Towards sustainable urban waterfronts in the Middle East: assessing the role of cultural heritage in the redevelopment of Port Sultan Qaboos in Oman

UDM Graduation: Waterfront Regeneration

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Management Summary

A result of poor collaborative planning environment, and lack of communication, a tension is created between the private and public sectors in the Sultanate of Oman. This is currently taking its toll on future developments in Oman, as this issue stems from a huge lack in the provision of proper strategy frameworks, policies in urban governance and the right tools of implementation. Due to the latter, this created a hinderance in large scale developments and a huge lack in quality of these developments. In order to integrate cultural heritage aspects into the decision making processes of stakeholders, It is necessary to fist identify cultural significance, and understand opportunities and contributions of these aspects. Secondly, it Is necessary to integrate cultural heritage in future visions and strategies of cities that safeguard and preserve them, ensuring their place in future developments.

Problem Statement

With upcoming future developments it becomes clear that there are certain areas when it comes to forming strategies, and implementing them from both private and public sectors perspectives that remains challenging due to poor collaboration.

When looking at a country like Oman that is abundant in its historical and cultural heritage, it is apparent that these aspects has a huge role in shaping this country's identity and remain to this day engraved in different parts of its built environment. However, the values and opportunities of cultural heritage are increasingly overlooked in urban developments, due to the misconception that it might not fit in the mold or vision that developers are creating with trends of "smart, high-tech, innovative cities". This strongly applies to countries in the Middle- East as they attempt to replicate existing successful developments, while disregarding the context of the area, culture, and identity that distinguishes them and makes them unique, as a result; this has led to failed schemes and unavoidable lack of identity in these projects.

Research Goals

The main goal of the research could be outlined as follows*: " to identify methods of improvement in the decision making process in urban development in Oman, while taking into consideration; when necessary, the existing cultural heritage values and attributes of the development area, integrating them into future regenerations and development projects".* The research objectives are divided into the following aims:

1) to understand how planning process, and decision making process in Muscat, 2) Understand the cultural significance in the case, 3) and contributions of Cultural Heritage, 4) identify potential improvements in the planning process in urban regeneration projects in Oman.

Research Questions

Corresponding to the goals of this research, the main question is as follows:

- How can cultural heritage be integrated in the decision-making process around the sustainable development of Port Sultan Qaboos in Oman?

The main question will be answered through building knowledge on the theory, then followed by sub- questions that build on the empirical research of this thesis based on the aforementioned theory:

1. How can cultural heritage contribute towards sustainable waterfront development outcomes?

- What are the values and contributing factors of cultural heritage? (Cultural heritage contributions)
- What are the approaches used in managing cultural heritage? (Cultural Management "HUL")

2. What decision-making processes or governance structures stimulate the integration of cultural heritage in the PSQ, and what are their (planned) outcomes?

- How are decision making processes approached in the urban development projects in Oman?
- What are the existing cultural heritage factors surrounding the Port Sultan Qaboos and Muttrah?

Methodology & Approach

The research will be divided into two parts, starting with a literature review in order to build the theoretical framework for this research. The latter revolves around the main concepts that will later be applied to the second part of this research which is an empirical study that is specific to the Port Sultan Qaboos in Oman. The first part will be achieved through desk research of different literature, involving the main concepts discussed in this research, document study in order to investigate how the planning processes work in Oman in order to gain an understanding of how the decision making process is then validated. Government policy documents , case report of PSQ were studied in order to form an in depth understanding of the current situation, and from that be able to determine where the limitations and challenges lie, and build solid argument for future improvements.

Adjacent to the research goals, this thesis aims to shed light on the importance of cultivating the cultural and heritage of a country, as opposed to neglecting it. Using the opportunities that the past could provide and taking advantage of it in developing a sustainable future, diversify the economy, and enhance the urban competitiveness of the country.

In order to accomplish the objectives of this research, a literature study, and empirical study are applied. The case study subject used for this research is the Port Sultan Qaboos in Oman. This port development that is situated in the oldest part of Oman hold so much potential, yet the challenges lie in strategy making, implementation, and the decision making process in Oman that pose difficulties for future developments.

Through developing an understanding on the process of how things work in Oman, and what the tourism sector is lacking in harnessing certain aspects that will raise the urban competitiveness of the country in

the market and sets it apart from other GCC member states. A list of recommendations and advice will be drawn for future projects and for the public entities to consider while developing the ONSS framework for future developments.

Abstract

When looking at a country like Oman that is abundant in its historical and cultural heritage, it is apparent that these aspects have a huge role in shaping this country's identity, and remains to this day engraved in different parts of its built environment. However, the values and opportunities of cultural heritage are increasingly overlooked in urban developments, due to the misconception that it might not fit in the mold or vision that developers are creating with trends of "smart, high-tech, innovative cities". This strongly applies to countries in the Middle-East as they attempt to replicate existing successful developments, while disregarding the context of the area, culture, and identity that distinguishes them and makes them unique, as a result; this has led to failed schemes and unavoidable lack of identity in these projects.

Integrating certain aspects of cultural heritage in urban developments could be of high value to a city, creating several opportunities that cultivate the success of future developments. In order to accomplish a successfully integrated project that combines the area "Port" and city, old with the new, past and future, it is important for stakeholders; from both public and private sectors are involved in the decision making process, taking cultural heritage into consideration.

Subsequently, the notion of integrating cultural heritage in sustainable developments arises, and by using the contributions of cultural heritage towards influencing the stakeholder's decision making process; taking into account the necessity of incorporating cultural heritage into their visions. However, with upcoming future developments in Oman, it becomes clear that there are certain challenges that come with forming strategies, and implementing them from both private and public sectors perspectives that remains challenging due to poor collaboration.

This research aims to fill in the gap in literature on a specific part of culture integration; which is cultural heritage and its value in sustainable waterfront regenerations. Through identifying the contributions that cultural heritage provide for sustainable waterfront developments, and what opportunities it could create for the society, economy and tourism development of the city, the process of implementation and integration can then be steered by integrating the right management tools in regards to conservation of heritage.

Key Words:

Cultural Heritage – Waterfront Regeneration – Urban area development - Historic Urban Landscape – Decision making process - Public Sector – Private Sector – Port Area – Port City

Introduction

1.0. Problem Field: Role of Culture in the development of Oman

The capital city of Oman, Muscat (Figure 1) is a case of a city in the Gulf Cooperation Council (GCC) where culture plays a role in shaping its identity and history. It is a prime example of a GCC country where culture is still visible at the base of its identity, setting it apart from its surrounding neighbors.

Succeeding the discovery of oil in Oman, like other GCC member states, Muscat has taken advantage of this wealth and has been changing ever since (Al-Jabri, 2015). The capital city expanded and developed, introducing modernity in order to meet the new demands of their communities (von, Richthofen, 2013). Like other GCC member states, this discovery also has its downfalls, as a result of that Oman's economy became very heavily reliant on oil (Peterson, 2014).

Moreover, the year 1970 marked an important breakthrough in the history of the country. Sultan Qaboos came to power with a vision to unite the nation under one centralized government (Al-Wahaibi, 2016).. With the help of oil revenues, he started a massive development program to build the country from scratch (ibid).

Muscat

Oman

Figure 1. Oman- Muscat Map

Since then, it has been 49 years where Oman has been progressing noticeably, following a major development plan in several areas, like education, healthcare services, infrastructure, and focusing on growing the country's natural resources (Al-Jabri, 2015). Subsequently, as the country was developing and expanding, Oman, like other Middle-Eastern countries followed through with the approach to implement and adopt concepts of International forms of planning and urban design in order to follow the trend of modernity (Figure 2) (Al Shueili, 2015).

By adopting these concepts of international planning, the notion of modernism in this case, was interpreted as a way to replace the old with the new. Thus, most of the traditional and cultural aspects of the city, together with its built environment, has slowly disappeared, and has been fading into the background, and instead new spaces have been introduced instead.

Figure 2. Muscat "Port City of Muttrah" before and After the 1970 and After

Furthermore, as Muscat continues to grow, the government's current plan is to tap into the country's other resources, in order to reduce its dependency on oil, and diversify its economy (Al-Wahaibi, 2016). The new change in focus brings forth a shift towards the tourism sector, and the development of sustainable urban projects around the capital (Al-Balushi, 2013). With new developments on the rise, it is clear that current policies and regulations are at a mismatch with the future vision that the government has for the future of the country, and its capital in particular. With the ongoing developments, a pressure to compete with the surrounding GCC countries (e.g. Dubai, Abu Dhabi, Doha) emerges, considering the way these countries have been developing (Figure.3), with a lack of overall integration of its local culture and identity, posing a threat to how this model of development would impact the long term and sustainable developments in Oman.

Figure 3. Example of developments in the GCC - Doha & Dubai

Due to the latter, The Supreme Council for Planning (SCP) in Oman; is currently setting up a development framework to find adequate answers on the post-oil challenges, through the development of the Oman National Spatial Strategy (ONSS). The objective of the ONSS is to prepare a framework for a land use strategy that will ensure a balanced sustainable socio-economic development at national and regional levels, in the light of the broad goals of the national long term strategy and vision (SCP, n.d.).
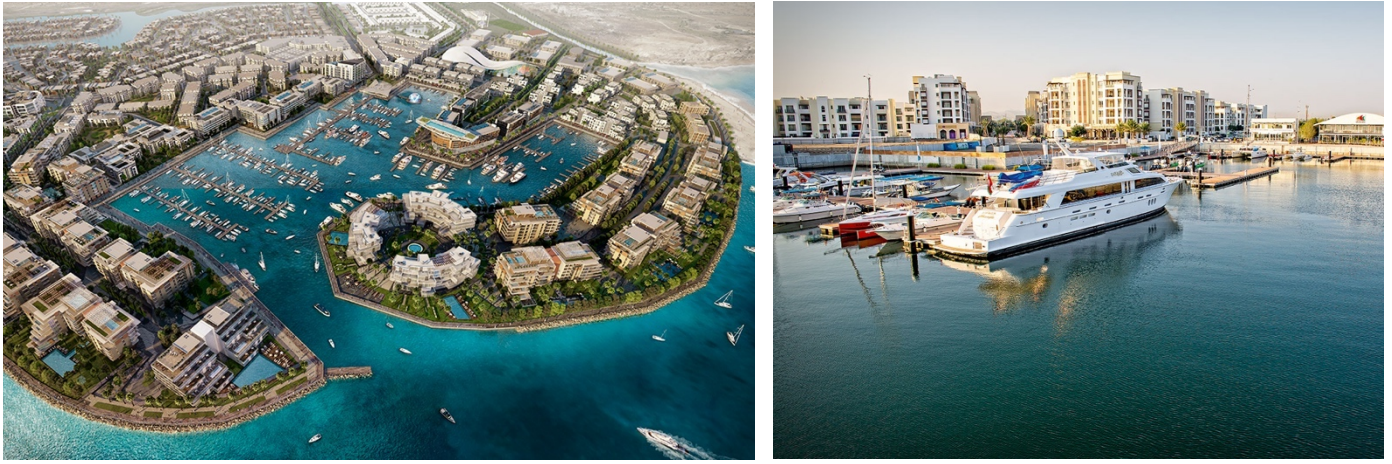
Figure 4. The Wave Waterfront Development project in Muscat

As the country and Muscat in particular seems to be developing further away from local culture and identity, neglecting heritage and their potential to enable sustainable development (e.g. The wave project in Muscat; Figure. 4). The wave development is a mixed use developed, located in the business district of Muscat. It is a commercial/ residential development, that is occupied by locals throughout the day, it is one of the modern developments in the city, will almost no local culture and identity. However, in this case, the developments is considered successful, as it is away from the historic center of Muscat; which is Muttrah. Furthermore, the reason for this drift is unclear, because local culture and identity could be used to create more value and opportunities in enhancing the tourism sector, as well as enhancing the creative industry, i.e., by encouraging or using heritage as an enabler for different investment opportunities both local and foreign (e.g. Naples, Golden Horn; Istanbul, Liverpool, Barcelona, Glasgow, and Bilbao...etc),.

It is evident that tourism and its economic expansion are linked to the process of urban regeneration and territorial renewal, such as in the case of Port Sultan Qaboos (PSQ) in Muttrah, which is an ongoing waterfront development project (Omran, 2018). The PSQ project is a central topic in Oman at the moment as it is shedding light on the lack of policies and regulations regarding sustainable urban projects in the country. It is also sparking discussions and debates on the importance of the adjacent area of Muttrah and how it is not fully integrated into the development of PSQ.

1.1. Problem Statement

Culture is based on who we are as individuals, it forms part our identity as a collective, and it is key to distinguish one place from another. It becomes evident while looking at different cities, that culture is at the heart of its development and growth, through landmarks, heritage, and traditions (UNESCO, 2016). Several authors agree that culture is key to what makes cities attractive, creative and sustainable. From cultural heritage to creative industries, culture is considered both an enabler and a driver of the economic, social and environmental dimensions of sustainable development (UNESCO, 2017).

Moreover, the values and opportunities of cultural heritage have been increasingly overlooked in urban developments, due to a misconception that it might not fit the mold or vision that developers are creating with trends of "smart, high-tech, innovative cities" (Boussa,2017). Culture through heritage and creativity plays a large role in the urban development of cities, enhancing and reflecting the identity of a place. With the emergence of urban developments in Muscat, the preservation of history and past traditions is becoming a cenge (Peterson, 2004).

Such models of 'tabula rasa' development have been strongly applied by countries in the Gulf Cooperation Council (GCC); especially (e.g., Jumeirah in Dubai, Saddiyat Island in Abu Dhabi, Corniche Jeddah in Saudi Arabia) (Al-Belushi, 2013). In these aforementioned cases, the attempt to replicate existing successful developments in cities as New York, Tokyo, London (Boussa, 2017), while disregarding the context of the area under development, its local culture, and identity that distinguishes them and makes them unique, has led to failed schemes and unavoidable lack of relation to culture and identity in these development projects.

Several researches have depicted the importance of cultural heritage, and its role in the sustainability and resilience of development projects and cities. However, specifically in the context of Oman, there is a gap in literature on the approach that cultural heritage could be successfully integrated into urban developments. In addition, there is a lack in this specific area of research considering cultural heritage in stakeholder decision making process in the Omani context. Especially, in regards to integrating the existing identity, history and culture of the city/surrounding area, into the area of development, as oppose to wiping everything clean and creating a new identity.

The case of Port Sultan Qaboos in Oman has been chosen for the empirical part of this research. Muscat the capital of Oman, grew as a civilization by gaining its momentum as a trading hub in the 14-15th century. This in return attracted several civilizations like the Persians and Portuguese, due to its location as a central trading hub between India and the west (Al-Wahaibi, 2016). Muscat was known as a port city that used to transport goods and resources from to fuel European economies (ibid). The remains of past activities and events are still traceable in the urban fabric and landscape of the Port Sultan Qaboos area and city (Muttrah), by means of existing architectural language/aesthetics, urban fabric, fortifications and historical artefacts that remain in the area (von Richtohfen, 2013). In addition, the expansion, growth and prosperity of the country all began from the port city (Muttrah), making it the most valuable city in Oman that holds a large part of its history and culture (Al-Belushi, 2013).

In this light, waterfronts are known to provide potential urban spaces as one of the most significant instruments that are designed to enhance the competitive advantage of Port cities, by offering attractive and large scale mixed use functions (Gunay & Dokmeci, 2011). These areas possess an extensive reputation of serving as central places of economic, social and cultural interchange, acting as entry point to Port cities. Waterfronts have always been the soul of Port cities reflecting the community's unique character and local distinctiveness (Grau & Kekez, n.d.)

Research shows that integrating certain aspects of cultural heritage in urban developments could be of high value to a city, creating several opportunities that cultivate the success of future developments (Lazrak et al., 2009). When regenerating a port area like the Port Sultan Qaboos it is necessary to take into account the local culture and identity, values and attributes of the cultural heritage, that still remain in the adjacent city of Muttrah, and to understand the process of decision making in such a development in Muscat. Also, to gain insight on the planning processes in Oman, the lack of strategy and implementation of those strategies, in order to accomplish a successfully integrated project that combines the area "Port" and city "Muttrah", the past and future.

1.2. Research Goals & Question

The main goal of the research could be outlined as follows: " *to identify methods of improvement in the decision making process in urban development in Oman, while taking into consideration; when necessary, the existing cultural heritage values and attributes of the development area, integrating them into future regenerations and development projects".* This is achieved by analysing the values and attributes in the case of PSQ, and planning processes in Oman, drawing lessons and a formulating recommendations.

In practice, understanding the values and attributes that serves the interest of the stakeholders involved, provided with the right management tool, and knowing how these values could contribute towards a successful, unique and creative sustainable development can help with making a sound decision when it comes to integrating cultural heritage in large scale developments. Additionally, this research aims to fill a gap in literature on the decision making process regarding the need to integrate cultural heritage based on the interest of the stakeholder involved (Public & Private).

Corresponding to the goals of this research, the main question is as follows:

- How can cultural heritage be integrated in the decision-making process around the sustainable development of Port Sultan Qaboos in Oman?

The main question will be answered by building knowledge through a theoretical framework and applying it to the empirical research. The empirical research is done through the analysis of a case study in Oman. The next chapter will elaborate on the methods and the motivation behind the case selection used for this research 'Part 2: Methods'.

1.3. Deliverables

This research aims to highlight the possible processes that cultural heritage could be integrated in sustainable developments. By understanding the different values and attributes attached to the cultural heritage of a development, the contributions could then be magnified in terms of how these values fall under these contributing factors (Social, Economic, Tourism Development). Through realizing the values and contributions of said values, the opportunities that the past provides future sustainable developments becomes evident.

In addition, the possibilities of these opportunities to be implemented into the modern creativeness of urban development that transforms and translates creative and cultural assets and expressions into profitable, and valuable industries, results in enhancing the global image and urban competitiveness of the country (Lazrak et al, 2009) . .

By identifying the latter, and analysing it in relation to the case selected (PSQ in Oman), lessons can be drawn and recommendations can be formulated for similar future developments. The final result would be to development advice for the current Strategy framework being developed; Oman National Spatial Strategy (ONSS) as mentioned in (Section 1.0) of the Supreme Committee of Planning (SCP)in Oman,

regarding a process/approach that could be used in future developments in Oman where culture and heritage is of value to the site being developed.

1.4. Societal & Scientific Relevance

1.4.1.Societal

Large scale developments in Oman are found lacking in several aspects due to the misuse of local resources and the lack of existing regulations. Making use of the existing cultural heritage and tapping into the opportunities that could be provided by use of culture could be stimulate several industries. However, when it comes to convincing/influencing stakeholders (Public & Private) on whether to approach these projects with a clean slate approach or an integrative approach, it is necessary important for developers and municipalities to collaborate effectively in order to achieve a successful project.

Thus, for stakeholders interest's to be aligned in this context, it is important to determine the contributions of cultural heritage in a sustainable development project. The latter could be achieved by identifying the values of the existing cultural attributes in the site being developed, and if these values/attributes are of value based on their interest. This becomes a starting point for the decision making process, and a tool for negotiations between the actors involved.

In this light, analysing the cultural values and contributions of these values through a case, provides insight into practical knowledge on what values are important when it comes to decision making process for each actors based on their position and interest. As a result, recommendation is provided on a strategy that stakeholders could consider in the planning and decision making processes when looking into the integration of cultural heritage.

1.4.2. Scientific

Existing literature revolves around cultural heritage, tools for integrating cultural heritage, and values and attributes of culture as separate dimensions of research. From a theoretical point of view, this research aims to add to the theoretical knowledge already available on steering the decision making process of the stakeholders involved by identifying the values/attributes of cultural heritage. Followed by analysing the values against the contributing factors of cultural heritage (social, economic, and tourism development), determining the main aspects to be integrating throughout the planning process of the development at hand.

Methods
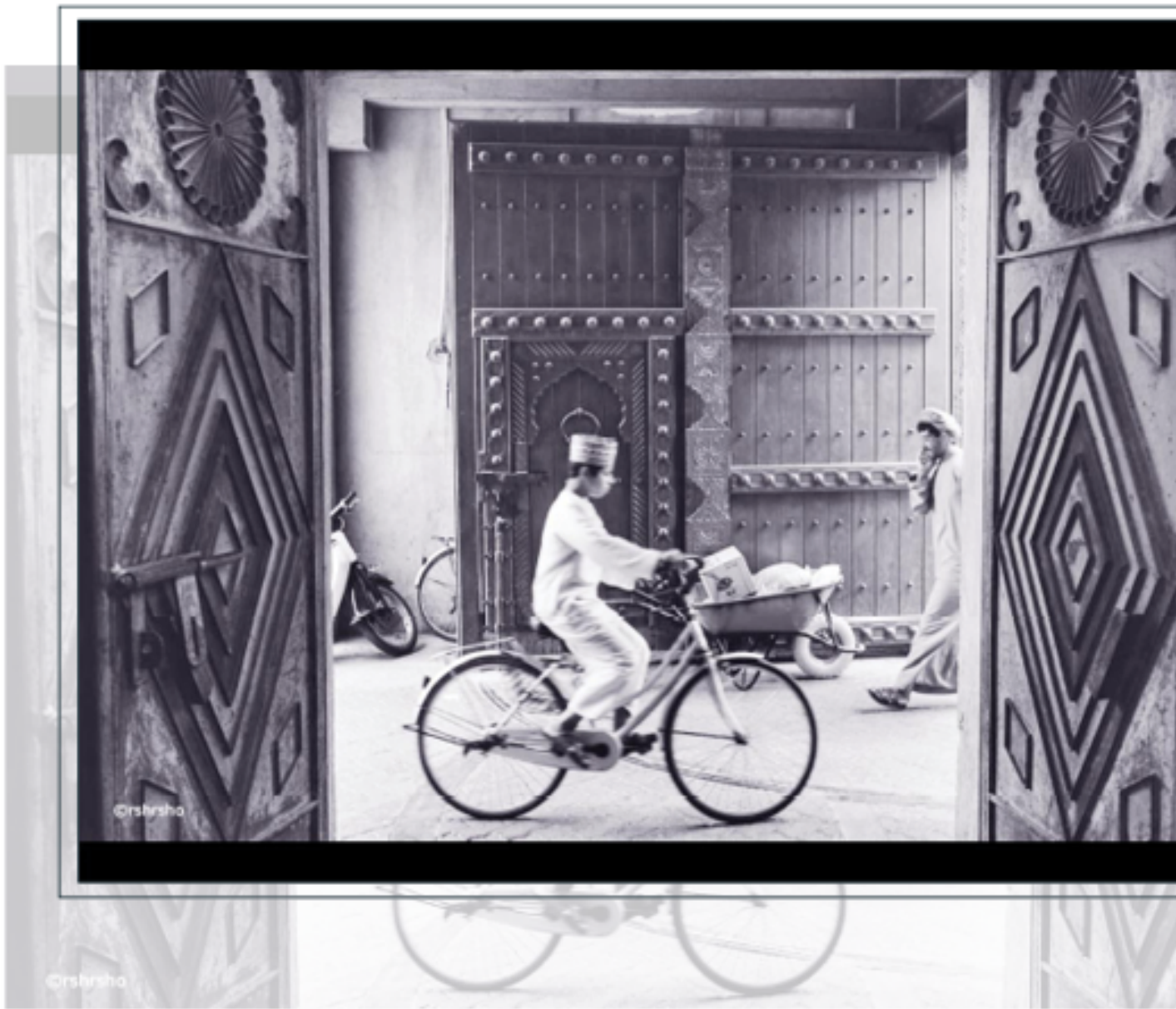
2.0. Research Design and Methodology

The chapter elaborates on the design and tools used throughout this research. The research follows a qualitative research methods where a single case study was selected in order to produce contextual knowledge based on existing practices in Muscat. The research reflects on the existing political structure, regarding the role of local culture and identity in waterfront developments in Muscat, based on the perspectives of the main actors involved in a development such as PSQ; (Private, Public, Civic). The tools used to conduct the research, analyse and evaluate the findings and results will be elaborated in the coming sections. First, the research objectives will be presented, followed by the conceptual model demonstrating the main elements of this research and their relation to the objectives of this research. Second, the sub-questions diving the coming chapter will be demonstrated. Third, the design of the research will be introduced and the motivation behind the case selected will be presented. Finally, the research tools and methods will be discussed.

2.1. Research Objectives

Based on the previously mentioned research goal: *" to identify methods of improvement in the decision making process in urban development in Oman, while taking into consideration; when necessary, the existing cultural heritage values and attributes of the development area, integrating them into future regenerations and development projects".* The research objectives are divided into the following aims:

- ❖ *To understand how planning process, and decision making process works in urban regeneration project in Oman (Public and Private Sectors).*

- ❖ *Identify the contributions and opportunities that Cultural Heritage can create for (Society, Economy, Tourism Development)*

- ❖ *Address the value of Cultural Heritage for stakeholders*

- ❖ *Identify potential improvements in the planning process in urban regeneration projects in Oman; taking into consideration the integration of cultural heritage, that could be incorporated in the ONSS development framework.*

2.2. Research Sub-question

The main research question presented in the previous chapter "*How can cultural heritage be integrated in the decision-making process around the sustainable development of Port Sultan Qaboos in Oman?*" is followed by the subsequent sub-questions. The sub-questions will be answered by conducting a literature review; resulting in the theoretical framework of this research. Followed by an in-depth empirical research that will be conducted in the coming chapters.

