

**Table of Contents**

**Introduction**

- 1. Jury Criteria**
- 2. Technical and Stakeholders Reports**
- 3. Decision**
- 4. Conditions of the Jury**
- 5. Jury Recommendations**

## Introduction

**The Maspero Triangle Urban Re-Planning & Architectural Design Competition** presents an occasion to make a telling contribution to the future development of the city. It is essential to recognize the range of opportunities presented by such a process of urban transformation and a project of this scale.

The competition for the redevelopment of Maspero raises substantive issues for the future of the city. For a truly successful project these must be addressed now:

- Healing wounds in the urban fabric
- Pedestrian connections across the city
- Traffic planning and management in the city
- Accommodating buildings of heritage value
- The setting of one of the world's greatest museums
- Role of public buildings in the city
- Role of the Corniche and Ownership of the waterfront
- Ensure and maintain a long-term mechanism of participatory planning process.

The Jury recognizes the innovative nature of the competition. In their deliberations the Jury has welcomed innovation in the adopted design approaches in terms of both urban design strategies and architecture.

### 1. Jury Criteria

#### a. Maspero Metropolitan Context and Role.

Maspero Triangle is a highly strategic metropolitan location. It is not only very central it sits at the crossroads of public transport infrastructure. Metro lines present and future provide accessibility not only to national transport networks as train and plane, but also international.

Maspero Triangle sits directly on the Nile: the historical / cultural / environmental / access backbone of Cairo. The Triangle plays a critical role in the metropolis. It is at a crossing point of the river and the east-west perpendicular directionality of the metropolis that links the new town expansions.

With an urban re-planning project of this nature both jury and competitors have a duty to address the current role of Maspero in the metropolis and how it will contribute to the future form and life of the city. It is essential that the opportunities presented by such a project be recognized and debated.

#### b. River Connection

The Nile is obviously a very substantial part of the project. Although only a very limited part of the waterfront is included in the area for development the project must make the best of this unique asset. Both the river and the riverbanks must be addressed in a manner for the benefit of the project and the Maspero inhabitants, but as well for the benefit of the Nile Corniche, for the benefit of all the country, providing both

environmental quality to the city and cementing Cairo's place amongst the world-class capitals.

The Jury has been charged with looking at how the design proposals address, both in the short and long-term, the issue of the Nile; also in how the projects use this asset to improve the quality of the urban public spaces across the Maspero Triangle and improve the dialogue between the city and the river. It is clear that environmental quality has to be improved; social amenities have to be suggested, even if this goes beyond the specific limits of the current competition. Such suggestions must be seen as contributions towards the formulation of further public dialogue and eventual policies beyond the borders of the competition site ensuring that Maspero is properly knitted into the urban fabric.

### **c. Role of Sub-Areas within the Project**

The competition site has a rich urban fabric, with many different areas of distinctive character: high-density large volume buildings at the perimeter, derelict housing in the center, institutional emblematic buildings, commercial areas, and small workshops. It is essential that the future project identify which characteristics of Maspero are to be retained and adorned for future generations to come and, whatever urban form is proposed, must provide for an equally differentiated character essential to the life of the city.

The size and complexity of the area demands sub-areas with a social purpose, others with a more economic or productive objective, which compliment institutional and residential components. These areas should be carefully positioned in response to issues of heritage, whilst maintaining a dialogue with the demands urban environment beyond the borders of the Triangle. Issues of public accessibility and transportation outside the Triangle must be taken into account.

The Jury has considered such aspects not only in terms of the quality of the design, on the appropriateness of location, but also in terms of the capacity to realistically develop the project from the current situation through to the final completion.

### **d. Urban Dialogue across Borders**

The transformation of Maspero must result in much improved links with the city. The project must both identify and exploit synergies with neighbouring districts of Boulaq and Khedive, responding to the very different the urban surroundings. Boulaq immediately to the north is a highly dense commercial area, where housing is of a higher quality than that it Maspero. The future metro station on 26<sup>th</sup> of July will provide a high degree of accessibility to the potential social amenities of both Boulaq and Maspero.

