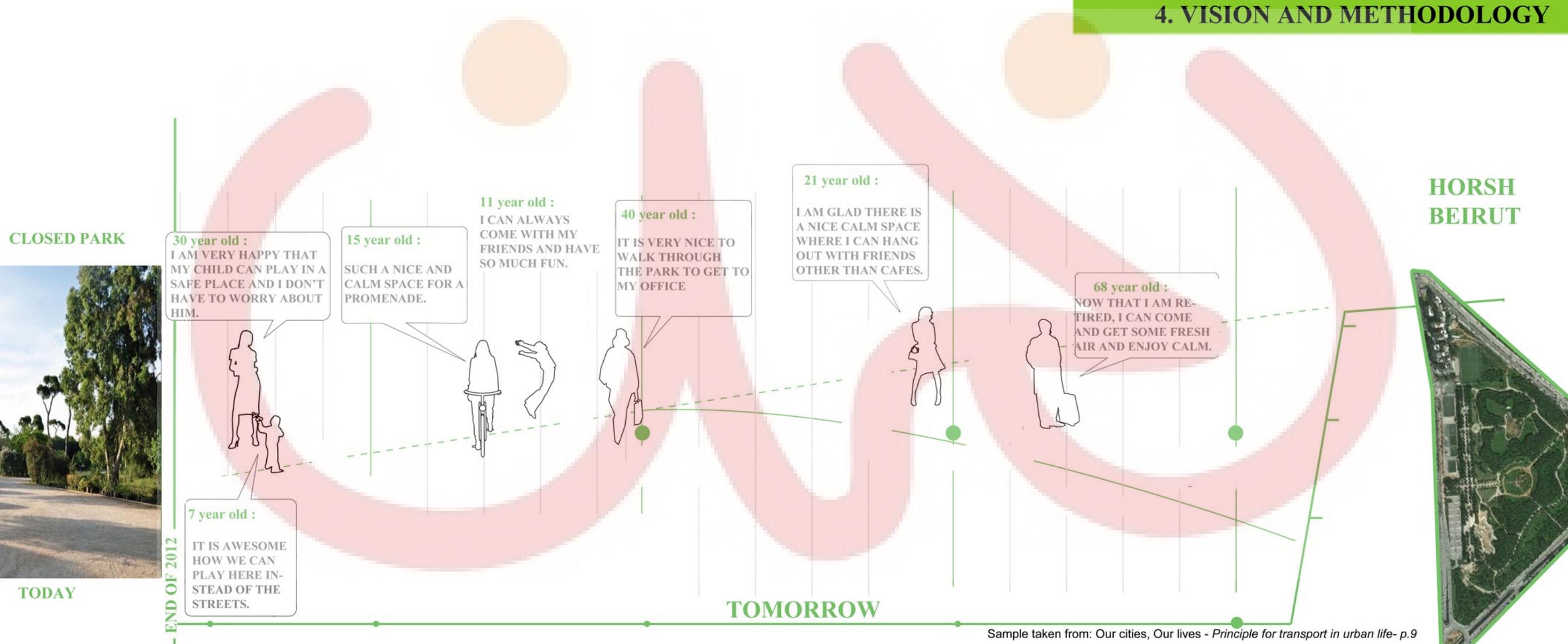
ACCESS WITH NO
EXCEPTION

PARK PROTECTED FROM
AGRESSION AND
HARRASSEMENT

The vision for the next 4 years

A ROAD MAP FOR THE RE-OPENING OF THE PARK

4. VISION AND METHODOLOGY



Horsh Beirut: between today and tomorrow

A ROAD MAP FOR THE RE-OPENING OF THE PARK

Access must be provided to all park areas for everyone with no exceptions: citizens and tourists, all age ranges, all class ranges and persons with disabilities. On another note, the park should be accessible 7 days a week; there is no reason to close the park any day of the week.



An aerial view of Horsh Beirut
Source: www.habeeb.com

Beirut Pine Park is surrounded by the following roads: Omar Beyhum Avenue, Jamal Abdul Nasser Avenue and November 22 Avenue conceived in the planning of Beirut in the 1950s. The isolation of the park and its contour made by 3 avenues of fast pace traffic makes it difficult, dangerous and unwelcoming for pedestrians to access. Therefore, the access to the Park has to be resolved by the municipality of Beirut in parallel with the park management for its reopening in safe and secure conditions.

1. ACCESSIBILITY

1.1. ACCESS TO THE PARK

This specific part is out of our scope of work, yet is a crucial component of the best practices that allows the re-opening of the park. We perceive that this major issue should be integrated in the new infrastructure works that are being done around the area, especially those at the Tayyouneh roundabout, and constitute a major point in the structural methodology of the road development of this area.

It is relevant to say here that this issue has been treated in some studios by students and experts, for example the "Alternative design strategies to reconnect the park to its context"¹ made by STUDIO ALBA which consists of 5 options each suggesting a way to make the access to the park safer. This study can be found in the book "At the edge of the city" edited by Fadi Shayya, or directly retrieved from the University of Balamand.



An option for reconnecting Horsh Beirut to its surroundings
At the edge of the city- Fadi Shayya. P. 149

A ROAD MAP FOR THE RE-OPENING OF THE PARK

1. ACCESSIBILITY

1.2. OPENING HOURS

In most of the cities a public park is open at any time of the day and during the night and entrance is not subject to a schedule or hours to respect. Such examples can be most found in Germany. But such an approach is only safe when the people in the city have high sensibility to public spaces, public furniture... People are used to using public spaces that they respect it and trespassing the policies and rules become very rare after citizens practice and experience public spaces throughout the years.

In the case of the Beirut Pine Park, the access to the park is likely to be controlled, especially in the first phase of the re-opening of the park. Hence the importance of setting opening hours for the park, in a context where the opening of the park is perceived as a dangerous step towards the safety of the park and the whole neighborhood.

In the first phase of the opening of the park, while we need to deal with basic issues, equipments and implementations, interventions such as a lighting system for example, can be postponed for later, once the basics are set, especially that this kind of intervention demand a considerable monetary implication and time to study the best procedures and systems (such as solar panels, etc.), all that can come later after the basic needs for the opening of the park now.

Therefore, the opening hours of the park should take into consideration a basic factor: Light. After sunset, and when the night falls, control over the park becomes harder, especially when not lighted properly. For that, the best solution would be to open the park and allow visitors in on sunrise and close it on sunset. Control will be maintained easier during day light and the use of electricity would be reduced to its minimum until a better system of lighting is implemented.

The opening hours should be severely respected and no exceptions are allowed. Exceptions can be given only for events or concerts planned to take place in the park at night.

When lighting is accurately implemented in the park, the opening hours might pass the sunset.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

2. BEHAVIOR AND ENTRANCE CONTROL

A sense of security is essential for park visitors to enjoy their stay. The park should be free of problems and danger to the greatest extent. This section aims to suggest some solutions to ensure the security of the park at all times, at the door and in different parts of the park.

After detailing in the first phase a charter for the park that conforms to the basic policy and mission of the park, we will then suggest different solutions to approach the problem of the control at the door.

The third part will be about providing patrols and guards all over the park to ensure the enforcement of the law previously set with the general policy. Furthermore, a detailed distribution of guards and the number of persons in the park patrols will be suggested.