The following sub-questions aim to build the foundation of this research forming a theoretical framework, followed by applying the knowledge gained from theory into the empirical chapter of this research in the subsequent sections.

1. How can cultural heritage contribute towards sustainable waterfront development outcomes?

- What are the values and contributing factors of cultural heritage? (Cultural heritage contributions)
- What are the approaches used in managing cultural heritage? (Cultural Management "HUL")

The questions will be answered through an extensive literature study, focusing on the concepts of cultural heritage contributions, values and attributes of Cultural heritage, instruments cultural management (Historic Urban Landscape). This will result in a theoretical framework; which will be applied to the case study used in this research.

2. What decision-making processes or governance structures stimulate the integration of cultural heritage in the PSQ, and what are their (planned) outcomes?

- How are decision making processes approached in the urban development projects in Oman?
- What are the existing cultural heritage factors surrounding the Port Sultan Qaboos and Muttrah?

The empirical chapter will be divided into three themes in relation to the perspective of the stakeholders (Public, Private, Civic), this will be as follows: *1) Urban development processes (Public Sector), 2) Port City; Muttrah (Civic), 3) Port Area; PSQ (Private Sector) (Figure 5).* Consequently, the themes begin with a descriptive analysis explaining the context; that is done with through a series of literature review and document study. That is followed by an analysis of each theme based on observations, document research and mainly interviews that answer the main questions regarding the case. The latter is concluded with lessons drawn from the analysis conducted highlighting the main conclusions of each theme.

The questions will be answered through a series of document studies, literature reviews on the planning processes and urban development in Oman. As well as, interviews conducted with the stakeholders involved (Private, Public, Civic), providing insight from different perspectives in regards to the case of PSQ.

The results and conclusions drawn from the latter, lead to a series of advice/recommendations on

Urban Development	- Analyse planning process - Analyse decision making processes - Identify stakeholder power distribution	(Public)
Port City (Muttrah)	- Identify the importance of the area for society - Identify cultural values and attributes	(Civic)
Port Area (PSQ)	- Identify the stregthes/weaknesses - Address the future plans by developer	(Private)

Figure 5. Empirical Research themes

potential ways of improving the current barriers and bottleneck for future developments in Oman, which leads to the following question:

3) What recommendations can be formulated for improvement of the current barriers in the process ?

2.3. Research Design & Methods

As explained by Bryman (2012), any research design reflects the dimensions and structure of the research process. This research follows a qualitative research method that includes desk research with literature reviews and document analyses, but also fieldwork with structured interviews, informal talks, and (participatory) observations. The first phase consists of an intensive literature review and document study in order to gain some insight in the existing knowledge available on the topic of this research. Subsequently, an empirical case study is conducted. This phase aims to apply a framework informed by theory and analyse the practice around the project selected project in Oman.
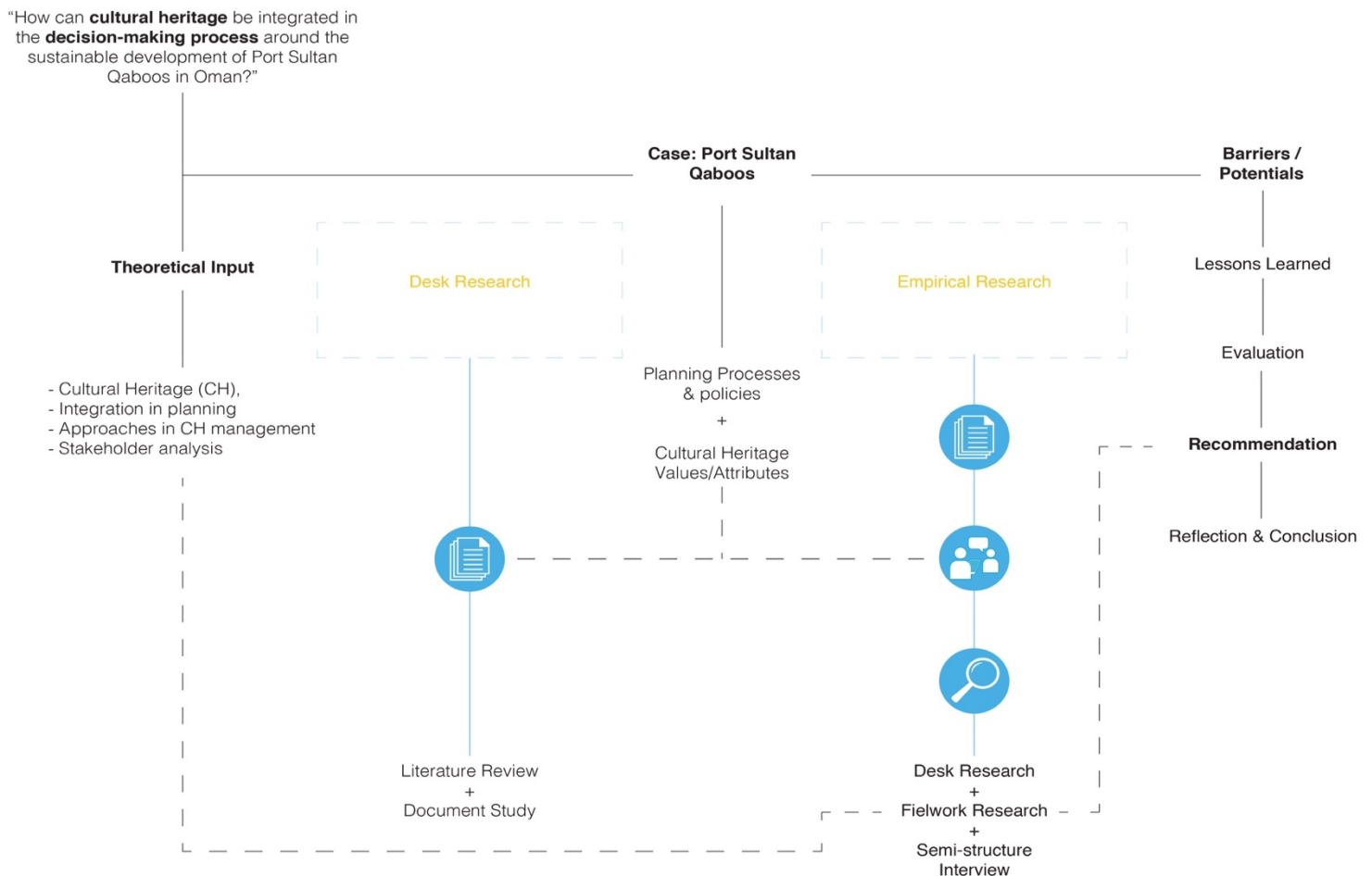
Figure 6. Research Design

2.3.2. Methodology

Research methods are instruments that allow for the collection of data and information needed for research (Bryman, 2012). The research takes an exploratory approach, seeking new insight into the topic of cultural heritage, its contributions, values and attributes in relation to the governance and planning of sustainable waterfront development. This will produce insight into the approaches for managing cultural heritage and the decision making process of the involved stakeholders.

There are several research methods available that are suitable for gathering the necessary information for the research at hand (Bryman 2008). This includes different methods of data collection amongst which are: literature review, document study, conversational analysis, field research of the case study, case study document analysis and semi structured interviews.

In order to gain better insight into the barriers and possible improvements, semi structured interviews were conducted with a number of professional from both the public and private sector, providing insight into both perspectives. As well as, some locals that provide insight into the community's perspective. These interviews were conducted in the offices of these professionals, as well as through skype sessions as access was of difficult. The answers were recorded as well as noted, with their consent.

Using these different forms of data collection allows for better understanding of the research conducted, concepts that are being studied, and the case study that will be analysed. Also, through using a mixed methods analysis. The structure of this research in relation to the methods used are illustrated in (Figure The methods used are briefly explained below:

Literature review & Document Study

An extensive literature study is conducted in order to build and form a better understanding on the different concepts introduced in this research. This includes reviewing formal publications, journals, websites and several online documents. Reviewing and translating formal policy documents; government reports that elaborate upon planning processes in Oman were studied. This provides information on the governance, decision making process, external & external stakeholders roles and responsibilities. This extensive desk research is crucial in order to angle and scope the research topic, and to better identify the existing knowledge gaps that this research aims to contribute towards.

Fieldwork Research

To answer the research questions, field research is done in order to collect data primarily through systematic observations and interactions (Bailey, 2006).. In fact, Field research done on this case is based on several document reviews, conversational analysis with particular people involved in both public and private institutions working on the PSQ project.

Case Study

A case study as a unit of measurement is associated with the entity concept (yin, 1994). The reason for examining cases is that it supports or provide input to an already existing theory or provides insight when building a new concept. In order to confirm a theory or challenge it, choosing a single in-depth case study

is the most suitable choice (yin, 1994). This is the choice made for the context of this research, where it follows an in-depth case study of the Port of Sultan Qaboos in Oman, in order explore the planning process and the value of cultural heritage integration in a historic port area.

Semi structure interview

Interviews can be used to explore the views, experiences, beliefs and motivations of individual participants. The interviews will be conducted with professionals in the fields of urban development and urban planning, as well as professionals involved in the case of (PSQ in Oman). Also, researchers who possess extensive knowledge in the field of urban planning and urban development in Oman, the list of interviewees are found in (Appendix 1). The interviews will be in the form of Semi-structured interviews, which consist of several key questions that help to define the areas to be explored, but also allows the interviewer or interviewee to diverge in order to pursue an idea or response in more detail.

Part 1: Introduction

Ⅰ

Problem Field	Problem Statement

Research Question

Literature Study

Document Study

Part 2: Methodology

Ⅱ

Literature Study	Document Study & Field Research	Interviews

Part 3: Theoretical Framework

Ⅲ

Cultural Heritage in Sustainable development

Values and Contributions

Literature Study

Management approaches

Part 4: Empirical Research

Ⅳ

Preliminary Analysis	Finidings	Lessons Learned	Synthesis

Urban Development (Processes and Approach)

Document Study

Port City (Muttrah)

Field-work Research

Port Area (Port Sultan Qaboos)

Interviews

Part 5: Conclusion

Ⅴ

Discussion	Recommendation	Reflection

Figure 7. Research Structure in relation to methods

Theory

Theory

In this chapter, a literature review is conducted in order to investigate the concepts surrounding this research, by analysing the existing information that are central to this research. The sections in this chapter are divided based on the previous sub-questions mentioned in Chapter 2:

1. How can cultural heritage contribute towards sustainable waterfront development outcomes?

- What are the values and contributing factors of cultural heritage? (Cultural heritage contributions)
- What are the approaches used in managing cultural heritage? (Cultural Management "HUL")

These questions aim to elaborate on the theoretical aspects of this research, providing a review of literature relating to the main concepts. Finally, the chapter concluded with the theoretical framework based on the findings of the literature study.

3.1. Cultural Heritage and Sustainable Developments

Cities are places that hold immense culture and heritage, that is a reflection of the community's identity. The concept of culture and heritage play a role in integrating both history and the common past shared by a society, signifying and forming a city's identity which in several cities are pointedly present to this day (Scott, 1997; Çelikhan & Erylmaz, 2006).

Culture is experienced, accumulated and rooted in the community and the activities, traditions of public life through history (Kumar Tripathy & Tripathy, 2015). It could be linked to providing an individual with a sense of identity, rootedness and belonging (Najafi & Mohd Shariff, 2011). The notion of culture relates to heritage and diversity of cultural expression in different groups that form a community, and in that sense diversity of neighborhoods and people can help to create a unique urban identity (UNESCO, 2018).

On the other hand, Sutherland et al. (2002); Tweed & Sutherland (2007); Graham & Howard (2008) mentioned, that heritage can be understood and connected to what the community identifies with and considers to have value, this is translated into elements that hold meaning will be preserve and shaped by contemporary concerns (Morales Cortes, 2013). The meaning attached to elements of culture is strongly dictated by the identity of the place, which is "produced and exchanged through social interaction" (Graham & Howard 2008:2). Additionally, Sutherland et al. (2002) stated that meaning depends on factors such as the observer, time and place, therefore, value changes and evolves with them, and for that reason the presupposed significance of heritage components should be regularly revised.

Moreover, Çelikhan & Erylmaz (2006) defined cultural heritage as a collection of the different cultural values that stems from the various interactions of human beings and communities through history as a way to uphold a life with better quality. Consequently, it becomes evident that cultural heritage is of high value when it comes to enhancing the quality of life, as stated by Tweed & Sutherland (2007), cultural heritage is an important aspect of societal and community well-being. In Addition, it can also help alleviate the impacts and challenges of cultural globalization and can become an incentive for sustainable development (Gražulevičiūtė, 2006)

Research shows that cultural heritage has become a key element in the development of places, and historic areas have become valuable spaces because of their economic relevance for global cultural tourism (Fredholm et al, 2017). It is seen as an instrument for social development and economic growth, but at the same time it may be affected or even destroyed in the process (Van der Borg & Russo, 2005). Culture is seen as a driver for a new stage of development of cities based on quality of life, conviviality, creativity as elements of distinction of cities, at the same time guaranteeing balance to such development (ibid). Hence, it becomes important for cities to invest in culture: heritage management and preservation, art production, events and infrastructure, jobs and creative education.

In addition it is key to what makes cities attractive, creative and sustainable. History shows that culture is at the heart of urban development, evidenced through cultural landmarks, heritage and traditions (UNESCO, 2016). Without culture, cities as vibrant life-spaces do not exist; they are merely concrete and steel constructions, prone to social degradation and fracture.

That is why it becomes necessary to find the balance of integrating, preserving and cultivating these cultural elements in sustainable developments, safeguarding the city's identity. The importance of culture as an engine of urban development can be fully gauged by considering its role in regenerating cities. In the last few years, interest in the cultural industries as an economic force of its own has grown (Van der Borg & Russo, 2005).

Consequently, the concept of heritage is a broad concept that is difficult to underpin as it differs based on subjectivity of the matter (in terms of how local community and city as a whole determine what is valuable to them and their history). However, it is in most cases closely related and recognized as a valuable and important notion that provides peoples with a familiar sense of belonging and a perceived idea of cultural identity. Cultural heritage, therefore, not only comprises places, landscapes, monuments and objects, but also meanings, associations, values, world views and ways of life.

3.1.1 Tangible and Intangible Heritage

The built environment is often represented through urban culture, which is visible through museums, temples, palaces, mosques, or what is visible within the urban fabric and neighborhood clusters within the city. In addition to the latter, aside from the what is visually seen, every city has a distinctive feeling of its own and culture has its significance in urban space, this is what separates a city's identity and culture within an urban space (Najafi & Mohd Shariff, 2011; Kumar Tripathy & Tripathy, 2015).

Consequently, these elements that juxtapose between physical aspects and traditions that are present in an city's urban settings are divided into tangible and intangible cultural heritage (Van der Borg & Russo, 2005). The elements of cultural heritage, including tangible and intangible components, constitutes a prominent role in enhancing urban development (Kumar Tripathy & Tripathy, 2015). Tangible and intangible cultural heritage conservation and those of social and economic development are considered to be assets to the sustainable development of future cities (Rosa & Palma, 2013). It is said that intangible assets mainly revolves around the broad manifestation of past and present, translating into ideologies, emotions, and experience. In a broader spectrum, it could be related to the concept of spirit of place (Najafi & Mohd Shariff, 2011). Also, the latter was mentioned by Kumar Tripathy & Tripathy (2015), cultural heritage and both its tangible and intangible components play an important role in sustainable developments as they are a vital aspect of urban integration as well as future resilience of cities.

UNESCO (2017) mentioned that it is necessary to distinguish elements of cultural heritage into intangible and tangible, it is important to realize it as a factor in preserving cultural diversity in the face of growing globalization. Also, developing a level of knowledge of the intangible cultural heritage of different communities helps with intercultural dialogue, and encourages mutual respect for other ways of life (ibid). They have emphasized the importance of intangible cultural heritage, and that it does not depend on cultural manifestation itself, however, it depends on the wealth of knowledge and skills that is transmitted through it from one generation to the next (UNESCO, 2011).

As mentioned by Rosa & Palma (2013), cultural heritage; specifically urban heritage is of crucial importance for cities in the present time and in the future. Integrating both tangible and intangible cultural heritage sources demonstrate a sense of social cohesion, elements of diversity in the city, and it can act as a driver for creativity "creative industries", innovation and urban regeneration. The role of cultural heritage, is slowly growing in sustainable developments and the area of urban management, where heritage is being recognized and placed at the focus of strategic planning (Guzmán et al, 2018),.

Accordingly, it becomes necessary to take advantage of reinforcing the tangible and intangible qualities of the area that have diminished in the rapid growth and globalization of the area. In order to continue with the progressive and apprehensive changes in the future of cities, it is crucial for stakeholders in the region both private and public to work together and include urban regeneration and identity in their city planning policies framework and vision (Boussaa, 2017).

3. 2 . Values and Attributes of Cultural Heritage

Value has always been the reason underlying heritage conservation, it is self-evident that no society makes an effort to conserve what it does not value (De la torre & Mason, 2002). In any effort of conservation of culture or heritage, De La Torre & Mason (2002) states that the assessment of the values attributed to heritage is a very important activity, as values strongly shape the decisions that are made after that. This highlights the importance of identifying the values and attributes within a development, where they could be used in the decision making process as what to conserve/preserve and what to integrate in future developments.

Furthermore, Oevermann and Mieg (2014) argue that the balance between protection and change depends on the priority assigned to different values of three discourses: heritage conservation, urban development, and architectural production. They say that the guiding values of heritage conservation are usually authenticity and integrity, while the guiding values of urban development are development and economic revenue and the guiding values of architectural production include design and aesthetics. To find common ground between them, the authors claim that an assimilation of discourses is necessary, along with a shift in guiding values, such as bottom-up processes, sensitivity, re-use, and accessibility (Oevermann and Mieg, 2014). (Fredholm et al, 2018).

Prior to assessing the values and their attributes it is necessary to comprehend the concept of heritage conservation, in order to understand the values that guide it. Baillie (2007) points that an overemphasis on preserving aesthetic and historic values of tangible heritage alone is not tenable in a 'living heritage site', as it comes in conflict with other important associations of the local community. Rypkema (2007) similarly

notes, that the strengthening and direct development of communities, taking advantage of existing structures and their functionality, is still to a large extent secondary to attracting investments, tourists, and residents through the marketing of heritage assets in rather traditional terms (Fredholm et al, 2018).

It is evident from the review of literature that the challenge is to integrate contemporary theories and value-centered methodologies into existent decision-making processes. In the following we will illustrate and discuss this challenge by examining perceived values, motives for engagement and work processes by people engaged in site-specific and countywide heritage planning and management (Fredholm et al, 2018).

Moreover, the conservation of a place is a necessary aspect of urban development, when achieved from a productive perspective it creates added value to the area – in terms of use values, social values, symbolic values, market values- through circularization and synergies, this is known as a valorization process (Rosa, 2013   Girard 2013).

Sociocultural Values	Economic Values
Historical	Use (market) value
Cultural/symbolic	Nonuse (nonmarket) values
Social	Existence
Spiritual/religious	Option
Aesthetic	Bequest

Figure 8

For purpose of planning and management of value assessment presents a threefold challenge: identifying all the values of the heritage in question; describing them; and integrating and ranking the different, sometime conflicting values, in order to inform the resolution of different, often conflicting stakeholder interest (De La Torre & Mason, 2002)

Mason (2002) identified in his research the different typologies for cultural values, noting that these values are considered to be the most associated values with heritage sites, and conservation matters, not assuming that every heritage site possess all types. Pereira Roders (2007) adopts these values by Mason (2002), dividing them into two sets: 1) the socio-cultural values (historical, cultural-symbolic, social, spiritual and aesthetic), and 2) the economic values (use [market], and non-use [non-market]).

Cultural Significance = Attributes (WHAT) + Values (WHY)

Values
- Ecological
- Scientific
- Aesthetical
- Historic
- Political
- Economic
- Social

(Pereira Roders, 2007)

Attributes

Intangible
1. Concept
2. Relation
3. Character
4. Use
5. Knowledge
6. Association
7. Community
8. Management
9. Development

Tangible
10. Building element
11. Building
12. Urban element
13. Natural element
14. Ensemble
15. Context
16. Area
17. Layering
18. Landscape

(Veldpaus, 2015)

Figure 9

3. 2 . Role of Cultural heritage in Sustainable Development

The concept of sustainable development has become an important factor in urban development and regeneration projects in the past decade. Colantonio (2007) states that the Sustainable Development (SD) paradigm is constantly expanding and incorporating more aspects such as; social and intangible elements; governance, quality of life, open green spaces, and natural and cultural heritage, and its being integrated; grabbing the attention of policy makers (Guzmán et al, 2017). In this sense, it becomes evident that it is important to incorporate culture in sustainable urban developments.

As it was mentioned in the previous chapter, elements of tangible and intangible cultural heritage constitute as key elements for sustainable urban development, this comprises of cultural identity, creativity, heritage, and diversity of cultural expressions (UNESCO, 2018). In return, when we talk about sustainable development of urban cities, we find that culture can build the bridge between urban regeneration and development (Kumar Tripathy & Tripathy, 2015).

In her research Grazuleviciute (2006) states that sustainability revolves around reconsidering existing developments to integrate environmental, economic, social and cultural goals for long term resilience of cities. To be sustainable, development must foster protection and rehabilitation of ecological systems, improve economic efficiency and enhance the wellbeing and cultural diversity of the population. In general, the concept of sustainable development includes not only environmental, but also economic, social and cultural aspects and is based on the main principles of integrity of the ecosystem, economic efficiency, social and intergenerational equity and cultural diversity (Grazuleviciute, 2006).

Culture has been highlighted as a means to ultimately shape future developments and determines how people act in the world (UCLG, n.d). Culture plays an important role in sustainable developments as it has been emphasized in several of reports UNESCO (2016, 2017, 2018), where they state that culture and

cultural heritage are unique in terms of the distinctive characteristic of cities, which enhance a city's identity. In addition, cultural heritage preservation play a role in the continuity of the past for future generations, where they become valuable assets socially, creatively and economically for future developments through safeguarding a city's identity (UNESCO, 2016).

Moreover, Cultural heritage is constantly addressed in the UN's sustainable development goals Agenda of 2030, as an important pillar of sustainable development (Figure 10). As it has been stated by many researchers, culture plays an important role in shaping and defining the unique aspects of cities and improving the quality of life for individuals, as well as enhance the global image and urban competitiveness of a city (Tweed & Sutherland, 2007; Guzmán et al, 2017).
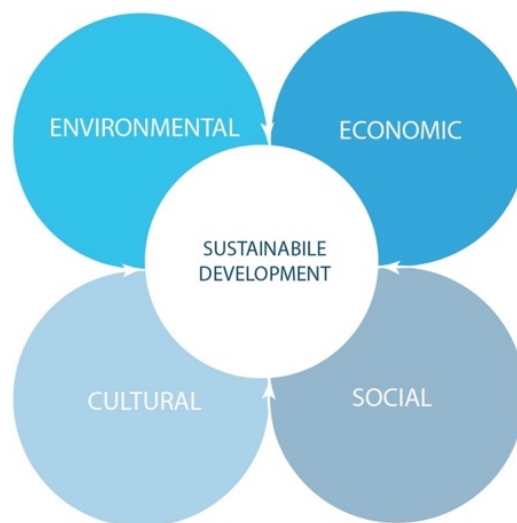
Figure 10. Four Pillar of Sustainable Development.

Preservation of cultural heritage is oftentimes understood as a barrier to economic development. Of course preservation of cultural heritage is first and foremost organized to maintain and enhance cultural values, though numbers of studies have demonstrated positive economic benefits of cultural heritage preservation. Better use of existing immovable cultural heritage, especially empty properties, is an essential part of a strategy for reviving communities and improving quality of life (Grazuleviciute, 2006).

3.2.1. Agenda 2030 for Sustainable Development

The 2030 Agenda for Sustainable Developments, adopted by the General Assembly of the UN in 2015, has become a critical global phenomena around the world. As demonstrated by Nocca (2017), cultural heritage constitute a marginal role in the 2030 Agenda, where there are 17 global goals for sustainable development, and cultural heritage has been mentioned once in goal 11. The goal is central to the need of making cities and human settlements "inclusive, safe, resilient and sustainable", through "inclusive and sustainable urbanization, planning and management" (Target 11.3) and more "*highlights the need to strengthen efforts to protect and safeguard the world's cultural and natural heritage*" (Target 11.4) (Nocca, 2017; UCLG, 2018).

Over the years, the evidence being collected in the fields of cultural aspects, includes active participation in cultural life, development of individual and collective cultural liberties, safeguarding of tangible and intangible cultural heritages, and the protection and promotion of diverse cultural expressions are the core components of human and for the development of the sustainable world have been amply demonstrated (UCLG, 2018).

3.1.2. Cultural Heritage; a driver for Sustainable Development

In Sustainable Developments, culture is a strong enabling factor, where it has been seen as a component that related to the social dimension of the sustainability pillars, along with community-wide social, economic and environmental impacts (Dessein et al, 2015) Within the past year, there has been a growing interest in research on cultural sustainability has been further examined where Jon Hawkes (2001) explored the latter and how it is involved in city planning and can be a part of future communities (Duxbury & Gillette, 2007).