Al Galaa Street, the main metropolitan thoroughfare along the south-east perimeter and leading to the 6<sup>th</sup> October Bridge connects the east and west of Cairo across the banks of the Nile. Economic potential here is already high; this is reinforced by the existing metro line station on Ramses Street. Strategic crossing points must be identified. Here there are good opportunities to connect to existing internal streets running east-west. Connecting Maspero with Khedive Cairo through an extension of Abdel Khaliq Thawat Street appears logical. These crossings will in term become natural points of urban activity.

Both the Egyptian Museum to the south and the riverfront demand an appropriate response from the project and must benefit from the new Maspero. Design strategies must be consistent with long-term goals for improving the urban quality and public value of the lands surrounding the two large symbolic public buildings (Ministry of Foreign Affairs and Maspero TV Building), along the Nile.

The Jury has looked to how the projects respond to these very different conditions. This has provided a main focus for the deliberations by the Jury.

#### **e. Fabric: Updated Vernacular**

The project must create a vibrant urban fabric appropriate to and firmly rooted in the city. In proposing a new fabric, it is essential to respond to both the needs of the current population as well as for the new. The chosen fabric must respond to both socio-economic patterns, and to modern requirements. In this respect technology and culture have to blend of these aspects to create a model that might open up design possibilities for other projects either in Cairo as in other Egyptian locations confronted with similar problems and similar contexts.

The Jury has been sensible to the resolution of the local conditions, aware of the cultural context of Egypt and Cairo in socioeconomic, cultural and technological historical terms and the evolution of these requirements for the future. The Jury has looked for site-specific interventions avoiding the generic; welcomes innovation, which can improve the quality of life and reduce the demands that the new Maspero places on the existing city. The Jury has looked for a degree of simplicity in building form and construction allowing for ease of realization.

#### **f. Economic and Social Viability**

The project must be feasible. The need for revitalization of this part of the city has been discussed for many years. Historical circumstances have changed and the policies on the city and the Maspero Triangle have evolved. The complexity of the project has previously made it difficult to reach a consensus and implement any solution.

One of the critical challenges of the project is the need to address and synthesize the hopes and social expectations of the actual population with the legitimate aspirations of the owners and investors. Any successful project must naturally strike a long-lasting balance. Failure to do so will result in problems implementing the project and a continuation of the highly unsatisfactory situation.

The Jury has looked specifically to the capacity, size and structure of the projects to respond to the requirements of social equity, economic efficiency and financial feasibility. The Jury appreciates the need to maximize the social qualities of the project within the limits of necessary financial viability.

#### **g. Land Tenure Management**

Land Ownership and Tenure within the Maspero Triangle is highly complex. Not only the historical evolution of informal tenure, but the complexity of the Egyptian legal

system provide a situation where not only legal rights have to be respected, but essentially also human and social rights.

The Jury has paid special attention to the way the competition teams have approached this issue and the potential for the respective proposals to be, where necessary, adapted. The compensation process, both in physical residential and economic production spaces as in economic evaluation terms, independent from the legal established procedures is essential but goes far beyond the remit of this competition.

The Jury has looked to those proposals that minimize conflict and combine the physical areas of development with different areas of ownership. The proposals must be able to provide a resolution to be reached in a simple straightforward manner.

#### **h. Development Opportunity**

The management of the site development is critical to the success of the project. The transformation of Maspero can be seen in terms of four decidedly different urban areas requiring different development strategies. Different degrees of dialogue are essential:

- Largely vacant lands along along Al Galaa Street ease development substantially, here the question is largely one of density. This part of the project has the potential to be realised in the short-term.
- An immediate goal of the project must be to increase the „value“ at the heart of the district. This too must a short-term issue due in part to the urgency of housing improvements. To increase value here the heart has to be opened to the Nile.
- Socio-economic forces will determine the development of the waterfront, although this area clearly poses different questions regarding both ownership and precedent. This is a potentially long-term debate.
- The possible long term removal of the fly-over along the 26th July Street will create opportunities for the improvement of the quality of the northern boundary.