In the last part of this section, we will suggest methods for fine and penalty systems preferred to be adopted in the park, without getting into details since this section should be set in correspondence with the general policy of the park and its final regulations.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

2. BEHAVIOR AND ENTRANCE CONTROL

2.1. PARK CHARTER



Charter hanged on all entrances of the horsh
Reference: example from golden gate park

Based on the general park policy that should be ready prior to the opening of the park, a behavior control charter is to be hung at each door of the park, and in different spots, visible and clear to visitors. The charter should also be communicated to visitors by paper and at the information kiosk(s) and the administration office. By entering the park, the visitor accepts all the points of the charter and is informed that any violation of any kind will be fined severely. It should be clear for visitors that the fining system is strict and no trespassing of this system is tolerated- which will most likely result in a bigger sense of responsibility on one hand and a better sense of security on the other, for people who fear of troubles that might take place in the park.

The park charter mainly consists of stating everything that is not allowed to be done in the park. We suggest it to be done with an inviting language instead of a language of restrictions, where it would be psychologically more accepted by people.

For instance, instead of saying *DO NOT LITTER*, we can say *PLEASE THROW YOUR GARBAGE IN THE APPROPRIATE GARBAGE BIN.*

We also suggest it carries inviting sentences and points instead of only imposing rules. For example: *PLEASE ENJOY THE GREENARY.*

A ROAD MAP FOR THE RE-OPENING OF THE PARK

2. BEHAVIOR AND ENTRANCE CONTROL

2.1. PARK CHARTER



Please enjoy your stay



Remember that it is an arm-free place.

Any object will be directly confiscated and the person responsible will be fined



Enjoy walking on the pathways but not in areas where you see this sign



Please throw your garbage in the appropriate garbage bin next to you



You can get your own trash bag where you see this sign



Do not light any fire of any kind; it is dangerous for you, for others and for the trees



Smoke only in authorized areas where you see this sign



Take pictures of the flowers and plants but don't pick them³



Keep your dog on leash; some people might be scared of it



The park employees are in your service; don't hesitate to report any problem to them

P.S: this section is to be completed once the main park policy is completed as well as the zoning of the park, because only then we will be able to know the exact restrictions and rules to put. It will also be completed with the completion of the fine and penalty system to be able to associate every trespassing of the rule to a specific penalty.

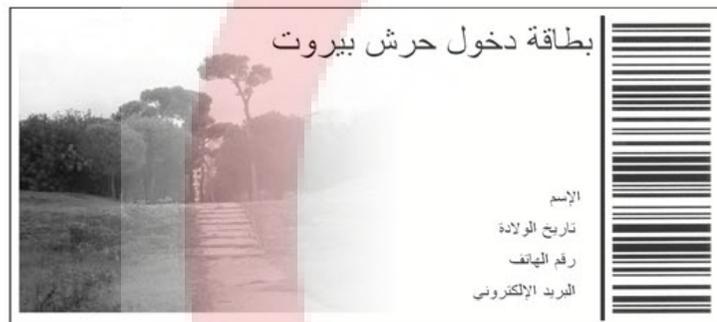
A ROAD MAP FOR THE RE-OPENING OF THE PARK

2. BEHAVIOR AND ENTRANCE CONTROL

2.2. ENTRANCE CONTROL



Token : Enjoy your stay- Return before leaving



Entrance card to Horsh Beirut



Security control at the entrance

While in all parks in the world, entrance is not subject of any check point, policy and conditions, and although public spaces should not have any control or barriers for its visitors, in Beirut, we believe that the first phase of opening the Pine Park might work better if entrance was controlled and observed at all times. The lack of sensibility of people to public spaces that can result in misbehaviors and problems calls for certain measures to be applied, trying to prevent problems.

We suggest three different approaches for the entrance control that differ one from the other in the intensity of control, ranging from a very strict control at the door to a control-free entrance:

- The strict control approach : Entrance Card
- The responsibility approach: Token
- The control free approach

In the three options, guard patrols around the park are present to ensure a protection for all areas, as well as a metal detector system placed at the door to control any sorts of arms.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

2. BEHAVIOR AND ENTRANCE CONTROL

2.2. ENTRANCE CONTROL

2.2.1. THE STRICT CONTROL APPROACH: THE ENTRANCE CARDS

The strict control approach aims at having a compact system of observation and people tracking while they enter the park. It helps the park management department maintaining security and safety for visitors and reduces possible aggressions and problems against the park and its personnel.

We suggest an elaborated computerized card system that acts, in first place, as a meaning that help people having a more responsible and respectful attitude, but also as a way for the park responsible and managers and mainly for the municipality of Beirut, to control and observe the park and the visits to the park, at least in the first phase.

The system consists of entrance cards being a must for a visitor to enter. However, in order not to contradict the principle of the park which states that it is a public space and everyone, with no exceptions, has the right to access it at any time, the system is a very easy process that can be completed by anyone without complications.

The administration office (that should be placed at the door) issues entrance cards for visitors, any visitor at anytime. The visitor must just have an ID with him to be able to issue his card. The staff assigned to do that fills in the database that refers to this visitor:

- Name of the visitor*
- Date of birth*
- Phone number*
- E-mail*



After filling those elements, the secretary associates for this data a barcode that is specific for this visitor and then prints out a card with only his name and e-mail (a picture is optional), with the barcode on it. Also the fine system is added to this card (to be developed below) management, which increases the sense of responsibility among visitors and the respect to the rules.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

2. BEHAVIOR AND ENTRANCE CONTROL

2.2. ENTRANCE CONTROL

2.2.1. THE STRICT CONTROL APPROACH: THE ENTRANCE CARDS

At the door, there should be installed a card reader which consists of an optical equipment designed to decipher the unique bar code on the card. This equipment is connected to a Software that associates the barcode with the data base already filled when the card was issued.

This way we can control the entrance of people on one hand and be able to use this database for statistics and assessment on another. In case of a problem the system can know who was in there at what time and for how long and this can play a role in making the investigation of a problem easier and more efficient.



The card plays an important role in spreading the sense of responsibility on one hand and the sense of safety on the other.

This is also to show responsibility for people, that their entrance is controlled, not in any oppressive way, but just so they feel they are safe and that they will be caught in case of any misbehavior or problem they cause.

This card will also detect if this person has an unpaid fine or is restricted to enter (all on the database software). The guards have the right to stop the person from entering in those cases.

A simple system of regulations at the door that we are proposing can ensure a safety control and proves to visitors the presence of a system of management, which increases the sense of responsibility among visitors and the respect to the rules.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

2. BEHAVIOR AND ENTRANCE CONTROL

2.2.2. THE RESPONSIBILITY APPROACH: THE TOKEN

The second approach's goal is to give the visitors a sense of responsibility when they enter the park without controlling their entrance in a strict way like the cards system.

For this approach we suggest visitors get a token at the door while they enter, and return it when they leave.

This method is adopted in the East Gardens of the Imperial Palace in Tokyo. The procedure was implemented just to give people a certain sense of responsibility towards the place they are visiting and a respect to the garden policy. It has been working well; by carrying this small object during their visit and knowing that they are responsibly of giving it back, people will have a sense of responsibility and engagement to respect this small rule that has proven that they are more able to respect other rules this way.



Token given at the door

2.2. ENTRANCE CONTROL

2.2.3. THE CONTROL FREE APPROACH

The last approach we propose is the closest to conform to the park principle of being a free public space for everyone.

