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467

the incubator



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**the incubator**  
**\_re\_using an abandoned factory in Quarantina**

Lea J. Ksayer



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To my Jeddo who passed away during the semester,  
Thank you for the wonderful memories,  
Thank you for the gift of knowing you...



to be the best of the best  
that we can find for the  
best of the best of the best



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My parents Jo & Bertha Ksayer to whom i owe everything



to be the best of the best  
that you can find  
and the best of the best

# abstract

This thesis proposes and architectural intervention as a tool of revival of the abandoned Lebanese industries; not only in relation to their local neighborhoods but also to the city capital's economy. In the late 1960s and early 1970s the Lebanese industry had expanded rapidly, but after the start of the civil war in 1975, the government could no longer afford to try to revive the economy through export subsidies and the producers tended to concentrate on improving profits rather than productivity. The thesis suggests an architectural design strategy for the redevelopment of an efficient and a highly competitive industrial sector, through providing an appropriate environment for encounters and opportunities. The encounter will be that of talents and capital: talents of young ambitious individuals who lack the means to establish their own business, and capital of entrepreneurs who seek an opportunity to initiate private investments.

I focus on one of the multiple areas in Beirut in the process of deindustrialization; Bourj Hammoud, a once booming industrial but now a neglected waterfront. The thesis investigates possible approaches to revitalizing industry; and the more precisely in Bourj Hammoud, grounding my intervention in the urban fabric and the industrial networks of this neighborhood, and proposing new ways of inscribing industry and the manufacturing process in the city.

The design intervention is an incubator; a program designed to accelerate the successful development of entrepreneurial companies through a network of supporting resources and services. Talented individuals will work and display their products in the incubator where their talents would be discovered by entrepreneurs who will subsequently select them as partners for a project investment. The program will be orchestrated by the incubator administrative management and will be open to outside visitors. The incubator will hold various events and performances.



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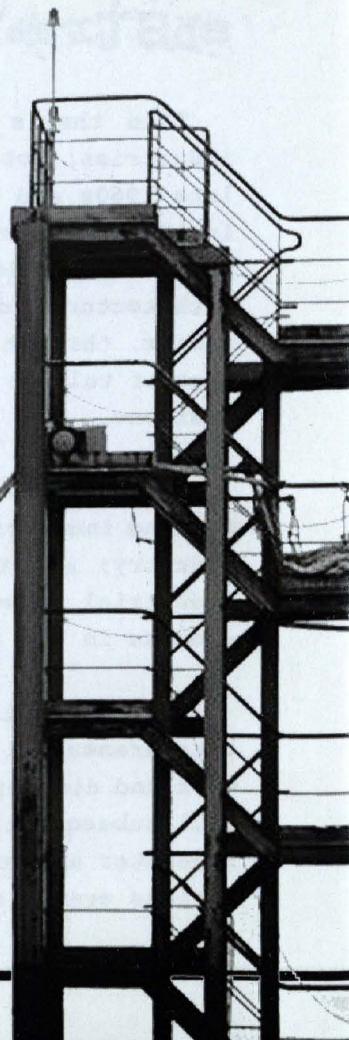
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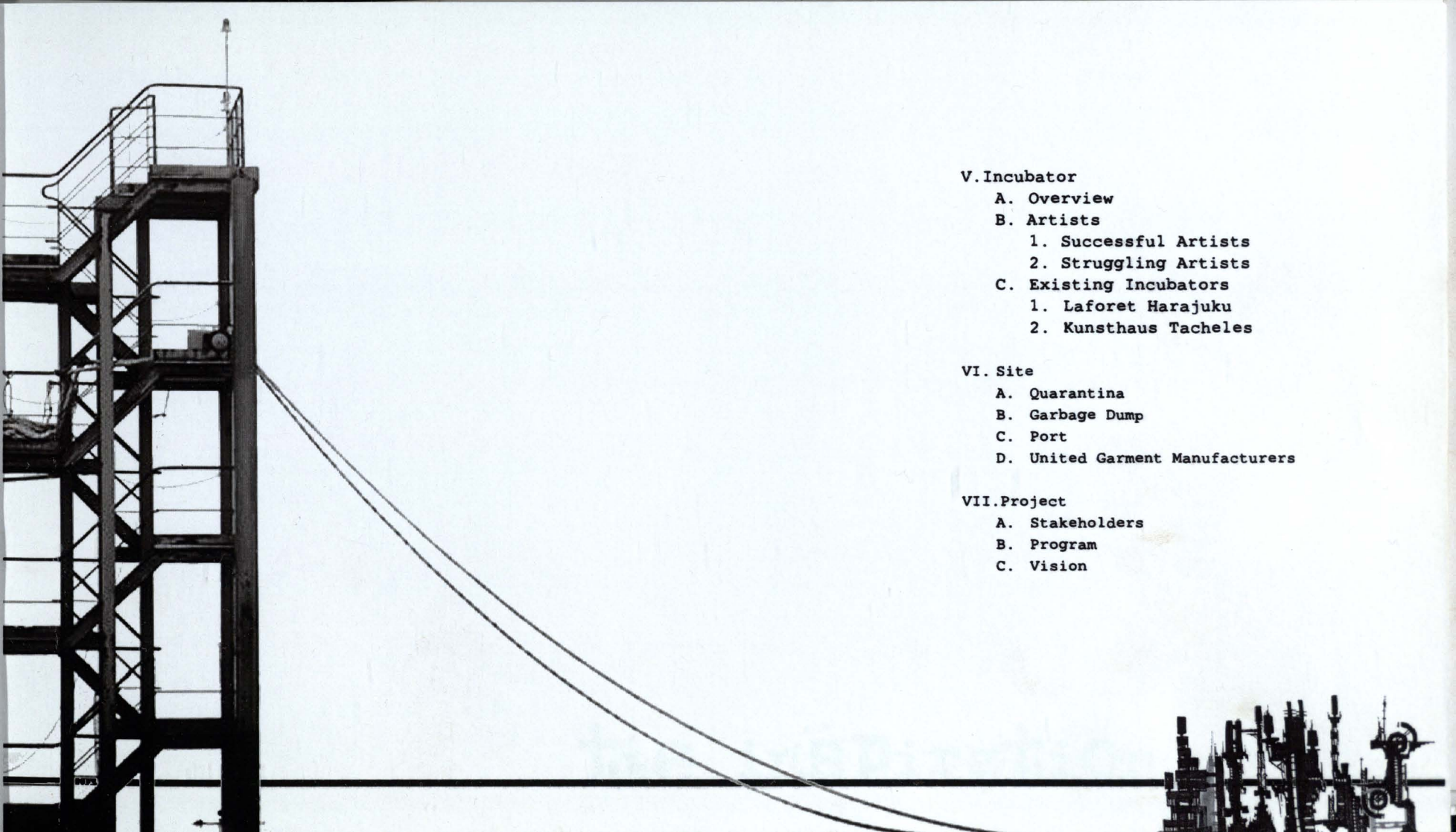
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to be the best of the best  
that we can get for the money  
and we are sure that you will  
be satisfied with the result.

the inspiration





Coming from a family of industrialists, I have always been fascinated by the process of manufacturing things, by the hectic environment of a factory and the sound of the machines. My father owns a chemical products factory where my curiosity for the world of manufacturing was born. As I grew up, I developed a wider interest in other factories than my father's and started accompanying him to fantastic spaces of industry.

Few people shared my fascination.

Besides the personal fascination, different experiences inspired me, they came in different forms.

Fundacao Progresso





In the summer of 2008, I visited a converted factory in Rio de Janeiro, a once prominent factory that molded and assembled safes and stoves.

Adjacent to the factory was the Flying Circus whose members refused the demolition of the factory after its bankruptcy. They started extending their activities into the abandoned building and soon the state granted the Flying Circus the right to remain in the building.

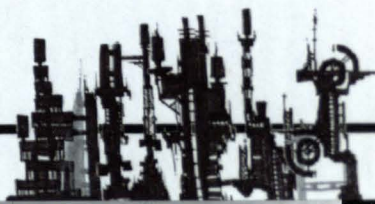
It has now different public functions in it, such as a library, an educational exhibition space, and of course part of the museum is dedicated to the memory and appreciation of the factory.

Industry was appreciated by others after all and the reuse of the abandoned factory instead of demolishing it was a proof !

---



Funcicao Progresso - Source: Author





In the month of 1900  
the following persons were

admitted to the office  
of the Secretary of the  
Board of Health of the  
City of New York

in the year 1900  
and the names of those

admitted are as follows  
and the names of those

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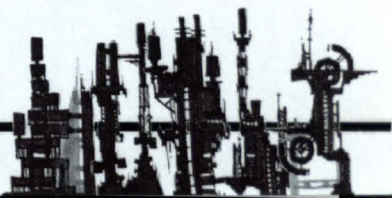
Charlie and The Chocolate Factory



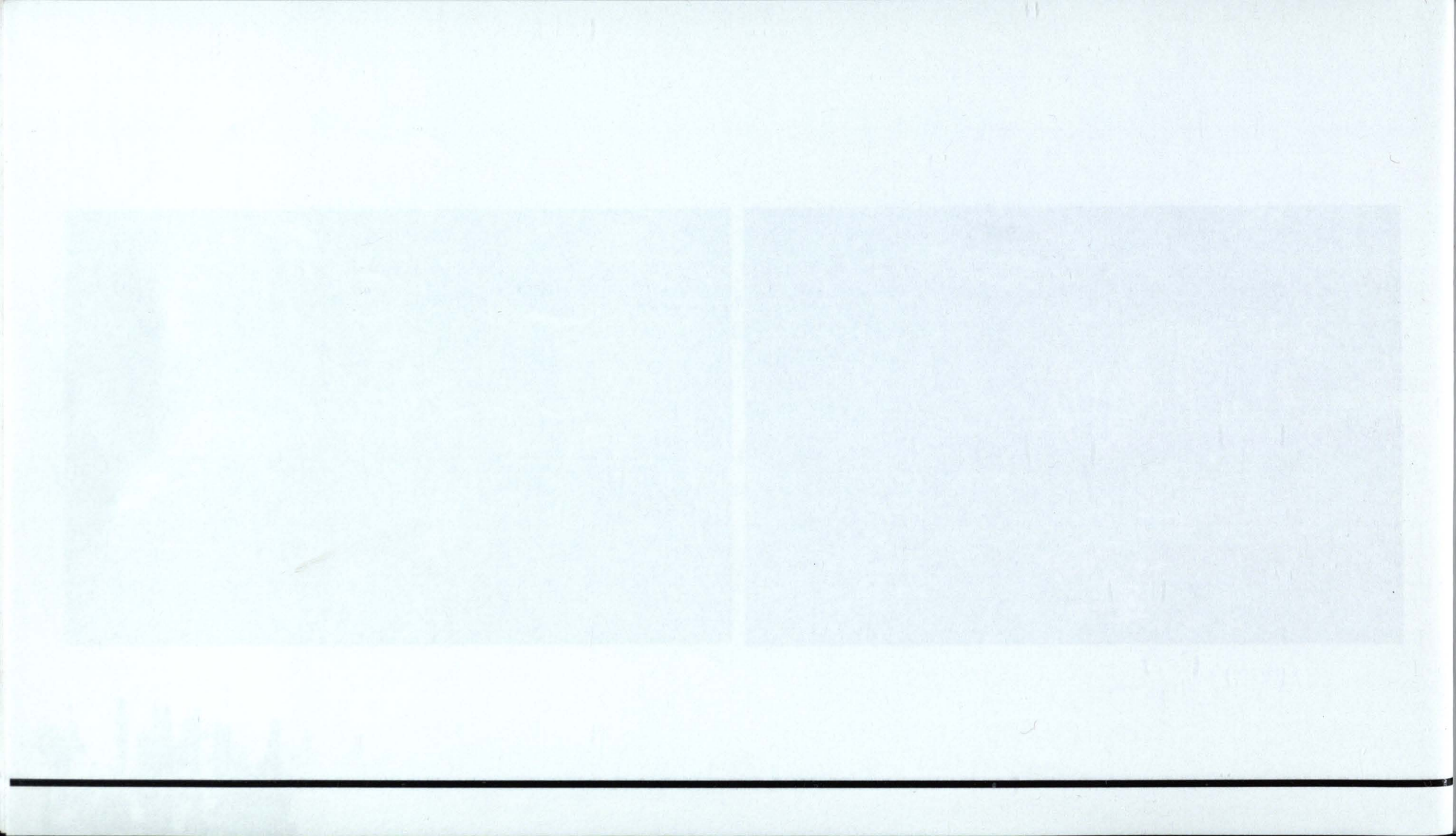


The movie Charlie and the Chocolate Factory also inspired me because of the industrial aspect of it. It starts with a view of the industrial zone, a purely raw area of industry, smokestacks, pipes and metal structures. The inside of the factory on the other hand was a fantasy land; most of which is underground and consisting of winding tunnels with various chambers where different activities happen.

