



RESILIENT BYBLOS

CONNECTING WITH OUR PAST,
CREATING OUR FUTURE

100 RESILIENT CITIES



The **10% Resilience Pledge**
is the most ambitious commitment
to resilience to date.

FROM THE FIRST-EVER
'RESILIENCE DAY' AT THE COP21, 100 RESILIENT
CITIES IS PROUD TO SHARE THAT...

THE 100RC MAYOR'S PLEDGE

By signing up to the 100RC Mayors' Pledge, we agree to commit 10% of our annual city budget in support of delivering resilience initiatives. This will help to fund the actions outlined in this strategy, and support us to access further funding by showing our commitment to building our resilience.

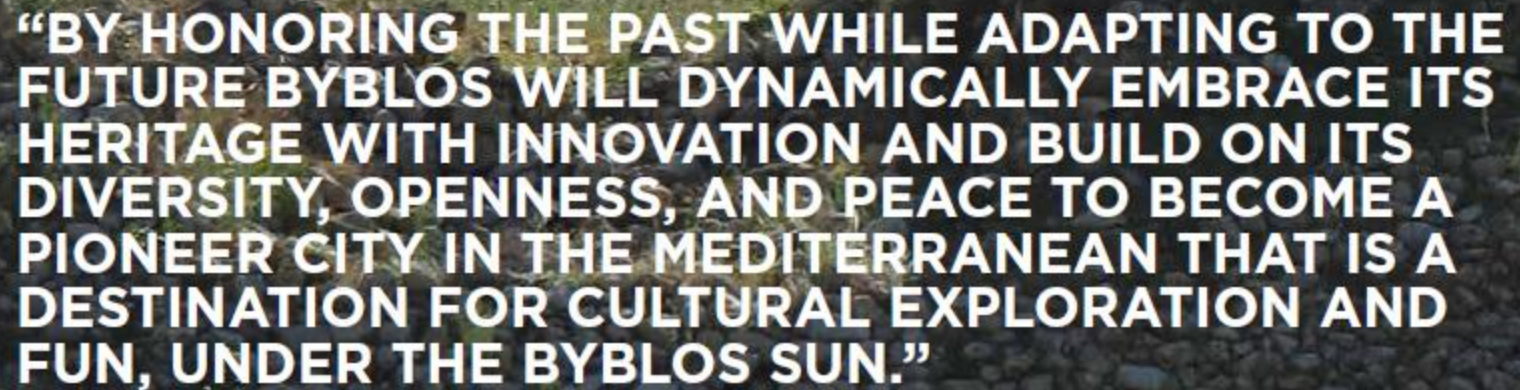


AMOUNTING
TO MORE THAN \$ **5** BILLION
\$5,200,000,000
TO BE SPECIFIC

TO BE USED FOR DEVELOPING RESILIENCE
STRATEGIES & PROJECTS & INITIATIVES LIKE:

22
CITIES ACROSS THE WORLD
HAVE COMMITTED 10% OF
THEIR CITY BUDGETS

Byblos Vision

A photograph of a cobblestone path with a quote overlaid. The path is made of dark, irregular stones, and there is some green grass and small plants growing between the stones. The quote is in white, bold, uppercase letters.

“BY HONORING THE PAST WHILE ADAPTING TO THE FUTURE BYBLOS WILL DYNAMICALLY EMBRACE ITS HERITAGE WITH INNOVATION AND BUILD ON ITS DIVERSITY, OPENNESS, AND PEACE TO BECOME A PIONEER CITY IN THE MEDITERRANEAN THAT IS A DESTINATION FOR CULTURAL EXPLORATION AND FUN, UNDER THE BYBLOS SUN.”

Byblos in Context



BYBLOS HAS A RESIDENT POPULATION OF **27,500**, **65,000** WITHIN ITS CITY LIMITS, **100,000** WITHIN THE METROPOLITAN AREA, AND A GROWTH RATE OF **0.9%**.



MAYOR ZIAD HAWAT IS AN **INDEPENDENT POLITICIAN**. HE IS CURRENTLY IN HIS **FIRST TERM** IN OFFICE, WITH MAYORAL ELECTIONS TO BE HELD IN **2016**.