Not having any sort of control procedure at the door beside the guard can be adopted. The visitors enter freely at any time.

The control in this case is assured by only the guard patrols inside the park who can make sure to observe and supervise every activity in detail and detect any problem and intervene.

We think that this is not necessarily a bad approach for the security in the park. Once the guard patrols inside are doing their job to the fullest, the sense of responsibility will also be present and people will respect the rules; the security is thus maintained and problems are prevented/solved.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

2. BEHAVIOR AND ENTRANCE CONTROL

2.3. GUARDS PATROLS

At all times, the park should be governed and supervised in every corner by guards. Guards constitute what we call the park patrol who is a group of people all having the same mission and collaborating together to protect the park. In the management section, duties and qualifications of the guards are detailed.

Those maps propose a distribution of guides around the park, taking into consideration the area that the guard is controlling and how easily it is accessible and seen by him. Bicycle and motorized patrols can also be suggested in a more developed phase if needed.

The first map suggests the distribution of a big number of guards around the park, covering each and every corner. One guard is approximately responsible of around 100 square meters where he stroll at all times observing and monitoring every action. All the visible area to this park ranger is his responsibility to secure.



Distribution of the guards: 1st phase

A ROAD MAP FOR THE RE-OPENING OF THE PARK



Distribution of the guards- 2nd phase

2. BEHAVIOR AND ENTRANCE CONTROL

2.3. GUARDS PATROLS

The second map proposes a fewer number of park guards, that can be the case in the second phase after opening the park, after people are most used to the space and problems are less likely to happen. This approach can also be adopted if the transpiration of guards is automated by an electric bike or car that allows them to scan a bigger space.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

2. BEHAVIOR AND ENTRANCE CONTROL

2.4. FINE AND PENALTY SYSTEM

The penalty system, adopted in all parks in the world, is the main factor that proves the presence of control and ensures it in case of any misbehavior, vandalism or trespassing of the law.

This system should be defined once the park general policy and the legislation of laws and rules in the park are made.

The main actions to be fined might be:

- 1- Littering
- 2- Picking
- 3- Damaging a tree
- 4- Damaging urban furniture (kiosks, benches, garbage bins)
- 5- Verbal harassment
- 6- Physical harassment
- 7- Challenging the guard

The fine ranges between getting a simple verbal or written warning on the visitor's card and paying an amount of money according to the problem produced. The accumulation of fines and warnings, and in some cases, one major behavior that contradicts the charter and the system of the park, can result in the definite firing of the person outside the park, for example.

An example system we propose is putting an X on the visitor's card according to the behavior he makes (in case of adoption of the card option)

For example:

- 1- Littering x
- 2- Picking x
- 3- Damaging a tree xx
- 4- Damaging urban furniture (kiosks, benches, garbage bins) xx
- 5- Verbal harassment xx
- 6- Physical harassment xxx
- 7- Challenging the guard xxx

A ROAD MAP FOR THE RE-OPENING OF THE PARK

2. BEHAVIOR AND ENTRANCE CONTROL

2.4. FINE AND PENALTY SYSTEM

The x the person gets will be summed up and if the person gets 3 x for example, he is put out of the park and cannot enter it again unless he pays a certain amount of money (the legitimatization of this process has to take place in order to put up a system that allows this kind of fine and that specifies the amount of money that need to be paid)

For example, if a person throws garbage on the floor or litters in a visit, he gets 1 x. If in another visit, that same person picks in the zone where it is not allowed to pick, he gets another x. When in a third visit this same person litters again, a third x will be added. Summed up, this person will get xxx on his card and will not be able to get in the park until he gets to pay a small amount of money (or whatever the fining system proposes- It can be keeping the person out of the park for a month for example).

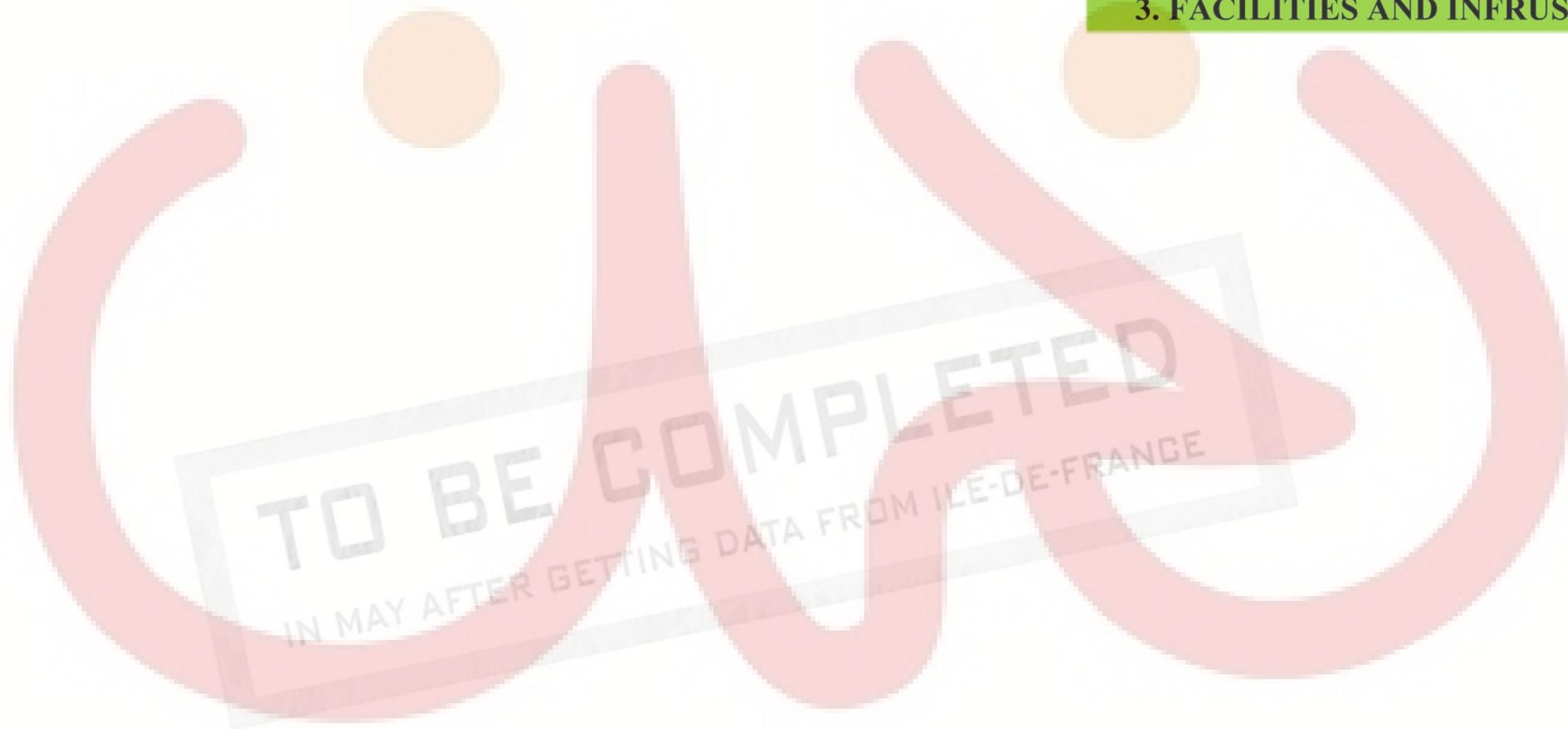
All this depends on the level of the trespass and its intensity. Some actions are very severely perceived and do not follow this x system. For example, physical harassment is subject for an immediate punishment according to the police and the system. (The person may be immediately asked to leave the park for example)

This is only an example that can be adopted. But the penalty system itself has to be studied more and in depth, especially the penalty that requires an amount of money to be paid by the person (according to the damage he makes, morally and materially, and the troubles he produces).