The movie presented the factory as a museum for the children who are touring and as a home for its workers. It depicts another type of factory, one that is triggers the curiosity in its visitors and the wellbeing of its workforce.







Social Encounter





Sitting on the porch of my father's office, I watched the activity down the street. I noticed that the main road in the industrial area also leads to a residential complex and serves as a shortcut to Nahr el Kalb.

This produced an infiltration of the public into the industrial zone and eventually a social interaction. Later, this resulted in the need of benches for the passers by, who now are familiar with the industrialists, to sit and share a cup of coffee with the latter. The mere presence of a bench accomodated for the comfort of the people and the area became a meeting place for different people of the area.



CHEMICAL PRODUCTS FACTORY



ANTELIAS - BIKFAYA HIGHWAY



DIYARNA RESIDENTIAL COMPLEX



SITTING AREA IN ONE OF THE GARDENS.

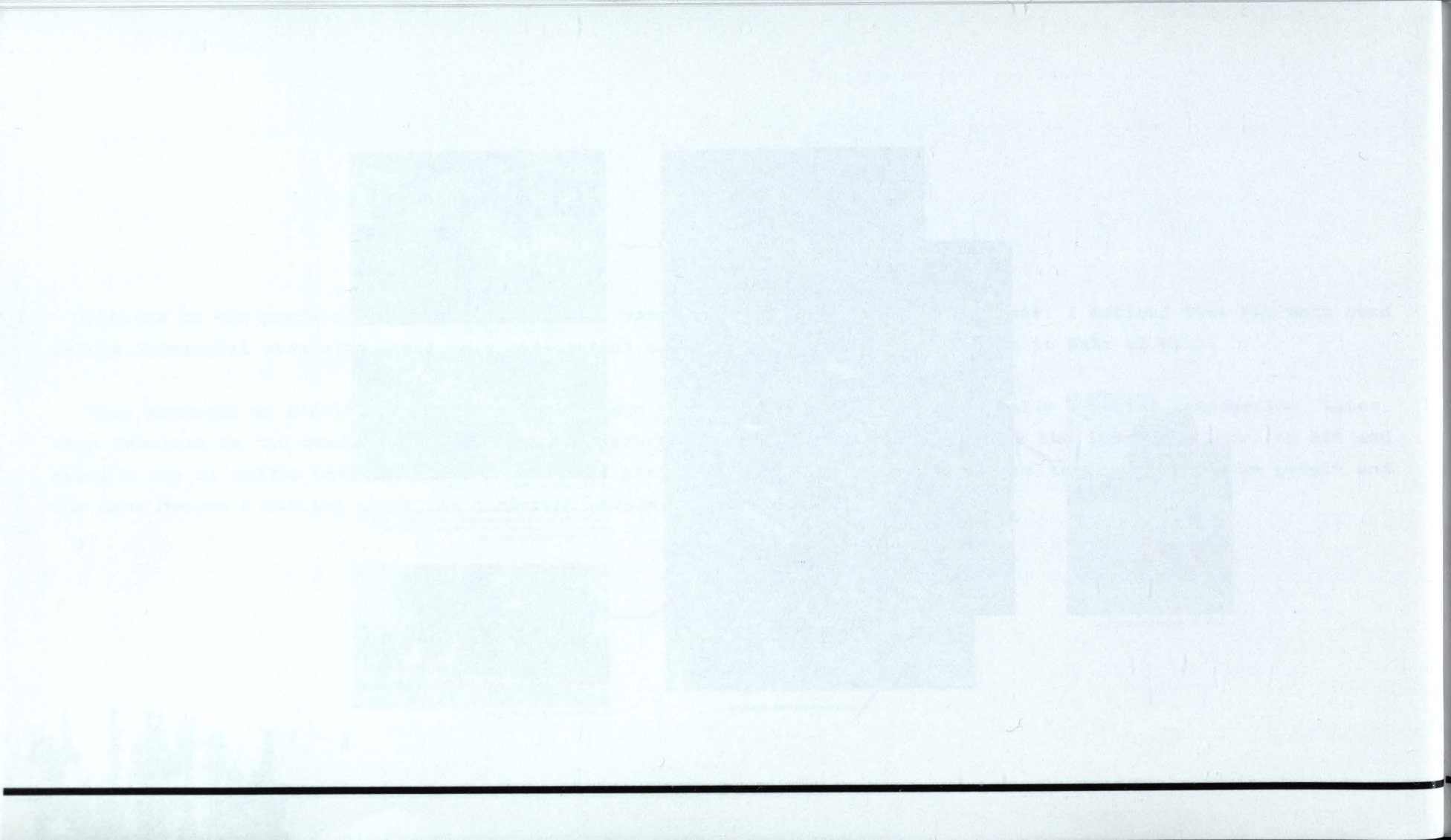
"WHEN IT'S SUNNY, JAMIL & I HAVE OUR COFFEE IN THE GARDEN OR ON THE BENCHES OUTSIDE. BELIEVE IT OR NOT, A LOT OF PEOPLE STOP AND JOIN. IT'S GOOD FOR THE BUSINESS TO MAKE PUBLIC RELATIONS."  
-MR. R. KHOURY (INTERVIEW OCT. 28)



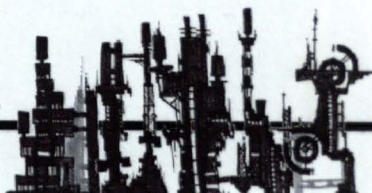
PLASTIC BUCKETS FACTORY



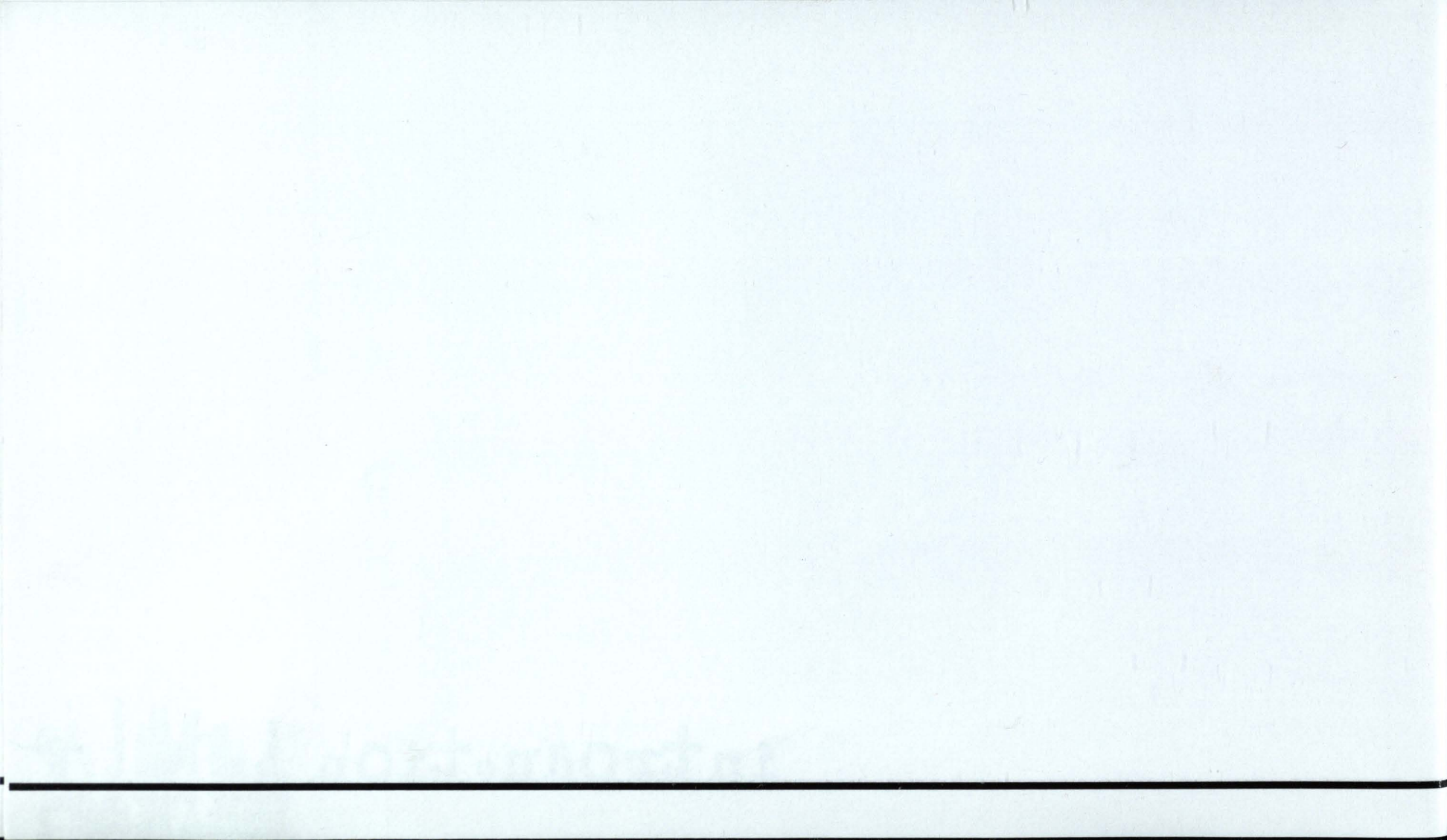




introduction.







# research question and analysis

According to the Lebanese Ministry of Environment, the industrial sector in Lebanon can potentially be considered as one of the main driving forces for economic growth, and one of the essential sources for future employment opportunities. Unfortunately, since the mid-1970s, ill-defined industrial zones, an ailing economy, inadequate reforms and future economic uncertainties have undermined the industrial sector. "In 1981 the Lebanese Industrialists Association reported a 25-percent decline in industrial capacity, and more than 70 percent of all industrial capacity was believed to have been idle for at least 500 days during the previous 6 years. Layoffs were heavy; with industrial employment in 1981 about half of what it was in 1974. National Cotton Mill (Filature Nationale du Coton), the biggest weaving and spinning factory in the Middle East, laid off all but 450 of its workers. In Tripoli, Lebanon's largest compressed wood factory was closed in 1981, with the loss of 600 jobs. One of its problems was that it could not compete with the import of wooden products through the illegal ports".<sup>1</sup> Even the events of the July 2006 war resulted in the bombing of different factories who belonged to Lebanese or Arab firms who were competitors of Israeli firms on the Iraqi market.

To this day, and due to various factors, the Lebanese industrial sector is still witnessing a downfall which is resulting in the closing down of many of its once operating factories.

Other still operating factories are also facing different problems that might lead them to closing down in the near future because of cheaper imported products from other countries as in the case of Uniceramic, a factory producing ceramic tiles.

1- Thomas Collelo ed, Lebanon, a country study, 3rd ed.  
Washington, D.C: Library of Congress, Federal Research Division, 1989.