THE CITY BUDGET IS **\$8.3 MILLION** AND THE MUNICIPAL COUNCIL INCLUDES **100 EMPLOYEES**.

CITY BUDGET:
\$8.3 MILLION

BYBLOS HAS A LONG HISTORY AS A DIVERSE, **MULTI-FAITH SOCIETY**. THE DOMINANT RELIGIONS ARE **CHRISTIANITY AND ISLAM**.



Byblos in Context

A fragmented city is not a resilient city.

Byblos is a coastal city, and is vulnerable to numerous shocks and stresses - the city has been implementing actions to mitigate our known risks. Now, we need to do more.



Our environment is changing. Rapid population growth, rural-urban migration, unplanned urbanization and unregulated construction



Byblos in Context



OBSERVING OUR CHALLENGES

'Zina' Storm, 2015

In January 2015, a powerful winter storm swept across Lebanon, creating strong winds reaching 100Km/hour, high waves and heavy rain. The storm damaged power lines, collapsed roads and infrastructure along the coast, including the Beirut corniche. In Byblos, the storm threatened our Old port, archaeological site, and affected some of the businesses. The storm lasted few days and it was reported as an extraordinary event for Lebanon, unlike any weather conditions experienced for a long time.

Loss of customs, traditional businesses and know-hows threaten our city's heritage.

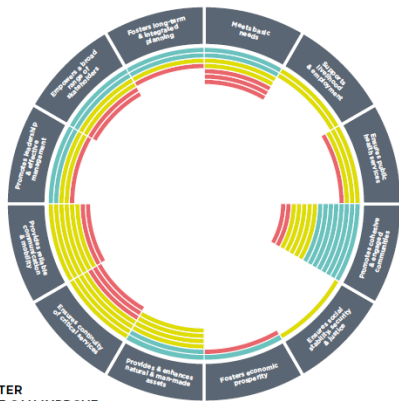
For Byblos, preservation of peace is fundamental to our future ability to survive and thrive.

SEPTEMBRE 2013	JANUARY 2014	JANUARY 2015	APRIL 2015
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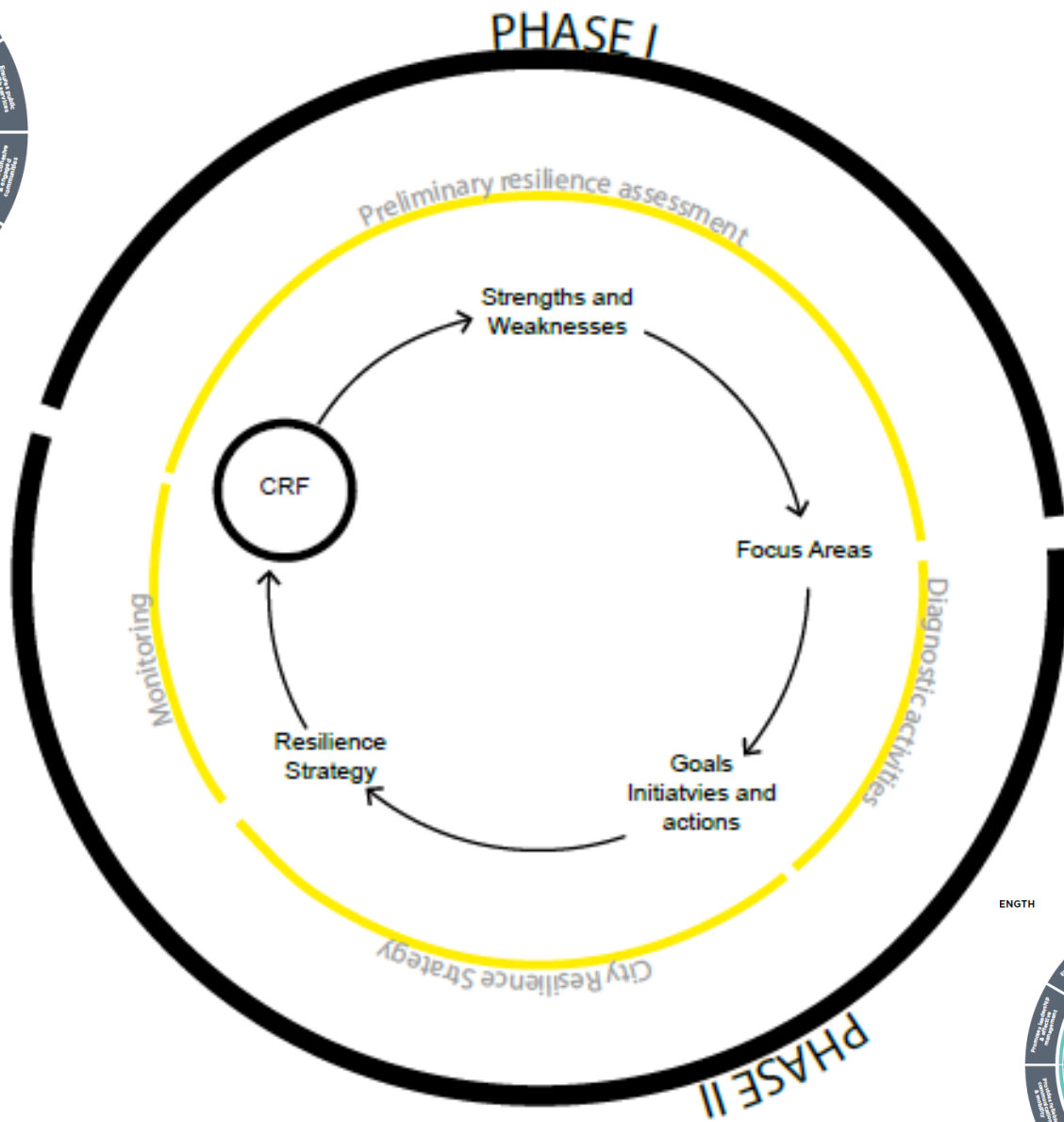
Number of UN registered Syrian refugees	194	559	1,430	1,660
% of increase		188%	156%	16%