On another note, we consider that there should be a system that legitimate those penalties in order to make them respected by the law, therefore more efficient and no trespassing can happen.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

3. FACILITIES AND INFRASTRUCTURE



A ROAD MAP FOR THE RE-OPENING OF THE PARK

4. ZONING



A ROAD MAP FOR THE RE-OPENING OF THE PARK

5. EQUIPEMENTS



A ROAD MAP FOR THE RE-OPENING OF THE PARK

6. VISITORS FACILITIES

Visitors' facilities and services are important for any park. As visitors enter, they need to have access to all sorts of information when needed, directions and basic services, such as, beside bathrooms, refreshments and first aid.

The park should be therefore equipped with:

A signage system:

Signs are to be distributed everywhere, to indicate facilities. This signage system can only be configured when the zoning and the main facilities in the park (benches, bathrooms...) are envisaged.

Sample signs:



Maps around the park:

Maps of the park should be installed in service of visitor in many corners to help the visitor position himself and recognize any facility or corner he is searching for.

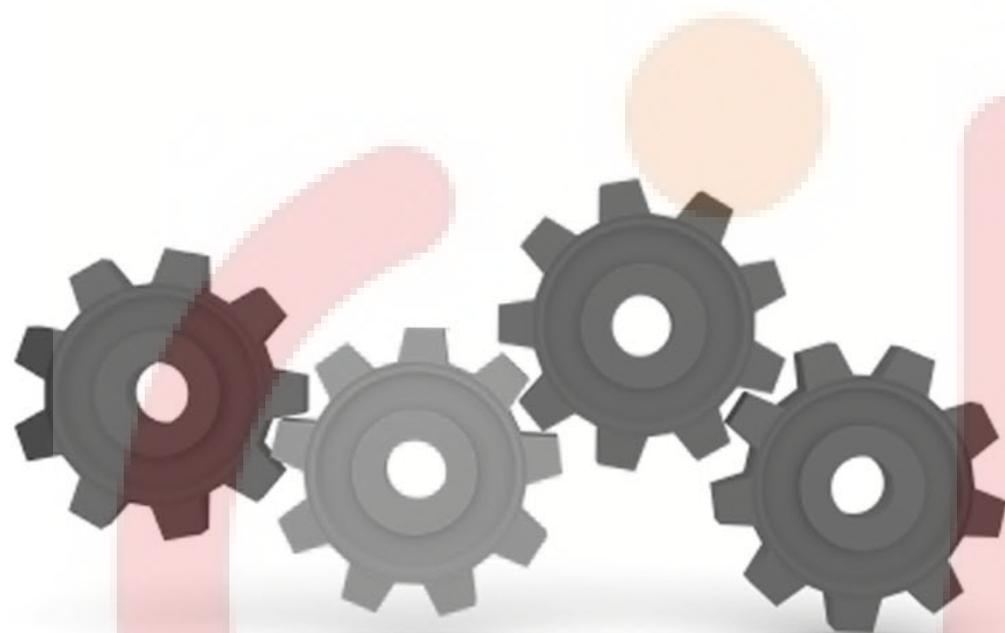
Information Kiosk:

We also suggest an information kiosk in the middle of the park, where visitors can access and ask about anything they need, and get the opportunity to buy coffee or any small snack, and newspapers for example. This kiosk should also have a basic first aid kit that people can use in case of a small accident.

This information and signage system is to be developed when the zoning and the facilities are ready. A study that configures the nature of signs, their number and their emplacement is to be done.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

7. THE PARK MANAGEMENT



One of the crucial problems that are faced prior to the opening of the Beirut Pine Park is securing a compact and successful management and maintenance system, one that ensures a protection of the park and its visitors.

By definition, the management procedure should consist of a policy framework to be implemented, serving the mission and the objectives of the park, in addition to available resources, mainly human resources, to serve that policy and execute it efficiently and effectively.

The municipality should therefore, as a key step prior to the opening of the park, provide a **full park charter** or policy tackling all aspects of the park management, maintenance and recreation after stating the main mission and objectives of the park.

In parallel, the **legislation for some rules/laws and policies** should be done on the governmental level to ensure the laws and rules set and prevent any trespassing of the rules or the reluctance of staff and visitors and also the head of the management of the park. This would result in a non-corrupted application of the law enforcement duty of all park staff.

This section provides suggestions and a model system for the management of the park, preventing problems and ensuring the execution of daily maintenance tasks of the park and regular protection from vandalism and abuse.

The structure is based on the general management model and structure for organizations to ensure the different roles on the different levels, and mainly drawn from similar case studies of other parks around the world.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

7. THE PARK MANAGEMENT

7.1. A PUBLIC-PRIVATE PARTNERSHIP- PPP

When the question is asked if the park should be managed by the private sector or the public sector, the answer would be both. The Beirut Pine Park can make a perfect example of a public-private partnership where the municipality collaborates with a private company or business that provides services assuming financial, technical and operational tasks for the management and maintenance of the park. The skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public, in this case the service of the park for all people. "The nexus between the public sector's needs and the private sector's goals"¹ is to be highlighted serving the opening of the park and the achieving of better results².

While the administration and the head of management are owned by the municipality and not by a private company or any private sector, the private sector is hired to provide and accomplish certain duties and services efficiently.

1- (Doug Domenech, Secretary of Natural Resource of the Commonwealth of Virginia)

2- based on the main definition of PPP on the website of "The National Council for Public-Private Partnerships"