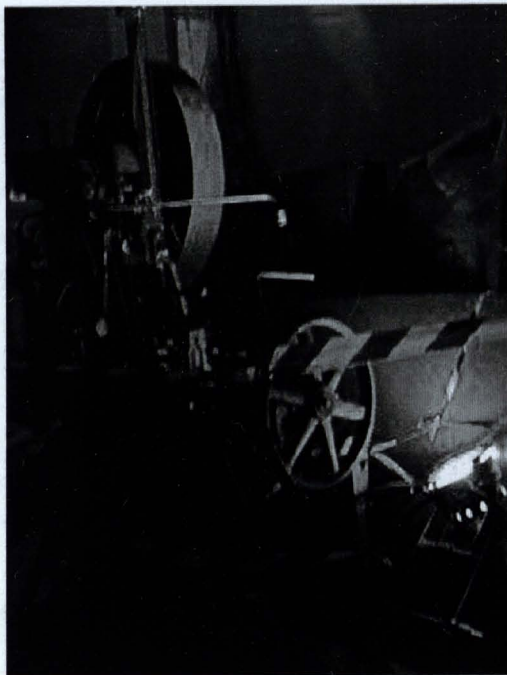


On the other hand, there are some factories that are accommodating other functions in order to support their financial crises such as The Silver Factory which is a factory by day and sometimes a club by night.



Located in the suburbs of Beirut city, The Silver Factory concept offers an alternative to traditional clubbing.

The Silver Factory is an operating silverware factory that switches into a club at night. The owner of the factory is the DJ hosting these events; he has merged his hobby and profession in the same space at different time.



The Silver Factory - Night photographs

Abandoned factories in Lebanon disperse around them devastated areas and wastelands and are perceived as restricted zones where the public does not enter. The neglected urban fabric has become an attraction to squatters, sub-cultures and artists who have claimed these areas and accommodated art, culture and entertainment functions amongst the industrial ruins.



# Beirut Art center

"Beirut Art Center is a non-profit association, space and platform dedicated to contemporary art in Lebanon. The aim of the center is to produce, present and promote local and international contemporary art and cultural practice in a structure that is open and active throughout the year".<sup>2</sup>

Along with its main exhibition space, the Beirut Art Center includes a screening and performance room, a mediatheque and a bookshop. It also organizes regular activities such as lectures, concerts, performances, video projections and workshops. The center is located in an industrial zone in Jisr el Wateh.

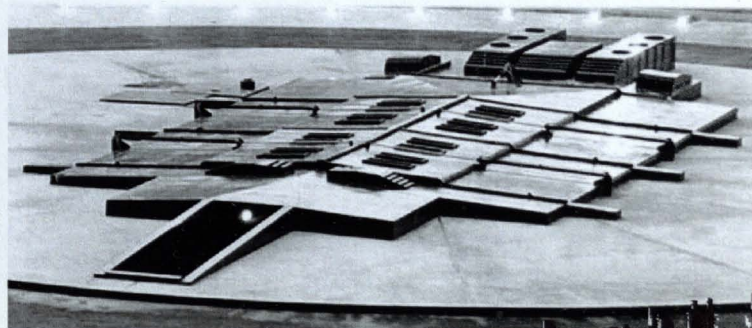
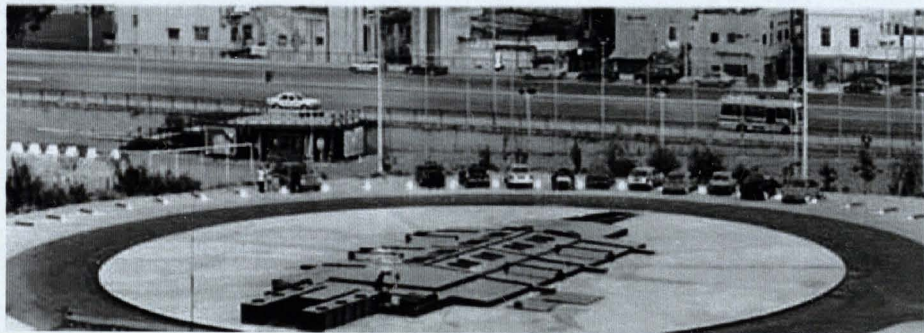
# The Art lounge

Located amidst the industrial setting of Quarantina, the art lounge is a gallery and bar/lounge with a permanent exhibition, a bookstore and hosts cultural events, musical performances, and documentary projections of permanent artists. It also has a Flea Market for second hand clothes and fashion wear of young designers.

# B 018

B 018 is a music club, a place of nocturnal survival. It is located in Quarantina, on a site that was better known for its macabre atmosphere. The B 018 project is, a reaction to difficult and explosive conditions that are intrinsic to the history of its location and the contradictions that are implied by the implementation of an entertainment program on such a site. It negates the governing post-war reconstructions around Beirut.

The project is built below ground, its facade is pressed into the ground to avoid the over exposure of a mass. The building is embedded in a circular concrete disc slightly above street level. At rest, it is almost invisible. It comes to life in the late hours of the night when its articulated roof structure retracts hydraulically. The opening of the roof exposes the club to the world above and reveals the cityscape as an urban backdrop to the people below. Its closing translates a voluntary disappearance.



B 018 - Photographs



In this thesis I want to explore the role of architecture in the process of revitalizing an abandoned industrial area; and how architecture can act like a catalyst on an ailing neighborhood to become a vitalized one. Hence, my aim is to build a solid understanding and analysis of industrial buildings and areas; how they operate, and then highlight their contribution to economy. The purpose of the thesis is to draw attention to the abandoned industries and to bring awareness on the several opportunities of appropriating them, revitalizing them and potentially invigorating the area around them. The justification behind selecting different case studies, is to show how architecture can give different answers to the same question; different solutions to the same problem.

The area I selected for the study is the Bourj Hammoud coastal industrial area; more specifically the building I will intervene on is an abandoned clothes factory. This area has all the qualifications to be an ideal example for a revitalization project.

I will demonstrate that the area could be awoken from its blackout, and could have its power switched back on by inserting a building whose incorporated activities can serve as a catalyst that will provoke a reviving reaction for the neighborhood and beyond.

cat.a.lyst - [kat-l-ist] - noun

a person or thing that precipitates an event or change



# methodology and sources

The theoretical framework of this thesis relied on investigations, interviews, analysis and fieldwork concerning the area of study.

The methodological approach that was followed in this research relied on a detailed site analysis. I relied on what is present and absent on site, to identify the type of potential project I will be designing. Then I analyzed the operating stakeholders in the area, identified their needs to help form a well defined, grounded, and justifiable program that responds to them.

The facts and statistics I provide in this study are from interviews I have conducted with different people who are concerned with the Lebanese industrial scene such as industrialists, workers, ex-factory owners, and representatives from the Lebanese Ministry of Industry.

# Facts

According to the Ministry of Industry (MoI), a detailed description for the industrial sector cannot be established due to the lack of updated information. This shows that the industrial sector in Lebanon is not well monitored by the government and that there is obvious corruption in the sector. Many factories are built in non-industrial zones and without any legal paperwork.

In addition, the survey conducted by the MoI shows that 69.9% of the 22,107 firms employ less than 5 workers (per hour workers); while firms employing more than 10 employees represent only 9.5%. This clearly identifies that the type of industry that is prevailing in Lebanon is light industry and is a sign of weakness in the industrial sector. The fact that the industrial sector represents 17% of the Gross Domestic Product, with the awareness that there is a room for improvement and development, proves again that industry does not contribute to the economy as much as it should, given the potential that that it could achieve. "Furthermore, if we categorize the industrial sector, we will find that 20.2% of the production goes to the food and beverage industry, 16.3% for furniture, 13.9% for metal products, 13.6% for clothing and 6.6% for wood products. Yet, these productions represent only 71% of the total industrial sector. The remaining 29% are concentrated on other manufacturing products such as chemical based products such as paint, waterproofing, cement, plastic buckets and bottles; but employ 40.4% of the labor force of the industrial sector and generate 48% of total industrial output".<sup>3</sup>

Geographically, according to the surveys, 70% of the industrial firms are located in Beirut and Mount Lebanon, while only 4% in Nabatieh, 6% in each of Bekaa and the South.



# Problems and challenges of the industrial sector

## INTERNALLY

- \_Recession
- \_Lack of industrial investments
- \_High costs of production (raw material, power, etc.)
- \_Low quality of products making them more difficult to penetrate foreign markets
- \_High transactin cost, leading to increase in opportunity cost (time,money)
- \_Lack of resources at the Ministry of Industry essential for proper management of the sector.

## EXTERNALLY

- \_Strong international markets competition
- \_High competition in the FDI markets
- \_Increase in regulations, resolutions and standards codes after signing trade agreements with Arab countries.

Based on these facts, we can make a conclusion as follows:

Small size of the industrial firms

Labor intensive production/investment

Salaries represent a big share of the total expenditures

No diversity in production

Family business predominance, with monopolized decision makings



# Association Of Lebanese Industrialists

Both the Association of Lebanese Industrialists and the Ministry of Industry are concentrating on enhancing the productivity of industries in general which will possibly result in eliminating the problems and challenges faced in the industrial sector.

"The Association of Lebanese Industrialists founded in 1943, is a Lebanese economic organization grouping industrialists from all Lebanese region in a concerted and balanced effort at promoting and developing industry in Lebanon".<sup>4</sup>

It seeks to create and maintain an environment which is favorable to industrial investment, growth and development. Considering that industry in Lebanon, except for cigarettes manufacturing, is purely private, the Association's role becomes even more significant.

The association helps the industrial sector by promoting it and by encouraging the Lebanese citizens to buy and consume local products. Its main concerns are similar to that of the MoI, they both seek to:

- Promote industrial investment
- Improve the quality of the Lebanese production and its competitive edge
- Develop exports
- Strengthen institutions

Yet the difference between the two is that the Association of Lebanese Industrialists is operated and managed by the industrialists themselves. There are different committees that work on different tasks and organize events, fairs and exhibitions. The Association of Lebanese Industrialists also seeks to upgrade the standards of manufactured products in order to meet foreign standards and thus widen and diversify the route of exportation.



# Association of Japanese Industrialists

The Association of Japanese Industrialists was established in 1889 as a voluntary organization of industrialists. Its primary purpose is to represent the interests of Japanese industry and to promote the development of the industrial sector. The Association has played a significant role in the economic growth of Japan and has been instrumental in the establishment of various industrial policies and regulations.

The Association's activities are centered around the promotion of industrial development and the improvement of the industrial environment. It provides a platform for industrialists to voice their concerns and to participate in the formulation of industrial policy. The Association also engages in research and analysis on industrial trends and issues, and it provides information and advice to industrialists on various matters related to their operations.