Our economy today relies primarily on tourism.

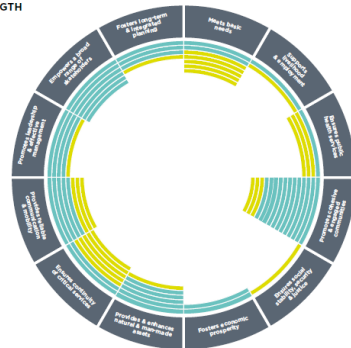
Source: UNHCR registrations



DO BETTER
ELL. BUT CAN IMPROVE



ENGTH



OUR RESILIENCE JOURNEY

December 2013

Launch: Byblos selected to join the first 33 cities in the 100 Resilient Cities program.

July 2014

Agenda Setting Workshop held at the Cultural Center in Byblos, bringing together city stakeholders from the municipal government, private sector, academia and civil society.

Throughout
process

Stakeholder engagement.



September 2014

City Context developed: This includes the following activities: city asset scan, city profile, shocks and stresses review, stakeholder perception review, city action inventory, and gaps and opportunities assessment



January 2015

Preliminary Resilience Assessment (PRA): designed to establish the city's immediate and long term resilience challenges; evaluate existing capacity for responding to the known and emerging shocks and chronic stresses facing the city; and identify Focus Areas for further investigation during Phase II. 67 stakeholders were engaged in the process.



OUR RESILIENCE JOURNEY

January 2015

Identification of Focus Areas:

Five key themes and focus areas emerged from the PRA; these illustrate the priority areas of focus for the resilient strategy:

- Regulate urban development and improve accessibility and linkages of the City
- Understand and respect environmental limits
- Preserve the peacefulness of the City
- Preserve historical assets, and protect and revive customs and traditions
- Promote and maintain economic diversity

May–August 2015

Resilience Diagnostic and Assessment:

To better understand the physical, social and economic risks facing Byblos, we carried out a Resilience Diagnostic where we have developed diagnostic questions to further research our Focus Areas to identify opportunities that the city can take to improve its resilience. The group of all the opportunities is the Field of Opportunities.

September–October 2015

Field of Opportunity and Resilience Lens: To prioritize the Field of Opportunities using the Resilience Lens, to a list of resilience building actions.



December 2015

Development of City Resilience Strategy: To develop an integrated strategy that underpins the city's vision, goals, initiatives and actions.