A ROAD MAP FOR THE RE-OPENING OF THE PARK

7. THE PARK MANAGEMENT

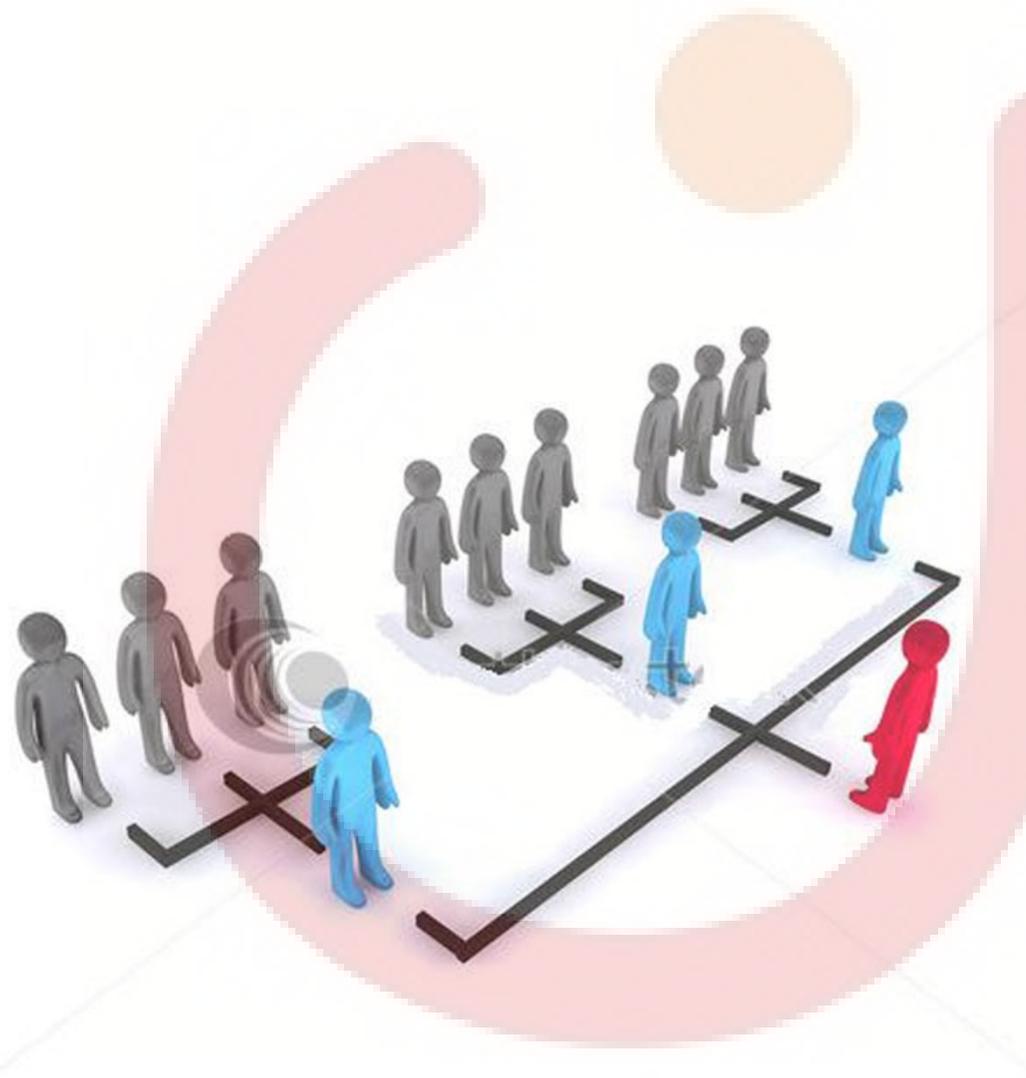
7.1. THE MANAGEMENT STRUCTURE

The management structure is detailed in this section. It provides at first a diagram explaining the scope of work and the fields of work that need to be present in the park, i.e. the different departmental levels.

Another diagram will then follow detailing the basic roles covered in the pyramidal structure of the management, directly followed by a diagram providing the hierarchy of employees, one by one and their relationships with each other.

This final diagram proposes what can go to the public sector and what can go to the private sector.

At the end, this section details the duties and tasks (basically a job description) of each employee, as well as the qualifications and minimum requirements of each position.



Organizational structure diagram - by Afif Tabsh

A ROAD MAP FOR THE RE-OPENING OF THE PARK

7. THE PARK MANAGEMENT

7.3. THE MANAGEMENT STRUCTURE

7.3.1. DEPARTMENTS' STRUCTURE

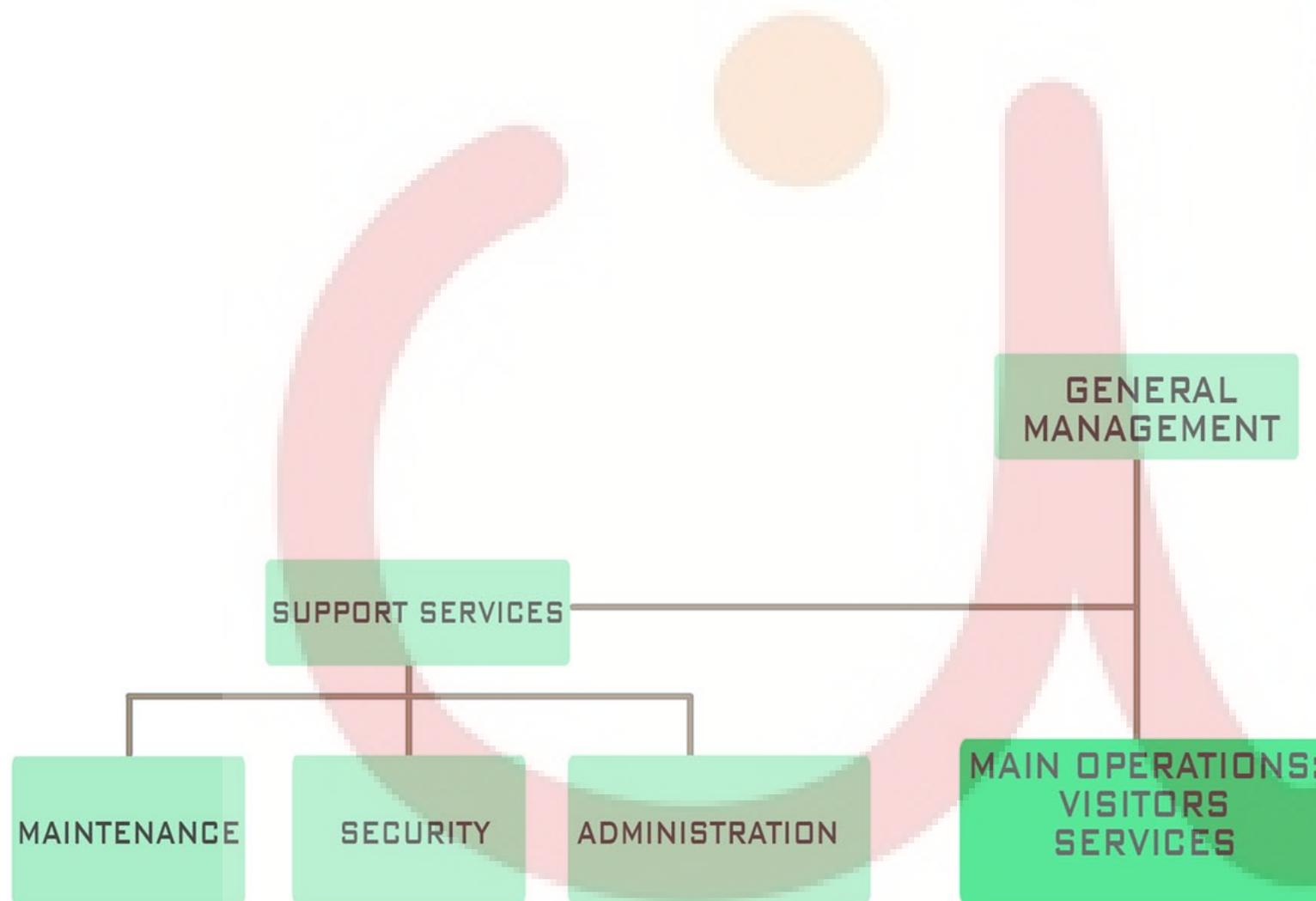
The management model of the park suggested takes into consideration the following departments that can ensure the maintenance and management process of the park

- General management

Under general guidance and direction of the municipality of Beirut, the park general management department is the hub of decision making and control to ensure the overall management, maintenance and protection of the park at all times.

- Main operations: visitors' services

Conforming to the park's main mission and objectives, the main operations department is the visitors' service department that manages and assesses entries to the park, visitors' needs, from their entrance, to guided tours, to information at any time and specific and special events organization and planning. This department works under the general guidance of the general manager, and through a head of department who performs supervisory and coordination duties, and who is in direct connection with the general manager.