Since then, culture has been seen as part of the four pillars of sustainability, along with the social, environmental, economic dimensions, Hawkes/Runnalls (2006) illustrated these pillars in (Figure 11.). Duxbury & Gillette (2007) state that the aforementioned four-pillars of sustainability aim to identify that a community's vitality and quality of life is closely related to the vitality and quality of its cultural engagement, expression, dialogue, and celebration. This model further demonstrates that the contribution of culture to building lively cities and communities where people want to live, work, and visit plays a major role in supporting social and economic health.
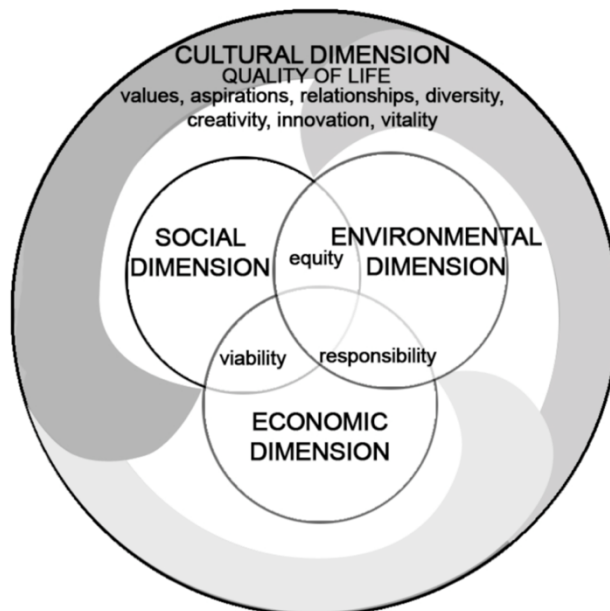
Figure 11. Four-pillars/dimensions model of sustainability [Source: Runnalls, 2006].

On the other hand, UNESCO (2018) have also highlighted certain contributing factors, for instance, human and socio-economic development, quality education, social diversity, inclusion and cohesion, it also creates sustainable cities and peaceful societies, this makes it a paramount element for achieving the 2030 Agenda.

Correspondingly, there are aspects that could be used as strategic instruments for the purpose of profit and revenue generation in vast urban developments that are in areas rich of cultural heritage; aspects like culture, cultural heritage and creative industries, sustainable cultural tourism, and cultural infrastructure. As mentioned and illustrated (Figure 12.) by UNESCO (2017), the UNESCO Culture Conventions and their operational activities demonstrate how culture can help achieve the 2030 Agenda by promoting the following:

Figure 12. Culture as a driver for Sustainable Developments [Source: UNESCO, 2018].

• **human and socio-economic development**, as a source of identity, creativity and innovation;

• **quality education**, by ensuring that education systems are adapted to local needs drawing on the cultural heritage of communities, building relevant skills needed for employment, decent jobs and entrepreneurship;

• **sustainable cities**, by strengthening the link between communities and their built environment and sustaining vibrant cultural lives and quality urban environments;

• **environmental sustainability**, as an inherent element of the natural environment and contributing to the preservation of biodiversity and ecologically sound development;

• **peaceful societies and inclusion**, through the enhancement of fundamental freedoms and the strengthening of participatory systems of governance for culture, the respect for cultural diversity and the promotion of gender equality.

It becomes apparent that through the different conferences and researches conducted by UNESCO and the emphasis that is being put on cultural heritage, that it plays a major driving role in the SDG Agenda of 2030, and this will further be brought upon to future developments. In return, there are several opportunities that are drawn up from the integration of cultural heritage as will be discussed in the following sections.

3.5. Managing Cultural Heritage + Integrative Approach

As it was emphasized previously, that cities are important when it comes to the development of society, social creativity and cultural diversity, as well as the conservation and sustainable use of cultural heritage for a resilient future. It is in this context that urban conservation can be positioned to protect heritage - often with little or no integration in broader urban development considerations (Bandarin, Van Oers, 2015). Therefore, in a context where 'development' and 'urban heritage conservation' are seen as conflicting rather than cooperative processes, there was a need for an updated, integrated approach to urban management.

The Historic Urban Landscape Approach, it is a holistic and interdisciplinary approach that was developed and adopted by the UNESCO General Conference through the 2011 Recommendation on the Historic Urban Landscape (Ginzarly et al. 2018). It addresses the inclusive management of heritage resources in a dynamic and constantly changing environments, aimed at guiding change in historic cities. It is based on the recognition and identification of a layering and interconnection of natural and cultural, tangible and intangible, international and local values present in any city (ibid). According to the HUL approach, these values should be taken as a point of departure in the overall management and development of the city.

Heritage management in the urban context, focused on conserving the fabric of the past for future generations (Pendlebury et al., 2009). The focus is now on the processes of integral management of urban resources and their values, generally called the 'landscape approach' (Bandarin and Van Oers, 2015). The landscape approach as a new approach in environmental management has been the framework for more recent supranational urban policies. The approach is holistic, and aims for the integration of urban heritage management with larger socioeconomic development frameworks (Veldpaus et al, 2016).

The historic landscape approach is management tool that is at the center of sustainable development (Bürgi et al. 2017), addressing inclusiveness, social cohesion, inequality and segregation, economic and social improvement and housing and environmental needs, as well as urban regeneration (Veldpaus et al, 2016). Therefore, HUL is not about transformation in itself, but about guiding the nature of the transformation.

Moreover, as HUL defines a historic urban landscape as a landscape that goes beyond the city core, to include hinterland, metropolitan regions, urban peripheries and peri-urban zones, from World Heritage to wastelands (Pereira Roderes & Veldpaus, 2017). As stated by UNESCO (2016) the recommendation of HUL defines it as "the result of a historic layering of cultural and natural values and attributes, [...] to include the broader urban context and its geographical setting" As such, this landscape can exist of (a selection of) socio-spatial arrangements, tangible and intangible, movable and immovable, natural and cultural resources such as products, patterns, practices, perceptions, and processes, and their relations, and the values they constitute (Pereira Roderes & Veldpaus, 2017).

Furthermore, the HUL approach does not focus on a particular idea or type of heritage: it aims at quality of life and a socially just urban world. It builds on the assumption that "development without the conservation of key resources cannot be sustainable, while conservation cannot succeed without development to sustain its efforts" (Bandarin and Van Oers, 2015). Based on the latter statement it is arguable that heritage management becomes the thoughtful and sustainable management of change, instead of the prevention of change. Rather than hindering development, heritage can f Landorf, 2009; Pereira Roders et al, 2013; Ginzarly et al, 2018).

HUL focuses on suggesting a landscape approach that defines heritage in terms of tangible and intangible attributes and human values instead. The historic urban landscape is then defined as a complex and layered set of attributes and values. Those are preferably determined and built up in consensus by all involved stakeholders. The umbrella term 'values' or 'significance' had already replaced more specific definitions of such values, such as 'beauty' or 'historic'. The notion 'attributes' can be seen as the umbrella for all specific categories of heritage assets that were introduced in supranational policies, as for example monument or 'traditions (Pereira Roders & Veldpaus, 2017).

As it was mentioned by Fredholm et al. (2017) conservation decision making is expected, in theory, to more effectively integrate non-expert values and experiences. Decisions should be based on a consultative process with new communication techniques and new forms of partnerships (Nanda et al., 2001; De la Torre, 2002; Parkinson et al., 2016). The main aim of HUL is to provide guidance on sustainable urban management, considering an integrated approach, management of the significance of urban landscape within an overall sustainable development framework (Ginzarly et al. 2018).

The HUL is not an attempt to replace existing guidelines and policies; instead it provides a toolkit for the implementation of an integrated value-based landscape approach for the management of cultural heritage. The recommendation provides six steps and four tools to adapt this new instrument to local context and to facilitate implementation (Ginzarly et al. 2018).

3.5.1. Implementing the HUL approach in developments

The HUL approach provides 6 crucial steps (Figure 13.) and 4 tools (Figure 14.) that are proposed to provide a management structure for national and subnational urban and heritage policy, to be tailored accordingly (UNESCO, 2011; Veldpaus et al, 2013; Veldpaus 2015; Ginzarly et al, 2017; Pereira Roders & Veldpaus, 2017). According to Pierra Roders & Veldpaus (2017) by defining the steps, the process becomes potentially more accessible, especially to non- expert stakeholders. It can synchronize moments of input, increase understanding for decision- making and support the integration with other processes (Roders et al, 2017).

Figure 13. Steps proposed to provide a management structure [Source: UNESCO, 2011; Veldpaus et al, 2013, Veldpaus, 2015]

Moreover, along with the aforementioned steps, there are four proposed tools for implementation, these tools include a range of interdisciplinary and innovative tools, that can be organized in four categories (UNESCO, 2016).

Figure 14. Tools for HUL implementation [Veldpaus et al. 2013]

According to UNESCO (2016), the HUL toolkit can be adapted to suit each local context. It can contain any number of existing, reimagined and/or new tools. These tools are continually adapted and applied as the city changes and evolves over time. Overall, HUL aims to make the process the main place for integration: streamlining urban and heritage management processes. Instead of steering on common categories, the aim is now to develop a common process (how). Within this common process the stakeholders (who) with a vested interest should agree on the landscape of attributes and values, and its management. The implications of such focus on process however, are not made explicit, while they could be fundamental for both the heritage and heritage management (Veldpaus & Pereira Roders, 2017).

3.6. Conclusion:

The values and attributes of cultural heritage are important for the process of decision making. It is a starting point for the process as suggested by HUL, the approach aims to make the process the main place for integration: streamlining urban and heritage management processes, the aim is to develop a common process (how), where the stakeholders (who) with a vested interest should agree on the landscape of attributes and values, and its management. In decision making processes, values and attributes become necessary indicators, in which stakeholders (civic, private, public) can take into account while developing large scale projects. By using the values (socio-cultural & economic) (Figure 7,8) to measure the cultural significance of the site, and weighing them against the interest of the stakeholder, and where these values can be place under the contributing dimensions (social, economic) of the development and its context. Subsequently, the most holistic concepts that contribute to the global competitiveness and image of the country, and the overall benefit of the market could be determined

In essence, this promotes and integrative, collective decision-making process, that aims to ensure the success of a cultural based development, while all interest of the parties involved are considered, and of equal importance, especially for the cultural heritage of an area. In addition, maintaining the socioeconomic values of a place, the identity of the country and its citizens, are crucial aspects for a sustainable future, and the modernization of the current world.

In this sense, it could be concluded that stakeholders could use this as a framework for the decision making processes and negotiation of what is to be integrated based on each stakeholder's interest Assuming all actors involved (private, public, civic) are transparent throughout the process, each actors would determine the most important value that align with their interest. As a result, this could be narrowed down, and filtered to fit a specific case in terms of context, and vison.
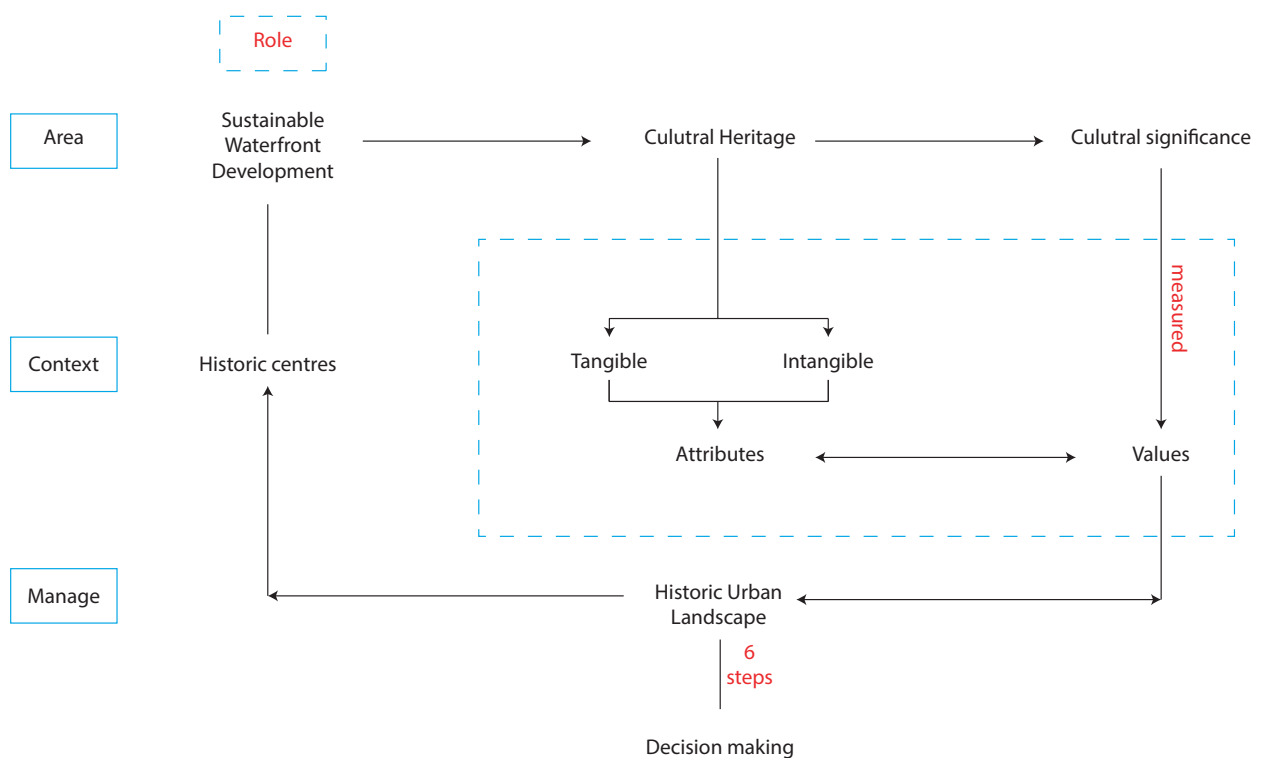
Figure 15. Theoretical Framework

Empirical Study

Preliminary Analysis

This chapter introduces a descriptive context on the current situation regarding the planning processes and policies in Muscat, the approaches taken for the preservation and integration of culture in planning, and a description of the case study subject of PSQ. The chapter aims to provide the general context of the case, approaches taken by the public and private sectors through development processes in integrating the local culture in the development. The chapter could be divided into three parts, each section is outlined with its relation to the research objectives previously mentioned (Figure 5).

Urban Development	- Analyse planning process - Analyse decision making processes - Identify stakeholder power distribution	(Public)
Port City (Muttrah)	- Identify the importance of the area for society - Identify cultural values and attributes	(Civic)
Port Area (PSQ)	- Identify the stregthes/weaknesses - Address the future plans by developer	(Private)

First, an overview of the planning processes in Oman is outlined, starting with and overview of the development processes before the renaissance, followed by how things changed after, this section elaborates and provides a general description of the context to how things operate. Second, the ONSS is briefly discussed, explaining why it is being created, and how it addresses cultural heritage within the strategy. Third, The port city of Muttrah is analysed, illustrating a brief history of the urban expansion of the area, highlighting its importance to the Omani society, and its main cultural assets. This is followed by an outline of the port area; Port Sultan Qaboos, highlighting the strengths and weaknesses of the area, it's challenges and potentials, and the development company's future plans for the area. Based on the aforementioned division, the following chapter will evaluate the finding of this chapter analysing them further.

The methods used for this chapter, were mainly reliant on the provided documents by the developer Omran in regards to the case of Muttrah and PSQ. In addition, the literature documents, document study were used to elaborate and analyse the process of development in detail, along with information used based on observations and conversational interviews validating the information provided on the ONSS and process of development.

Urban Development and Planning
(Public)

4.1. Urban Development In Oman

The Sultanate of Oman is the oldest independent member state in the Gulf Cooperation Council (GCC), it is bordered by the UAE on the northwest, and Saudi Arabia on the west and on the southwest by Yemen (Al-Shueili, 2015). The capital city of Muscat, was formally known as the harbor city during the 2nd century (Al-Wahaibi, 2017). Through the past decades, Muscat has been the center of attention to several countries and civilizations due to its strategic location (Benkari, 2017). Its location was of high importance as it rested on such strategic criteria, with a position that controls access to the Strait of Hormuz, its location is one of the few protected harbors between the Gulf and Aden, and its utilized as the last place for ships to take on water and vegetables before venturing into the Indian Ocean (Peterson, 2014).

Many civilizations such as the Persians and Portuguese ruled the country in the past, along with different native tribes after them (von Richtofen, 2012)). This resulted in a diversity of cultural influences on Muscat, in addition to adopting skills native skills such as; trade, commerce and cultural lifestyle from the Persians that colonized the area (Benkari, 2017). Moreover, Omanis managed to establish trade relationships with China, Africa, and India, this was the beginning of Oman's seafaring activities, which only strengthened Muscat's Port city identity (Viswanathan, 2017). Proceeding this new reputation as port city, Muscat gained momentum of being a trading hub for these countries like (i.e. Phoenicia, Sumeria, Rome, Indus Valley, Zanzibar and East Africa, Persia, Portugal) becoming a central gateway for trade between Europe and Asia between the 14th till the early 19th century (Al-Wahaibi, 2017; Peterson, 2014; Viswanathan, 2017).

Muscat served the Portuguese well as a center for trade, essentially transshipment with the Gulf, India, the Red Sea, and Africa, particularly since the Portuguese had established factories (i.e., trading stations) in all these regions. But it also served as a center for political and commercial control.

In this sense, it anticipated the British establishment of ports and control points at Singapore, Hong Kong, Malacca, Penang, and Aden. The difference was that Muscat had existed already as a port whereas most of the others were created from nothing (Peterson, 2014). These main historic events, played a large role in shaping the country's social and physical contexts into what it is today.

Moreover, it is important to point out the layout of the country, Oman is divided into a total of 11 governates and each of these governates are divided into provinces; known in Arabic as "Wilayat". See (Figure 16).

The Regions include the following:

1) The Dakhiliyah Region

2) The Dhahirah Region

3) The Batinah Region

4) The Wusta Region

5) The Sharqiyah Region

The Governates include the following:

6) The Governorate of Dhofar

7) The Governorate of Musandam

8) The Governorate of Muscat

The Ministry of Interior affairs is responsible for overseeing the governorates of Musandam, Buraimi and the regions. Meanwhile, the governors of Musandam and Buraimi, as well as the walis (chief administrators) of the wilayats (one wali per wilayat) oversee local administration and act as a link between the government, its institutions and the public.

The following sections aims to elaborate on the development process in Oman before and after the renaissance period of 1970.

Figure 16. Division of governates & wilayat in Oman

4.1.1. Urban Development Process in Oman (-Before 1970)

As it was previously mentioned, the Sultanate of Oman has been exposed to multiple cultures that left its mark through history, this had an impact on its urban fabric and patterns of expansion (Al-Belushi, 2013; Al-Jabri, 2014). From the early Islamic period - since early 7th century AD. - until what was known as the Renaissance era in the 1970s, which is when his Majesty Sultan Qaboos took ruling of the country, there was no formal planning shaping the settlements, which lead to an organic urban morphology that stand still in several parts and regions in Oman (Benkari, 2017, Peterson, 2008) . Islamic principles influenced the urban growth of Omani cities as in the rest of the middle east (Hakim, 2013). The inhabitants were directly involved in the making of their neighborhood; therefore, towns and villages evolved harmoniously (Benkari, 2017).

Urbanization in Muscat differs from the development of cities like Dubai or Doha which have now become synonymous for the modernization of the Arab Gulf. Unlike the Emirati city-states run by single families, Oman is characterized by a fragmented tribal culture (von Richthofen, 2013). Each tribe was concentered in specific territories, these territories were lead and controlled by Imams and Sheiks, resulting in a form of governance that was knowns as "territorialization" (Al-Gharibi, 2014). The latter had a large impact of how things operated, and how decisions were made, this also extended to how decisions were made regarding the urban expansion of the country. As mentioned by Al-Gharibi (2014), the process of decision making was made following a single to multiple meetings that involved the leaders of the tribes 'Sheiks and Imams' and

the tribes elders. This was reduced to local laws and regulations being implemented after it was first brought to the attention of the tribal leaders (ibid). In addition, these regulations were based on the Islamic principles.

Subsequently, due to the lack of any formal judicial and legal institutions in the country, all issues regarding the betterment of the society in all forms were mainly solved through the process of involving the tribe leaders and elderly in order to come up with the a sound decision. However, each tribe leader had the ability to control and made decisions that belongs to his tribe/territory, and its been noted that these tribes population did not exceed 2,000 individuals, which made it easy for the Sheiks and Imams to rule their territories fairly, and with clear competence (Al-Gharibi, 2014).

As the country slowly started to expand, with accruing a new wealth as a result of the emergence of a new resource (oil) leading the country and other GCC countries to a new era of development (Peterson, 2014). The formally used Islamic principles in planning slowly become insufficient as new developments started to arise in Oman.

Accordingly, International principles in urban planning and development were adapted in most GCC countries after the boom of oil. These principles had a large impact on the way the county developed, influencing not only the design of the built environment from architecture, to infrastructure and city planning. But these western influences had a large effect on the planning system and governance of these member states. The right and power of decision making gradually started to shift from; local communities and tribe representatives, to being expressed and delivered by respected ministries and government institutions that were assigned for the specified area (Benkari, 2017).

The latter will be elaborated further in the next section (4.1.2. Urban Development processes in Oman after 1970).

4.1.2. Urban Development process in Oman (- After 1970)

Urbanization in Oman started took off after His Majesty Sultan Qaboos took ruling in July 23rd 1970; when the urban expansion and modernization of the country began to multiply since then (Al-Belushi, 2013). With huge globalization efforts that were led by Sultan Qaboos, Muscat became exposed to the global market (Al-Wahaibi & Lee, 2017). With a new ruler came a new vision; the Sultan had a vison to unite the nation under one centralized government, and with that began a massive program to develop the country from the ground up, which led to changes driving the movement of the Renaissance, impacting and shaping the country's development (Al-Wahaibi, 2017).

As the shift to a centralized government came into play, changes were made to the previously mentioned tribal system, the power of the Sheiks and Imams was taken over by the new central government system (Benkari, 2017). The governments gained a larger role as the Sheiks lost their ruling power since his Majesty Sultan Qaboos took power (Al-Gharibi, 2014). With the new wealth resulting from the oil boom and a newly expanded role of the government in combination to one another enhance Muscat's unprecedented role as the true capital of Oman and as the economic and political nucleus of the country (Peterson, 2014). The result, was that Muscat's urban area exploded in size to accommodate the steady influx of population, both indigenous and expatriate, to create a sizeable metropolis (ibid).

As mentioned by von Richthofen & Langer (2013), the development that was concentrated in the capital area of Muscat, resulted in the expansion of the metropolitan region 6 times of its original size. In addition, the Renaissance has direct social and economic implications on the country that clearly manifested in Muscat urban transformation to be the new global gateway of the country (Al-Wahaibi, 2016).

Along with the latter transformation and changes due to a new ruler, the oil boom had an impact on the development of the country as well. Benkari (2017) extensively discusses the topic in her paper, stating that during that time, American and British oil companies had a keen attraction to the Gulf where they wanted to exploit this new found wealth. Consequently, they started sending workers and building new towns to have an easier access to these sites, this was how the western-style of settlements and city making came to exist in the GCC region. As a result this had an effect on how and why these GCC countries including Oman adopted the western planning principles to their developing cities (Elsheshtawy, 2004).

Therefore, the urban planning processes during the rise of the Gulf Cooperation Council (GCC) in the past decades, have been heavily centered on the western planning system, as "western" was considered synonyms to modernization during the 1960-1970s. In addition, these processes were completely devoid and lacked any consideration towards the unplanned urban evolution, social and contextual complexity of the existing city (Furlan & Faggion, 2017; Boussaa, 2017).

These adopted principles in planning were a starting point to new method of decision making especially in Oman. In contrast to the previous tribal system, new policies and regulations, and major schemes gain their approvals are declared through the form of a Royal Decree, along with the involvement of other municipal agencies (Al-Gharibi, 2014). In addition, according to the Ministry of Housing in Oman (1999) the concertation of power and wealth distribution in the country are highly focused at government level. This means that the major decision making processes, involving the country's development and vision revolve around, and include the different public institutions (Al-Jabri, 2014; Al-Shueili, 2015).

Furthermore, when the Sultan Qaboos began this notion of the transformation plan after the Renaissance era, where plans of developing a modernization program came to light; as a way to get 'caught-up' with the rest of the developed world, a five-year plan was suggested as a strategy for development method (Al-Wahaibi, 2016). However, policies and planning systems after several attempts at launching development projects after the 1970s were found to be lacking, and the existing robust planning systems are majorly hampered by weak implementation methods that often derail future developments (Al-Jabri, 2014; Al-Shueili, 2015; Benkari, 2017).

Although, these authorities have always had solid planning strategies, and there are existing formal planning regulations and procedures which were presented in the 1970s, there has always been a distinct lack in coordination and collaboration among the institutions in Oman (Benkari, 2017). Also, the lack of implementation methods, led to the negligence of these policies and planning systems. It is apparent that with the constant growth in development and Oman's future plans of diversifying the economy, the process of planning and decision making is growing rapidly, and highly based on the urgency on delivering the project at hand. This process is triggered by the nature of the project, as opposed to following an ideological process, taking into account all possible opportunities and presented in a logical guideline.

In the next (Section 4.2.) aim to explain the Planning system on both a National and Local Level, focusing on the public sectors that play a major role in this process.