DELIVERING THE STRATEGY

We recognize that this strategy is ambitious. But we believe we can unlock the necessary resources to make these actions a reality. This will be achieved through local, national, and international partnerships. And this strategy will serve as the foundation for attracting these partners while providing a coherent and thoughtful road map for exploration and innovation.

In the coming months we will create a detailed action plan, assign roles and responsibilities and identifying appropriate timelines for the execution of these tasks. Successful implementation will require strong coordination and communication with a diverse array of individuals and institutions.

Our Municipal Staff

Over the coming months, we'll be working with municipal staff to ensure they have the tools they need to deliver the strategy, and the support to engage with a variety of other city actors.

Our People

People are our most important asset and we want to ensure all of our skills and knowledge are put to the most effective use in implementing the strategy.

Our Platform Partners

During the strategy implementation period and over the coming few months we will be working closely with our Platform Partners – Swiss Re, Veolia, ESRI, Digital Globe and Trimble – to deliver some of the actions in the strategy.

Our Stakeholders

The CRO's office will be responsible for initiating the plan, in collaboration with the Working Groups and other local stakeholders including NGOs and academic partners. The strategy provides a framework for the delivery of the resilience actions and initiatives we've identified but collaboration is essential to make sure everyone is supported and able to carry out the actions we've set ourselves.

OUR GOALS AND INITIATIVES

A **CONNECTED CITY** THAT PIONEERS **INNOVATIVE AND INCLUSIVE** URBAN SOLUTIONS.

Build our digital infrastructure
Connect our city's neighborhoods
and limit urban sprawl
Design our blue-green network

A **RESOURCE EFFICIENT CITY** THAT LIVES WITHIN **ENVIRONMENTAL LIMITS**.

Demonstrate environmental
responsibility and promote
stewardship by citizens
Invest in efficient and renewable
energy

OUR
RESILIENCE
STRATEGY
IS FRAMED
AROUND
FIVE
STRATEGIC
PILLARS .

A **PEACEFUL CITY** THAT EMBRACES AND PROMOTES **SOCIAL COHESION** AND **CULTURAL DIVERSITY**.

Encourage civic engagement and
participation in decision making
Manage safety risks, threats and
civil unrest
Promote social networks and
relationships between the caza
communities

A **CULTURAL CITY** THAT PROTECTS AND HONORS **CULTURAL ASSETS, TRADITION, AND LOCAL IDENTITY**.

Protect the City's historic assets
and coastal heritage
Establish local markets to cherish
and protect local identity and
traditional businesses

A **THRIVING CITY** THAT **DIVERSIFIES AND FLOURISHES** FROM OUR VALUED **CULTURAL AND HUMAN RESOURCES**

Promote innovative economic
enterprises which create future
opportunities that build from
Byblos' existing strengths
Strengthen the city's role in
regional economic development
Improve the socio-economic
conditions of Byblos residents

PILLAR 1: A CONNECTED CITY

GOAL 1: BUILD OUR DIGITAL INFRASTRUCTURE

Goal objective: Our city suffers from a lack of data about the people and assets we have, and how we are changing. We are in the digital age, where data is crucial in informing decision-making and building more sustainable and resilient cities. We want to improve our city's measurement capability, in order to improve our management.

ONGOING ACTION: A. MANAGE EXISTING AND COLLECTING DATA

INSPIRATIONAL ACTION: B. OPEN BYBLOS' DATA FOR PUBLIC USE

GOAL 2: CONNECT OUR CITY'S NEIGHBORHOODS AND LIMIT URBAN SPRAWL

Initiative objective: One of the major issues in all the coastal Lebanese cities is the highway that was built to connect and facilitate access to the capital Beirut. The highway split Byblos into two parts; the Old City (west) and the new city (east). The voie romaine (*decumanus*) divides the city further into north and south. Four parts of the city converge in a major vehicular roundabout at the geographic center of the city. A fragmented city is not a resilient city. We want to improve connectivity across our neighborhoods, and curb the ongoing trend of unregulated development, which is expanding our city into the hills, leading to traffic congestion, obstruction of major view corridors, and development of the remaining natural landscape.