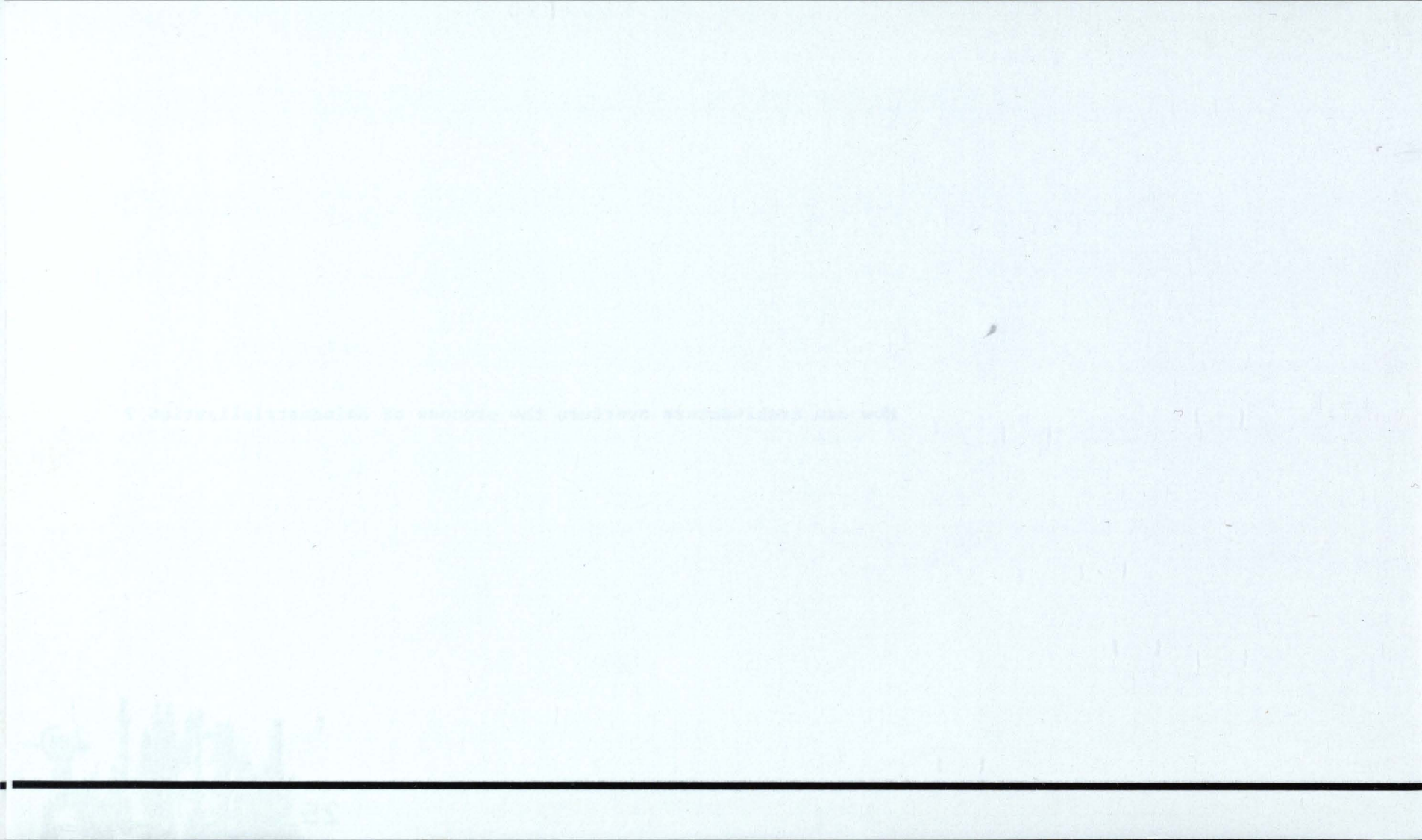
The Association has a long history of successful cooperation with the government and other stakeholders in the industrial sector. It has been instrumental in the establishment of various industrial policies and regulations, and it has played a key role in the development of the industrial sector. The Association's efforts have contributed significantly to the economic growth and development of Japan, and it continues to play a vital role in the industrial sector today.

of Association

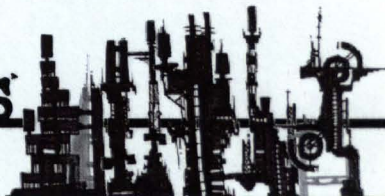
How can architecture overturn the process of deindustrialization ?







revitalizing industrial buildings





Following the facts and information provided previously, I will explore different ways of revitalizing an industrial building through architecture and the latent impact of the rejuvenated building on the industrial area surrounding it.

In order to better understand the manifestation of the revitalizing scenarios spatially, I will present different case studies.

There are several architectural and design based approaches to revitalizing an industrial building or resuscitating it. I have categorized them in three main categories:

\_Staging Industry

\_Converting Industry

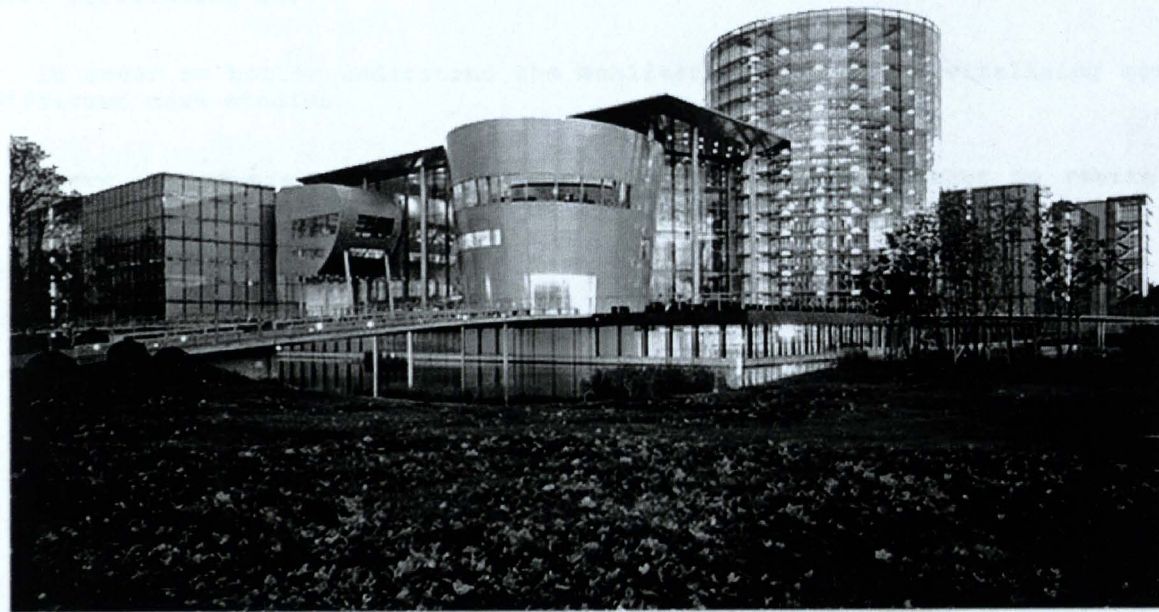
\_Hybridizing industry

staging industry





# Die Gläserne Manufaktur - Dresden [2002]



The factory adopts a new definition where it is not only a place of manufacture but also a staged display for the manufacturing process.

The process becomes an exhibited museum where the production progression is viewed as a performance for curious minds.

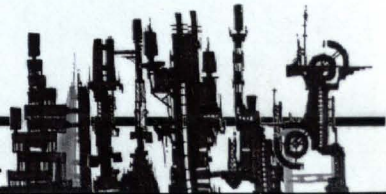




Car Display Tower

The factory envelope is made almost completely of glass making the whole manufacturing process staged for visitors to observe; it accommodates nearly 250 tourists daily. The architectural language of the building allows for such a program to take place.

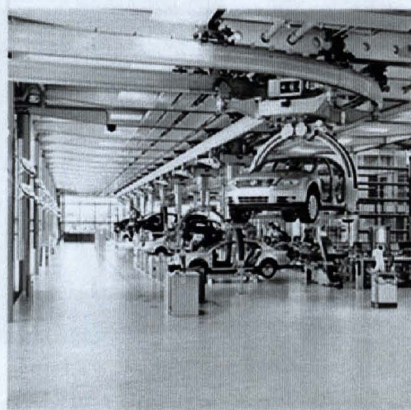
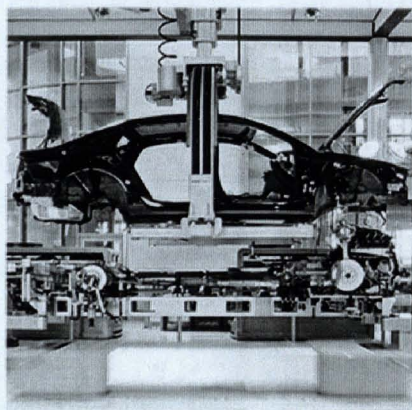
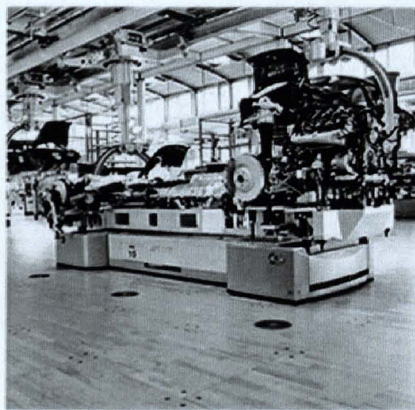
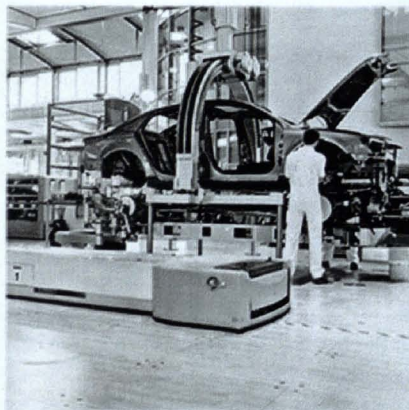
The transparency of the building permits visual continuity from the outside in. From the outside one can clearly see the assembly process of the Phaeton car. The assembly process is limited to the assembly of prefabricated individual components. The previously fabricated parts are transported in the Volkswagen freighter tram from different parts of the country. A visitor in the factory can see the process from start to end. From the street one can observe the body-work of the car before it enters the assembly line presented showroom-like in the glazed body-warehouse.



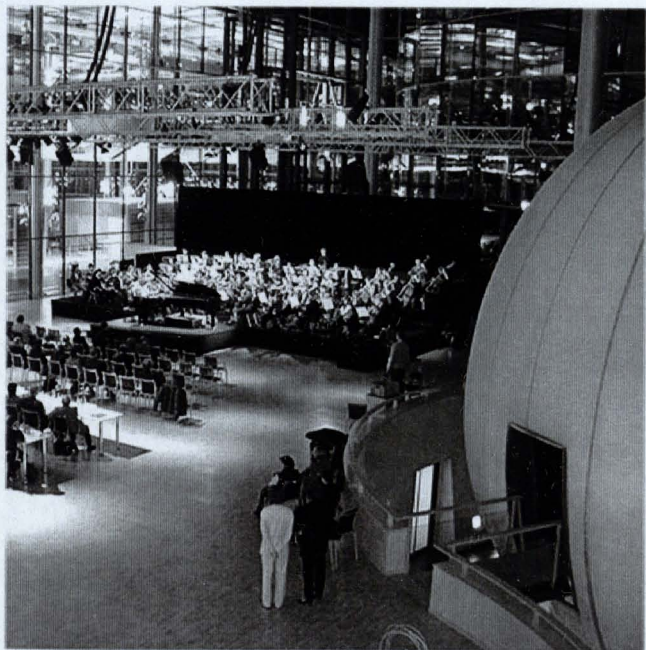


Each car is individually hand built; all the parts and components needed to construct that specific car (the Phaeton model) are picked ahead of time in the logistics center, and loaded onto storage modules. There are two visible storage modules, one in front and one behind each car.

The Phaeton is assembled on two levels. The key component in the assembly process is the fish-scale production line, a rotating elevating platform that moves the body shell into various positions and heights on each fish scale. In the same way the finished models are stored in the completely transparent car tower before being handed over to the customer.



VW Assembly Process

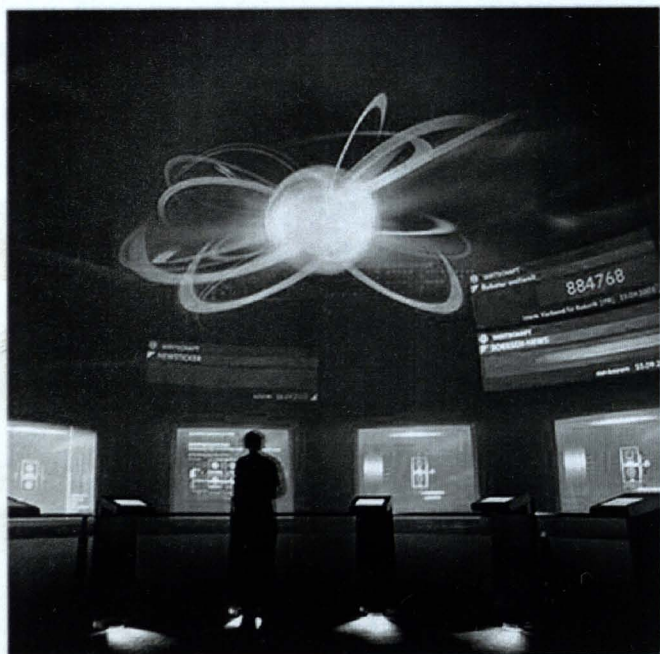


The Orangerie

Orangeries are usually buildings in which oranges and citrus fruits are cultivated during the winter. They soon became a kind of glass gem in numerous castles and were often used for celebrations.