4.2. Planning System in Oman: Division of Public Authorities

Middle eastern countries, alongside Oman are known to share similar planning systems and urban design characteristic, that is due to the fact that they belong under the Gulf Cooperative council (GCC) (Al-Jabri, 2013, Elsheshtawy, 2004). The council was made to cooperate together regarding issues of development in the region, planning and urban design issue, and finding solutions to improve their development quality (The cooperation council, 2009). These countries are known to have experienced their growth and urban expansion during the same period in the early 1990s, after the boom of their main wealth resource at the time, oil.

However, it is important to point out that the Middle East (particularly the Gulf countries), might have created cities that were better designed if they had gained sufficient use of their resources and established an effective planning system (Elsheshtawy 2004).

Furthermore, Muscat has adopted a mode of development that differs from other GCC countries. It conserves its traditional and local identity within its urban design, with a concern for stable and sustainable growth (Elsheshtawy, 2008). When it comes to building sustainable developments, safeguarding and preserving these traditions into future developments, and improving the quality of the current situation these intentions were not presented in the shape of policies that could be implemented or enforced, but they were mere suggestions of how their development processes should be (Al-Jabri, 2013).

Consequently, the existing planning system in Oman is complex, where it currently involves a number of public authorities, which lack a clear structure, but they are classified into national and local level planning based on their respective scope and responsibilities (Al-Jabri, 2013, Al-Shueili, 2014). Due to the lack of cooperation between planning bodies, however, there is no clear relationship between them (Supreme Council of Planning, 2009).

In order to gain insight into the main authorities involved in the planning system that currently possess an influencing role in the approval processes of future development plans, which will be discussed below.

4.2.1. National level

The Ministry of Housing (MOH)

The main public authority in Muscat responsible for land allocation is MOH (Ministry of Housing), as it handles matters of allocation of land, and managing everything from landownership to drawing up masterplans and land use plans (Ministry of Housing, 2012). The MOH is also quite actively involved in allocating lands for various administrative bodies of states, educational institutions, public organizations and other legally authorized people involved in performing its functions.

Previously the MOH was responsible for preparing the strategic plans, now that scope has been transferred to the Supreme Council of Planning (SCP). But even when there was a strategic plan in place, there were no strategies available to regulate the implementation of the provision of spatial planning.

Due to the rapid growth in Oman, the main priority in city planning was given towards providing the citizens with residential plots, which is why there is an extreme shortage of land in most cities around and outside the capital (Al-Jabri, 2013).

The Supreme Council for Planning (SCP)

Acknowledging the number of government authorities involved in the process of planning and development, not disregarding their different responsibilities, in recognition of the difficulties experienced in the past by these various agencies in preparing plans for development in the Sultanate, the SCP was set up under Royal Decree 27/85, to establish a general policy for town planning (Al-Gharibi, 2014).

The SCP plans were created at the time in 1985 by as a branch in the Ministry of Housing in an ad hoc manner to meet short-term requirements. It later on branched out into an independent body in 2007, it became evident then that there is a considerable need for both long-term and national level planning (Hartley 2007).

According to Al-Wahaibi (2016), the power and authority of the SCP is set out in Royal Decree No. 30 of 2012, gaining more power as a public authority regarding city planning on both national and local levels. Also, extending its role from city planning; to the economic planning of the country after the cancellation of the Ministry of National Economy. The mentioned mandate states that the SCP is responsible for (SCP. 2016):

1. Setting future concepts, general tendencies and the policies and mechanisms required to achieve sustainable development.

2. Setting the national urban strategy and approval of the general policy for urban planning in view of the approved development plans and in accordance with the economic, social and environmental considerations.

3. Setting standards and criteria to determine the priorities of the developmental plans and methods of developmental planning in such a manner to guarantee the balance between the economic and social aspects of development.

4. Approval of the annual developmental budget.

5. Approval of the five-year developmental plans and their financial allocations.

The SCP in theory should have high regulatory power among the other authorities, where it controls all type of development and supervises all responsible organizations in the country that are involved in any form of social and economic projects(Al-Shueili, 2014)). However, its position as a public institution is still weak as there are still no regulations or policies in place regarding planning, and there is no strategic plan to follow yet while the ONSS is still in the making.

4.2.2. Local level: Urban design in Muscat

Muscat Municipality

Muscat Municipality is considered as a service provider, responsible for roads, water supply, drainage, landscape, market areas, public amenities and services, in accordance with the Ministries of Housing master plan. It provides design codes and gives building permission in accordance with the plan (Royal Decree 8/92, Chapter 5, Article 10 1992). In Addition, the Municipality also has the power to create their own masterplans for the city and planning public spaces. Before instigating any development, the client or the developer must obtain approval from the Building Permits Directory within the Muscat Municipality.

Furthermore, the municipality has been making great efforts to emphasize local urban identity, attempting to control the conflict between modernity and local identity by providing a design code. The code was prepared in the mid-1970s by Muscat Municipality Building Regulations and later revised in the 1990s (Hartley, 2007). It provides a strict design code to regulate the facades of the built environment in Muscat to conform with local architectural elements (Peterson, 2007). However, this has proved to be a restriction, as the rigid code is limiting the architectural features to both arches and domes.

It has been claimed that the built environment in Muscat does not represent modernity, due to the design code being out of date, and does not include current concerns (Al-Jabri, 2013). The design code requires updating, in order to reflect current global concerns (in particular environmental issues and current social and economic requirements) in order to provide a built environment that suits the community and will eventually create an identity for the city.

This indicates that the municipality currently, hold the provision power in Muscat, given the fact that currently the municipality is responsible for the provision of masterplans, road plans and zoning plans. These plans are the responsibility of other ministries; namely the ministry of transport and the SCP.

The latter is. Subsequently, this is where the clash of power in Muscat occurs, mainly due to the SCP not having the needed support to hold on to its role, due to the lack of regulatory power, Muscat municipality took the place of the SCP in being the provisional body making it independent of other governmental bodies.

Local committees

Committees in Oman are only formed based on appointment regarding national projects. In order to enhance participation, those committee members would need to be elected by the local population in order to represent them. Furthermore, nothing is clear in the regulations regarding rights for individuals to be involved in planning from an early stage, before preparing the plan, and subsequently to participate in the development of their built environment. In reality, there is no regulation for community involvement of any kind currently in existence (Al-Jabri, 2013).

4.3. National Policy Development Sequence

Due to the rapid urbanization that Oman is experiencing, good coordinated Urban Planning is becoming an ever more essential tool for providing direction and avoiding the risks associated with uncontrolled demographic urban growth and distribution. A big effort to cover this necessity, is the development of a national Spatial planning framework.

The Oman National Spatial Strategy (ONSS), currently under preparation by the SCP, based on goals set by the SCP in alignment with Oman Vision 2040, which are both currently under development. The ONSS forms a core aspect of the establishment of general urban policies for the sustainable future development at a national and regional policy level by the SCP.

The developer of the PSQ; Omran, illustrated an ideal model of these policies, which are fed into and informed by the detailed regional structure plans at wilayat level by the Ministry of Regional Municipalities and Water Resources (MRMWR) and then at the structure plan level by Ministry of housing, Ministry of transport (MOTC), Public Authority for Electricity & Water (PAEW) and Telecommunication Regulatory Authority. This is followed by local plans or masterplans by the same authorities as above together with all municipalities and developers.

All authorities at the structure and local plan levels of the urban policy hierarchy are responsible for the implementation, monitoring and updating of the plans. Once the ONSS will be prepared as planned in 2019 it will be reviewed and approved by the council of Ministries before it received approval from HM Sultan
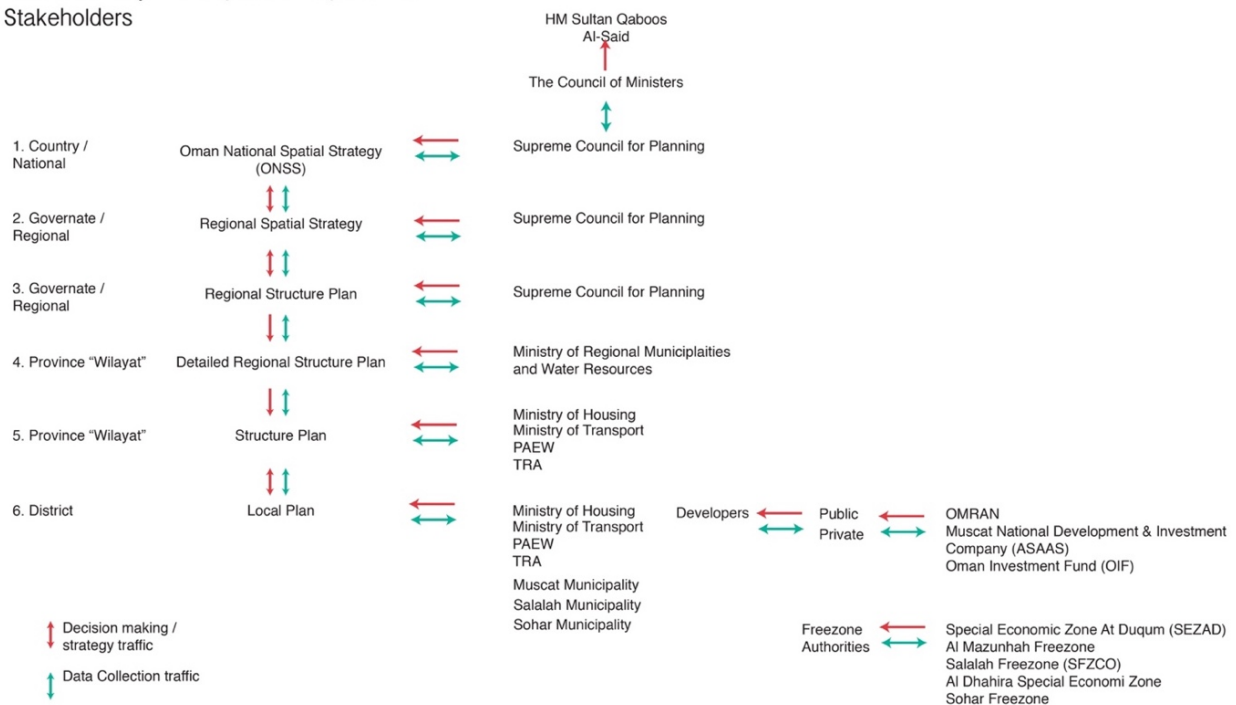
Qaboos and issued as a Royal Decree.

Figure 17. National Policy Development Sequence and stakeholders [Source: Omran, 2018].

This illustration as mentioned was done by the developer Omran, however the current structure is not as complex or sophisticated as the latter. The current structure is a horizontal method of communicating, where the council of Ministers must revise and approve the general policies, as well as supervise the execution and realization at a later stage, this has to be done before the proposal of new projects goes to HM (Sultan Qaboos)'s approval. Simultaneously, the municipalities are in charge of the land development systems, managing the issuance of building permits and supervising the construction processes.

4.4. Policies and governance structure in Muscat

4.2.1. Oman National Spatial Strategy (ONSS)

With a constantly changing global environment, that cause developments and employment patterns to keep on changing along with it, and rapid urbanization of the country, the government in Oman seeks to reassess its future and the way it progresses in response to changing global trends. According to the SCP (2018); significant amount of debate and research is put into developing a knowledge base in response to the current problem.

The Supreme Council of Planning is developing a document as a step in support of the decision making process, involving strategies that would work on guiding future development in accordance to the government and residents of Oman. The Oman National Spatial Strategy (ONSS) as mentioned by the SCP (2018): " the ONSS is about the preparation of a strategy that deals with spatial development and its distribution across the country. To achieve this in a way beneficial to the country and its people, the ONSS seeks to develop a 20-year planning framework that is geared to delivering a better balance between social, economic, environmental and physical development as well as population growth across the country's different regions whilst simultaneously ensuring proposals are future-proofed against climate change".

However, the Government intends to prepare a spatial strategy that is:

• *National* – providing a national framework to guide development policies, programs and investment;

• *Spatial* – it will be concerned with the location of people, their work and other activities and with how

different places relate to each other; and

• *Strategic* – it offers a broad, long-term, comprehensive twenty-year view for achieving more balanced and cohesive patterns of development.

This spatial strategy will also determine the most appropriate roles for each 11 Governorates, so each can develop based on their inherent strengths, whilst also contributing to the growth of the nation.

The main objectives of the ONSS are to (SCP, 2018):

1. Provide a solid framework for land use strategy that will ensure a sustainable socio- economic development at the National and Regional levels and to propose specific policies conductive to the

implementation of the proposed strategy in the light of the broad goals of the *national long term development strategy- Oman Vision (2040)*.

2. Define the way to improve the planning system and to bring together in the planning process, and to structure and feed their debate on the environmental, social, economic and other issues of strategies decisions.

3. Improve the planning process and the quality of information used in the process.

4. Should be formulated in accordance with principles of sustainable spatial development.

As mentioned by Al-Shuaili (2015) in his research, there are certain elements that the SCP are taking into consideration while developing an effective strategy:

1. The planning process from preparation to implementation will be identified as responsibilities and functions.
2. The ONSS will guarantee the implementation of the data management system and exchange of information between the agencies.
3. The plan for preparing ONSS relies on a bottom-top approach: it will study the regions and the governorates; and will go down to a certain level in the regions that will be agreed upon in the first phase.
4. The output of this strategy should come with very strong land use, regulation and it should be approved by the cabinet.
5. The strategy should deal with something called *fixed land use* and this is a big challenge. Expansion has a strategy and it has phases and it will be known for which period the expansion will be either vertical or horizontal.

To aid the achievement of the Vision, the SCP (2019) determined seven Strategic Goals that have been formulated as the basis for spatial development in Oman:

1. Livable, resilient cities and communities; maintaining the Omani identity – *"To create cohesive, mixed-use fully-serviced communities within future-proofed urban and regional settlements that respect the desire to maintain Oman's identity"*.

2. Economic Growth and Diversification – *"To promote complementary regional development, building on the strengths of each region, whilst promoting the introduction of high-value added sectors and the greater involvement of the private sector."*

3. Sustainable use of resources – *"To ensure the efficient consumption and better use of the country's natural resources; promoting energy transition and the use of renewable forms of energy and introducing efficient water and waste management techniques"*.

4. Protection and enhancement of the environment – *"To ensure that areas of natural and cultural sensitivity and areas of marine sensitivity are proactively protected and enhanced; and that future development is integrated into and respectful of Oman's natural environment and cultural heritage"*.

5. Climate change action – *" To anticipate the potential impacts of climate change and include adaptation and mitigation measures where necessary within new developments, whilst ensuring future flexibility and the ability to respond to climate change".*

6. Food Security and water resources – *" To promote food security/ self-sufficiency within Oman, ensuring appropriate integration of agricultural and water resource management, whilst seeking to protect land suitable for agricultural development and coastal waters suitable for fisheries".*

7. Sustainable Transport and infrastructure – *"To promote concepts of sustainable transport, including the escalation of public transport systems within and between urban centers and the promotion of alternative means of mobility including walking and cycling".*

4. 4 .3 . Oman Vision 2040

A long-term plan at national level to achieve a comprehensive and sustainable development is being drawn, named as "Oman Vision 2040". The Oman Vision 2040 is considered as an opportunity for the Sultanate to bridge the challenges, and keep up with the global changes in future decades, by capturing the opportunities to foster economic competitiveness and social well-being, stimulating growth, and building confidence in all economic, social and developmental relations in the Sultanate (Oman Vision 2040, 2018). The responsibility to realize the strategic directions and goals of Oman 2040 is not limited to the government. It extends to include the citizens, the private sector and the civil society institutions (ibid).

Alignment of ONSS with Vision 2040

As the Vision 2040 is an important step towards the development of Oman and a way for solving the current issue regarding development, it is important to align the Vision with the ONSS. As the Vision takes into consideration the different societal and spatial challenges, the role of the ONSS is to contribute to and help achieve this vision through the alignment of their goals and strategies (SCP, 2019).

Figure 18. illustrates the relationship between the Vision 2040 Key Issues/ Strategic Directions and the ONSS Strategic Goals, Alternative Strategy Components and the Core Themes.
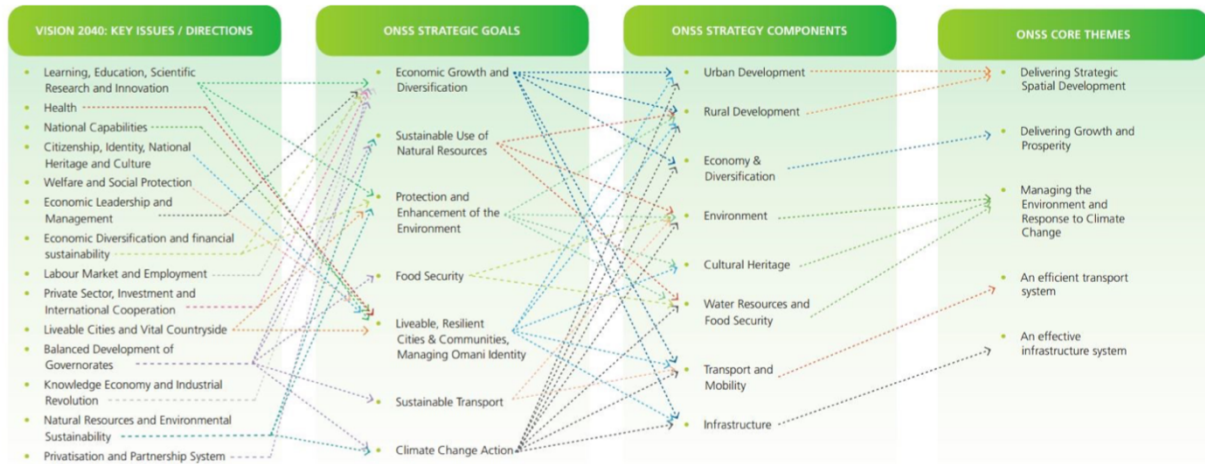
Figure 18. Alignment of Vision 2040 & ONSS Strategy Goals [Source: SCP, 2018].

4.5. ONSS approach with Cultural heritage

Spatial planning for the preservation of sensitive environmental areas

A proposal for Special Planning Zones have been introduced, based on an analysis of Oman's natural and cultural heritage/ environmental assets and provide an essential framework for protecting areas of high environmental value from inappropriate development (SCP, 2019). These SPZ's are used as a first line of environmental defense in the Sultanate, through identifying the most resource rich and sensitive areas (ibid). These areas will then be considered by the ONSS, and by subsequent planning exercises in a way that ensures that the locations of new settlements, settlement expansions, infrastructure, industries, mining, tourism and other economic activities and land uses do not compromise these environmental resources. The SPZs provide a framework for the identification, planning, enhancement, sustainable development and pro-active management of specific sites and larger areas of particular importance for their "environmental" assets, including biodiversity, geology, archaeology and built heritage, and coastal and marine resources. Thus, the SPZs can play not only a "protective" role with respect to the environment but also a "positive development" role that contributes to Oman's economy by promoting effective use of its natural and cultural attractions. – (SCP, 2019)

4.5.1.Cultural Heritage Management in the Framework of Special Planning Zones (SPZs)

Under the preferred Strategy, Oman's cultural heritage constitutes a major asset for social and economic development. To be valorized, invigorated and appreciated, cultural heritage needs to be actively protected from the envisaged – and potentially negative – impacts of the projected development across all regions (SCP, 2019).

The framework for protection and conservation of both natural and cultural resources is in the form of Special Planning Zones (SPZs) comprising continuous expanses of land in resource rich and sensitive areas. The proposed large, combined SPZ's also cover areas that contain Oman's richest heritage resources, such as clusters of archaeological sites; built heritage such as traditional settlements with *harat*, fortifications, old mosques and markets; agricultural land with aflaj and associated installations; and landscapes zones (ibid).

The association of protected historical and cultural districts to nature, wilderness and scenic reserves, as and where appropriate, is expected to create synergy effects and increase local employment opportunities, visitor numbers, and length of stay as well as pride in the Sultanate at both a Governorate and a National level. The SPZ's protected natural and cultural resources shall guide ONSS's about location and nature of developments in the respective areas. (SCP 2018)

4.5.2. Integrated Approaches to Heritage Management

For the development of the ONSS it is furthermore recommended to focus – wherever the opportunity arises – on integrated synergistic approaches to heritage management that combine the natural and the cultural heritage components and create stronger assets. Combined cultural and natural heritage parks follow such an integrated approach at conservation and valorization of heritage that contextualizes heritage assets in their spatial/ geographic and cultural environment and captures the processes of human interaction with the environment (SCP, 2019).

Similarly, many scenic Omani wadis (water beds) in northern and southern Oman combine a range of scenic, geological and wildlife and cultural assets and would also present good candidates for integrated heritage management approaches. Other examples of integrated landscapes are presented by Oman's oasis settlements with their historic residential cores, gardens and terraces, traditional public facilities, and networks of paths, falaj irrigation channels and related installations. Particularly examples are located in and around the Western and Eastern Hajar mountains. Preservation strategies need to treat these sites as integrated systems, where the old residential cores – the *Harat* – are integrated into ongoing and future development processes and where they are given new and viable roles and functions, be it in form of adaptive reuse for communal facilities or for ecotourism and second home development. (SCP 2018)

Port City – Muttrah
(Local Community)

6.1. Port City Development (Muttrah)

Old Historical areas are known to possess value for the city, especially in terms of their tourism potential and cultural merit (Al-Kamali et al, 2017).The old city of Muttrah is considered as the core area of Muscat, it is one of Oman's most significant heritage areas due to its great historical background (ibid). It was once the trade center of Muscat, however, after its expansion in 1970 it transformed into an "off center".

Historically, it is considered as the most important area in the capital due to its geographical position as the entry gate to the city, which was sought after by many civilization in the past as it was mentioned in previous sections. Furthermore, this part of the city is considered to be the densest part of the current metropolitan territory of Muscat because of its dense urban fabric with narrow roads and low-rise buildings (Figure 19) (Al-Whaiabi, 2016; von Richthofon, 2015). Today, the area of Muttrah holds a total population of over 155000, despite the large number of occupants/visitors it has been able to maintain its status as the people's old town (Klozoris, 2017). The residents of the area amass a diverse number of ethnicities and cultural backgrounds, due to the city's function as a center of trade. Throughout history, Muttrah generally has been considered only in passing as a suburb of Muscat. It has been almost totally neglected in descriptions of the town, considering its historical role, and the significance of its built structures (Peterson, 2009). The historic urban pattern of the city demonstrate, that the structures around the souk do not necessarily represent the archetypical old Arab towns, it is a mixture of influences that have led to

Muttrah in
XVI century

Muttrah in
XVII century

Muttrah in 1778   Muttrah in 1960   Current Day Muttrah
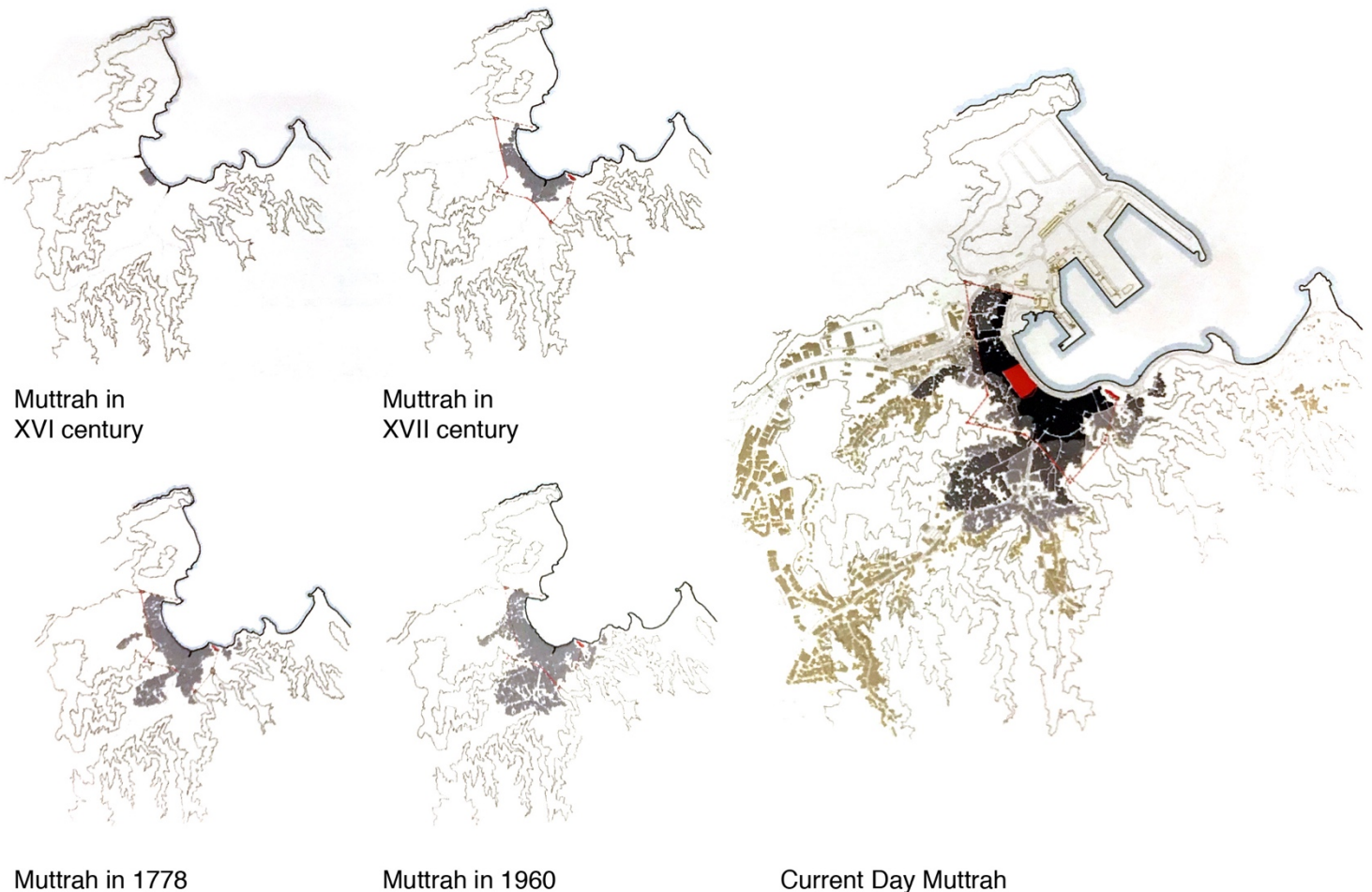
Figure 19. Transformation of the Port City and Area [Source: Omran, 2018].