7. THE PARK MANAGEMENT

7.3. THE MANAGEMENT STRUCTURE

7.3.1. DEPARTMENTS' STRUCTURE

o Support services

Under the supervision of the general manager, and through head of departments who perform supervisory and coordination duties with assigned body of staff, this section represents the functional activities and processes required for the successful completion of the park main operations (the visitors' services).

Support services are:

• Administration

The administration is the service department responsible of the interpretation and implementation of the policy of the park; the financing and the budgeting of all processes at all times.

• Maintenance

An essential support service that ensures the well being of the park at all times. Services such as planting, irrigation, infrastructure, technical maintenance, cleaning... are found in this section.

Those kinds of services are likely to be assigned to a private company, similar to the present case of the park, who is responsible of implementing its own working method, providing all the staff needed to fulfill a full maintenance of the park.

• Security

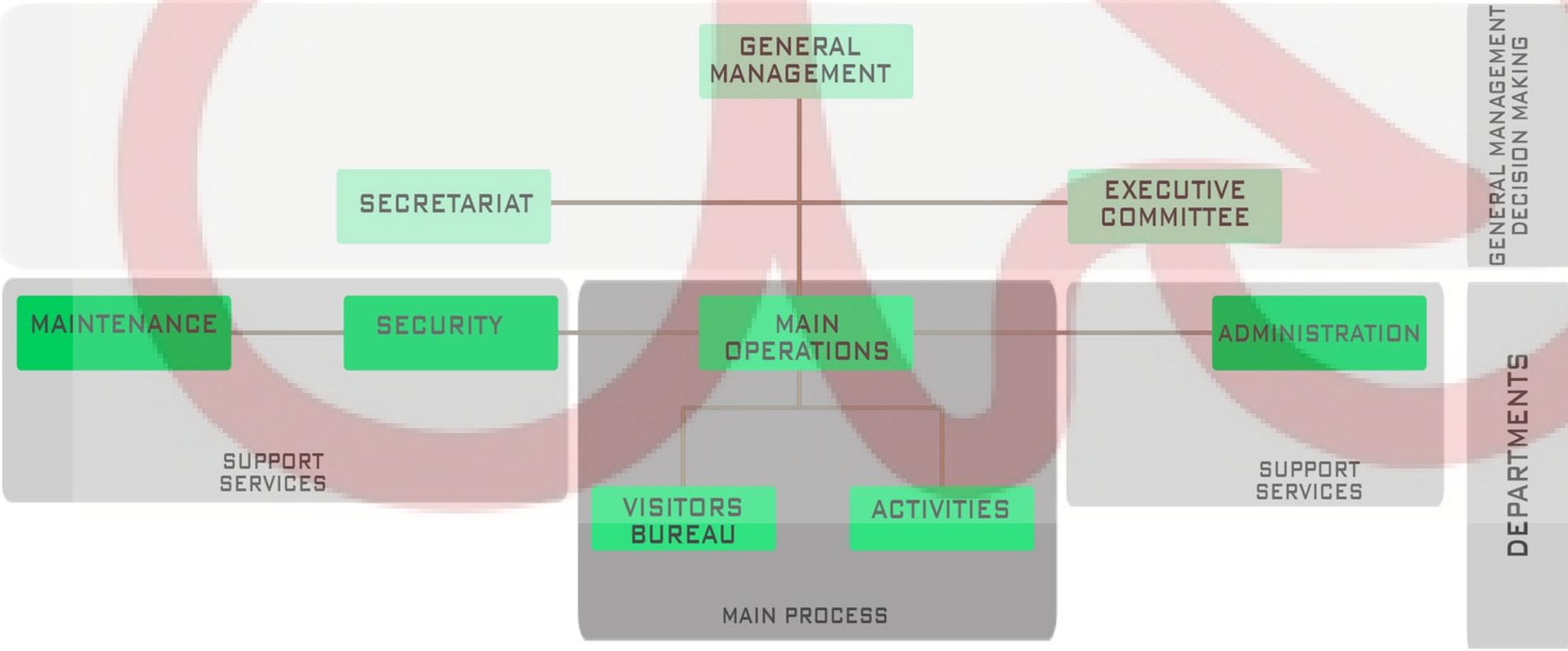
Another very essential support service that ensures the safety of the park and supervises it at all times in the security department. The security department is supervised by a head of department who is a park superintendent and who is responsible of a body of guards and rangers in the park at all times.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