The Jury has looked for a strategic response to developing the site and creating long-term value. Four major points of consideration were identified:

- Commencement of transformation along Al Galaa
- Viable internal renewal of residential district
- Dense urban development with windows to the Nile
- Capacity for forging urban connections at a city scale

#### **i. Phasing for Implementation**

Maspero is a major undertaking for the Cairo. Although the project can be initiated immediately the complexity of the development may require an extended period of time. This process of urban transformation must be clearly planned. A sensitive phasing is critical if disruptions (social, infrastructure, noise, pollution, relocation etc) are to be minimised and public confidence in the project is not to be unnecessarily endangered.

The local population must not be alienated. Credible and legitimate resettlement

management will be an essential factor in the success and the acceptance of the project. Again although these issues may extend beyond the remit of this competition the proposals offer a framework within which it can be undertaken.

The Jury has taken a sensitive view of the technical phasing of the project. The long-term success of Maspero demands an inclusive rather than exclusive neighbourhood, with the existing local population given adequate opportunities in a multi-faceted residential and local economic development.

#### **j. Precedent**

The Jury recognizes the pilot nature of this competition; best practice is to be employed throughout the process.

The Jury recognizes that the project is likely to set a series precedents in terms of urban planning, architecture, etc. It must be highlighted that numerous aspects of the design proposals are site specific and must be carefully assessed in terms of their respective attributes before being replicated elsewhere in the city.

The Jury anticipates that the design proposals from the selected team(s) will need to be developed further through during a dialogue with the various stakeholders. During this period it will be possible to assess which particular strategies / aspects could be applied elsewhere in the city.

## **2. Technical and Stakeholders Reports**

The Jury wishes to praise the approach adopted by the Stakeholder's evaluation report. This shows a sensibility beyond individual interests to find a solution that will incorporate social and general interest objectives.

The Jury wishes to express its gratitude for the quality of the Technical Assessment. The reports have provided a valuable resource in the evaluation of the individual projects. Specific information from sectorial issues (infrastructure, environmental, deliverability, business planning) has been used in cross-analysis and weighted against the more complex comprehensive visions. Special attention has been paid to the flexibility of offered by the adopted technical approaches, understanding that the strategic planning of the final project will demand adaption.

The respective submission obviously cannot address all issues raised by a project of this scale and importance. The projects vary greatly in terms of urban density, planning strategies, architecture and technical proposals. The projects also vary in terms of both consistency and legibility. Although helpful in assessing the design approach adopted by the competitors the design reports remain very general in nature, The Jury has therefore identified which particular aspects of the project should be pursued and where further investigations should be carried out before constructive conclusions can be reached.

### 3. Jury Decision

Taking into account the various considerations the Jury has unanimously decided the following:

1. To grant a **second prize** to the Project Number MASPCOMP76 as the project proposes the most valuable elements that respond to the consideration criteria. It must be pointed out that a number of essential aspects do not allow the project to be realized in its current form. As such the Jury cannot recommend full approval without updating / elaboration.
2. To present **third ex-aequo prizes** to Project Numbers MC0065 and MC0089 in respect to interesting suggestions, in terms of strategic planning concepts and specific interventions, which are worthy of further consideration.

The Jury considers that the efforts made by the Competitors and quality of their proposals, provide very valuable contributions to the ongoing dialogue regarding the development of the city and the eventual success of the project.

Within the framework of the total prize money for the competition (USD 500,000.--) the **second prize** is to be awarded USD 250,000.--, the two **third ex-aequo prizes** are each to be awarded USD 125,000.--.

### 4. Conditions of the Jury

It is essential to recognize that the selected design proposal provides a framework for future discussions and that various aspects of it require clarification / updating in response to concerns of the Jury.