Virtual Production Room

The Virtual Production Room is a dome shaped structure in which one can learn the car manufacturing process.

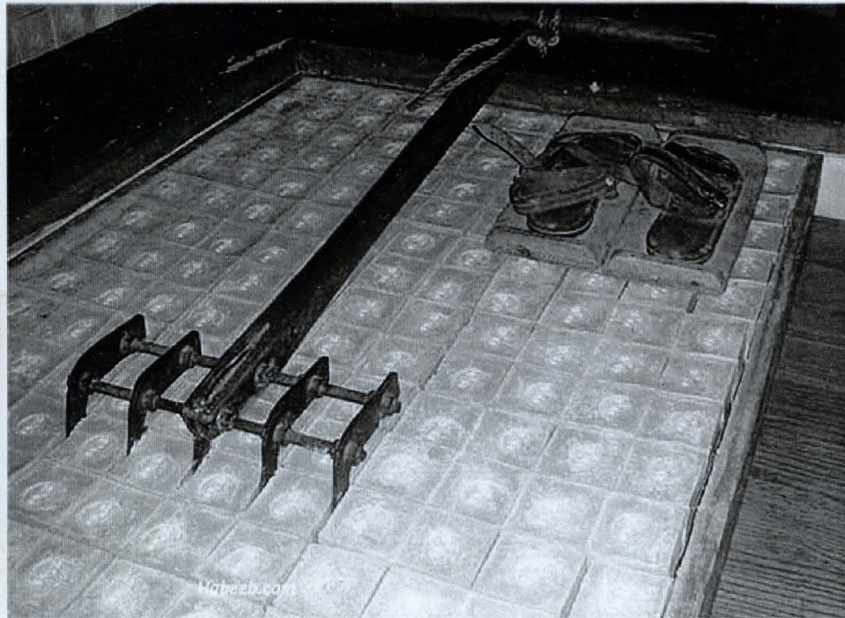
The touch pads allow for the visitor to choose what chapter of the process he wants to know about as well as other commands. The screens show the process from raw material to a final product. It consists of a virtual tour through all the Volkswagen factories.

# Foundation Audi - Saida

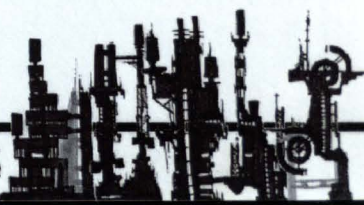
Foundatin Audi is a thematic soap museum. It traces the history of soap making in the region, its development and manufacturing techniques. It also stages the production of traditional olive oil soap for tourists and visitors who can also learn about the history of the "hammam" traditions. The Museum building is an old soap factory built in the 17th century, although containing parts thought to date back to the 13th century, and was restored by the Audi Foundation before officially opening to the public in November 2000.



Audi Foundation - Soap Manufacturing



The Audi Quarter comprises the old Audi dwelling, a soap museum, a coffee shop, and a boutique that sells toiletries and artifacts.





The following is a summary of the work done in the department of medicine and surgery during the year 1914. It also shows the progress of the department in the various branches of the profession and the results of the work done in the various branches of the profession.

CONVERTING INDUSTRY





Generally, the reuse of a building is in response to the scarcity of floor space and the difficulty of spreading outwards. When confronted with a simple, derelict factory, the question of conserving or demolishing arises. The reutilization of buildings has important environmental, social and economic advantages. Recycling is a fundamental act in establishing sustainable development. "One of the most important benefits of reusing an old building is the retaining of the "energy within", in other words, the energy involved in all the associated processes when building (sourcing raw materials, manufacturing of materials, and equipment) and also after it has been occupied. The energy involved in the life that is not absent."<sup>5</sup> A project of building reuse is more sustainable and ecological than any other new construction project, and more cost efficient in the long term.

Socially, the adaptation of abandoned constructions generates dynamism, small concentrations of urban reorganization and an attractive visual variety. Sometimes a conversion project is also a way of conserving industrial heritage, archaeology or even past industrial memory.

"Industrial archaeology consists of expanding the vision of historic preservation to include sites, objects and structures of industry. It is about revitalizing depressed industrial districts and moving them from being a manufacturing to being a service economy".<sup>6</sup>

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5-Cristina Paredes ed. Industrial Chic: Reconvertig Spaces.

6-Louis Bergeron. Industry, Architecture, and Engineering. (New York. H.N Abrams: 2000)

Converting industrial buildings thus, is achieved through substituting the income generated by industry by another type of income by adapting the building to accommodate another use and by preserving the physicality of the structure. Restoring and exploiting former industrial sites for touristic or other purposes is regarded as a useful strategy for regional renewal.



# Lingotto - Torino - Renzo Piano [1989]

Once a huge car factory for FIAT; the building was designed by architect Matte Trucco in 1916. It consisted of five floors, with raw materials going in at the ground floor, and cars built on a vertical line that went through the building. Finished cars emerged at rooftop level, where the test track was. The factory was planned so that executives could drive around the building and monitor the production process without getting out of their car, taking the drive-in principle further than ever before or since. The factory became outmoded in the 1970s and the decision was made to close it in 1982. The closure of the plan led to much debate about its future, and how to recover from the industrial decline in general.

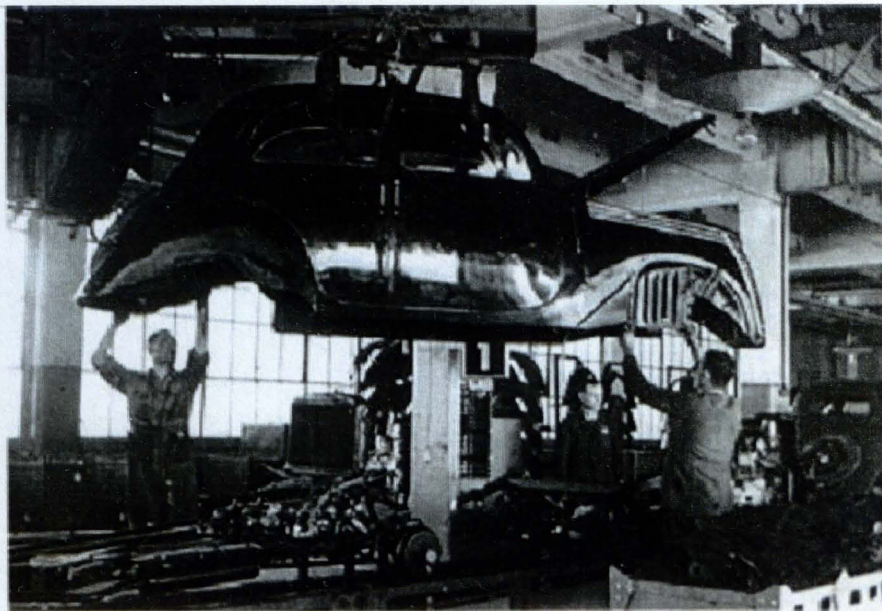
An architectural competition to restore the factory was held, and later awarded to Renzo Piano. The old factory was converted into a multi-purpose facility with an exhibition hall, conference center, hotel, theater, as well as the FIAT headquarters. The work was completed in 1989.

The conversion of the building was very delicate; it addressed the historical significance of the building and its monumental aspect. The building skin was preserved where the only noticeable additions to the building from the outside are two "alien" objects that were superposed on the building, La Pinacoteca and La Bolla.

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Test Track Sketch



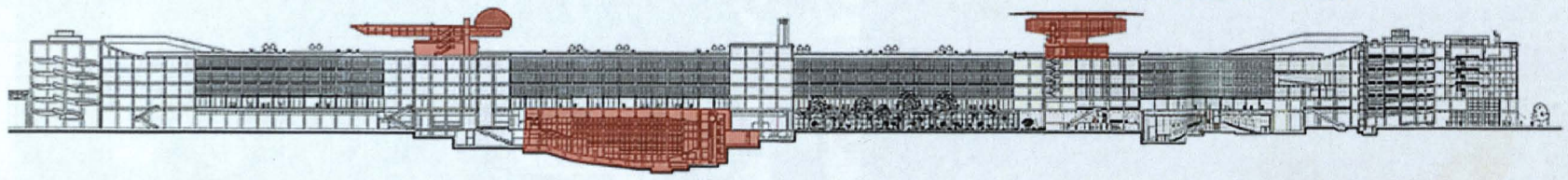
Car assembly in Lingotto



Instituto - 1950 - 1955

La Bolla

La Pinacoteca



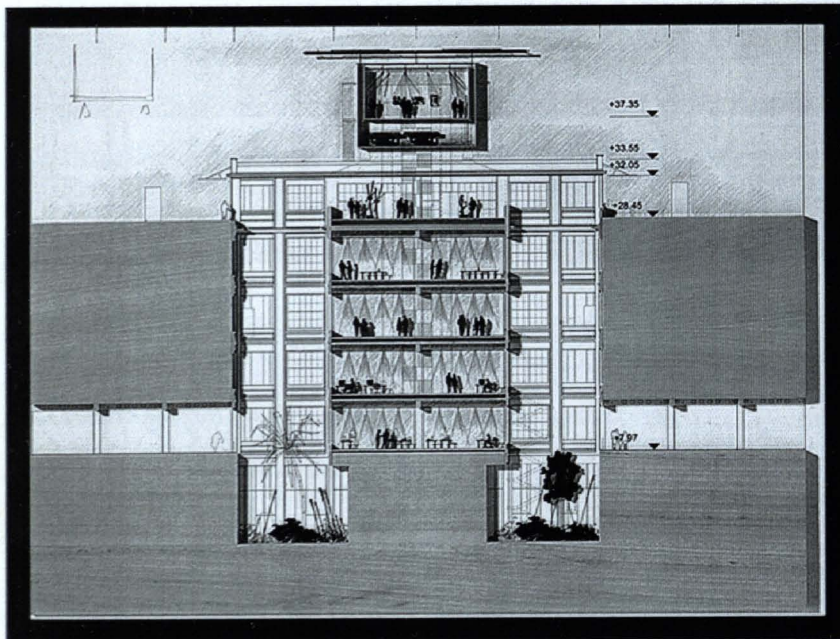
Theater

la pinacoteca

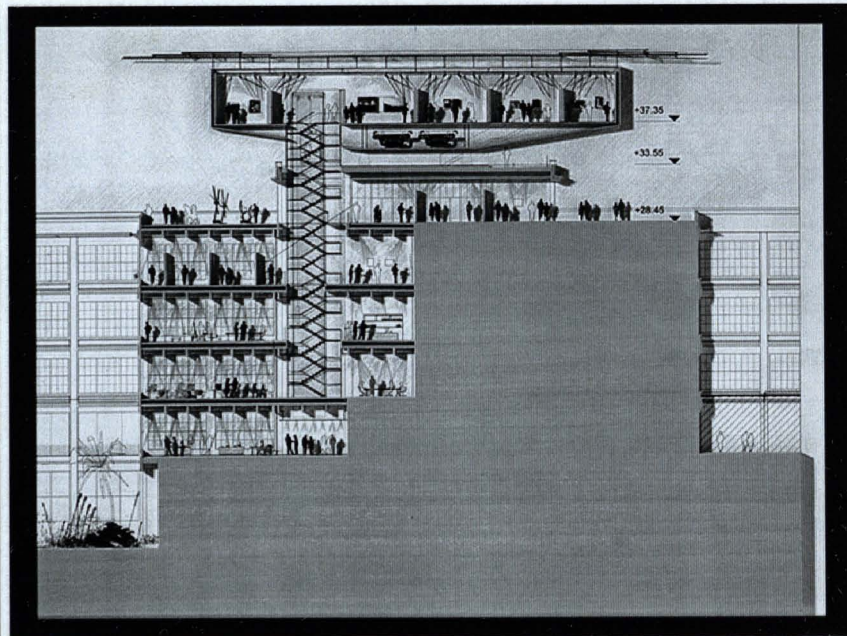
Ca. 1870  
Lo stesso d. h. m.