7. THE PARK MANAGEMENT

7.3. THE MANAGEMENT STRUCTURE

7.3.1. DEPARTMENTS' STRUCTURE

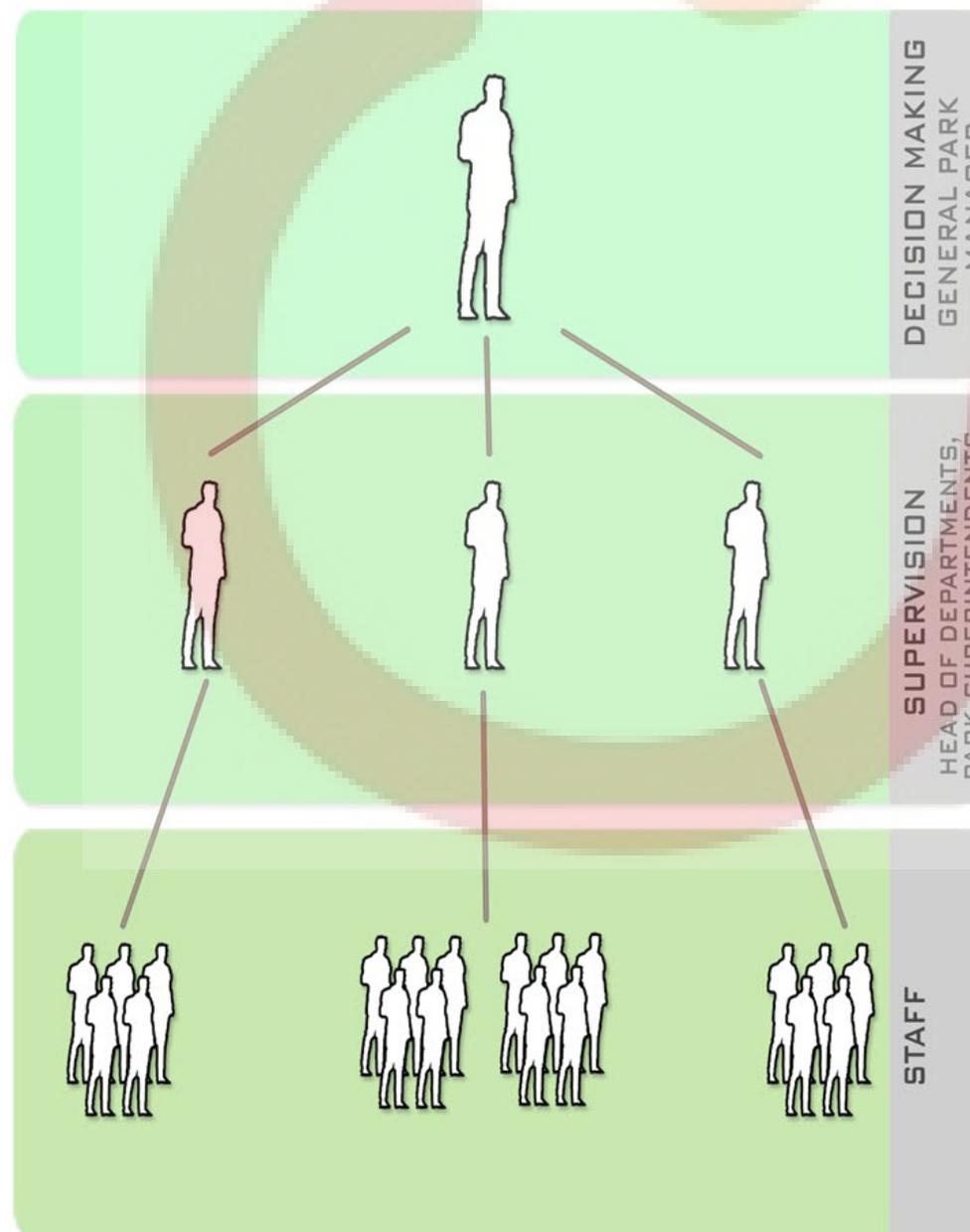


A ROAD MAP FOR THE RE-OPENING OF THE PARK

7. THE PARK MANAGEMENT

7.3. THE MANAGEMENT STRUCTURE

7.3.2. STAFF AND ROLE STRUCTURE



As the diagram shows, we suggest having a pyramid shape for the organizational structure of the management of the park that proves to be the most successful in organization management. As more employees come to fill duties and jobs assigned for the overall management of the park, under the supervision of the general management, the pyramid fills.

The organizational structure dictates how work is divided in the whole body of employees in the park. It reflects a hierarchy where general managers and executives are at the top, and lower-ranking employees are at the bottom, and they interconnect via a middle level of management mainly through coordinators and supervisors.

The following organizational structure is a functional type structure where the pyramid is drawn upon functions and duties of employees, each belonging to a department, and the work to be done.

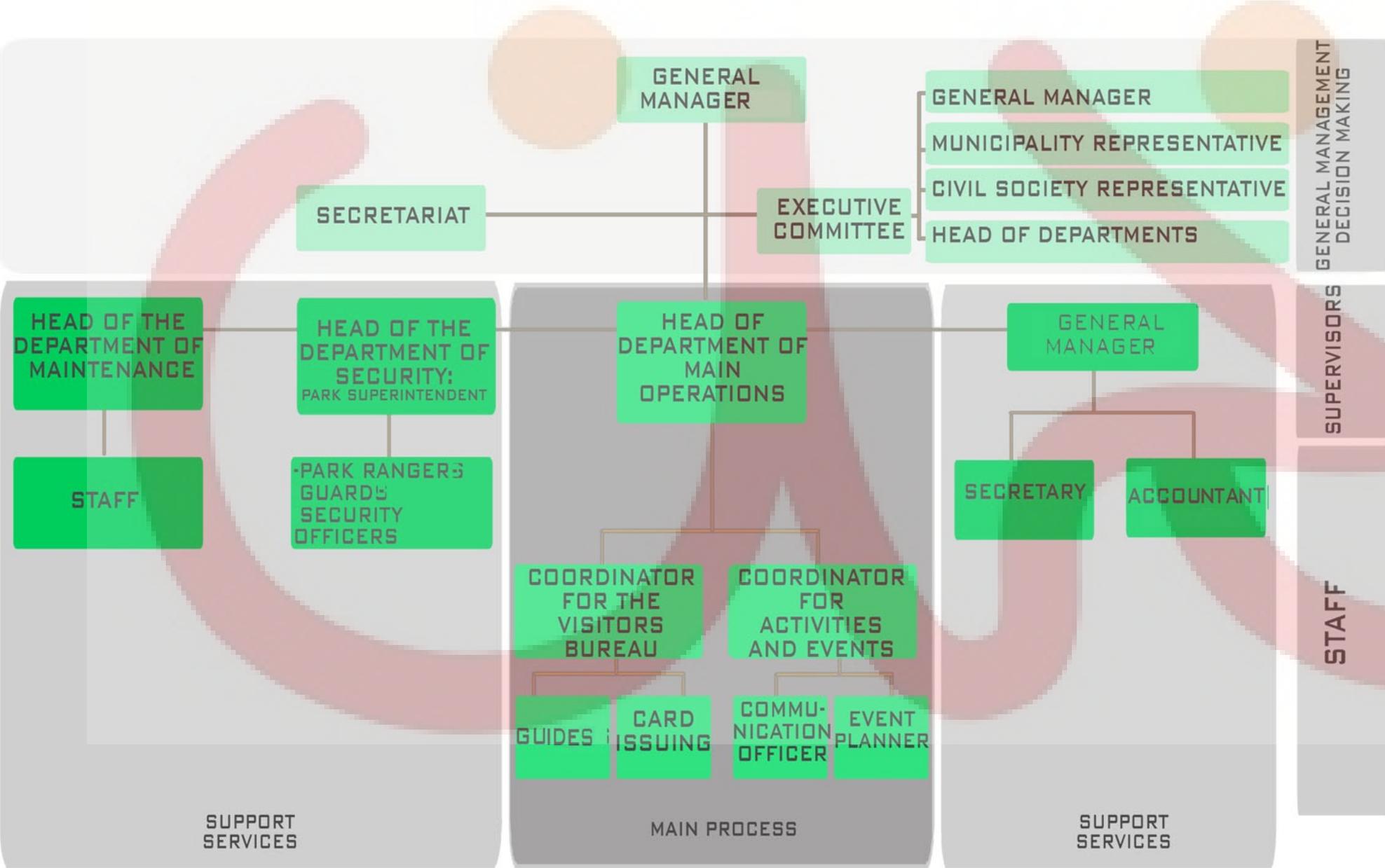
The benefits of such a structure lie in the fact that employees are divided by specific professions according to the needs and duties that have to be fulfilled in the process of the management of the park. On another note, work can easily be coordinated in a functional organizational structure following this hierarchy.

A ROAD MAP FOR THE RE-OPENING OF THE PARK

7. THE PARK MANAGEMENT

7.3. THE MANAGEMENT STRUCTURE

7.3.2. STAFF AND ROLE STRUCTURE



7. THE PARK MANAGEMENT

7.3. THE MANAGEMENT STRUCTURE

7.3.3. JOBS DESCRIPTIONS AND QUALIFICATIONS

As the diagram shows, the employees are assigned in each section to respond to the duties that this section should perform.

The call for employees and staff is made upon the need of the duties to be performed and ensured. People interested in the job are to fill an application for the general manager.

The choice is made upon the qualifications of the applicant and his experience, with a definite approval from the general manager.

In the case of the general manager, the approval has to be provided by the municipality.

7. THE PARK MANAGEMENT

7.3. THE MANAGEMENT STRUCTURE

7.3.3. JOBS DESCRIPTIONS AND QUALIFICATIONS

The general management

o Park general manager

General purpose:

Under general supervision, guidance and direction of the municipality of Beirut, the park manager is responsible of decision making and control to ensure the overall management, maintenance and protection of the park at all times.

He supervises and performs the work necessary to operate and maintain the park, and directs and coordinates with all head of departments on park operations

He reports directly to the municipality of Beirut the situation and progress in the park and communicate to them any issues or problems to be discussed on the governmental level.

Minimum qualifications:

The applicant has to have a background in business administration and a minimum of 5 years of experience in management in any sector.