PRIORITY ACTION: A. SYNTHESIZE EXISTING MOBILITY PLANS AND TRANSPORT RESEARCH TOWARD THE DEVELOPMENT OF AN INTEGRATED MOBILITY PLAN

Build our digital infrastructure
Connect our city's neighborhoods and limit urban sprawl
Design our blue-green network

PILLAR 1: A CONNECTED CITY

ACTION: B. CREATE PEDESTRIAN LINKS BETWEEN THE OLD (WEST), NEW (EAST) PARTS OF THE CITY AND NORTH-SOUTH.



PRIORITY ACTION: C. FACILITATE A DIALOG BETWEEN THE DIRECTORATE GENERAL OF URBAN PLANNING (DGU) AND OTHER STAKEHOLDERS TO REVISE AND IMPLEMENT CONSTRUCTION LAWS

Resilience value:

- Strengthened municipal governance and accountability
- Strengthened relationships with neighboring municipalities and national government
- Improved urban planning
- Promotion of compact city development
- Engagement with experts toward a public national good

ACTION: D. DEVELOP A ZONING PLAN TO REGULATE URBAN SPRAWL

Build our digital infrastructure
Connect our city's neighborhoods and limit urban sprawl
Design our blue-green network

PILLAR 1: A CONNECTED CITY

GOAL 3: DESIGN A BLUE-GREEN NETWORK THROUGHOUT THE CITY

Initiative objective: Urban sprawl, unregulated development, drought and other shocks and stresses have caused our open spaces, agricultural land, private gardens, woodlands, rivers and other water courses to be marginalized or removed. We want to bring these natural assets back to create a greener, cleaner and healthier urban environment.

ACTION: A. BUILD INFRASTRUCTURE IN THE NEW CITY TO CONNECT THE CITY USERS TO THE TREATMENT PLANT

ACTION: B. IDENTIFY WASTEWATER SOLUTION FOR THE OLD CITY

ASPIRATIONAL ACTION: C. REHABILITATE THE MAIN STREAM, NAHR JAJ

ACTION: D. DEVELOP AN URBAN GREENING STRATEGY



Build our digital infrastructure
Connect our city's neighborhoods and limit urban sprawl
Design our blue-green network

PILLAR 2: A RESOURCEFUL CITY

GOAL 1: DEMONSTRATE ENVIRONMENTAL RESPONSIBILITY AND PROMOTE STEWARDSHIP BY CITIZENS

Goal objective: To establish sustainable waste management practices and collection schemes within the city of Byblos, which protect us from the waste management crises experienced in other parts of Lebanon. To raise environmental awareness amongst Byblos citizens, engage the youth and local community in sustainability-oriented initiatives, and foster a deeper understanding and civic responsibility toward natural resources and our supporting ecosystems.

PRIORITY ACTION: A. WORK WITH THE UNION OF MUNICIPALITIES TO INTRODUCE SANITARY WASTE TREATMENT AND A WASTE SEGREGATION PLANT IN HBALINE

ONGOING ACTION: B. PROVIDE SEGREGATED WASTE BINS IN PUBLIC PLACES THROUGHOUT THE CITY.

ONGOING ACTION: C. STIPULATE WASTE SEGREGATION FOR ALL RESTAURANT ESTABLISHMENTS IN THE OLD CITY

ONGOING ACTION: D. ESTABLISH ENVIRONMENTAL AWARENESS PROGRAMS

ACTION: E. PROMOTE LEADERSHIP AMONG CITIZENS AND NEIGHBORHOOD COMMITTEES TO RAISE AWARENESS ABOUT HOME WASTE SEGREGATION

Demonstrate environmental responsibility and promote stewardship by citizens

Invest in efficient and renewable energy

PILLAR 2: A RESOURCEFUL CITY



Lebanon Mountain Trail Association "Water Awareness Teachers' Guide"

Our environmental awareness programs will utilize existing tools, such as the Lebanon Mountain Trail Association (LMTA) Water Awareness Teachers' Guide, which aims to integrate water-related activities, lessons and exercises into the curriculum of students in grades 3 to 10. Byblos schools would work in close collaboration with the LMTA to facilitate this teaching guide within lessons.