Muttrah's appearance (Klozoris, 2017). These ever changing influences and cultures are what the city has grown upon and this is what makes it so unique.

6.1.1. Neighborhoods and Urban Patterns of Port City

The different settlements and districts that still reside in the area of Muttrah are a testament to the existing footprint of its historic and cultural development (Figure 20.). The settlements in the area date back to 500 years, forming a highly dense, and intimately narrow spaces between buildings, causing a strong relationship between the built and open spaces, while the buildings remain the range of traditional types (Figure 19) (Omran, 2018). Most of its districts, act as mono-functional areas in need of the others to perform urban activities (dwelling, work, shopping, recreation…), they cannot avoid relying on other districts basic functions (ibid). Muttrah is profoundly different, due to its urban pattern rejecting the car-based nature which is essential for the rest of the city. It has the potential of strengthening its own identity by pushing forward its self-sustainable nature. The city's most striking elements apart from the souk and the port are the Lawatiya settlement with its impressive mosque on the Corniche (Figure 21), the Muttrah Fort, which is built by the Portages after 1578 and the countless watchtowers always appearing in the background (Figure 20). The fish market in the north, and the museum bait al baranda are two further points of interest (Klozoris, 2017). Muttrah has more to offer than punctual attractions. Certainly Muttrah does not consist of an accumulation of monuments as other parts of the city do, yet looking at the urban fabric of Muttrah it is clear to see that this is the only part of Muscat featuring a historic urban pattern in use.
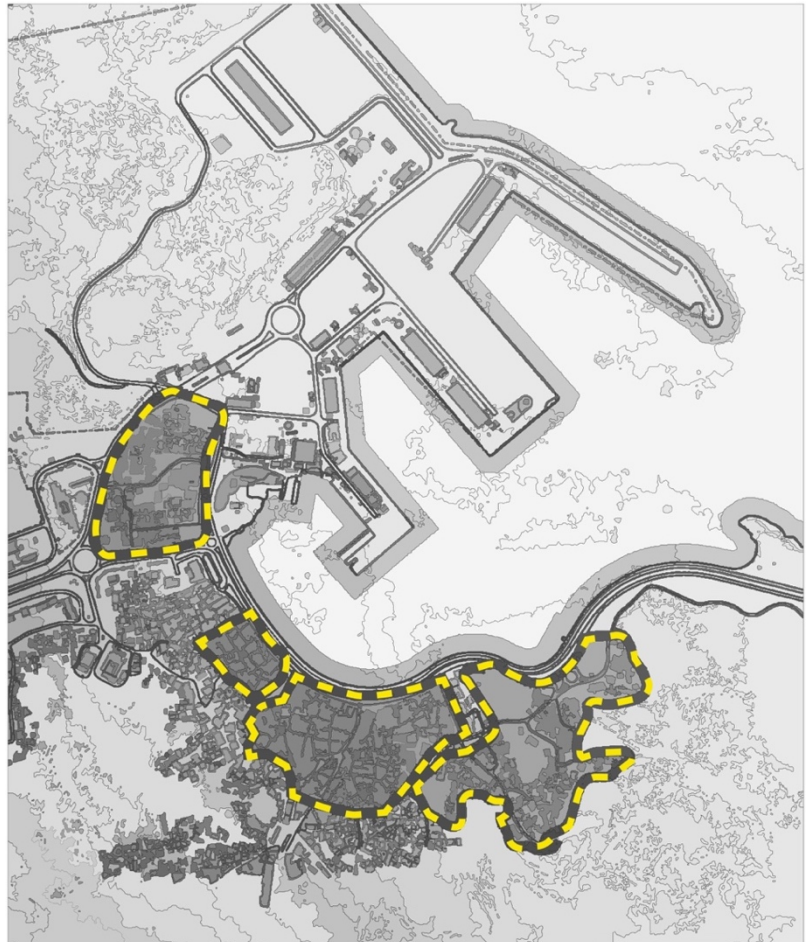
Figure 20. Existing pattern of Muttrah
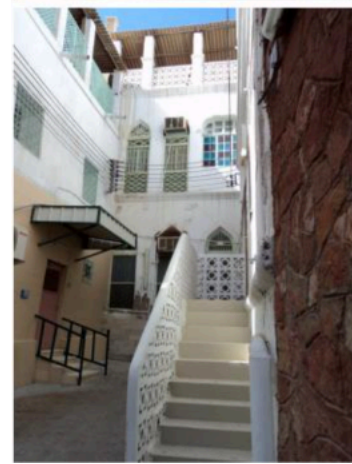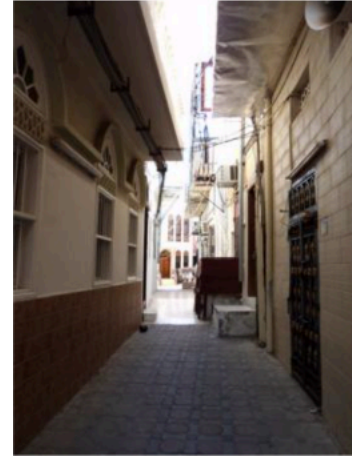
Figure 23. Building Typologies around Sur Lawatiya

Figure 21. Fort Muttrah Overlooking PSQ

Figure 22. Corniche of Muttrah

Furthermore, within the city surrounding the port, and the port area there are a few traditional settlements that still exist, however, the use of space is generally organized according to car circulation and parking, resulting in wasted and empty areas. Based on case studies of the city of Muttrah done by port development company Omran (2018), the immediate neighborhoods were analysed as an attempt to illustrate the relationship between the built, the gaps, and the inhabitants/users. The relationship between the building and the public spaces, between the street and the urban blocks are totally different from the traditional settlements, the main settlements that still reside in the area of Muttrah are Sur Al-Lawatiya, Harrat Al-Shamal, and Mutierah (Figure 24 25, 26.) show the urban fabric of the three settlements.

Through site visits and study of the maps provided by the development company, an understanding of the different typologies that reflect the historical development of Muttrah, and the street patterns and relations to the existing buildings can be seen.
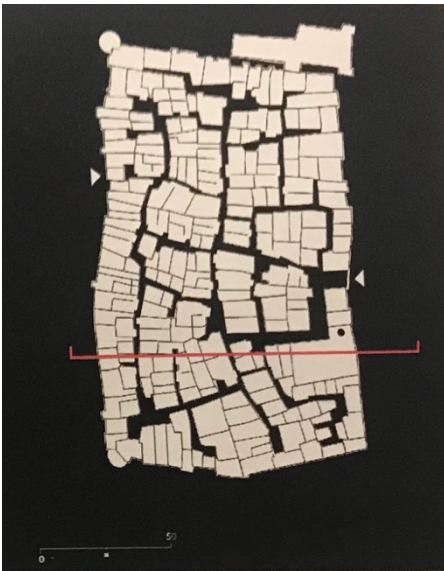
Figure 27. Sur Lawatiya [Source: Omran, 2018].
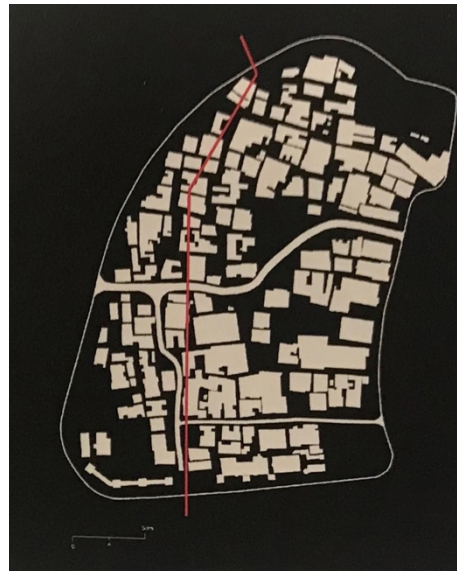
Figure 27. Harat Al-Shamal [Source: Omran, 2018].
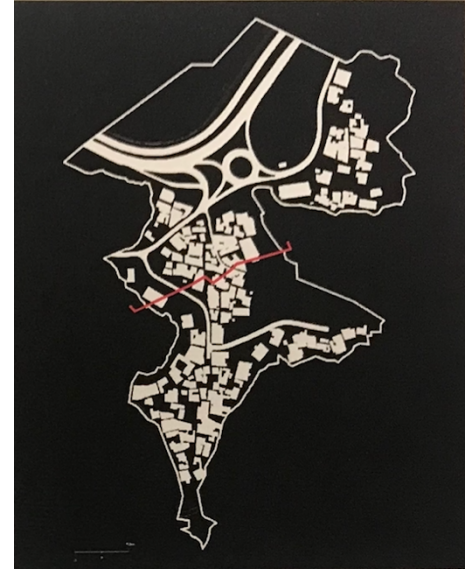
Figure 27. Muteirah [Source: Omran, 2018].

Sur Al-Lawatiya

is the oldest neighborhood with a dense and layered fabric, with a tight knit community sense that has a definitive defense edge surrounding the neighborhood, Also, it form the iconic image that has given the area of Muttrah waterfront its strong Identity through the ages.

Harat Al-Shamal

this neighborhood lies adjacent to the project site of PSQ, this area along with the settlement of Mutierah are relatively newer settlements as oppose to Sur Al-Lawatiya with a less dense fabric and both areas are more open, and more accessible.

Mutierah

The neighborhood is located outside the city boundary, where it sits in a different context as opposed to Sur Al-Lawatiya, and Harat Al-Shamal. It is surrounded by mountains with slight level changes along the settlement.

6.1.2. Heritage of Muttrah and Port Area

Souk (old bazaar)

The bazaar is the oldest market place in the city of Muttrah, it is the place where merchants, and traders sold and bought their products. The bazaar area is made of several layers of alleyways, and shops surrounded by different functions and the other settlements. In traditional Arabian fashion, the Souk is filled with stalls that sells local goods, and is considered as a point of commerce in the region. Mattrah Souk became a reference point for the merchants coming from the interior and from the sea. The Souk evolved, merging the town's original market areas resulting in a labyrinth of alleyways that linked the various merchandising areas. Since then the settlement layout and the building's structure are complicated, varied and intriguing.
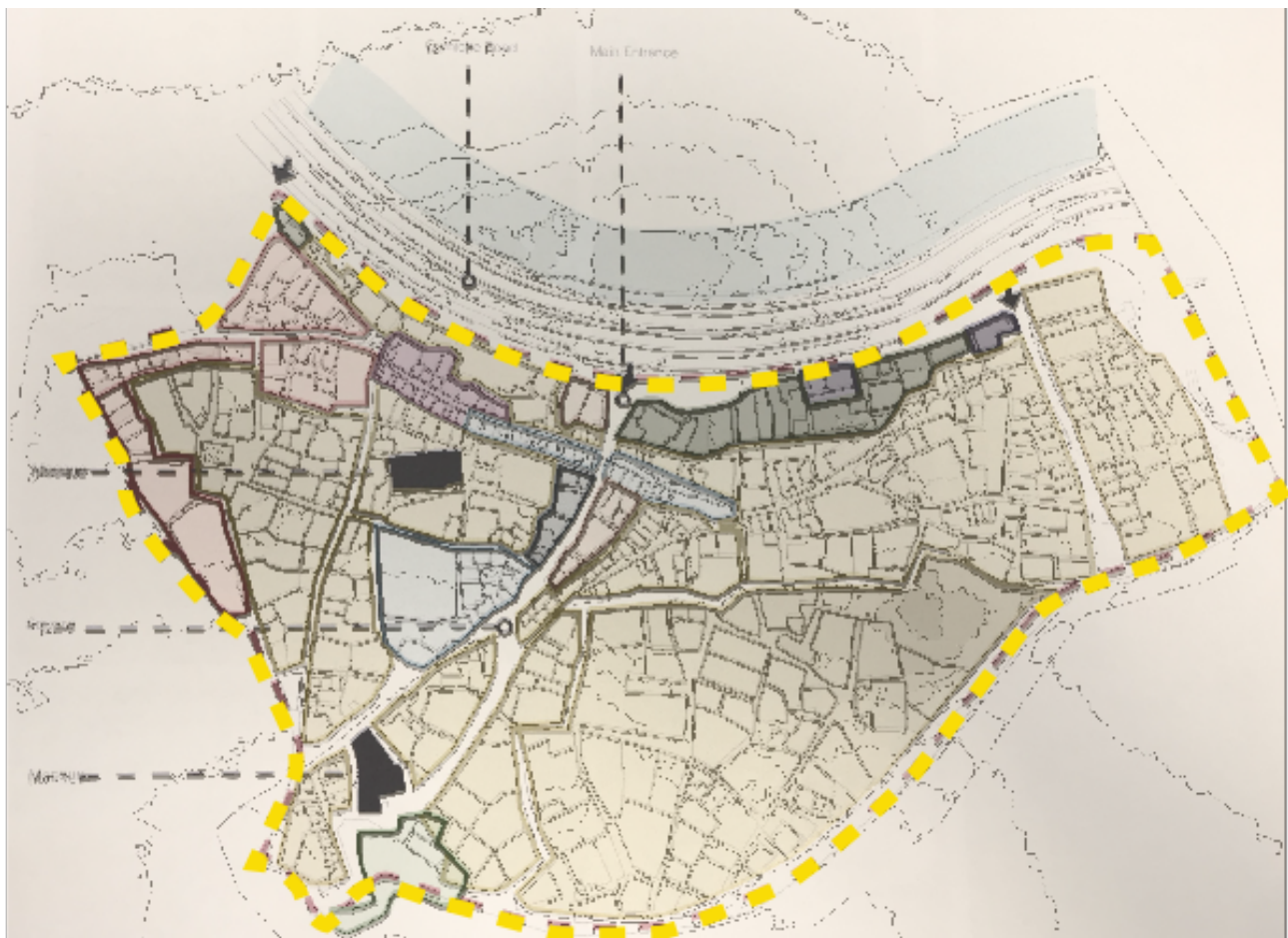
Muttrah Fort

Being one of the oldest forts in Muttrah (Figure 28.), situated on a rocky, narrow hill that overlooks the city and sea. The fort, according to the Ministry of Culture and Heritage, was built in the 1507 as part of a systematic line of defense, safeguarding the fundamental resources of two of the country's most prominent port cities at the time; Muscat & Muttrah. Nowadays, it consists of two main towers and two additional small ones, that connect to is accessed by means of 100 steps. As it houses the finest collection of cannons in the region, the Ministry of Tourism proposed a project for its refurbishment and transformation into artillery museum. Omran will be the developer and operator of the facility. The fort of Muttrah has become a highly visited tourist attraction today, and an important it remains an important monument not only in this city but in other cities around the capital (e.g. Nizwa, Nakhal, Bahla, Buraimi…etc.).

Figure 28. Muttrah Fort [Source: Alshuhi, n.d.)

Sea faring activities

Muttrah plays an important role in the preservation of its maritime heritage. Omani ports and trades were important, dating back from the Persian age until the appearance of Islam. In the Abbasid period until the beginning of the 19th century, Oman was famous for shipbuilding (Figure 29.).

The sea faring activities between the Arabian gulf cities and Oman dates back to 5000 B.C. These historic references are confirmed by the findings of ship ruins made out of fronds in Ras Al-Jinz used for trade with India in 4500 B.C.

Figure 29. Dhow (Omani Ships)

General view of Mathara. Muscat.

A. R. Fernandes.

The Bazaar
Gate of Muscat

Port Area – Port Sultan Qaboos
(Private)

7. Port Area: Port Sultan Qaboos

Port Sultan Qaboos, is the first commercial port in the Sultanate of Oman (Figure 30), which began its activity in 1974 (Peterson, 2004). In 2011, His Majesty Sultan Qaboos bin Said issued directives to transfer the commercial activities of Port Sultan Qaboos to Port Sohar, and convert Port Sultan Qaboos into an integrated tourist port based on his future vision for the area (ibid).

Figure 30. Ariel Image of Port Sultan Qaboos.

Based on HM Sultan Qaboos's vision for the port, followed by an initiation from a state-led development company (Omran), it is currently being re-developed into a tourist waterfront development with mixed use functions that aim to enhance the historical city of Muttrah. According to Omran (n.d.), the development aims to enhance the historical area of Muttrah, whilst providing the public with greater access to the Waterfront by reintegrating the port area with Muttrah and the city of Muscat. It will serve as the gateway to Muttrah, as it is centered around water, and it will redefine the experience of Muscat, and provide investors with a significant opportunity to participate in a unique marketplace offering (ibid).

The PSQ development will be based on the concept of Cape Town Waterfront development (Victoria & Alfred Waterfront) (Figure 31.), this waterfront development is expected to create several job opportunities. In addition, it is meant to be major contributor to the GDP of the country and Omran is marketing this development to private investors as a form of private-public partnership that the government is favoring in the recent years (Al-Wahaibi, 2016).

Figure 31. Cape Town Waterfront development (Victoria & Alfred Waterfront).

The development pursued by Omran is divided in five phases, where all four area (PSQ, Hay Al-Mina, Al-Inshirah – Shutaify Bay) of the Muttrah District is included in the future project of Mina As' Sultan Qaboos Waterfront (MASQW) (Figure 32.). The PSQ development is planned to be complete within the next 3-4 years, while the rest of the waterfront development is planned for 10-15 years. However, this research focuses on the PSQ area, and its integration to the city of Muttrah, as it is considered to be a broader context to the port and the other areas.
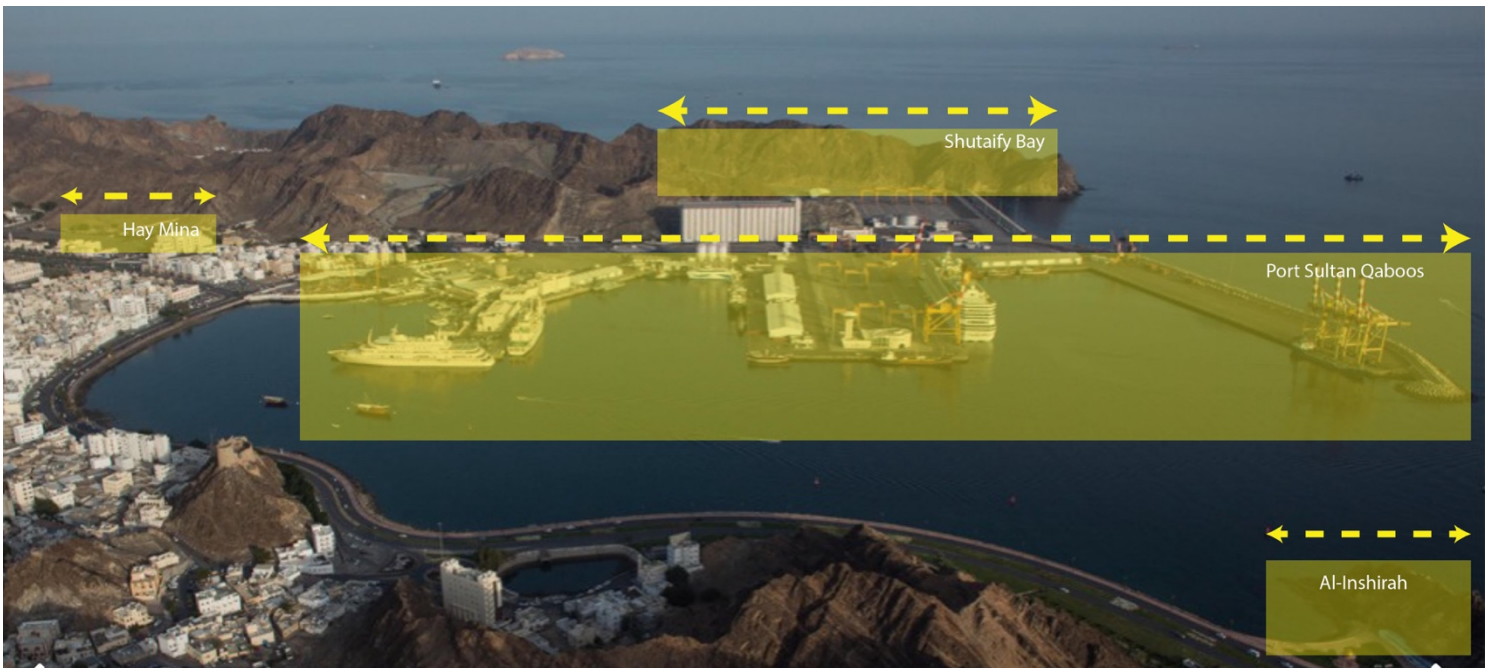
Figure 32. Site Included in the MASQW [Source: Omran, 2018].

7.1.1. PSQ Project Description

The transformation of PSQ into a tourism based mixed use waterfront destination will provide a vibrant, active and high quality public realm to Muscat whilst at the same time integrating with, and enhancing the existing surrounding historical area of Muttrah. In addition, PSQ is the only strategically located project in Oman that currently offers investors the opportunity to partner with the Government of the Sultanate of Oman, and in the process become land developers and realize capital gains from the development. It is also important to note that the PSQ is considered to be the last standing port in the capital area of Muscat, which gives it an even higher importance.

Limited operations continued at PSQ, most notably cruise liners (during the winter months), grain/flour operations, a fast ferry service, fishing fleet Royal Oman Police and Royal navy of Oman. PSQ is also the home berthing location for the Royal Yacht. The Port is currently 85% through its 50yr design life and is characterized by tired infrastructure, vacant buildings and redundant commercial port related structures (such as cranes and silos). Omran (2018) stated that PSQ is based in the 200-year-old historical centre of commerce in Muscat and is the most visited tourist destination in Oman. The redevelopment of the port by Omran will build renewed interest and focus to the area, while creating a strong investment proposition for the tourism, real estate and leisure industries."

As tourism is becoming the new spotlight of the government development schemes that emphasize privet-public partnership (PPP). Due to the latter, DAMAC; a development company based in Dubai, was chosen by Omran for its experience in developing high-end projects, with these two developer working together, a joint venture company was set up; Muttrah Tourism Development Company (MTDC). This company acts as a representative company that handle all matter related to this development.

The partnership is in line with OMRAN's role to stimulate tourism and investment growth in Oman by fostering the development of world-class lifestyle destinations that support the country's national tourism strategy and economic diversification plans.

Therefore, PSQ is being redeveloped into a USD1 billion integrated tourist port and lifestyle destination that includes hotels, residences, as well as a dining, retail, leisure and community facilities that is set to make it amongst the top waterfront destinations in the region.

"As part of its commitment to the project, DAMAC will contribute to the local road infrastructure, improving opportunities for local SMEs and Omani nationals, as well as enhancing the economic and social standing of the community as a whole." (Sajwani, n.d.)..

7.1.2. Site Characteristics and urban fabric in relation to the city

The outstanding potential of urban transformation toward urban and architectural quality is created by the condition of singularities, which produces congestions, diversity and liveliness in the area. Muttrah settlement as previously mentioned, generates a relation between the built fabric and public spaces, while the buildings remain within the range of traditional types. The streets within Muttrah are characteristic as spaces that react to the movement of buildings, they are highly dense, as well as diverse, in terms of use, architecture, and scale.

