Resilience Accelerator: Santiago de los Caballeros

High Level Workshop Findings  AUGUST, 2018

During the Resilience Accelerator in Santiago de los Caballeros (held 6-8 November 2018), workshop participants discussed and aligned around the following approaches to the three projects presented. This document is intended to summarize the approaches and rationales discussed, the principles that may underpin future discussions and decisions, and the near- and long-term actions that will advance implementation.
PROJECT: MERCADO HOSPEDAJE

→ Approach and Rationale

Workshop participants agreed that a preferred option may be to maintain retail uses on the existing site of Mercado Hospedaje, but relocate the bulk goods from the downtown city center to a location that is well connected to transportation routes. The approach takes into consideration shocks to the existing site, including potential for fires, flooding, and social unrest. It also considers existing stresses such as poor public health conditions, lack of public space, high congestion, violence, and a deteriorating structure. Participants provided the following rationale for the transformation of the market:

» The existing neighborhood and communities have demanded action because of existing health risk, inadequate organic waste disposal, lack of drainage, poor air quality, and high noise pollution.

» The city sees an opportunity to create a new market that better serves the neighborhood, celebrates the history of Santiago, and invites tourism.

» The current marketplace seeks to serve the Cibao region and international markets but is constrained by congestion challenges due to narrow streets and high traffic volume.

→ Principles and Values

In order to serve the entire Cibao region, and ensure that the market acts as a node for goods to be traded in the Dominican Republic, participants agreed to a number of design principles, including:

» A participatory planning process that integrates the Mercado Hospedaje’s surrounding neighborhood, merchants, employees, and consumers, including immigrant community needs;

» Proximity of bulk goods to the city and connectivity to major transportation routes;

» Accessibility to existing Mercado Hospedaje workers is critical;

» Safety, security, and sanitation for the market, market vendors, products, managers, and users;

» Preservation and redesign of the existing Mercado Hospedaje building; and

» Integration of multiple uses that the new Mercado Hospedaje can have, such as a local market for the community with fair pricing, an arts and culture center, and a tourist attraction to celebrate traditional crafts and foods of Santiago.

→ Implementation Steps

In order to realize this change and ensure that the proposed project serve the needs of the community in Santiago, including workers, vendors, tourist, regional farmers, and regional or global consumers, the City and national government discussed action steps that can be taken in the near- and long-term:

i) Near-Term

1. Increase the provision of security at the existing Mercado Hospedaje (Actor: Ayuntamiento)

2. Create an engagement plan for the existing community including the workers, vendors, farmers, consumers and adjacent neighborhoods – and working with the existing market managers to implement a participatory process (Actor: CDES, Dirección del Mercado Ayuntamiento, Oficina de Desarrollo)
3. Create a socio-economic study for the area to better understand who lives near the market, how many warehouses are in the city, who uses the market, how many trucks unload goods daily, how many workers move goods, and from where market consumers, vendors, and workers travel, etc. This will be used to inform future site selection, transportation routes, and confirm project feasibility. (Actor: Alcalde, Ayuntamiento, Director de Mercados Municipales, and Directora de Resiliencia)

4. Map key actors (Actor: Alcalde, Ayuntamiento, Director de Mercados Municipales, and Directora de Resiliencia)

5. Identify possible locations for future site (Actor: Dirección del Urbanismo)

→ **Key Actors**

The following list of key actors need to be involved in the process to ensure support and success of the project. This is a high-level map of actors and should be considered preliminary.