#AnaRa7Balesh, I am going to start, Anti-littering Animation

The Anti-littering animation developed by EcoConsulting in partnership with LMTA, and endorsed by the Ministry of Environment, will be shown in all schools as an extra-curricular activity. The animation addresses irresponsible behavior toward waste, and the unfortunate consequences it leads to. It is supported by a question and answer sheet for teachers to engage their pupils in a discussion about littering and sustainable waste behaviors.

Demonstrate environmental responsibility and promote stewardship by citizens

Invest in efficient and renewable energy

PILLAR 2: A RESOURCEFUL CITY

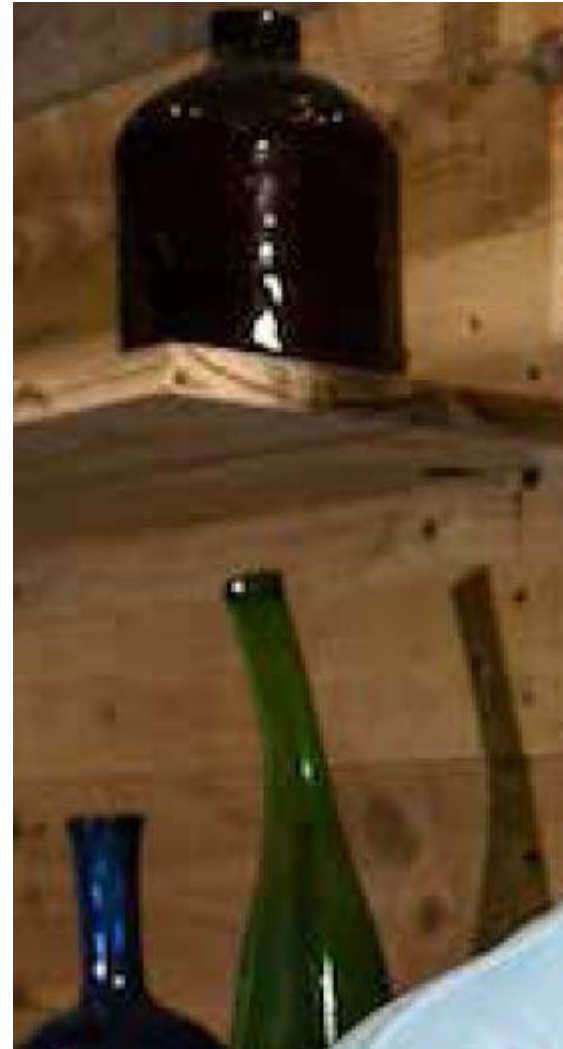
GOAL 2: INVEST IN EFFICIENT AND RENEWABLE ENERGY

Goal objective: To reduce the city's exposure to power outages and reliance on polluting fossil fuels.

ASPIRATIONAL ACTION: PREPARE A STRATEGY FOR AN EFFICIENT, RELIABLE AND RENEWABLE ENERGY SUPPLY TO REDUCE DEPENDENCY ON THE NATIONAL GRID

SHOWCASING BEST PRACTICE

The Green Glass Recycling Initiative Lebanon (GGRIL) is an initiative led by environmental entrepreneur, Ziad Abichaker, in response to the need for a recycling outlet for green glass bottles in Lebanon following the destruction of the only green glass manufacturing plant during the July 2006 war.



Demonstrate environmental responsibility and promote stewardship by citizens
Invest in efficient and renewable energy

PILLAR 3: A PEACEFUL CITY

GOAL 1: ENCOURAGE CIVIC ENGAGEMENT AND PARTICIPATION IN DECISION MAKING

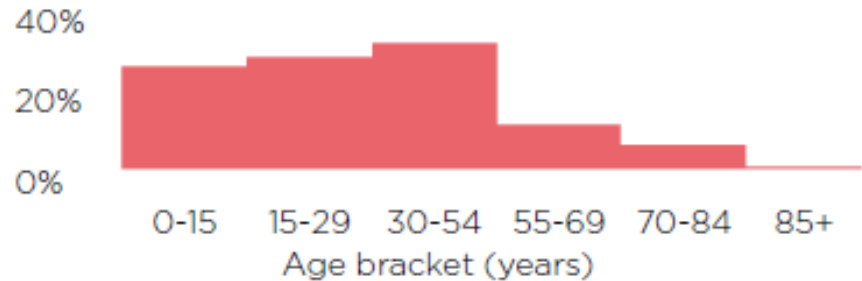
Initiative objective: To engage Byblos' communities to tackle local issues and maintain an excellent quality of life for the people of the city, including vulnerable groups.