On the other hand, while analysing the characteristic of the port itself, it is highly industrial consisting of the existing silos and containers from past port activities, a cruise terminal, royal yacht berths, and the local fish-market. As for the existing structures, according to Omran (2018) the majority of the existing structure will be removed, the container cranes on the breakwater, the sub-station in Shutaify Bay, the engineering building adjacent the silos, and the grain silors and Royal Yacht buildings will remain within the future plans (Figure 33).
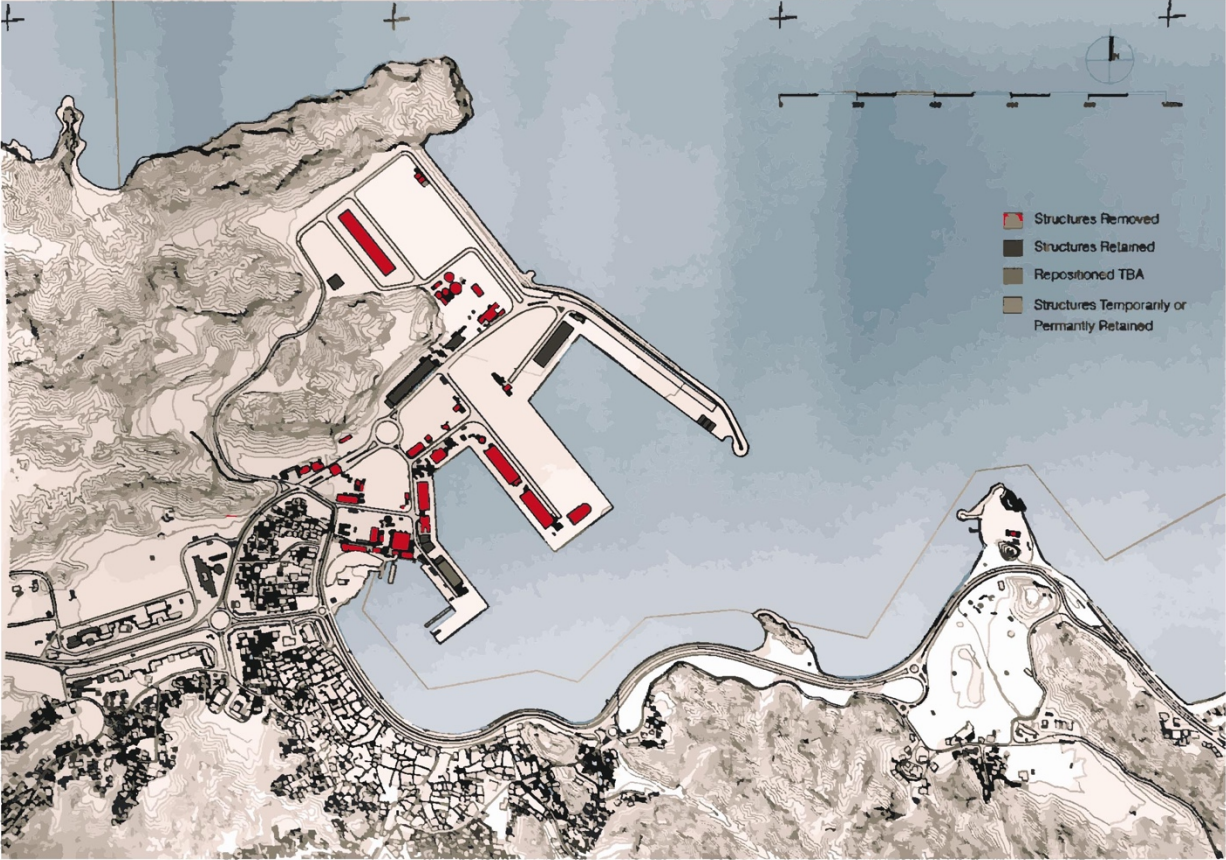
Figure 33. Used & demolished structures according to the plans [Source: Omran, 2018].

7.1.3. Development process of PSQ

The development officially started with the first phase in 2017, as the development is an integrative tourism development, it follows a specific process set by the Ministry of Tourism in Oman known as the development control plan framework. The Development Control Plan Framework (DCPF), 2010, sets out the process and procedures which must be followed in developing an Integrate Tourism Complex (ITC) project, that is, one where residential units can be sold to non-Omani citizens. The DCPF establishes a consistent process for all tourism projects and aims to be flexible in approach, able to respond to creative and innovative plans and designs. (Appendix II) sets out the main procedures to be followed and the submission contents required for each stage of approval.

Large scale developments in Oman are known to have long lifecycles, as the process of communication, collaboration, and approval of documents play a large role. These processes go through an extensive length of approval timelines, involving several actors from both the private and public sectors, which often times lead to delays or cancelations of these development. Therefore, the latter results in a complex process of decision making that is hindered by issues of collaboration, communication and lack of transparency on both ends (Private and public sectors). Figure 34. demonstrates the involved actors in the approval process that play a substantial role in the decision making process from the public sector.
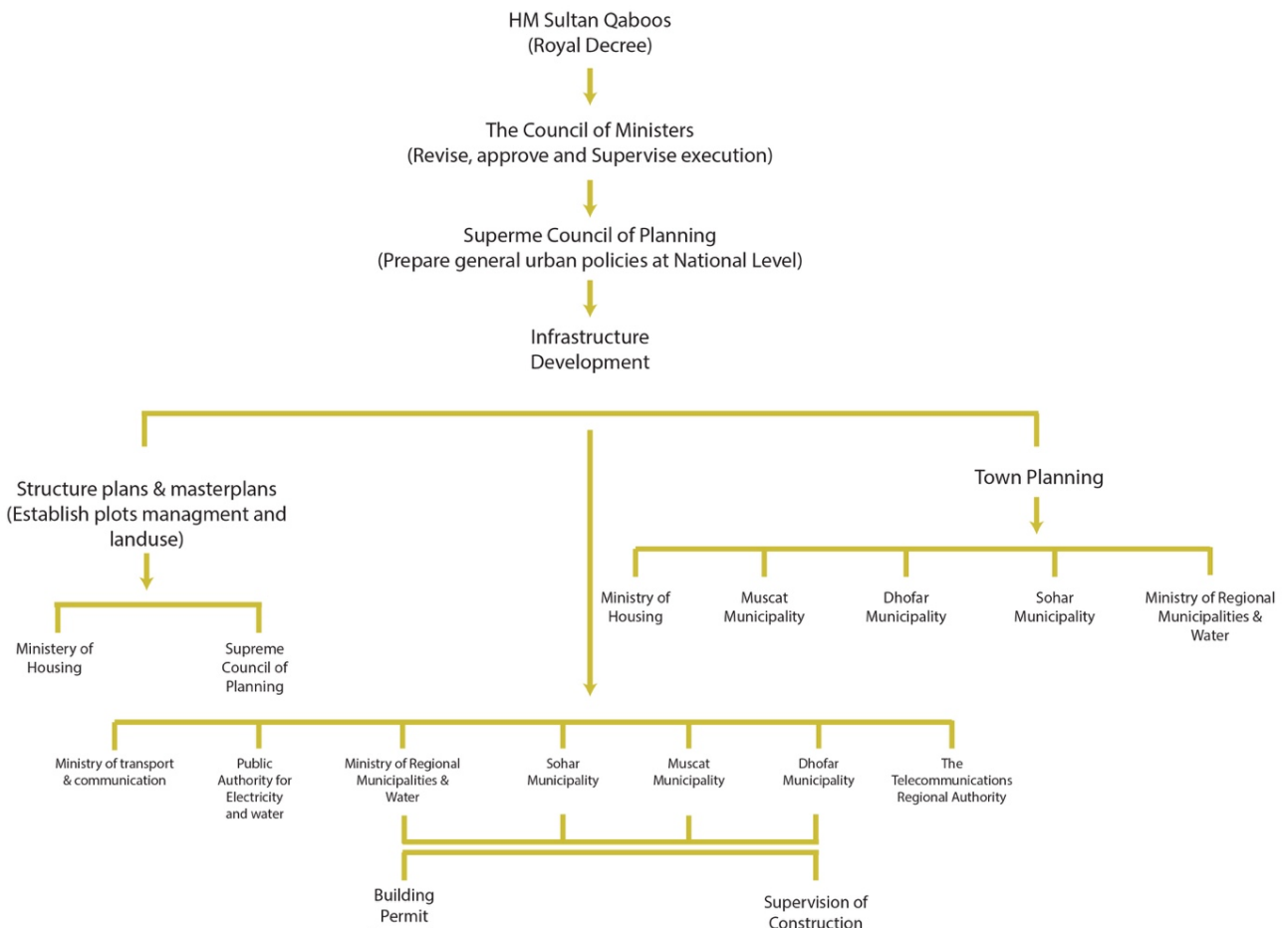
Figure 34. Stakeholders involved in the approval process structure [Source: Omran]

7.1.4. PSQ SWOT analysis

Strengths

- historical center with a strong heritage
- Recognized hub in the Arabian gulf
- Port of historical importance
- flourishing tourist hub
- multi-ethnic inhabitants contribute to the versatility of Muttrah
- strong sense of community in the urban fabric
- very definitive characteristics of architecture heavily contributing to the identity of place

Weaknesses

- lack of comprehensive data of existing port
- lack of functioning infrastructure
- buildability limitation due to site being reclaimed land
- design limitation due to existing operating structures
- deserting of older neighborhoods due to movement of inhabitance away from Muttrah with the exception of senior citizens who occupy the old settlements
- heavy dependency on foreign investment for the development.

Opportunities

- foreign investment to generate global interest in the country
- boost to the commercial opportunities on site and neighborhood
- increase facilities for tourist and cater to wider tourist activities
- Potential contribution to the country's financial development
- potential increase in value of land
- Potential boost to income settlements
- Globalization of PSQ and Muttrah

Threats

- potential of new development to be viewed as alien to established urban fabric
- development going against conservative ideologies
- interface of fisherman and occupants of new high-end development
- potential shift from cultural heritage hub in Muttrah to a global center
- increase in land/housing prices potentially making area unaffordable for low-medium income locals
- translation of context into masterplan of new development to maintain sense of place is a highly sensitive task
- potential break away from the preserved community structure characteristic of Muttrah

Findings & Analysis

Findings

In this chapter, the findings of the case study will be evaluated, using the preliminarily analysis of the case study described in the previous chapter. The process, attempts and limitations of development in Oman will be elaborated. Followed by an elaboration of the SCP's attempt at addressing cultural heritage for future regulatory frameworks will be discussed. As a result, lessons learned from the case and situation in Oman will be explained. In addition, after the aforementioned elaboration of the findings, the values and attributes of the case of PSQ will be elaborated, followed by an outline of their integration and consideration in practice.

The content of this chapter is derived from general information maintained during document studies, and interviews conducted. The research is largely based on both formal and conversational meeting conducted throughout the process, and social media responses were used as a way to capture the local community's opinions of the development of PSQ. The overall list of interview conducted for this research will be outlined in appendices (Appendix III).

It should be noted that the data analysis is acknowledged within this chapter, the values and attributed of the case PSQ and exists in the adjacent city of Muttrah will be analysed according to the theory and what can be observed from the field study. The management tools for the integration of cultural heritage and its application in practice will be addressed based on theory, and compared to what the SCP has mentioned in the ONSS documents as to how they are going to approach the matter of integration and management of cultural heritage will be compared and evaluated.

Some preliminary remarks to the analysis and mainly the comparison of theory and practice have to be made. In the comparison, it should be taken into account that the theoretical framework is based on amount of literature that is reviewed, resulting in the selected values and attributes, and the HUL approach as a tool for managing cultural heritage. That means that the theoretical framework used for comparison is based on a part of the existent literature, and does not provide a complete overview.

All information will be analysed based on what was mentioned in the preliminary analysis and compared against the how it works in the PSQ case, which is also true to how processes work in general in Oman, so results could be generalized as well.

8.1. Planning System & Development process

This chapter follows the analysis of the previously mentioned descriptive preliminary analysis, providing an in-depth evaluation of the aforementioned context of urban development, and planning processes in Oman. This section is answered based on the interviews and fieldwork conducted throughout the process of this research, where the planning and decision making processes are analysed, and how local culture and heritage are addressed in the ONSS police making framework.

Government Structure

Government structures, policies, and governance have been stagnant in Oman ever since the renaissance era in the 1970. As a typical welfare state based on oil money, government led projects have been the artificial driver of urban growth ever since the renaissance period. The country has grown 6 times its size since the oil boom, since then; 70% of investments in the country have been government led projects.

However, currently because of the fluctuation of oil prices and lack of capital; efficiency of public sectors to lead developments does not exist anymore, the government is slowly losing its ability to say and execute their plans. This leads to the government considering options of privatization, where they encourage local developers to take a position in developing the country. There is a necessary shift at the moment, to move from a welfare to a neoliberal state, yet it remains challenging for GCC countries, as there are weak or no policies at all in place. There are currently no specified public authorities that have the ability to regulate urban planning, and growth making it challenging for future developments as of yet.
With the lack of proper regulations in place, it is a risk for private sectors to be given assets to develop, as it they would in several case act upon their own interest and profit.

On the other hand, a way to find a balance in development 5 year vision plans have been made, in aspiration of finding methods for better future development; when it comes to urban planning, tourism and economic development and regeneration of the country. For a long time, these visions were not given much importance, as the country expanded out of necessity. Due to the latter, it impacted the way the country has been developing, where progress in that sense have remained slow, uncoordinated, and in many cases unsuccessful.

Findings suggest, that current rapid urbanization in Oman, good coordinated urban planning is becoming a necessary tool in providing direction and avoiding the risks associated with uncontrolled demographic urban growth and distribution. Subsequently, in this case, according to interviews conducted, the current processes regarding urban development projects are challenging. As both sectors; private and public are not collaborating, and are in constant conflict. As a result, there is tension between the two sectors (Private and Public). Initially, before the research and interviews and document studies, the impression of the decision making process in urban development was that it was mainly a Top-Down approach and because of that governments were trying to enforce their ideas and regulations on private sectors; limiting their scope in these developments. The result, is a tension field between the two sectors (Figure 35.).
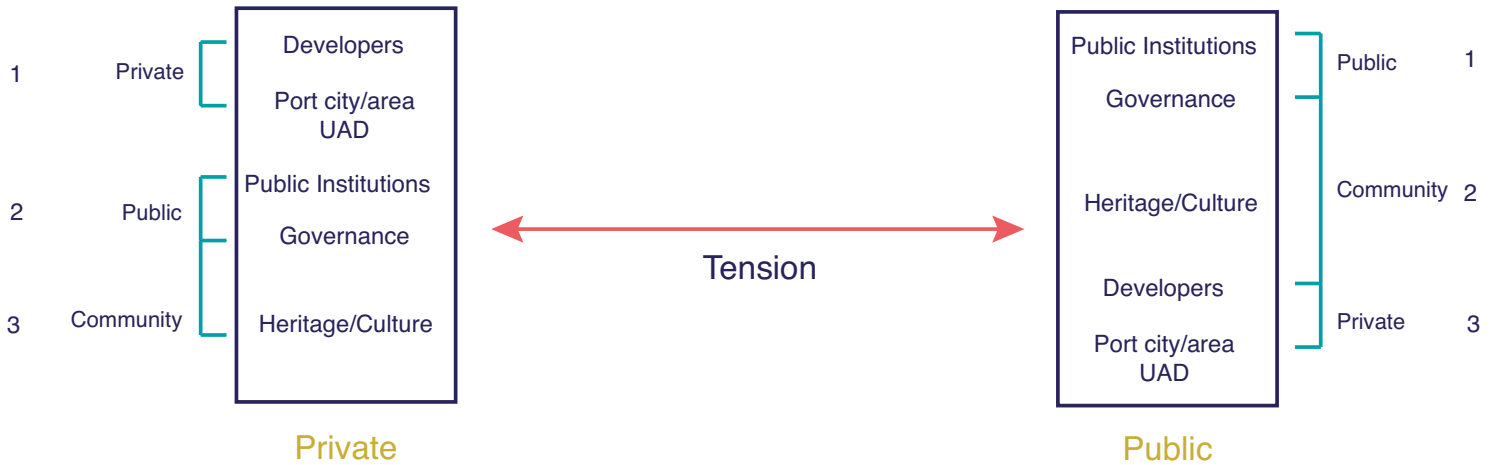
Figure 35. Governance process- initial assumption

The PSQ follows a similar structure, where the developer in this particular case possess the power as the project has been transferred to the after the Royal Decree of the port transformation and change of activity was pushed forward by HM Sultan Qaboos. In regards to the processes of PSQ, there is a level of tension between the private "Omran" and public "Government authorities" sectors. However, the private sector are enforcing their own ideas of developing a modern, commercialized tourism development, while disregarding the existing context, and the public authority in this matter due to their weak position.

Consequently, due to the lack of regulations and policies to support the integration of cultural aspects and its preservation, it becomes challenging for the public sector; mainly the SCP to change or refuse the plans for the PSQ brought forth by the Omran. The latter is an issue not only because of the lack of regulations in place, but because of the SCP's weak position as a public authority as well.

The approach in this case is a reverse "Top-Down" approach of decision making, where the developer replaces the government, acting based on their interest, seeking options that are most profitable for them, while disregarding the local community and existing cultural aspects in place. Based on the previous statement, coordination and communication among the stakeholders involved in the development of PSQ is weak in the context of Muscat.

As the process of communication is complex and inefficient; it becomes difficult to initiate and complete large scale developments around the country. With upcoming future developments, especially in the case of Mina As'Sultan Qaboos Waterfront (4 remaining phases) its becomes clear that there are certain areas when it comes to forming strategies, and implementing them from both private and public sectors perspectives that remains challenging due to poor collaboration.

In cases such as the PSQ, especially with similar cases around the GCC region, it is necessary to think of a collaborative and participatory approach in decision making, as opposed to one sided approaches. As it was stated by van Bueren (2009).

"Collaborative or participatory approaches to planning and decision-making can deal with stakeholders' different, and perhaps competing, perceptions and are therefore often used to ensure that all perceptions are represented in decision-making."

In this sense, the emphasis lies in the importance of having a collaborative system and a form of communication that bridges the gap that could be created between the actors involved, especially public, private sectors, and the citizens themselves. Through managing this gap, referring to a more open and transparent decision making process. Moving from an attempt at a Top-down approach to a more bottom-up approach, where citizen participation is given an actual role in developments like the area of Mina As'Sultan Qaboos is rather vital in ensuring success and quality of the development could be ensured.

8.1.1. Lessons Learned

- After the fall with oil prices in the middle east in 2015, the government's role needed to change, giving room for the private sector to initiate with large scale developments. However, with lack of an existing regulatory institution, weakness in policy, and no vision for future developments in the country, this made room for officials and stakeholders with power to push their own agenda when it comes to developing certain projects.

- The current governmental setting in Muscat is highly informal, and network based, this causes several challenges and hinders opportunities for pushing through with the economic diversification of the city. At the moment it is mainly about influencing the major players when approaching a certain development.

- The current system does not include any form of participatory planning, and community involment, which in large scale developments; especially in sensitive cities' like Muttrah poses and issue. Due to horizontal coordination between agencies and private entities, communication between public and private entities is poor, which is why the SCP and the ONSS are highly important for future development.

- Having the right institutions in place would make processes easier, where developers come up with a plan and there is a criteria upon which it is judged. And when rules, people, and institutions aren't in place, all that can be done is put cultural heritage in the agenda and highlight more the importance of it.

8.2. The SCP and the Oman National Spatial Strategy (ONSS)

The Supreme council of planning is in charge of the establishment of general urban policies at a national level, however, these policies and regulations do not exist yet, putting this SCP at a weak position as a public authority. The reason to why the SCP as a governmental institute has not been able to set regulation and policies regarding urban planning in Muscat, is because they did not have efficient data, or resources that enables them to come up with actual policies in the past.

Subsequently, they do not possess any regulatory power to regulate, and as a public planning body they should be able to do that, however, the ministry of housing is currently in charge of that. A big effort to cover this necessity is the development of a national spatial planning framework "the Oman National Strategy", currently under preparation by the SCP, based on the goals and objectives of Oman Vision 2040, and aligned with the UN Sustainable Development Goals 2030 as they are developed.

Based on the latter, this is why ONSS is important as it will allow them to gain an actually position among the other public authorities. With the ONSS, data is now available that enables the formulation of actual framework that would be tested when its finalized in order to request for the provision of policies in a later step. The ONSS is an enabler for the SCP to become an actual regulatory body in the future, it is the operational plan of how and where things will take place in Oman.

Currently, workshops, debates and dialogues are being coordinated by the ONSS team, inviting all the governmental institutions, private institutions and the local community to take part in the development of the ONSS. The concluded outcome of these workshop which was published by the ONSS past January, 2019 as illustrated below (Figure 37.):

Figure 36. Outcome of the latest workshop by SCP for ONSS [Source: ONSS, 2019.]

ONSS's position in cultural heritage integration

In relation, to how the ONSS is approaching cultural heritage as it is one of their strategic components, findings show that cultural heritage plays a large role in the Vision 2040 direction, ONSS strategic goals. However, when addressed in their future plans aspects of cultural heritage, and its potential are not taken into account as it is placed under one theme (managing the environment and response to climate change). Subsequently, previous literature reviews depicts, the scope and opportunities provided by cultural heritage enable a larger role, having a larger impact in contributing to both social and economic development of the country.

Looking at the illustration (Figure 37, narrowed version of Figure 18), it is clear that the ONSS considers cultural heritage as an important factor for managing the environment and as a resource to climate change. However, by understanding the potentials, and opportunities that cultural heritage could contribute towards future developments, it could be argued that it could be a factor to be considered within theme 1) delivering strategic spatial development, 2) and delivering prosperity. Additionally, in their documents ONSS mentioned that under the preferred strategy, Oman's cultural heritage constitutes a major asset for social and economic development, and the association of protected historical and cultural districts to nature, wilderness and scenic reserves, as and where appropriate, is expected to create synergy effects and increase local employment opportunities, visitor numbers, and length of stay as well as pride in the Sultanate at both a Governorate and a National level.

This is true to historical area, and sites, however, when addressed urban development and regeneration projects the topic of cultural heritage is not considered as much, the possibilities and contributions that cultural heritage could make to the social and economic development of the country is found lacking.

Alignment of the ONSS with Vision 2040
in regards to Cultural Heritage

Vision 2040 Directions	ONSS Strategic Goals	ONSS Strategy Components	ONSS Core Themes
- Economic Diversification & Financila sustainability	- Protection & enhancement of the environment		- Delivering strategic spatial development
- Livable cities & vital country-sides	- Livable, resilient cities & communities, managing Omani identity	- Cultural heritage ⟶	- Delivering growth & prosperity
- Citizenship, identity, national heritage & culture			- Managing the environment & resources to climate change
- Wellfare and social protection			- An efficient transport system
			- An effective infrastructure system

Figure 37. Narrowed analysis of the original illustration by the SCP

As stated in Chapter 3 (Section 4.2.), cultural heritage is an enabler for sustainable development, while it was illustrated by UNESCO (2017), how culture can help achieve the 2030 Agenda; which is part of how Oman vison 2040 is approach the future urban strategy, by promoting the following:

• human and socio-economic development,

• quality education,

• sustainable cities,

• environmental sustainability,

• peaceful societies and inclusion,

The latter demonstrates the possibilities that cultural heritage could create in sustainable developments if used, preserved and integrated. If integrated correctly it will act as facilitator that enables socio-economic development through tourism, commercial use, as well as promote higher land and property values – thereby providing the revenues out of which to pay for maintenance, restoration and rehabilitation. In addition, it is an enabler for creative industries, providing opportunities for economic diversification, specifically as ancient waterfront areas are seen to be a source of creativity to a city, when the renewed relationship between the center and the port becomes an opportunity to combine the demands of urban conservation with those of competing in the global network (Kostopoulou, 2013).

To create a unique and vibrant urban environment, heritage and culture can truly be a powerful asset. Culture is the strong representation of the past and keeps it alive in the present, while it acts as an advocate for diversity, inclusion and social cohesion within the city. As a result, promoting a better quality of life, and playing a role is creating a prosperous urban environment.

8.2.1. Lessons Learned

- Th ONSS framework is important, as it aims to ensure a balanced sustainable socio economic development on both the national and regional levels of the country. With the approval of this framework, policies will be created in order to regulate and improve current processes, taking into account the citizens of the country by including and emphasizing the need for participatory planning in the future.

- SCP with the ONSS are pushing for a more formal method of coordination between public and private entities. In order to achieve; in phases the strategic goals and visions for future developments, by doing so cultural heritage is safeguarded and incorporate into future plans.

- Community participation is a nonexistent notion currently in Muscat, which makes it easier for developers to act in their favor, and not in the interest of the locals in several cases. Yet, what might seem attractive for tourists and some locals, can be a major threat for people who live and work in the area.

- Public sectors are currently not opposed to large scale plans, and forward thinking ideas from private developers, in fact they are encouraged. However, there is a slight level of uncertainty from the public side, that developers are constantly neglecting the local context and surrounding areas in an excessive manner that will eventually lead to loss of authenticity and identity. Which is why, approval processes become more complex for all other development, as the notion of modernism becomes a scary thought.

- Lack of communication between the actors make decision making processes harder, and due to the lack of policy framework and implementation guidelines, the conflict between the actors can lead to downfall of these developments.

- In PSQ, because of its scale and its prominent location, and the lack of policies in this area of urban development, as a developer in this case it becomes a matter of "we can do what we want, there are no rules regarding this", thus, emphasizing conflict.

- Cultural heritage by the ONSS is addressed, mainly from a natural resource, and environmental stuff point of view, but not considered very much from an economic and social development point of view, that remains untapped.

8.3. PSQ Processes and approach

Throughout the research, and based on interview conducted with the developer, it is clear that the focus is to develop a commercial tourism project, that focuses on modern and contemporary concepts. The development of this port started with a Decree by HM Sultan Qaboos in July 2011, to change the functions of the port from commercial to tourism, which gave Omran ownership of the development as they are the only tourism -related investment, development and management company in Oman. The port went through several development plans since the Royal Decree in 2011, where several companies were involved producing concepts that did not integrate and consider the existing city of Muttrah into the plans (Figure 38).