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<th>Public sector</th>
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<tr>
<td>William Ramirez, POT, Ayuntamiento</td>
<td>Cristian Capellán, Empresario, Victorias</td>
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<td>Manuel Padilla, Director de Mercados Municipales, Ayuntamiento</td>
<td>Dagoberto Torres, Ing. Telemático, SST</td>
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<td>Eddy Gil, Contador, Mercado</td>
<td>Mirtha Saleta, Gte. de Proyectos, CDES</td>
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<td>José Mercader, Director de Creatividad, Ministerio de Cultura</td>
<td>Roberto Guzman, Gestor Cultural, La 37 por las Tablas</td>
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<td>Laura Peña, Ministerio de Turismo</td>
<td>Rafael Yunén, Consultor, CAP</td>
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<td>Jose Martin Rodriguez, el Anterior Administrador del Mercado</td>
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<td>Gobierno nacional</td>
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<td>Alcalde de Santiago de los Caballeros</td>
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<td>Maria Isabel Serrano, Directora de Resiliencia</td>
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ii) **Long-Term**

1. Implement new public transportation routes through the existing bus network for workers (Actor: City)

2. Develop management and governance tools to enforce regulations, support market managers, and reduce contamination and support sanitation conditions of the market. Participants discussed that city council should consider legislative action to allow managers to implement fines for merchants that are violating regulations. (Actor: Dirección del Mercado Ayuntamiento)

2. Begin relocation process for bulk goods, beginning with fruits and vegetables (Actor: Gobierno Nacional)
PROJECT: SUELO DURO

→ Approach and Rationale

Workshop participants discussed and agreed that the best course of action for the community in Suelo Duro and the city would be to relocate the existing neighborhood to a nearby site. Participants also agreed the city needs to create a mechanism to ensure new informal settlements do not reemerge in the same site. The proposed actions respond to the extremity of the site’s existing shocks: frequent flooding, landslides, and hurricanes. The actions also seek to address stresses in the community, including a growing migrant population, poverty, low quality housing, and inadequate sanitation systems. The relocation project is based on the following rationale:

» Clearing the Rio Yaque river bank of any settlements will allow the existing dam system to release excess water in the case of extreme rainfall.

» Providing safe and dignified housing for the community and maintaining the social fabric will improve the livelihoods of residents in need of support.

→ Principles and Values

In order to ensure a just and successful relocation process of Suelo Duro and other communities along the river banks of the Yaque del Norte, participants discussed the following design principles to be taken into consideration:

» A participatory process where community engagement and ownership are at the forefront of decision making;

» The list of demands for the relocation process should be driven by the community of Suelo Duro and partners, to ensure continuity of their agenda throughout different municipal terms;

» Santiago Solidario, a nonprofit whose mission is to serve the communities along the banks of el Rio Yaque, will lead a process to organize Suelo Duro and the other eleven communities in need of relocation;

» Constant communication with communities through regular meetings, household visits, and printed media publications;

» Future site criteria include access to jobs, education, and public transportation for every age group in the community;

» The future housing site must be on high ground away from flood risk; and

» Housing typologies reflect the needs and demands of the members of the community.
Implementation Steps

To kickstart the relocation process and ensure that the needs of the communities along the Rio Yaque are met, the Executive Director of Santiago Solidario and City representatives discussed actions to be taken in the near and long-term:

i) Near-Term

1. Create a survey of available public land that can be used for future sites (Actor: Catastro Ayuntamiento, POT)
2. Review the existing parcels of land owned by Santiago Solidario to meet the needs of the Suelo Duro community, including a reevaluation of the designs for La Ciénaga, a site that has been proposed by Santiago Solidario (Actor: Santiago Solidario)
3. Create a manifesto of the community’s needs (Actor: Santiago Solidario and community)
4. Develop a comprehensive socio-economic study for the Suelo Duro community to better understand who lives there, where they work, household age composition, etc (Actor: Santiago Solidario)
5. Map key actors (Actor: Alcalde, Ayuntamiento, Director de Mercados Municipales, and Directora de Resiliencia)

ii) Long-Term

1. Continue and engagement with the other 11 communities that are along the river banks of the Yaque del Norte and acknowledge their particular needs (Actor: Santiago Solidario)
2. Evaluate potential funding sources with the national government (Actor: MINPRE Viceministra)

Key Actors

Key Actors. Workshop participants agreed that the following list of key actors need to be involved in the process to ensure support and success of the project. This is a high-level map of actors and should be considered preliminary.