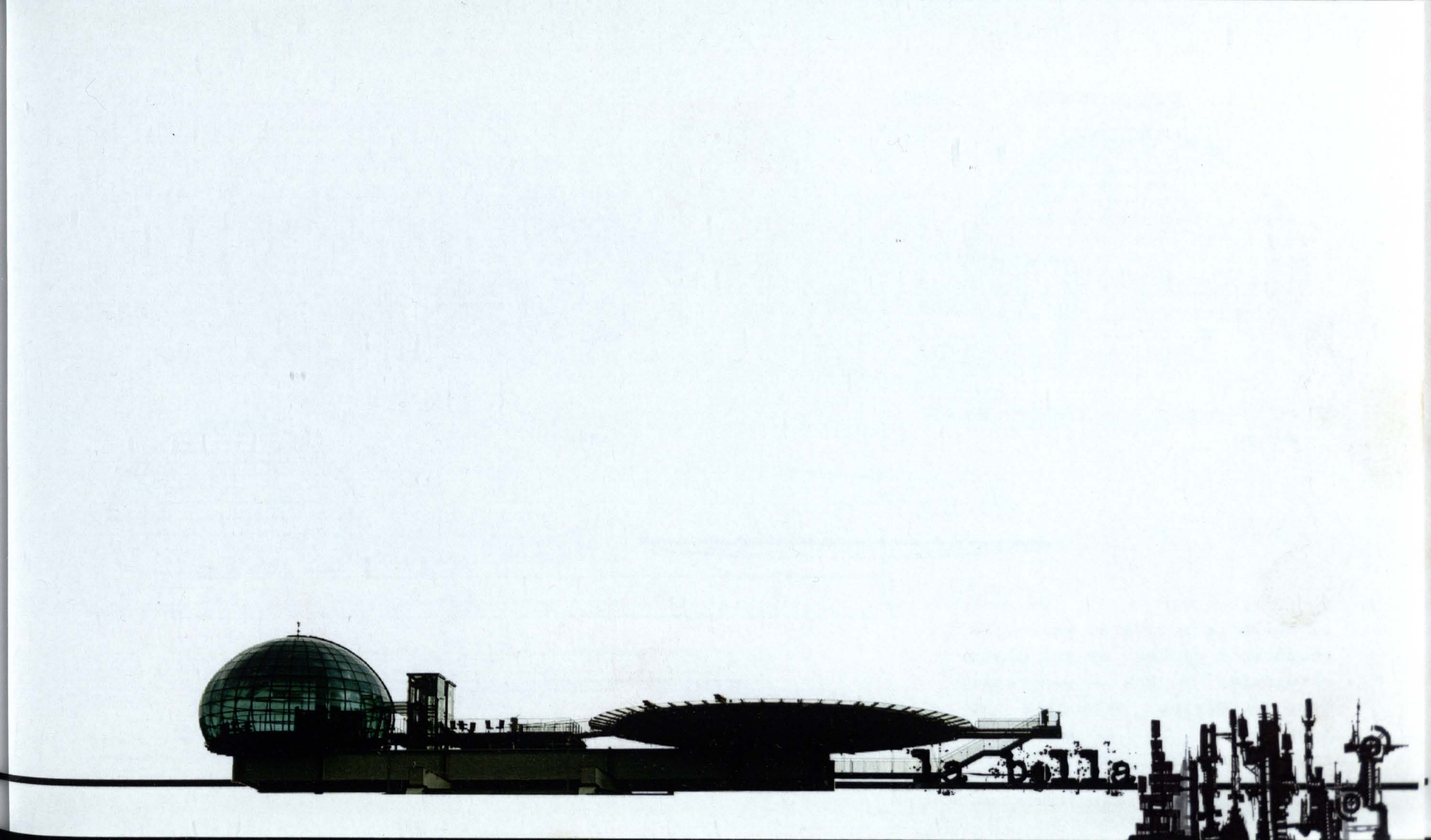


Transversal Section

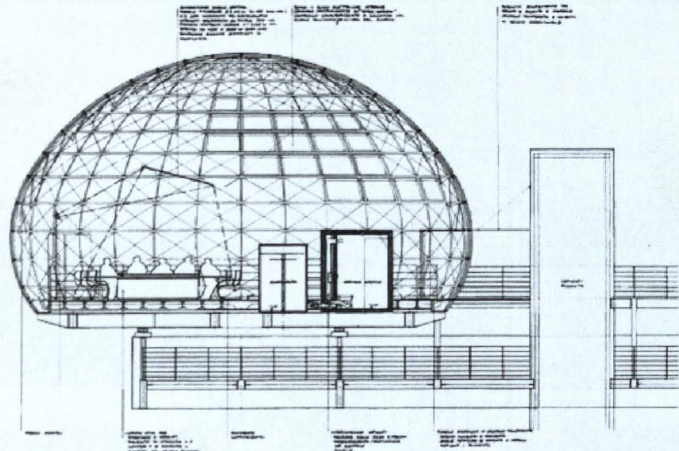


Longitudinal Section

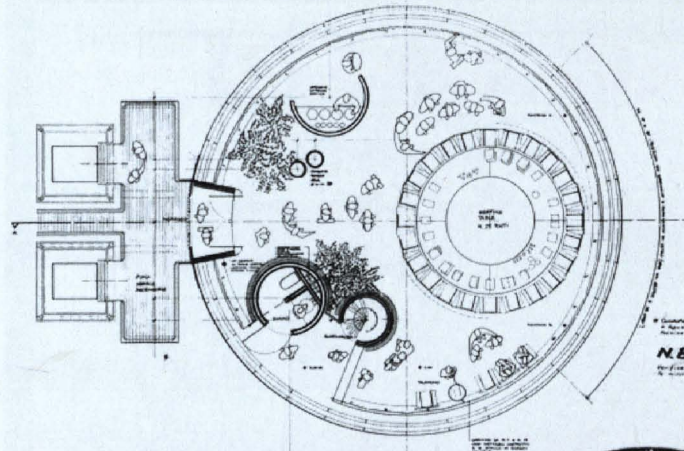
Located in the north tower, the 2800sqm "treasure box", houses Gianni and Marella Agnelli's art collection. It is a partly cantilevered, wedge-shaped box, both solid and light with no apparent openings through its steel skin with an oversized flat roof flying above it.



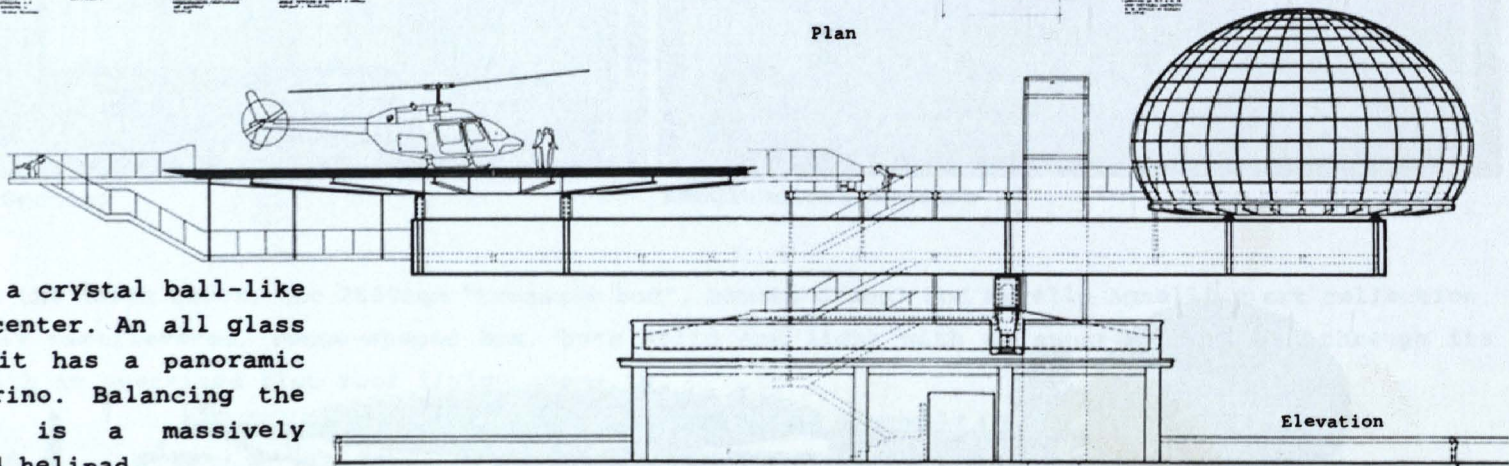




Section



Plan



Elevation

La Bolla is a crystal ball-like conference center. An all glass structure, it has a panoramic view on Torino. Balancing the huge Bolla is a massively cantilevered helipad.

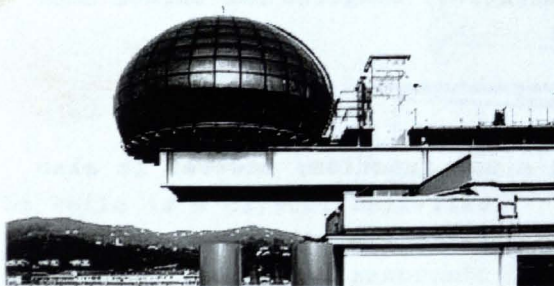
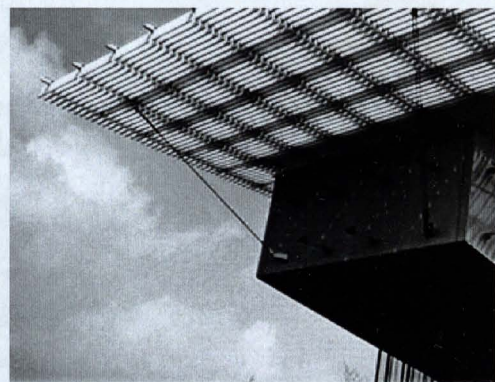
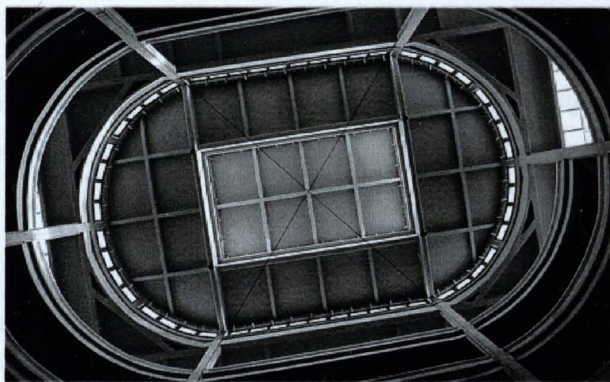
A third addition to the building is a theater, which is not visible from the outside. The space allocated for the theater is underground, the ground floor and basement were carved out to insert the new function inside.