ONGOING ACTION: A. CREATE NEIGHBORHOOD COMMITTEES TO REPRESENT AND ADVOCATE FOR THE COMMUNITIES WITHIN BYBLOS

ACTION: B. CREATE A YOUTH TASK FORCE TO ENCOURAGE YOUNG PEOPLE TO PARTICIPATE IN THE CITY'S OPERATIONS

ONGOING ACTION: C. PARTICIPATORY BUDGET PLANNING

POPULATION DISTRIBUTION OF BYBLOS



INSPIRATION FROM PORTO ALEGRE

Participatory budgeting as catalyst for peace

Encourage civic engagement and participation in decision making
Manage safety risks, threats and civil unrest
Promote social networks and relationships between the caza communities

PILLAR 3: A PEACEFUL CITY

GOAL 2: MANAGE SECURITY RISKS, THREATS AND CIVIL UNREST

Initiative objective: To preserve the peace of our community and mitigate potential risks to our unique historic assets.

ACTION: A. DEVELOP A COMMUNITY SAFETY STRATEGY

PRIORITY ACTION: A. ESTABLISH A COMMUNITY CENTER, PARTICULARLY TO SERVE VULNERABLE GROUPS (INCLUDING REFUGEES) IN BYBLOS

ONGOING ACTION: B. PROMOTE CONFLICT RESOLUTION WORKSHOPS AND PROGRAMS

GOAL 3: PROMOTE SOCIAL NETWORKS AND RELATIONSHIPS WITHIN AND BETWEEN THE CAZA COMMUNITIES

Initiative objective: The strong community networks within Byblos have contributed to maintaining the peacefulness that the city has been known for. Our aim is to build on our social networks, strengthen them and expand them to include the rest of the caza communities. Establishing these social networks will become the catalyst for economic, cultural and political collaboration.

Encourage civic engagement and participation in decision making
Manage safety risks, threats and civil unrest
Promote social networks and relationships between the caza communities

PILLAR 4: A CULTURAL CITY

GOAL 1: PROTECT THE CITY'S HISTORIC ASSETS AND COASTAL HERITAGE

Initiative objective: To develop measures, guidelines and frameworks for the protection of the city's historic assets.

ACTION: A. UNDERTAKE A FEASIBILITY STUDY TO IDENTIFY COASTAL MANAGEMENT SOLUTIONS TO PROTECT THE CITY AND IMPROVE THE MARINE BIODIVERSITY

ACTION: B. DEVELOP RESTORATION GUIDELINES AND TECHNIQUES FOR THE PRESERVATION AND ENHANCEMENT OF BYBLOS' OLD CITY

GOAL 2: PROTECT AND PROMOTE LOCAL IDENTITY AND TRADITIONAL BUSINESSES

Initiative objective: To use culture, heritage and traditions in Byblos as a catalyst for economic and social development. To support our community in reviving Byblos' social and economic heritage and dormant traditions.

PRIORITY ACTION: A. ORGANIZE A LOCAL FARMERS' MARKET IN BYBLOS TO MARKET LOCAL PRODUCE

ACTION: B. EMPOWER LOCAL COMMUNITY, PARTICULARLY WOMEN, TO REVIVE TRADITIONAL CRAFTS AND DEVELOP MARKETS FOR ARTISANAL PRODUCTS

Resilience value:

- Preservation of traditional economic activities
- Reinforcement of social cohesion and relationships
- Valorization of the local products
- Revival of local industries and economies



SHOWCASING BEST PRACTICE

Souk el Tayeb started as a small farmer's market in Beirut in 2004. The intent was to promote small-scale farmers and market their produce. The project started as an experiment