Example of managerial duties:

- Ensure that the overall strategy is being applied
- Monitor the compliance of policies and procedures.
- Monitor and assess/evaluate the performance of the managers
- Report periodically to municipality

7. THE PARK MANAGEMENT

7.3. THE MANAGEMENT STRUCTURE

7.3.3. JOBS DESCRIPTIONS AND QUALIFICATIONS

The general Management

o Assistant general manager- secretary

General purpose:

Under general supervision, guidance and direction of the general manager the assistant park manager is responsible of executing and protection of the park at all times.

He supervises and performs the work necessary to operate and maintain the park, and directs and coordinates with all head of departments on park operations

He reports directly to the municipality of Beirut the situation and progress in the park and communicate to them any issues or problems to be discussed on the governmental level.

Minimum qualifications:

The applicant has to have a background in office administration/ secretarial studies and a minimum of 3 years of experience in a Secretarial position, in addition to knowledge in office technology and data information systems.

Example of managerial duties:

- Maintaining files and paper documents
- Communication
- Schedule meetings between heads of departments and general manager, between general manager and municipality, and between general manager and any third party.
- Write periodic reports.

7. THE PARK MANAGEMENT

7.3. THE MANAGEMENT STRUCTURE

7.3.3. JOBS DESCRIPTIONS AND QUALIFICATIONS

Main operations

o Head of the department of main operations

General purpose:

Under general supervision, guidance and direction of the general manager, the head of the department of operations is responsible of the visitors' services of all kinds.

He controls the 2 main functions of this department: On one hand, the visitors' bureau that is responsible of regular visitors; guides for visitors, visitors' cards (in case of adopting this procedure), their needs, complains, access to information.... And on the other hand the activities and events section, that is charged of planning and organizing events. The head of the department of main operations has a small group of staff (or volunteers) and coordinates with them in order to make sure the main process and mission is applied conforming to the general policy of the park.

Minimum qualifications:

The applicant has to have a background in event planning with a total of 3 years of experience in the field.

Example of duties:

- Supervising the work of the visitors' bureau
- Making sure that the visitors' bureau have regular schedules for guides
- Checking applications for events and activities in the park and issuing acceptance
- Dealing with comments ad complaints of people
- Reporting to general manager during the executive committee meetings

7. THE PARK MANAGEMENT

7.3. THE MANAGEMENT STRUCTURE

7.3.3. JOBS DESCRIPTIONS AND QUALIFICATIONS

Support services

o Administrator

The head of the administration is the general manager himself. He supervises the work of the secretary and the accountant.

o Head of the department of maintenance

Under general supervision, guidance and direction of the general manager, the head of the department of maintenance is responsible of supervising the work of the body of staff he assigns. He is responsible of the cleaning of the park, infrastructure and all sorts of maintenance.

He reports all the procedures periodically to the general management.

o Head of the department of security

Under general supervision, guidance and direction of the general manager, the head of the department of security is what we call the park superintendent. He is responsible of guarding and maintaining the security of the park through park ranges and guards at all times.

Minimum qualifications:

The applicant has to have a background in management and security with a minimum of 3 years of experience in supervising.

Example of duties:

- Scheduling guards and rangers' shifts.
- Supervising the work of the guards' and rangers
- Providing (scheduling and coordinating) trainings for new applicants
- Reporting to general manager during the executive committee meetings

7. THE PARK MANAGEMENT

7.3. THE MANAGEMENT STRUCTURE

□ Park rangers and guards

There are a big number of rangers and guards that should be present in the park at all times. This section of staff and employee should be ensured by the municipality and the municipal guard order. (Refer to section 2 (Behavior and entrance control) for distribution of guards in the park)

Specifications and qualities:

The rangers and guides from the municipal guard are to pursue an extensive training on how to deal observe and supervise a public space, how to intervene in case of problems and how to communicate the rules and the restrictions with visitors abolishing all the risks of any aggression and violent interference. Those trainings are suggested to be done out of the country or in it by a foreign experienced guard and trainer in order to assure a successful training and a better performance. A lot of programs and examples can be found online. No guard or ranger is allowed to cover a duty if he hasn't completed the assigned training session and received a certificate of becoming a park guard/ranger.

7.3.3. JOBS DESCRIPTIONS AND QUALIFICATIONS

This method will provide a compact guarding and supervision structure inside the park, within the guard's patrol that is present in at all times. Being trained, the guards will behave the same in similar situations and this can ensure a safer and more respected environment in the park, strong enough not to be corrupted by visitors or un-trained guards.

The spirit of teamwork is essential to be present in the mission of park guarding patrols; they should have a common work uniform that shows that they are all in the park for the same mission, and for them to be recognized by visitors at all time.

7. THE PARK MANAGEMENT

7.3. THE MANAGEMENT STRUCTURE

7.3.3. JOBS DESCRIPTIONS AND QUALIFICATIONS

Example of duties *(that have to be covered by the training)*

Law enforcement:

making sure that the park charter is respected by all visitors and interfering in case of any trespassing of the law to give a warning or a penalty.

Information:

Providing a wide range of informational services to visitors at all times. They should have a depth of knowledge of the different parts of the park and the system of operations.

Emergency response: Ability to intervene in case of accidents or problems. The guard should have training in first aid.

Firefighting:

Should be trained on how to take immediate measures when there is a fire, and evacuation measures, in addition to enforcing laws and regulations on visitors for smoking in unauthorized areas and starting a barbecue or a campfire. In the face of a fire outside their control, they should call for help and (be trained in evacuating) evacuate persons from the area pending the arrival of additional firefighters.

REFERENCES

The "Bois de Boulogne" charter, www.paris.fr/bois-de-boulogne
"O'Fallon Parks and recreation master plan", Park Operations, Maintenance and Safety Assessment, www.ofallon.mo.us

San Francisco recreation and parks management, the example of the Golden Gate park management and master plan, www.sfrec.org

"The Alaska park management structure", Park superintendant job description, duties and training.

The Murray Corporation, Department of Parks and recreation, Official job description for park guards, www.murray.utah.gov

The Ingham County, Department of community services- Parks and recreation, Official job description for park managers and assistant www.pk.ingham.org

"Pyramid Organization Structure", Rick Suttle, www.smallbusiness.chron.com

"Parks and Gardens in Central Tokyo", www.igougo.com

"The National Council for Public-Private Partnerships" www.ncppp.org

"The baabda forest Charter", www.terreliban.org

"At the Edge of the city", book edited by Fadi shayya



INDEX

FOREWORD **1**

INTRODUCTION

1. Background	2
2. Social dimension, arguments and needs	3
3. The campaign to re-open Horsh Beirut	4
4. Vision and methodology	
4.1 Preparing a general park Policy	5
4.2 A business plan for the Park	5
4.3 Recruiting and training	6
4.4 Horsh Beirut: between today and tomorrow	7

ROAD MAP

1. Accessibility	9
1.1 Access to the park	10
1.2 Opening hours	
2. Behavior and entrance control	
2.1 Park charter	12
2.2 Entrance control	14
2.3 Guards patrol	18
2.4 Fine and penalty system	20
3. Facilities and infrastructure	22
4. Zoning	23
5. Equipments	24
6. Visitors facilities	25
7. The park management	
7.1 A public private partnership- <i>PPP</i>	27
7.2 The management structure	28

REFERENCES **41**