"The project consisted of radically transforming Lingotto without betraying the spirit and intended use of its premises, while preserving the overall architectural character and monumentality. The conversion would offer the city a place for public and private sectors to interact, and a multipurpose site to serve the needs of research, learning, culture and technology. By creating the new public facilities, Lingotto has turned into a piece of the city".<sup>7</sup>

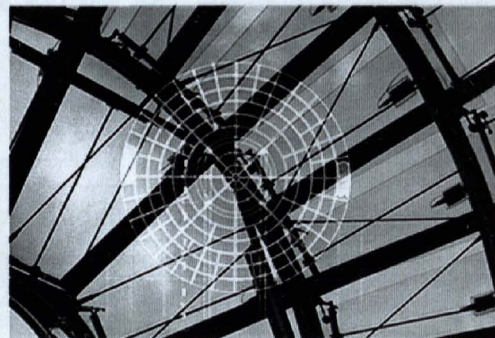
Thus the conversion of the factory contributed to the economy by adding a new function; however it also remained faithful to the essence of the factory.



# pictures - [lingotto]



Different Views of the Lingotto



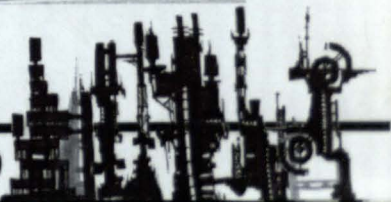




La Pinacoteca



Ramp





# ZKM - Karlsruhe - OMA [1992]

Located in a converted ammunition factory in Karlsruhe, the building houses "a large number of different programs in such a way that while their particular needs are respected, their coexistence insures maximum mutual influence; their interface generates hybrid condition".<sup>8</sup>

1. Laboratories for sound and image, media theater

2. Media museum

3. Museum for contemporary art

4. Library

5. Lecture hall and other facilities that are stacked in a single 'tower' - its lower half productive spaces, devoted to research; its upper half concerned with display.



Interior View - Courtesy of Proff. Abdul Halim Jabr



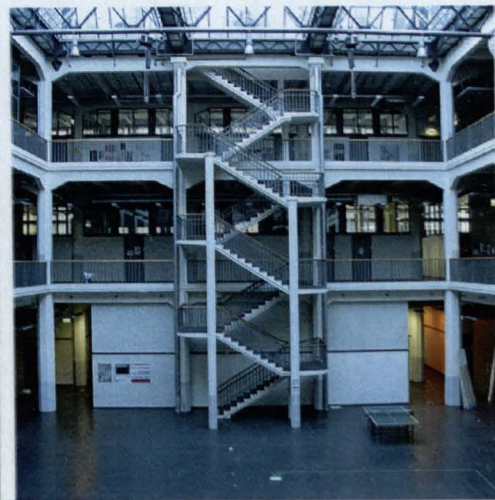
"A public circulation system snakes around the core, invading it at strategic moments in a continuous unfolding of the center's activities".<sup>9</sup>

It is a spacious space where visitors can attend events and tours, or view public exhibitions. The Center is a platform for experimentation and discussion, with an atmosphere that allows the active participation of visitors in working towards the future and engaging in different ongoing debates.



Exterior View

Source: Courtesy of Proff. Abdul Halim Jabr

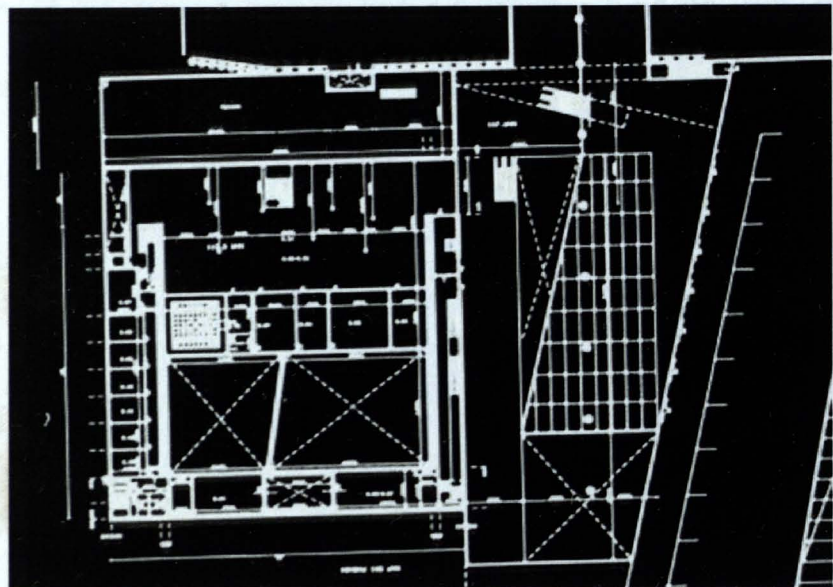


Interior Staircase and Trusses

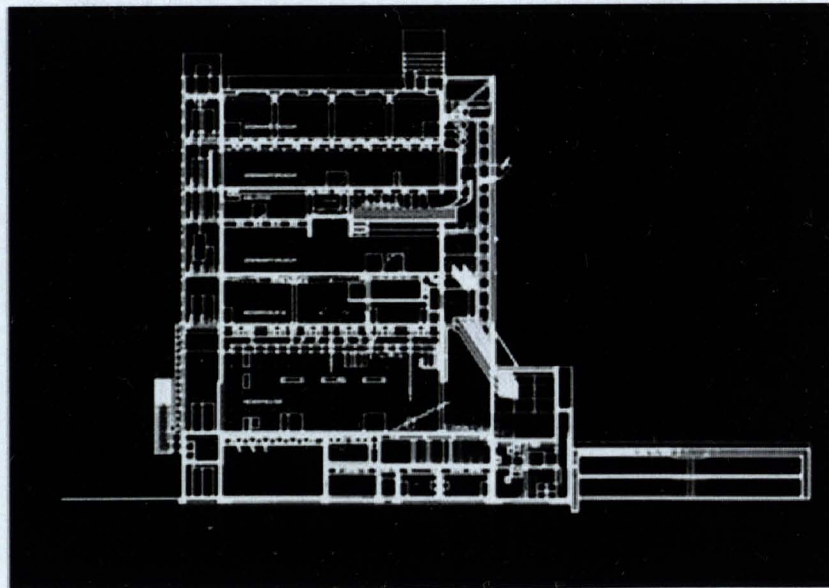


Interior View of Lighting





Plan



Section

Hybridizing industry





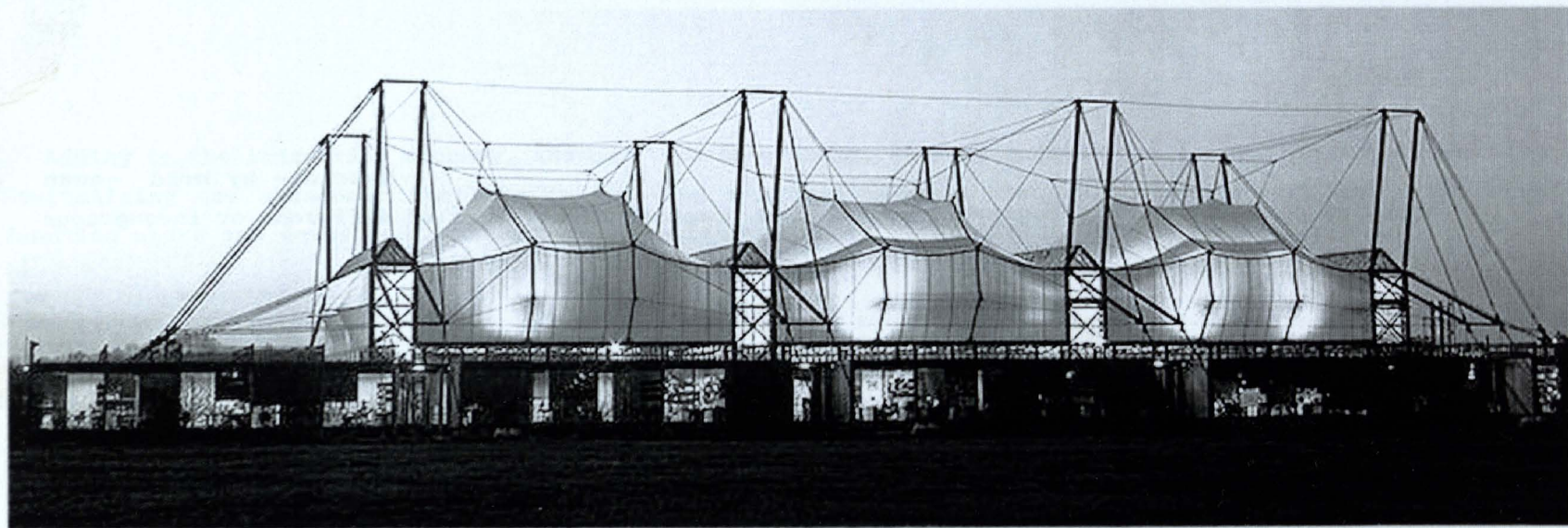
Adding to the industrial economy, another type of economy, such as consumerism or tourism based economies. Revitalizing the abandoned facility by creating a hybrid program that combines industry and a new added function where one feeds on the other and supports the other (financially, programmatically etc.).

Hybrid - hy.brid -noun  
anything derived from heterogeneous sources, or composed of elements of different or incongruous



# Schlumberger Research Centre - UK - HOPKINS [1992]

"A rare combination of intellectual and industrial functions in one building for oil exploration and drilling technology".<sup>10</sup>



The Schlumberger Cambridge Research Center facility is a unique elevated structure "with a subtle relationship between form and function". The building was completed in 1985 and the smaller second phase was opened in 1992.

Under the fabric roof are two main spaces, the drilling-rig test station and the social space known as the winter garden . "They both benefit from the roof form, the workshop because it needs height for drilling and the winter garden because its light and shape gives it the character of an outdoor space, while protecting it from the weather".<sup>11</sup>

Poles and cables also used for suspension bridges are used for holding the covering fabric that is made of Teflon coated glass fiber. The mat is not insulated and transmits about 13% daylight. The central span of the building is 27 meters wide and sided by two rows of glass walled research offices.

"Beside these main spaces are layers of smaller ones in two independently structured wings; monitoring and planning rooms look into the workshop, and small private offices line the outside face, where they enjoy views over the landscape. Weaving the spaces together is a network of circulation and informal meeting spaces, encouraging that vital casual contact between colleagues within a scientific community".<sup>12</sup>  
The building is not purely industrial, the research centers allow for more public access to the factory.

11- Hopkins Architects

12- Simon Glynn, Schlumberger Cambridge Research Center, UK, 2002,  
23 Jan. 2009, <<http://www.galinsky.com/buildings/schlumberger/index.htm>>



1970 - 1971 - 1972 - 1973 - 1974 - 1975 - 1976 - 1977 - 1978 - 1979 - 1980

The following table shows the number of persons who were employed in the various occupations in the United States in 1970. The total number of persons employed in all occupations was 107,000,000.

The following table shows the number of persons who were employed in the various occupations in the United States in 1971. The total number of persons employed in all occupations was 108,000,000.

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The following table shows the number of persons who were employed in the various occupations in the United States in 1976. The total number of persons employed in all occupations was 113,000,000.

# thesis statement

In the project following the study, I seek somehow to implement the three revitalizing scenarios in one building, an incubator. In my opinion, an incubator is a suitable architectural intervention to help aid the ailing industrial area such as Bourj Hammoud s Quarantina, an area with many interesting aspects and a land of opportunities that is being pulled down along with the downfall of industry.

The building will include a new type of factory, a factory that is not only a place for manufacture but also embraces other functions such as exhibitions, workshops, performances, in addition to business related activities. The manufacturing space is not intended for one specific product but it constantly shifts itself depending on its users. This constant change will be manifested in the use of various adaptable and flexible architectural systems.

The incubator will serve as a trigger for industrial activity and a catalyst for urban regeneration. It will be self-promoted, and will include the appropriation of an abandoned building in Quarantina and its conversion into an incubator. The incubator will be a place of empowerment for young artists and will cater for their needs. They will use the facility provided to work and exhibit their products for a potential industrialist or entrepreneur to sponsor them.