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<td>Gobierno nacional</td>
<td>Walkiria Estévez, Directora Proyecto, Fondo Agua</td>
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<td>Jochy Nuñez, Agrimensor, Planeamiento y Catastro Ayuntamiento</td>
<td>Mirtha Saleta, Gte. de Proyectos, CDES</td>
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<td>María Martínez, Arquitecta, POT</td>
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<td>Alcalde de Santiago de los Caballeros</td>
<td>Non-governmental organizations</td>
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<td>Sina del Rosario, Viceministra, MINPRE</td>
<td>Percy Álvarez, Director Ejecutivo, Santiago Solidario</td>
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PROJECT: BELLA VISTA

Approach and Rationale

Workshop participants discussed existing challenges to the proposed interventions in Bella Vista – a natural park, pedestrian bridge, levee, and sustainable urban drainage system – and offered design recommendations. The team’s approach is based on the existing shocks in Bella Vista which include heavy rain storms, flooding, and water shortages as well as stresses such as a shortage of housing for the growing migrant population, deforestation, poor water quality, poverty, crime, and a lack of social cohesion. The team proposed the following to be taken into consideration:

- The park should set design guidance that can be later replicated in future river bed parks in the expanding north part of the city.
- The Bella Vista Park should be considered as part of a larger strategy for both the lower and upper basins of the Yaque del Norte River.
- The site of the proposed park is a place considered dangerous by the neighbors due to illegal activities and lack of public lighting. The park will need to consider advocacy and design elements to reverse this reality and perception.

Principles and Values

Workshop participants focused on the Bella Vista Park agreed to a number of design principles, including a park that:

- Serves the entire community, including migrant populations, elderly populations and children
  - Transportation routes connected to the park
  - Design elements for children
  - Infrastructure for hiking and biking trails
- Ensures safety for all
  - Technology to enforce security; for example, lighting and cameras that monitor who enters and leaves the park
  - Security services and personnel
  - Campaigns to share safety elements of the park
- Promotes social cohesion
  - Integrated cultural and recreational programming, including the iconic carnival celebrations held in Bella Vista
- Is stewarded by the community
  - Educational programming to socialize the value of the river as a natural asset and the risk of living alongside the Yaque
  - A site to collect solid waste
‡ Implementation Steps

To further advance the Bella Vista Park project, the following steps must be met in the near- and long-term:

i) Near-Term

1. Identify and work with the community living in informal settlements inside the proposed park area and implement a relocation process in the same way as Suelo Duro. (Actor: Catastro Ayuntamiento, POT, Santiago Solidario, community)
2. Map key actors within the community that can advocate for the park. (Actor: Alcalde, Ayuntamiento, and Directora de Resiliencia)
3. Create a group to advocate for the park and the surrounding neighborhood of Bella Vista; responsibilities include creating opportunities for public participation, fundraising, and advocacy. This group could be an existing organization that advocates for the proposed vision and stretch of park that runs along the Yaque basin. (Actor: CDES)
4. Develop designs for the Bella Vista Park elements. (Actor: Ayuntamiento and IDOM)
5. Evaluate maintenance and operational costs and financing sources, such as through ticketing and cultural programming. (Actor: Ayuntamiento, Dirección de Aseo Ornato y Parques)
6. Identify resources that might be made available through the Comisión Presidencial para el Ordenamiento y Manejo de la Cuenca del Río Yaque del Norte (CRYN). (Actor: Ayuntamiento)
7. Change the zoning of the site of intervention to fit the Natural Park designation. (Actor: Ayuntamiento)
8. Get project approval from the Secretaría de Obras Públicas and INDHRI. (Actor: Ayuntamiento)

ii) Long-Term

1. Develop a branding strategy for the Park. Considering renaming the park to “Parque Encantado.” (Actor: New advocacy group)
2. Begin construction of the pedestrian paths and Bellavista Park elements. (Actor: Ayuntamiento)

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