Figure 38. Previous PSQ concept plans

As DAMAC currently owns 70% of the Mina As' Sultan Qaboos Development, making them the largest stakeholder in this current and future developments in and around the PSQ project. Although, PSQ is currently owned by another company, Omran still hold the power of approval, as all plans and processing goes through them. To make the processes easier, a joint venture company has been set up in Muscat, where all work related to PSQ goes through them in order to make the process more efficient.

Furthermore, in this particular project, what became evident throughout the interviews is that the public sector has been pushed aside through the majority of this development's lifecycle. With the developer's position in the market, and the lack of regulatory institutions in place, possibilities of the local culture and heritage being integrated into PSQ become more challenging. With pressure to push for economic diversification, the developer uses aspects of enhancing both economic and tourism sectors in order to gain approval, and to demonstrate possible values of the PSQ in relation to the latter.

However, with the current design plans of PSQ, the port area is seen as a separate entity with economic and touristic value that does not relate to the city of Muttrah. Although, the developers seem impressed with the development of - Cape Town Waterfront development (Victoria & Alfred Waterfront)- as they are using it as a point of reference for the current development, it raised questions regarding their analysis of the site and its context.

Pointedly, looking at the context of the cape town waterfront, the context of the PSQ and its Muttrah, the reference contradicts with the context of the site and the city surrounding it. According to the developer, the reference fits with their vision of the area, and suits their interest, yet it is clear that their extensive analysis and study of the city of Muttrah was not incorporated much in this development. In this case, the developers mainly use the term culture and heritage in their vision and advertisements and when it comes to actual plans they do not apply.

"For what I know, the architectural language is not responding to the historical context, it responds more to the industrial character of the site (which is also part of its history). Views, definition of the zones and provision of some facilities for the community (car parking, adventure park, museum, etc.) are the key links with the context". Associate director- design, Francesca Arici, 29 May, 2019"

The latter indicates that there is a contrast between the current practice and the verbal statements, and the images (Figure 39.) themselves don't reflect what they are saying.
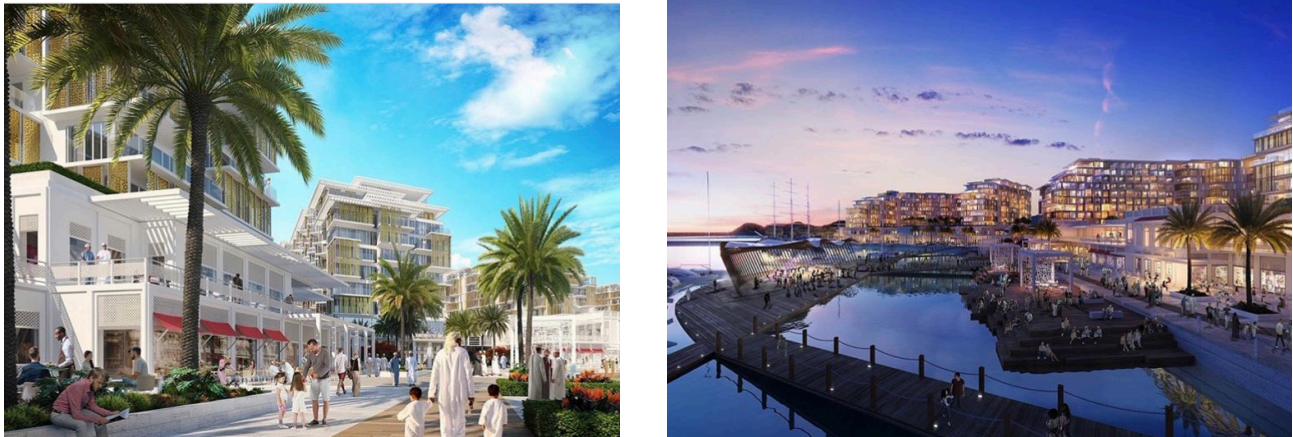
Figure 39. Current PSQ conept plans [Source. Omran].

As the PSQ project is the pilot project for the overall Mina As' Sultan Qaboos Waterfront development, which will follow in later phases, the risk of completely eradicating the identity, historical aspects, and both tangible and intangible values of the local culture and heritage of the areas around the port is a risk.

Through analysing the present approaches in tackling the PSQ site, it is surprising that the project integrates almost nothing from the intangible aspects; yet that can't be determined quite yet, but based on the images it seems that the PSQ indeed uses some Islamic aesthetics, however these are more tangible elements that are not in relation to the context of the city of Muttrah.

Omran's approach with integrating cultural heritage is set in the form of an urban design and architecture guideline (UDAG) to explore the possibility of producing architectural language that can be incorporated in relation to tradition, modernity, continuity, social ethics, and aesthetics, whilst staying true to the essence of architecture as a product of universal and non-cultural phenomenon, like knowledge, technology and climate.

Moreover, during the interview with the developer, it is suggested that the preferred course of action/strategy in this development are the tangible aspects of cultural heritage within the city, and based on the interviews conducted with the urban planner; when asked about the approach taken for PSQ in terms of integration, the statement provided was:

"For what I know, the architectural language is not responding to the historical context, it responds more to the industrial character of the site (which is also part of its history). Views, definition of the zones and provision of some facilities for the community (car parking, adventure park, museum, etc.) are the key links with the context". (Sr. Development Manager PSQ, Al-Habsi, 2018, June 11, 2018)

This indicates, that the analysis done for the site and city by Omran; are in some way deficient , and the main aspects leading the commercial tourism development of PSQ is void of the social and historical context of the adjacent city itself.

The approach used in this case seems to follow a clean slate approach in developing the area, and incorporating aspects of the preferred example by the developers – Cape Town Waterfront development (Victoria & Alfred Waterfront) instead of a culture led example like (e.g. Naples, Golden Horn; Istanbul, Liverpool, Barcelona, Glasgow, and Bilbao…etc.).

This in turn, poses a risk on the existing context, of the site and city, making the city, and its inhabitant vulnerable to future changes, and exposed for possible eradication of the existing settlement of the area. As more investments, visitors, and new residents will occupy PSQ in the future, the question remains; as to what impact would this have on the existing city of Muttrah and its local settlements succeeding the current plans?

Based on the findings, the studies made for the UDAG rely mainly on the tangible aspects in the case of PSQ, as for the city of Muttrah, integration is not a concept that will be used within the port itself, according to the developer. The intention is to use the tangible aspect of Islamic and Arabian architecture and design in the PSQ case, and promoting it as a representation of the existing intangible elements of Muttrah city according to their guidelines and studies. Therefore, this poses potential threats in the area and future developments of the waterfront in the future phases, as well as loss of identity of the place.

This means that intangible heritage is not an important for the developers as it may be for the public institutions when it comes to the development of the port. As previously stated, the port and the city are seen as separate entities by the private sector, where integration is not of value in their future vision of PSQ. This leads to the vulnerability of the city of Muttrah and its residents, with new developments taking place, local businesses may lose their value in the market forcing them to shut down. The local inhabitants in the area, are threatened by possible eradication as the value of properties and housed are expected to increase in the future.

However, what is currently happening when taking into account both private and public sector collaboration in PSQ, the private sector are moving on with the project, while disregarding the public sector as they own the largest stake in this development. To date, the SCP does not have institutional or regulatory power yet, operating as an advisory body, this means that they are in no position to enforce any changes regarding the PSQ, allowing the developer to move on with current plans.

Moreover, through using social media as a means for connecting with the local community and getting their feedback on the current proposal for PSQ, it is concluded that the most popular opinion was that the project is deviating from the existing identity of the city of Muttrah, which is almost impossible to neglect.

Some of the quotes derived from the developer Omran's social media accounts are as follows:

" where are all the old buildings? Where is our history? Identity? This is not acceptable!"

" according to the masterplans I've seen, the area of the port has nothing to do with Muttrah city, and the existing historical buildings"

" we need rules in place on what can be built and where. Even in developed cities, there are building that are listed as conservation buildings and preservation sites, where you are not allowed to change the view of the region. We cannot afford to strip out identity for these large businesses that don't understand our landscape, and their sole concern is to generate profit".

"doesn't reflect the Omani culture, disappointed !"

" we are supposed to preserve and integrated our existing identity and culture, we are not opposed to modernization, but we are opposed to the idea of destroying what already exists completely"

" the design completely misses the related context"

"DAMAC needs to understand the context they are operating in and be sensitive to the local culture. This looks like another project in Dubai!"

The important factors that could be derived from the latter, besides the fact that the locals are opposed to this design, the issues mainly stems from the lack of regulation, strategies, and framework that support and safeguard the preservation of site like this. As a result, in the case of Oman, without proper regulations in place, the decision making power falls upon the developers, who evidently act upon their interest in the matter, which has been the case for years.

With the approval from HM "who is considered as the highest form of decision making power in the country", the possibility of setting policies in regards to such cases are to be considered, which is the main reason for the development of the ONSS. The ONSS framework, if approved will be transformed into policies, that in turn will ensure that cultural heritage site are safeguarded and treated differently in future tourism projects (i.e. rest of MASQW).

In addition, as it becomes clear from the literature that tourism development can have adverse impacts on a place if it does not take account of the aesthetic, social and cultural dimensions, natural and cultural landscapes, bio-diversity characteristics and the broader visual context of heritage places (Brooks, 2002). Consequently, an understanding of the approaches, instruments, values and context of cultural heritage, its role in sustainable developments, and resilience of cities is vital, for a livable, economically diverse, and creative future.

8.3.1. Lessons Learned

- Local community are not involved in development processes, which poses threats of loss of identity and authenticity of local culture and heritage.

- Due to a large scale tourism development, there are probable threats for local businesses and local inhabitants of the city of Muttrah. Forcing the city of to become a vulnerable area after the development of PSQ, where there are possible threats of eradication of existing settlement in the coming phases.

- Developers act in their own favor, this is mainly due to the existence of a regulatory body that could penalize and revoke current plans, forcing revision. Because of the lack of regulations in place the developers have more power over the government in this case.

- Developers currently see the cultural value of the area as mainly aesthetic features that could be incorporated into their plans. However, in regarding to implementing both tangible and intangible aspect, there is a lack of research, analysis and understanding on the matter based on the information provided.

- the term culture and the concept of integrating and enhancing the heritage of Muttrah through integrating it into the PSQ have been used in the developers vision throughout the process. However, it has not been used or realized in the actual plans that were published, indicating that they've used it for advertisement purposes.

Synthesis

9.1. Applicability of theoretical framework variables in the PSQ case

Based on the overall finding of the case study, and the conclusion of the theoretical framework, the process of applying the theory to practice is addressed in this section.

Ideally, identifying the existing tangible and intangible elements, analysing them based on the factors mentioned in (Figure 40), results could have been different in the case of PSQ. By putting more consideration into the latter, current plans would have been more integrative of the existing local culture and identity of the place.
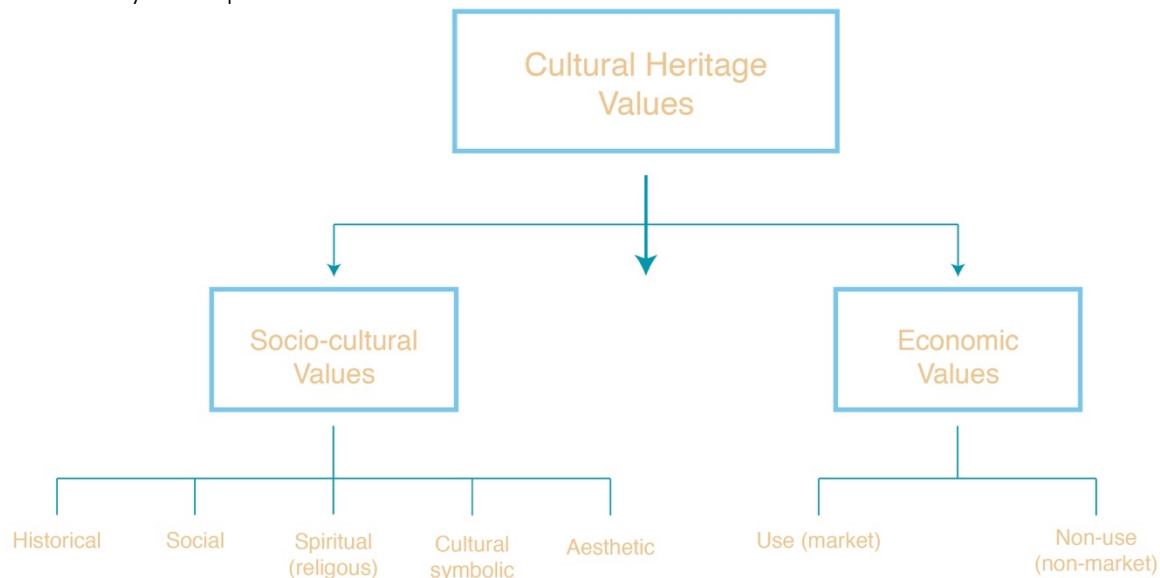
Figure 40. Cultural Heritage values [Source: Roders, 2007].

Theory shows that cultural heritage could be considered as an asset rooted in the history of the place, and a driving force for future development of cities. It can be a factor that drives improvement of the global competitiveness of a city while attracting inward investment and enhancing the economic development as well as the social (Liu, 2019; Rosa & Palma, 2013). The interest in "creative" economy has also grown. In this regard, it is recognized that cultural policies cannot exist in isolation, but should be closely integrated with other fields to enhance the effectiveness of urban regeneration. Subsequently, it is suggested in theory that using an example that fits the context of the country and case, that reflect its characteristic, is highly important.

Having the appropriate approach in this case, for instance; an integrative approach that uses the existing city as a base for integration, and by properly dividing tangible and intangible elements and their attributes, the current challenges and risk of identity loss in the city would have prevented.

Evidently, as stated by Rosa & Palma (2013): *"the key to understanding the experiences of urban regeneration is given by the category of Historic Urban Landscape, which allows one to highlight the most successful transformations, derive from the recognition of the complexity of the urban system and, recovering the historical relationship between city and port, enable sustainable interventions on a territory in which the changing needs and demand for conservation reach a new equilibrium of mutual support and real interaction".*

By considering a tool such as HUL, it is possible to ensure the safeguarding and preservation of the historical context and enabling the integration process, as previously stated in Chapter 3 of the theory. A holistic approach like the HUL addresses the larger issues, challenges of a case like PSQ, as mentioned previously, it is an approach that addresses an inclusive management of heritage resources, while aiming to guide change in historic cities. The HUL approach is based on the recognition and identification of a layering and interconnection of natural and cultural, tangible and intangible, international and local values present in any city (Veldpaus et al, 2016).

If the HUL approach was incorporated into the PSQ case, through defining the six steps (Figure 13), and provided tools for implementation of this instrument to the local context of the case. The possibilities of the developer at formulating a more holistic Urban design guideline for integration of existing values and attributes of the city and area of the case would have been incorporated. According to Roders et al. (2017), by defining the steps, the process becomes potentially more accessible, especially to non- expert stakeholders. It can synchronize moments of input, increase understanding for decision- making and support the integration with other processes.

9.2. Research vs. Practice

Literature: cultural heritage importance, values,
Practice: not applicable - lack of knowledge on cultural heritage value/attributes, cultural heritage is not considered as contributing factor for social/economic development, no regulations regarding cultural heritage in urban development

Literature: role of cultural heritage in SD
Practice: not applicable, role in SD is not well realized/developed,

Literature: Management of cultural heritage – approaches
Practice: not applicable – Lack of regulations regarding cultural heritage preservation, lack of awareness in management of heritage in urban development, lack of expertise in the area

Literature: HUL a tool for decision making process
Practice: decision making processes are complex due to lack of regulation, lack of knowledge on the tool = not considered,

Conclusions

Conclusion

The conclusions of this research are presented in this chapter, where the sub-questions are answered, providing an answer to the main research question. The latter, is followed by a list of recommendation that are formulated for future developments in Muscat, improvements of the current planning system, and approaches in integrated local culture and heritage into the vision and future developments in the city. In addition, recommendations for future research will be illustrated, as well as the discussion and reflection on the process of this research.

The research began by outlining and defining the problems facing urban regeneration in Muscat, integrating culture into stakeholder's decision making. This lead to the research goal: *" to identify methods of improvement in the decision making process in urban development in Oman, while taking into consideration; when necessary, the existing local culture and heritage values and attributes in the development area, integrating them into future regenerations and development projects".* The aim is to contribute in improving the planning system that is currently under construction, and understand the values of integrating culture and heritage into planning. As well as, gaining insight on the mechanisms of managing and incorporating the latter into the decision making process .

Moreover, in order answer the main question and achieve the goal of this research, the objective of the research were distributed as follows:

❖ *To understand how planning process, and decision making process works in urban regeneration project in Oman (Public and Private Sectors).*

❖ *Identify the contributions and opportunities that Cultural Heritage can create for (Society, Economy, Tourism Development)*

❖ *Address the value of Cultural Heritage for stakeholders*

❖ *Identify potential improvements in the planning process in urban regeneration projects in Oman; taking into consideration the integration of cultural heritage, that could be incorporated in the ONSS development framework.*

The goals of this research is achieved through the theoretical framework, and empirical research conducted in order to understand the application of theory in practice. This lead to an in-depth analysis and evaluation of the case study, in order to draw lessons and conclusions. Based on the latter, an understanding of how things were, are, and how they could be improved were addressed. The main question that lead this thesis is:

How can cultural heritage be integrated in the decision-making process around the sustainable development of Port Sultan Qaboos in Oman?

In order to answer this research question, the following sub-question were answered dividing the chapters of the empirical study:

The first set of sub-question were in order to gain insight on cultural heritage in theory, which will be answered on the basis of what was gained from the literature review and if these theories apply to the case.

1) How can cultural heritage contribute towards sustainable waterfront development outcomes?

- What are the values and contributing factors of cultural heritage?

As derived from theory, the assessment of the values attributed to heritage is a very important activity, as values strongly shape the decisions that are made after that. This highlights the importance of identifying the values and attributes (Figure 37) within a development, where they could be used in the decision making process as what to conserve/preserve and what to integrate in future developments.

In the case of PSQ, cultural values and attributes were not considered or identified based on the latter, but were seen as elements of design and form. It was addressed briefly in the UDAG, suggesting that the preferred course of action/strategy in this development are the tangible aspects of cultural heritage within the city. When the culture was addressed in the developers vision of PSQ "enhance the historical area of Muttrah and transform the port into the region's no.1. waterfront", however there are no approaches of integration present in their actual plan. What is occurring is a matter of using the term culture and heritage in their vision and advertisements and when it comes to actual plans they do not apply.

- What are the approaches used in managing cultural heritage?

The HUL is a heritage management approach, that focuses on suggesting a landscape approach that defines heritage in terms of tangible and intangible attributes and human values instead. It is an important management tool in sustainable development as it revolves around the inclusiveness, social cohesion, inequality and segregation, economic and social improvement and housing in developments and urban regenerations. The HUL can act as a guide in the process of city transformations and development.

Part of what makes the historic urban landscape an important tool, is its relation to attributes and values regarding heritage and local culture. Through using the HUL approach as a management tool, the process becomes the main place for integration, where the focus is to develop a common process, where the stakeholders, based on their specific interest should agree on the landscape of attributes and values, and its management (Veldpaus & Pereira Roders, 2017).

Through the analysis of the PSQ case, as culture is not considered in terms of its values and attributes as a factor of integration between the port area and city, managing mechanisms in this regards are not incorporated.

Based on what was derived from theory, following an integrative approach in PSQ, where the port city and area were seen as valuable in integration, it would have prevented the current challenges and risk of identity loss in the city. By considering a tool such as HUL, it is possible to ensure the safeguarding and

preservation of the historical context and enabling the integration process, as previously stated in Chapter 3 of the theory.

A holistic approach like the HUL addresses the larger issues, challenges of a case like PSQ, as mentioned previously, it is an approach that addresses an inclusive management of heritage resources, while aiming to guide change in historic cities. The HUL approach is based on the recognition and identification of a layering and interconnection of natural and cultural, tangible and intangible, international and local values present in any city (Veldpaus et al, 2016).

Considering the HUL approach, defining the six steps (Figure 12), and provided tools to apply this instrument to the local context of the case and further implementation, the possibilities of a more holistic UDAG for integration of existing values and attributes of the city and area of the case would have been incorporated. In addition, according to Roders et al. (2017) by defining the steps, the process becomes potentially more accessible, especially to non- expert stakeholders. It can synchronize moments of input, increase understanding for decision- making and support the integration with other processes.

The second set of sub-question were formulated for the empirical study, which will be answered on the basis of the in-depth analysis regarding the PSQ case.

2) What decision-making processes or governance structures stimulate the integration of cultural heritage in the PSQ, and what are their (planned) outcomes?

- What are the existing mechanisms of current governance structures, planning processes regarding culture led regenerations?

Through the analysis of the case study, it is visible that the current planning processes are weak and have currently become inefficient. Due to the lack of a regulatory public authority role in place, proper regulations regarding urban planning and development do not existing, but are currently under construction.
The government in Muscat, currently adopts a horizontal structure between public and private entities due to easy adaptation of the quickly changing conditions of the market, and this mainly because of the lack of existing policies. This as a result, lead to an uncoordinated and uncollaborative system, where both public and private sectors are in conflict when it comes to most large scale developments.

With the Oman 2040 Vision and the development of the ONSS, a shift in the current situation in under construction. The role of the main sectors are being identified, a vision for future development is addressed and data for the provision of future regulations regarding urban planning and regeneration is currently being processed and identified. Subsequently, the relationships between public and private sector is expected to change in future planning process, by identifying the role and finding a more transparent, collaborated way of approaching future projects, where regulations are put in place to safeguard the social, economic, and political contexts of the city.

While through analysis it became evident that the ONSS is addressing cultural heritage in their framework, there are areas where cultural heritage in terms of its values and attributes are not being considered, as derived from theory. As well as mechanism of managing and integrating it into decision making is not visible as of yet.

4) How is cultural heritage addressed in the planning process of PSQ?

In consideration of the existing context of the area of Muttrah, Omran formed a urban design and architecture guideline (UDAG) to explore the possibility of producing architectural language that can be incorporated in relation to tradition, modernity, continuity, social ethics, and aesthetics, whilst staying true to the essence of architecture as a product of universal and non-cultural phenomenon, like knowledge, technology and climate.

According to Omran's vision, in order to integrate the local culture and heritage of the traditional built environment, their design approach needs to exceed the conventional skills, which translates to an over-emphasis of the (tangible) aspects of traditional milieus. This is what is currently present in their current plans and published designs of the PSQ.

Omran contradicts their vision to integrate the city of Muttrah in their plans, by mentioning that it is imperative to reflect on the typical form and context that represents the intangible traditional built environment. However, what is being interpreted as traditional heritage are the tangible aspect of traditional architecture, dubbed as Islamic or Arabian architecture has been the dominant subject of their discourse. In parallel, it becomes clear that a misinterpretation of what tangible and intangible of cultural heritage represents in the area of the Port and the adjacent city.

This indicates, that the analysis done for the site and city by Omran; are in some way deficient , and the main aspects leading the commercial tourism development of PSQ is void of the social and historical context of the adjacent city itself. The approach used in this case seems to follow a clean slate approach in developing the area, and incorporating aspects of the preferred example by the developers – Cape Town Waterfront development (Victoria & Alfred Waterfront) instead of a culture led example like (e.g. Naples, Golden Horn; Istanbul, Liverpool, Barcelona, Glasgow, and Bilbao…etc.). This in turn, poses a risk on the existing context, of the site and city, making the city, and its inhabitant vulnerable to future changes, and exposed for possible eradication of the existing settlement of the area. As more investments, visitors, and new residents will occupy PSQ in the future, the question remains; as to what impact would this have on the existing city of Muttrah and its local settlements succeeding the current plans?

Based on the findings from the previous chapter, the studies made for the UDAG will evidently rely on the tangible aspects in the case of PSQ, as for the city of Muttrah, integration is not a concept that will be used within the port itself, according to the developer. The intention is to use the tangible aspect of Islamic and Arabian architecture and design in the PSQ case, and promoting it as a representation of the existing intangible elements of Muttrah city according to their guidelines and studies. Therefore, this poses potential threats in the area and future developments of the waterfront in the future phases, as well as loss of identity of the place.

Through providing an answer for the sub-questions, the main research question can be answered, and by answer the question the research comes to a conclusion.

- How can cultural heritage be integrated in the decision-making process around the sustainable development of Port Sultan Qaboos in Oman?

The purpose of this research was to understand decision making processes in Muscat, and how they can be improved, especially in large scale projects, specifically when cultural heritage is involved, and addressing the approaches that stakeholders consider based on the latter.

Throughout this research, it is clear that development processes in Muscat are very complex, which is a result of a few reasons that could be identified as follows: 1) a non-defined role of a regulatory institution, 2) lack of regulations and policy due to the latter, 3) because of the previous reasons, the current system follows a horizontal structure, resulting in a lack of coordination, communication and collaboration among actors in large scale developments. Due to these reasons, a large number of actors involved throughout the process, making it excessive and hard to coordinate and communicate, both factors result in major conflicts and issues throughout the phases of almost all developments.

In light of the latter, when a development involves the integration of cultural heritage, without the support of policies that safeguarded their preservation it becomes challenging for stakeholders to considered it as an asset in the case of Muscat.