PILLAR 5: A THRIVING CITY

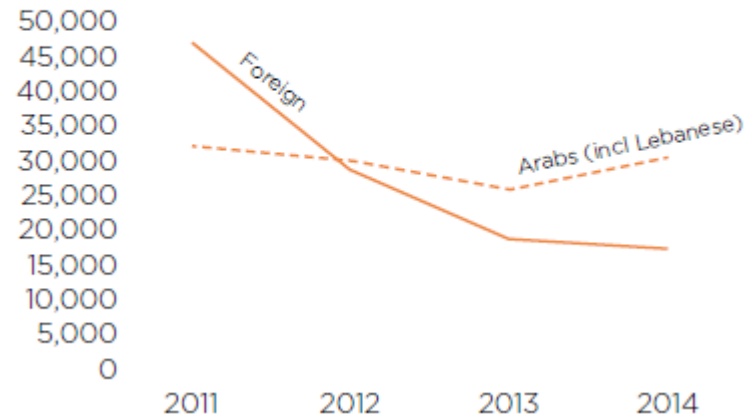
GOAL 1: PROMOTE INNOVATIVE ECONOMIC ENTERPRISES, WHICH CREATE FUTURE OPPORTUNITIES THAT BUILD FROM BYBLOS' EXISTING STRENGTHS

Initiative objective: To promote diversification into sectors that will enable Byblos to be more active in the 21st century global economy, particularly sectors that attract young people.

ASPIRATIONAL ACTION: A. SUPPORT AND ENCOURAGE SMALL AND MEDIUM-SIZED ENTERPRISES (SMES) IN EXISTING AND POTENTIAL INDUSTRY SECTORS

ONGOING ACTION: B. DELIVER A PROGRAM OF EVENTS AND FESTIVALS ALL YEAR LONG TO PROMOTE LOCAL CULTURE, TRADITIONAL FOOD AND MUSIC

NUMBER OF VISITORS TO BYBLOS CITADEL, RECORDED AT VISITORS' OFFICE BETWEEN 2011 AND 2014



Promote innovative economic enterprises which create future opportunities that build from Byblos' existing strengths
Strengthen the city's role in regional economic development
Improve the socio-economic conditions of Byblos residents

PILLAR 5: A THRIVING CITY

GOAL 2: STRENGTHEN THE CITY'S ROLE IN REGIONAL ECONOMIC DEVELOPMENT

Initiative objective: To grow our local economy as an integral part of economic development in the wider region, leading to improved capacity to thrive sustainably as a union of municipalities and not only as one small city.

PRIORITY ACTION: A. IDENTIFY AND INTEGRATE THE ASSETS OF THE REGIONAL HINTERLAND OF BYBLOS TO FOSTER PARTNERSHIPS AND DIVERSIFY TOURISM

ACTION: B. PARTNER AND COLLABORATE WITH THE UNION OF MUNICIPALITIES TO IDENTIFY POTENTIAL SHARED OR COLLABORATIVE DEVELOPMENT PROJECTS

ACTION: C. EXPAND OFFERS IN EXISTING UNIVERSITIES AND COLLABORATE TO CREATE NEW PROGRAMS FOR EMERGING SECTORS

GOAL 3: IMPROVE THE SOCIO-ECONOMIC CONDITIONS OF BYBLOS' RESIDENTS

Initiative objective: To improve the quality of life for Byblos residents, particularly those working in traditional industries, by promoting viable and sustainable livelihoods

PRIORITY ACTION: A. IMPROVE THE SUSTAINABILITY OF FISHERMEN'S LIVELIHOODS

ACTION: B. ESTABLISH INCENTIVES TO ENCOURAGE FARMERS TO CONTINUE CULTIVATING THEIR AGRICULTURAL LAND WITHIN BYBLOS

Promote innovative economic enterprises which create future opportunities that build from Byblos' existing strengths
Strengthen the city's role in regional economic development
Improve the socio-economic conditions of Byblos residents

LEARNING FROM OUR PAST

During a visit to Byblos, one cannot help but notice the granite columns inserted in the walls of the Old City, the citadel and the crusaders' castle. The granite columns were quarried in Egypt and brought to Byblos by the Romans to use in the construction of the city to reinforce and fortify the walls, particularly against the threat of earthquake. Our city's existence to this day is evidence that the ancient civilizations who inhabited the city were thinking of innovative solutions to shocks early on.