1. Through the process of re-planning an Urban Physical Plan must be prepared which defines the main elements of the development. Elements from the 3 awarded proposals must be used as guidelines for the future work process and in the preparation of the Urban Physical Plan.
2. Forms of architectural solutions presented in the current competition models are only suggestions and not obligatory.
3. The external proposals outside the limit of the Maspero Triangle must be seen as suggestions and not obligatory.
4. In the future working process it is essential to maintain a participatory process.

### 5. Jury Recommendations

The Jury suggests that the Administrative Institution in charge of the development process proceeds with the following:

#### a. General

- Establish a clear Client Working Group to lead the project through to completion.

- A dialogue with the Prizewinners is commenced immediately. A workshop format is suggested as the most effective manner of clarifying outstanding points as quickly as possible.
- Appoint a development consultant with extensive worldwide experience to prepare and coordinate the stakeholder's agreement, giving examples of alternative models and best practice in other countries on similar projects.
- Establish a robust time schedule with key milestones
- Maintain independent international monitoring of the design process in order to ensure that the development profits from extensive work undertaken during competition process.
- Establish a "Project Charter" identifying project goals. This is to provide guiding principles to be adhered to by all parties involved throughout the course of the project.
- Establish communication policies for informing all stakeholders of project development. Maintain transparency throughout process.
- Ensure an integrated design approach is adopted with a view to avoiding duplication / redundancy.
- Establish criteria for a robust business plan. The complexity of issues related to project deliverability should not be underestimated. In all cases business plan development and analysis is critical in the guidance of future development.
- Efficiency of scale. A project of this scale offers numerous opportunities normally denied by a single building. In the interests of the city these opportunities must be seized upon.
- Establish an agency firmly rooted within the community to manage the transformation and renewal of the residential component of Maspero. This is a priority that will demand a process of change block-by-block.
- The future development of the River Nile Corniche must be a subject for extended cultural discussion. Alternatives to singular high-rise buildings should be considered. The selected team should be afforded the opportunity to investigate alternatives before a final decision is made on the final form of the development in this area of the city. This decision must be informed by the socio-cultural context.
- Recognize the opportunity to rationalize traffic beyond the site boundaries winning back valuable land for the pedestrian and radically improving connections towards the Museum in the South.

### **b. Project Specific Recommendations**

- Size, proportion and location of high-rise developments to be reconsidered.
- Area immediately adjacent to future Maspero Station to be developed as a focal point with opportunities for greater density / height differentiation.
- Project should identify how heritage buildings can be retained within the new urban fabric.
- Area between Maspero TV and Hilton Hotel offers possibility for greater density, links to Nile must to be emphasized.
- Qualities of the "diagonal" are to be elaborated.
- Area along Al Galaa to developed as high-density, mixed-use, inclusive residential and public amenities.
- Pedestrian bridge link to Zamalek is welcomed.



- Size and qualities of lagoon must be elaborated upon
- Pedestrian connections to neighbouring districts (in particular Khediva Cairo) to be improved wherever possible.
- Hierarchy of streets / street profiles to be developed further.
- Parking Strategy to be developed further, attention to be paid to extent of underground parking.
- Basis of Cost Calculations to be clarified.
- Business Plan must be developed further.
- Delivery Strategy to be developed further.
- Strengthen design team with local expertise / experience in order to provide client with clear guidance on appropriate issues regarding both Business Plan and Delivery Strategy.

Prepared, 8<sup>th</sup> November 2015, Cairo, Egypt

**Jury Members:**

Pedro B. Ortiz	- Milano Politecnico, Italy
Josep Maria Llop Torne	- Director, Work Program UIA – CIMES, Lleida, Spain
David Cook	- haascookzemmrich STUDIO2050, Stuttgart, Germany
Dr. Assem El Gazzar	- Head of GOPP, Egypt
Dr. Mustafa Madbouli	- Minister of Housing, Egypt

**UIA Representative:**

Nadia Somekh	- Sao Paulo, Brazil
--------------	---------------------