Cultural heritage in Muscat can be integrated into the decision making process, by first improving and developing a proper governance system, creating policies that ensures the safeguard and the preservation and conservation of culture and heritage in urban regenerations. In terms of decision making, following the latter, assign proper management mechanisms (HUL) when approaching a development like the PSQ; which leads to addressing the values and attributes of the site before developments. Through following an approach that is integrative and inclusive such as the HUL approach, the values and attributes of the site could be then used as negotiation points between stakeholders, enabling a transparent approach in decision making based on each stakeholders value set that could later on be integrated in the development.

In short, the integration of cultural heritage in decision making process in waterfront regeneration depends on building an understanding on the values and attributes attached to the development, followed by using an approach to management that ensures the considerations of these values; historic urban landscape approach. Thus, creating a more transparent and collaborative environment for stakeholders to negotiate, integrate the values that aligns with their interest based on position (Private, Public, Civic).

10.2. Recommendations

Recommendation will be discussed in this section based on improvements that the public sector could do in the process of decision making, and improvements that the private sectors could follows in regards to what was learnt from PSQ and could be implemented for future phases of Mina As' Sultan Qaboos.

Recommendations for the Public Sector

The in-depth analysis and evaluation of this research indicate the core issue that developments are facing in Muscat, and the conflict between sectors is reliant on solving the governance system by improving, defining, and providing the necessary regulatory framework for planning.

Creating these policies are useful, as it promotes a shift in the current system, which might spark a debate and protest from some developers; especially when they disregard criteria's that are put up. It is necessary to implement the right methods and tools to enable them to cope with these shift in the current system, by investigating possibilities of litigation. Consequently, the public sector need to work on a planning structure that penalize future developers that do not attend to goals that are put forward by Oman Vision 2040; or is not set by the ONSS, in terms of building a sustainable future that integrated cultural heritage which applies to this case of this research topic.

Furthermore, as these policies are under progress, what could be done for current projects that are under process, actions should be taken in formulating strategies that focus on investigating ways to contextualize local culture and heritage in future projects by integrating them in future plans.

The government should consider formulating a list of criteria that plans would be evaluated against, promoting a more transparent way of communicating and developing a project that includes all stakeholders. They should provide developers with a list of criteria of their required standards before the initial phases of a development, and before the phase where plans are approved.

An example of this approach could be based on the theoretical framework of this research (Figure 13), when approaching a cultural-led project, the HUL would be taken as a tool, following the 6 steps throughout the decision making process (Figure X). Initiating a project by mapping the available resources (e.g. natural, cultural, human…etc), by understanding the existing values and attributes of the site; the cultural significance of the site could be measured, where each stakeholder (Private, Public, Civic) would be involved in the decision making process.

Using the values and attributes as a checklist for stakeholders to reach consensus on what to protect, and what is relevant to each actor based on their own interest, they could then assess the vulnerability of the site; coming to a decision on what to integrate and what to change. Based on their agreement, the stakeholders would then prioritize what actions are taken next, by having a more transparent way of communicating and collaborating.

Recommendations for the Private Sector

The Mina As' Sultan Qaboos Waterfront Development consists of 5 phases, where the PSQ development is considered as the first phase, and the pilot project to large scale sustainable waterfront regenerations in Muscat. This particular project will move forward the way it is, as it is past the initial and design stages, instead of becoming a pilot to how things should have been done for future developments. However, there are still 4 phases of the development where the city of Muttrah should be considered throughout the development process. A different approach should be considered for the development of the remaining phases, where values and attributes of the city of Muttrah are analysed beforehand. When looking at projects to refer to through this development, they could look into projects closer to the features and context of the case at hand, where the development focuses and reflects on the context of the area being developed.

Recommendations for both public and private

Decision making processes that include public and private sector should be more transparent by engaging all main stakeholders throughout the process. In order to accomplish the latter, it is important to build a coordinated structure ensuring, providing a safe environment for all parties where all interests are preserved and considered. Roles and responsibilities of the stakeholders, the project goals and the main stakeholders interest should be clearly defined, including the local community as a stakeholder.
In large scale projects, as they have an influence on the market and image of the country as a whole, it is important to create a collaborative team culture between these stakeholder. As they ultimately share a goal in improving the development, building a sustainable and economically diverse city, while achieving the vision of HM sultan Qaboos in exploring and tapping into all available resources in the country, and in this case tourism development. It is necessary to build a form of trust and the right tools to coordinate and collaborate in these type of developments.

Recommendations for future research

As research indicates, the concept of local culture and heritage in Muscat and the GCC have been researched in a broad sense, aside from the fact that there is sparse research on the subject. An in-depth research on the values and attributes that are found in local culture and heritage in Muscat, as well as the GCC region could be further surveyed and investigated.

The role of cultural heritage in Oman should be strengthened, along with the potential of valorization through creative industries stimulating the creative economy in the country. A study should be conducted where the opportunities and industries that the local culture of heritage in Muscat could contribute to the future vision and plans of Oman 2040 and the ONSS on building a sustainable future. By exploring and incorporating the available cultural resources, new markets in the countries could be identified. Based on this knowledge, policies and strategies should follow, on the adaptation, preservation and integration in future developments.

10.3. Discussion

This section of the research elaborate on the limitations, validity of the research, followed by generalizations of the results.

10.3.1. Limitation of the thesis

Limitations in theory

Throughout the literature review, the concept of cultural heritage was fairly researchable, however, when it came down the process of managing, decision making, and policy making regarding the topic, it was a little challenging. As the topic of cultural led development is still undergoing extensive research, in terms methods of implementation, management approaches, there is a mix of cases that were successful, and cases where this is still being tested. Yet, research in the context of the middle-east; specifically the GCC, research is very limited on the topic of local culture and heritage, in terms of what are the existing values and attributes, what is considered as culture and heritage in these cities, and what are the approaches taken to preserving them, and integrating them into future planning. Additionally, there is a limitation in available theory regarding developments, how they are approach and managed, policies and regulation in terms of planning, and cultural heritage conservation.

Practical Limitation

Due to time limitations the values and attributes of the local cultural heritage in Muscat has not been analysed in detail, as this requires an extensive amount of studying, surveying, field research and access to certain actors, in order to provide a knowledgeable analysis.

In addition, there was limitation during the interview, as certain candidates were not approachable, or available for questioning, which may have aided in the results of this research. Also, getting the data needed from both sectors were somewhat difficult as they needed time to be translated; or were simply not available for public use.

Applicability of theoretical framework in the case study

The application of theory conducted in the empirical research was somewhat difficult, as the existing system is not well developed yet, it was impossible to analyse the concept in that sense. As it turned out during the analysis of the empirical chapter, due to the poor governmental system, and addressing and evaluating the existing cultural significance was difficult. That is because the current state of the practice in Muscat is not as structure or well developed as it could be.

Although the theoretical framework concluded in the theory chapter could have been used as a tool to test when applied to the case, it provided to be limiting/challenging because of the actual way the development is currently approached. As well as, the lack of information regarding the cultural significance of the site according to the actors as it was not something that was considered in the current plans

10.3.2. Validation and generalization

It because clear during the semi-structured interviews that not all candidates were open to discussing the case of PSQ, specifically from the developer's side. This formed certain feelings and personal opinions as to why, and what are they trying to avoid. In a sense, that lead to a shift in focus, instead of questioning the private sector in depth, the public sector were deemed more approachable and open to discussing the current problems regarding the existing situation, and their plans in gaining control for future developments through forming the ONSS framework.

By shifting focus, the interview director shifted, where interview protocol conducted with the private sector was mainly about understanding what they are currently doing, and what their future plans for the area is. And for the public sector, interviews shifted towards gaining understanding about their current system, existing policies for planning and heritage, and future plans regarding development processes.

Getting a grasp on this complex process; that is the current system in Muscat proved to be difficult, which is why an external advisor; Mahmood Al-Wahaibi, ONSS Representative, helped with the internal validation of this research. This research was reviewed, in terms of accuracy by the external advisor, and certain data regarding the current work on the ONSS was kindly provided by him, leading to a better understanding of the topic.

As for the external validity of this research, which is highly dependent on the context of this research, as the geographical scope was central to cultural-led waterfront developments in the old city of Muttrah in Muscat. This leads to the possibility of generalization within the Gulf Cooperation Council (GCC) region, as policies and strategies are similar throughout the gulf council.

10.4. Reflection

It is necessary to reflect on the process of developing a master thesis, as it is a juxtaposition between a challenging and satisfying process at the same time. Noting the most important aspects to reflect on along this process, from the start of the thesis, finding the right motivation to settle on a topic, working through the problem statement, constant refining and reviewing, and reaching the first set of results and finding of the topic. The chapter introduced the overall process, where the societal and scientific relevance of this research are elaborated, followed by the reflection on the methods utilized to carry out this search are depicted.

10.4.1. Relevance of research

Societal Relevance

The ongoing development process of the chosen case study of Port Sultan Qaboos, in Oman is an a challenging project, as regulations regarding large scale developments have been stagnant since the year 1970. The government is currently undergoing a redevelopment of its own by formulating a new strategy framework, and vision document "Vision 2040" that lead to the formulation of new policies in this regard.

The process of analysing, identifying, and exploring the Omani context proved to be worth the evaluation and lessons learned from this process. While it is difficult to evaluate existing policies as there is a lack in that area, by studying how things worked, and what the current situation is become easier to analyse and understand the gaps, making it possible to discuss ways of improvement and offer recommendation in regards to the topic.

Despite the number of academic research and exiting practical knowledge in the area of cultural heritage, the results of this research made it evident, that in the context of Oman, efforts for building knowledge and expertise in making use of the existing cultural heritage and tapping into the opportunities provided by use of culture, are weak and lacking . Attempts at tackling the problems have been indeed made, yet the scope of the possible industries and creative opportunities that cultural heritage could stimulate, and its impact on social and economic development seems limited. As it became apparent through the research that the latter concept contributes towards a social and economic development in cities making them sustainable, resilient and livable. And as it is a core asset in Oman, if used in future project it could have a large impact of the competitiveness and global image of the country.

Scientific Relevance

As the research followed an inductive method; starting with the case and the problem surrounding the case, the mixed-used method followed throughout the process provided the needed data in support of analysing and identifying the data needed to develop a theoretical framework, which is then compared against the empirical study of this research. Reflecting on the application of this theoretical framework is a challenge as the case itself is ongoing, which is why it needs to be tested leaving room for further research regarding the application.

The results from the theory indicate that analysing the cultural values and contributions, provides insight into practical knowledge on what values are important when it comes to decision making process for each actors based on their position of interest. Following the result, recommendation is provided regarding the stakeholders, where they could consider the latter in the planning and decision making processes when looking into the integration of cultural heritage. Applying the latter statement into practice, enable the stimulation of several creative industries that create different opportunities for the country and its citizens. Taking into account the potentials of cultural heritage in policy making, ensures the conservation and integration of cultural heritage for future developments.

10.4.2. Research Methods

The mixed methods used in this qualitative research enables the provision of the data used throughout the process, however in certain area may have acted as a limitation especially during the interview processes. The section discusses the methods used throughout the process of this research, reflection of limitation and possible future research.

Literature Study

The literature study is the foundation for the following chapter of the empirical study, providing insights into emphasizing the aspects important and necessary for the evaluation and analysis of the case study later on. Throughout this process, it was challenging to narrow down and filter through the necessary

concepts for this research as the topic of cultural heritage is quite broad, and is still being explored and studied. Which is why it was important to make sure the scope of research was as narrow as possible in order to scope down the literature studies, and having the set of sub-questions helped in reducing the matter.

However, through the process it became clear to me that it is important to work in parallel with previous and succeeding chapters in order to be able to have a good outcome and not miss important information.

Case study

Selecting a case study that focuses on cultural heritage located in a port area was easy in this case, coming from Oman, and having a keen interest in the port area itself and an interest into how things works seemed like a rational step. Starting with the case, challenge in gathering information on Oman was a given and major limitation. However, an attempt was made as much as possible to focus on what is already there and having a mindset where depending on the developer to provide information was not an option, luckily it worked out eventually.

Initially, the idea was to compare the case of Oman to other cases then draw lessons, yet due to limitations and the narrowing down of the scope, shifting to focusing on the case itself and going in-depth into analysing what the current situation is seems plausible. The reason for the shift was that, the case of Oman was not widely researched, as practices are still currently developing, it was necessary to gain in-depth insight by narrowing down the scope and focusing on the single case.

Data Analysis and Fieldwork study

Lack of research on Oman, and the case of Muttrah and PSQ served as a limitation throughout the research. The latter, required a broadening in scope when it came to documentation studied, and a site visit to Oman in order to find the data necessary for this research. A site analysis document was thankfully, provided by the developer which help a larger scope of the information on PSQ, yet the information needed on the process of development required the study and translation of governmental documents.

Part of the site visit, was used in having conversational meetings with experts on the case, or experts in the public sector that were willing to share information of the processes of decision making and development in Oman.

Interviews

The interview conducted, provided a different level of understanding of the case, especially the data provided from the developer and the Supreme committee of planning representative that helped structure and construct the research further. The different perspectives of the different actors involved in the interviews shed light on where the conflict was between the two sectors and why the process is so complex in this case. Also, by interview people from both sectors, it was useful to understand the different levels of involvement on both ends in the project.

The process of interviewing however, was initially a challenge as there were little to no responses, and some potential interviewees were not so eager to share information, which is why most of the information

necessary was not provided in the start of the research and came later. This provided a deeper insight into how things work in Oman, especially when it comes to developments and projects that potentially are a source of profit in the future, people tend to be more guarded about it.

10.4.3. Research Process

This section indicated the process of research that has been followed through for the past year/half based on a personal perspective on the matter.

The beginning of the master thesis, the process of choosing a subject was exciting, it was the time to choosing a topic I was personally passionate about using a case that is close to my heart. As a result, I have chosen to study about cultural heritage and its outlook from a management perspective, in a waterfront area. Taking the topic on, I knew it would be no easy task as finding information on Oman and in Oman is quite difficult and would take longer than expected, yet, it didn't matter, because I knew this is what I was interested in.
The research took time to refine, and finding the right scope and research question was explorative, in the sense that I needed to make sure I would find the right data to eventually answer the research question. Luckily, with help from my mentor, exploring the topic further, and informal meeting with experts (namely previous professors with knowledge on Oman), it became easier and all the more intriguing the further along with the process. Evidently, the research question I focused on was: " - *How can cultural heritage be integrated in the decision-making process around the sustainable development of Port Sultan Qaboos in Oman?*"

The following process was an explorative yet challenging one, by analysing the literature available and gaining understanding on the different concept, and building up knowledge needed to develop a solid framework and variable that could then be used in the empirical study. This resulted in learning to work in parallel with other chapters, as it was necessary to narrow down the scope and to keep in constant check that arguments are linked and connected.

Moving forward with the results, it became clear that because of the situation with the project and the lack of cooperation from certain actors it is difficult to test and evaluate if the application of the theoretical framework in practice in this case and time duration for the research, thus becoming a limitation. However, leaving room for future research in the application in the case of Oman.

The overall process, was very informative, and constructive, learning more about the process and their background was a highly interesting process. During this research, I've learned that I have a particular interest in learning about the processes of development, regeneration and policy making in Oman, especially in terms of cultural heritage preservation and its role in sustainable developments, and how it would impact the future plans and visions of Oman. This sparks an interest for possible further research in the future.

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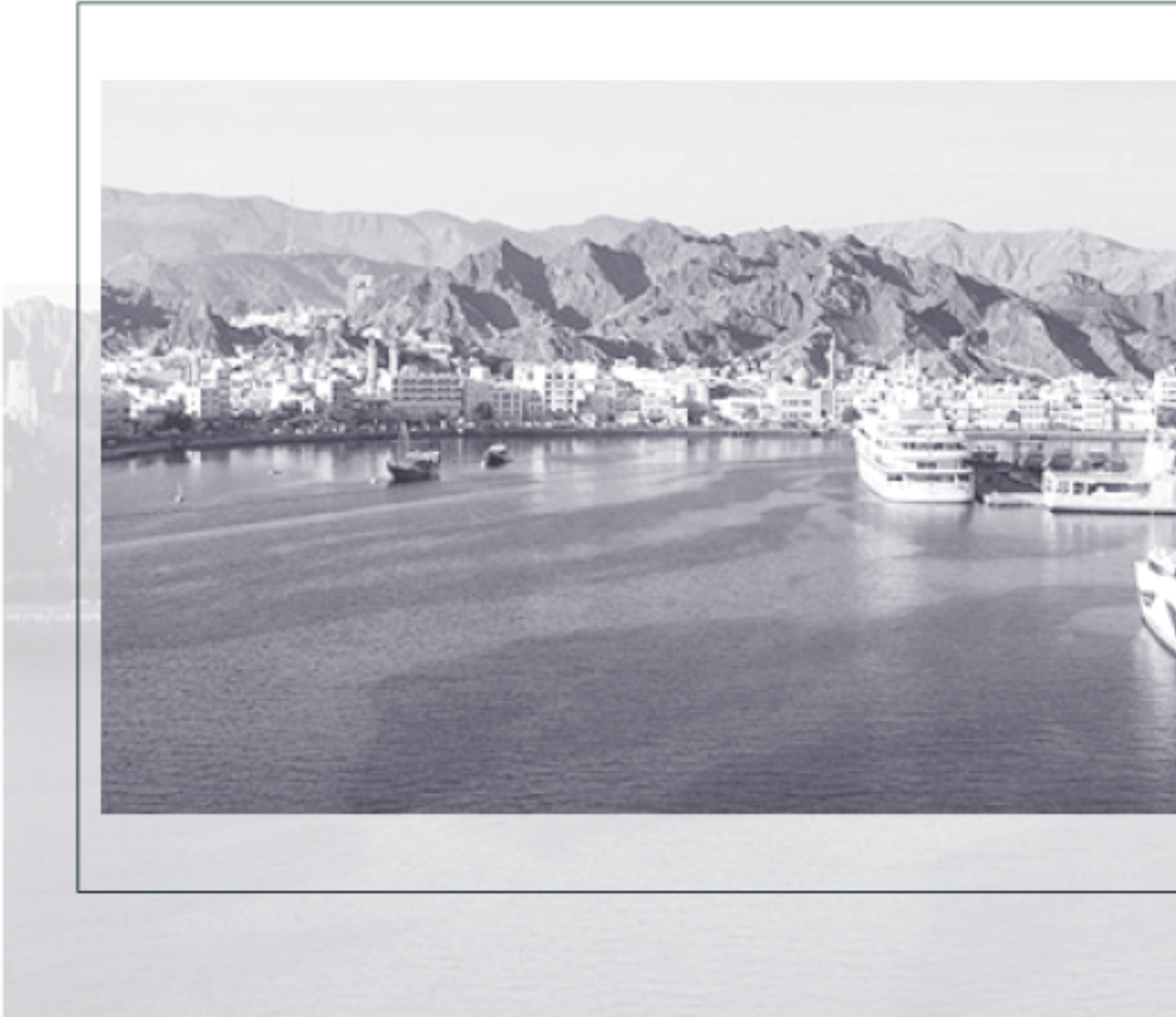
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Appendices

Appendix I

List of Interview Candidates

Date	Organization	Name and Position	Relation to research
11-06-2018	ETH Zurich - Department of Architecture - Future Cities Laboratory	Aurel von Richthofen - Senior researcher and education research programme leader and former profersson in the German University in Oman	helped with muttrah research (Port City)
27-05-2018 29-08-2018	Omran Tourism Development Company, Oman	Francesca Arici - Former Associate Director - Design	Regarding the PSQ development, future plans and design, concepts, what is considered what isn't
29-05-2018 11-06-2018	Omran Tourism Development Company, Oman	Thuriaya Al-Habsi - Sr. Development Mgr. - PSQ , Omran Tourism Development Company	Development, posisition, future plans and approach
05-03-2019	Supreme Committee of Planning	Mahmood Al-Wahaibi - - ONSS representative	future policies, what ONSS is doing, the government strucutre, government relation with developers, barriers govenrments are facing , current regulatory system
05-03-2019	Intec Tusker - Oman	Buthainah Al-Jandal - Architect + Project Manager	Overview of the community involvement, feedback and opion on the project potentials, and barriers
05-03-2019	Saud Al-Sharji Bureau	Saud Al-Sharji -	Regarding the PSQ development, future plans and design, concepts, what is considered what isn't

Appendix II

Milestone 1: Land Allocation to the Developer by MOH

Milestone 2: Developer submits CMP to MoT

Milestone 3: MoT's review and approval of CMP

Milestone 4: Developer submits PMP with ITC application letter and supporting documents to MoT*

Milestone 5: MoT's review approval of PMP and grant of ITC status

Milestone 6: Developer submits FMP to MoT

Milestone 7: MoT's review and approval of the FMP

Milestone 8: Developer submits POD 1 to MoT

Milestone 9: MoT's review and Approval of the POD 1

Building Permit for POD 1

Adjustments — If Comments (3 months / 1 month)

Timeline markers: 6 months **, 30 days **, 6 months **, 45 days **, 9 months **, 45 days **, 6 months **, 30 days **

Preparation for Milestone 2 and of the Conceptual Master Plan (CMP) which should include:

- Description of the Development Control Plan (DCP) area and environs;
- Development vision and concept: how the proposed development would be within the national and international tourism contexts;
- Identifying the short, medium and long term goals of the development;
- Analysis of site characteristics, potentials, and constrains: Collection and analysis of area-specific data and information (physical, ecological, climatic and socioeconomic);
- Planning principles adopted in order to meet the development projects;
- Proposed overall land uses and structural elements of the development;
- Development phases: priority of sectors and timeframes;
- Infrastructure requirements: Utilities and networks including accessibility and movement systems (e.g electricity, water, wastewater treatment plant, road networks, etc);
- Estimated costs of the project; and
- Name and particulars of developer, promoters and specialized consultants

MOT reviews CMP;
In parallel, MOT sends copies to the following government authorities for their review and comments:
1- Ministry of Housing
2- Concerned Municipality
3- Ministry of Transportation & Communication (in the case development has a marina component)
4- ROP (Traffic Department) for preliminary approval
5- Supreme Committee for Town Planning

Preparation for Milestone 4 and of the Preliminary Master Plan (PMP) which should include:

- Land use plan and land budget with the foot print of the different components of the DCP area, with initial coordinates;
- Maximum heights of buildings for different sectors;
- Densities and setbacks for different land uses and areas;
- Number of units and buildings;
- Prototypical sections showing the relationship of roads and buildings;
- Plan for drainage and flood protection, if relevant;
- Traffic impact study;
- Preliminary landscape plans;
- Housing land requirements for the employees of the project (inside or outside the DPC area);
- Services & Facilities (e.g., educational and health facilities);
- Infrastructure, utilities and networks (e.g. water, electricity, wastewater, solid waste, roads-inside and outside the DCP area);
- Site dedicated for civil defence facilities, solid waste disposal, police and security services, etc.;
- Development timetable (Schedule); and
- A copy of the Preliminary Environmental Approval for the project and its components as indicated in the PMP.

MOT reviews PMP ITC and Application;
In parallel, MOT sends copies to the following government authorities for their review, comments and approvals:
1- Ministry of Housing
2- Concerned Municipality if within Muscat Governorate, Dhofar Governorate or Sohar Development Office's Jurisdiction
3- In other cases, Directorate General of Technical Affairs, Ministry of Regional Municipalities & Water Resources
4- ROP (Security Authorities, Traffic and Civil Defence)
5- Ministry of Transportation & Communication (in case there is a marina component)
6- Supreme Committee for Town Planning

Preparation for Milestone 6 and of the Final Master Plan (FMP) which should include:

Drawing and Graphics:
- The proposed subdivisions of all sections and parcels including roads, community uses, open spaces, residential lots, etc.
- Locations of all proposed uses and where relevant building envelopes for each POD;
- Indicative architectural designs or suggested styles of development components
- Infrastructure and utilities: details of requirements, sources, networks, locations and management plans
- Final development phases, execution plans and time schedules with lists of components for each phase
- Perspectives and sketches illustrating the features of all development components

Technical Report:
The above mentioned requirements should be complemented with a report describing and analysing the final planning phase and its outcome and should include the implementation schedule and estimate costs.

MOT reviews FMP;
In parallel, MOT sends copies to the following government authorities for their review, comments and final approvals:
- Ministry Housing
- ROP Operations Department (3 copies)
AND
In Parallel submission, Developer to:
1) Submit an additional copy to the Muscat Municipality; and
2) Start coordination with Public Power and Water Authority and the Wastewater Omani Company.

Preparation for Milestone 8 and of the Plan of Development for Phase 1 (POD 1) which should include:

- Planning and development objectives of the various land uses of phase/sector 1, including descriptions of the land uses on maps and plans
- Proposed subdivision of the sector including roads, community uses, open spaces, residential lots;
- Location of all proposed uses and where relevant building envelopes;
- Boundaries of relevant land use elements;
- Cadastral boundaries of the sector, subdivisions and plots;
- Development controls (e.g. for design, siting, landscape, signage, etc.) for intended land uses;
- Details of utilities and services;
- Architectural drawing;
- Implementation schedule; and
- Estimated costs.

The municipality will review the architectural and all drawings of POD 1, through its contracted consultants. MOT will review all drawings of POD 1.

* It is during this phase and together with the submission of the PMP, that the letter to apply the ITC status should be submitted to MOT substantially in the template set out in Annex 1

** The timelines provided in respect of each milestone are the maximum periods allowed for each such milestone to be completed, which means that the milestone could be achieved in a shorter period than indicated here-above