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incubators







**INCUBATOR** in-cu-bator [in-kyuh-bey-ter, ing-] -noun

1. an apparatus in which eggs are hatched artificially.
2. an enclosed apparatus in which prematurely born infants are kept in controlled conditions, for protection and care.
3. an apparatus in which media inoculated with microorganisms are cultivated at a constant temperature.



1970 - 1971 - 1972 - 1973 - 1974 - 1975 - 1976 - 1977 - 1978 - 1979 - 1980

The following table shows the number of persons employed in the various occupations in the United States in 1970. The total number of persons employed in all occupations was 107,000,000. The number of persons employed in each occupation is shown in the following table.

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The Development of the City is the Development of the People...



An incubator is a facility designed to assist businesses to become established and sustainable during their start up phase. Incubation involves the entire city through a system, established to foster designers who cannot move forward due to lack of funds and/or experience, the incubator will support and foster numerous locally produced brands and creators.

The main goal of most incubation programs is to create companies or private investments that contribute to the economy. They foster the development of entrepreneurial companies, helping them survive and grow during the start-up period, when they are most vulnerable. Incubators vary in the way they deliver their services, in their organizational structure, and in the types of clients they serve. Successful completion of a business incubation program increases the likelihood that a start-up company will stay in business for the long term. "Historically, 87% of incubator graduates stay in business".<sup>13</sup>

Few Lebanese artists have succeeded into having their own private businesses, however, most of them needed to gain experience and practice outside of Lebanon where greater opportunities can be seized.

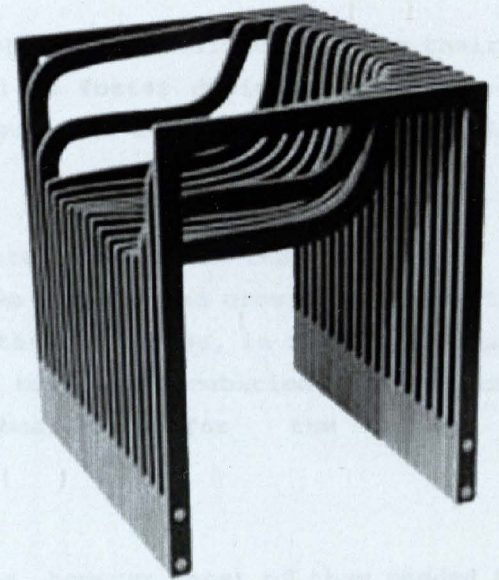
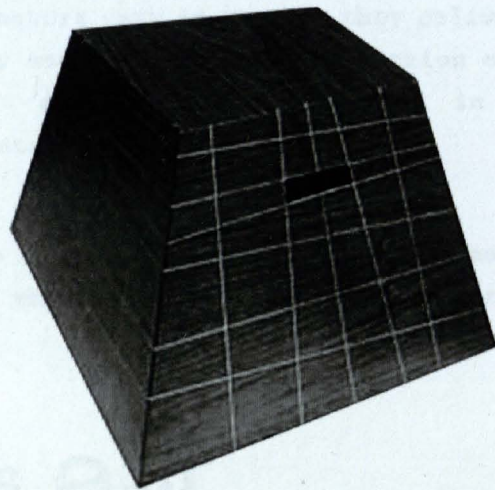
the artists





# Nada Debs - Furniture Designer

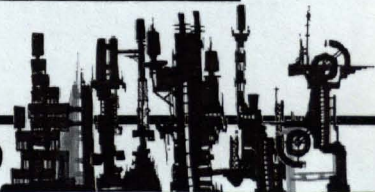
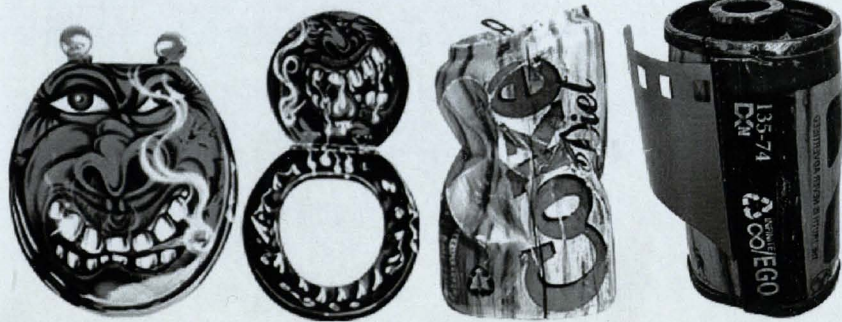
Nada Debs started has a Japanese background; she used her previous experiences and the acquired minimalist values to reinterpret traditional decorative Middle Eastern design. She has again transformed an ancient craft to create chic, contemporary furniture. The combination of disciplines creates pieces with clean lines while the unexpected use of a variety of mediums has become the epitome of her design.



# Hady Beydoun - Tattoo / Airbrush Artist and Furniture Designer

Hady Beydoun is a multi-talented artist; graphic designer, illustrator, air brusher and he is also famous for his tattoos. He started on textile since the age of 14, during the war in 1988.

Beydoun travelled to the United Kingdom where he has closely observed other artists and their different styles. This experience subjected him to different styles and approaches to the type of art he produces. The foreign experience also helped him create his own style. After coming back to Lebanon, he became one of the most renowned artists in Lebanon. Nowadays, he is often booked for big events to airbrush various designs on murals or canvas.





## Elie Saab - Fashion Designer

"In 1982, Saab launched his own Beirut-based fashion label when he was 18 years old. Saab is self-trained. In 1981 he moved to Paris to study fashion. In 1997 Saab was the first non-Italian designer to become a member of the Italian Camera Nazionale della Moda, and in 1997, showed his first collection in Rome. He became an overnight success after he became the first Lebanese designer to dress an Oscar winner, Halle Berry, in 2002".<sup>14</sup>

His main workshop is now in Lebanon but his opportunities he gained in Milan and Paris pushed his label further up.

The fact that his success came after he dressed a Hollywood actress proves that his international public relations played a major role in his achievement.



Other equally talented artists are still struggling to have their own businesses in Lebanon but always seem to remain in the shadows of the more powerful and successful.  
The incubator will accommodate these artists to facilitate their journey to success.



## Peter N. - Jewelry Designer

Peter is a twenty year old talented jewelry designer who works in a 5m<sup>2</sup> workshop in Bourj Hammoud. He left school at an early age because of dyslexia. However, he is very talented in sketching jewelry.

He has been selling his designs to the major jewelers in Lebanon for two years but the pay is very cheap. His aim is to open up his own workshop, but he lacks the financial means to do so.



## Hiba H. - Fashion Designer

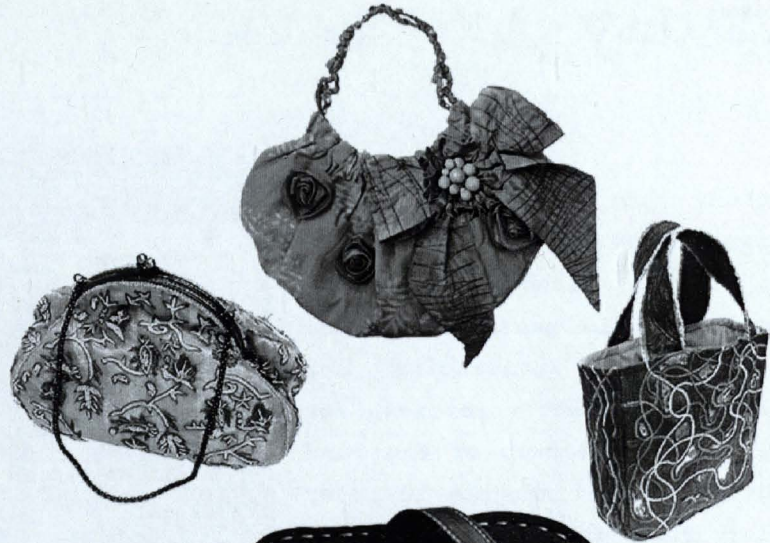
Hiba H. is a twenty five year old fashion designer who also lacks the means to open up her own workshop and employ helpers. Instead of a fast production and selling process, each item takes her months to finish on her own, and the end product is expensive knowing that the name on the tag is not worldly renowned.





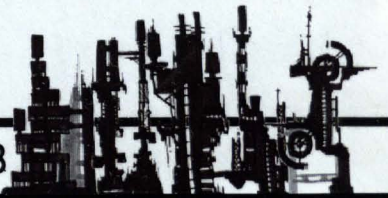
## Joanna B.D. - Handbag Maker

Joanna is a handbag maker, she has been designing and sewing bags for 7 years but cannot afford employing any helpers because she does not have any fixed income per month that will ensure the employees getting paid. She participates in different events and sometimes sells her bags in the Sunday market. She has the talents, the creativity and the skills; all she needs is capital for investing in a business.



## Maher J. - Sandal Maker

Maher is a sandal maker, he makes sandals out of leather and used tires. Unfortunately, he cannot take the risk of working on a whole collection of sandals with different sizes for each model because it is a time-consuming and expensive task. If he spends the only money he has on a risky investment, he might lose it all.





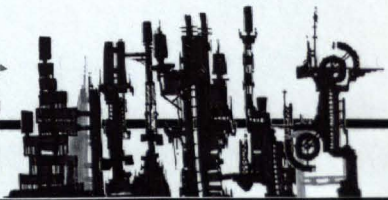
# Anthony A.N - Musician

Anthony is a 23 year old musician, he plays the guitar, the drums, the piano, and the harmonica. He is part of a band, that has been practicing and performing in small parties for years. All the members of the band are working part time jobs in order to raise money for their album but still cannot afford to pay the record company. They have been sponsored by some small local companies, but still need much more capital in order to reach their goals.



Anthony (drums) and his band practicing at home. - Courtesy of Anthony A.N

incubator: case studies





# Laforet - Harajuku - Japan

Laforet in Harajuku is a department store and museum. It offers a workshop space for young fashion designers; though it does not just rent out retail spaces it nurtures creators by exhibiting their works in a form of a department store that is open to the public like any other. It has been successful at bringing out the appeal of the town of Harajuku by constantly offering cutting-edge fashion information, incubating young fashion creators and a large number of entrepreneurs, and producing a wide range of events.



Incubator Artist

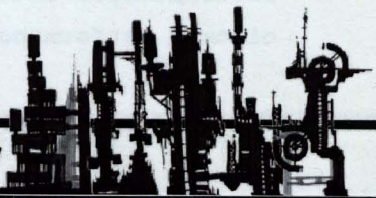


Fashion Designer at Laforet





Incubator Store





# Kunsthaus Tacheles - Germany [1907]

The Kunsthaus Tacheles is a former department store which now houses a self-organized collective of artists. The building was constructed in 1907, one year later it was housing several small businesses. The building complex accommodates several small businesses. In 1908 it filed for bankruptcy and in 1909 it was opened as a new department store which operated until 1914. "The building was auctioned off shortly before World War I. In the early 1930s, the building was increasingly used by Nazi party members. In 1943 the French war prisoners were held in the attic.

The building was heavily damaged during World War II, though a large portion of the building survived intact. The building was partly demolished in 1980 while the rest of it was planned to be demolished by 1990. The demolition was prevented and the remaining part of the complex is what is used today. The Kunsthaus Tacheles is an art center and also includes a nightclub that was inaugurated in East Berlin after the Berlin Wall came down in the spring of 1990. Tacheles is a large 9000m<sup>2</sup> building in the district known as Mitte. The exterior of the building was damaged from shelling in World War II, and much of the damage was never repaired".<sup>15</sup>

The partly demolished building attracted various sub-cultures and squatters and later became an artist center that provided both housing and work space for its artist residents. A number of international artists, performers and musicians occupied the art centre. The arts center now has a cafe, cinema, performance space, workshops and exhibition space.





Interior stairs



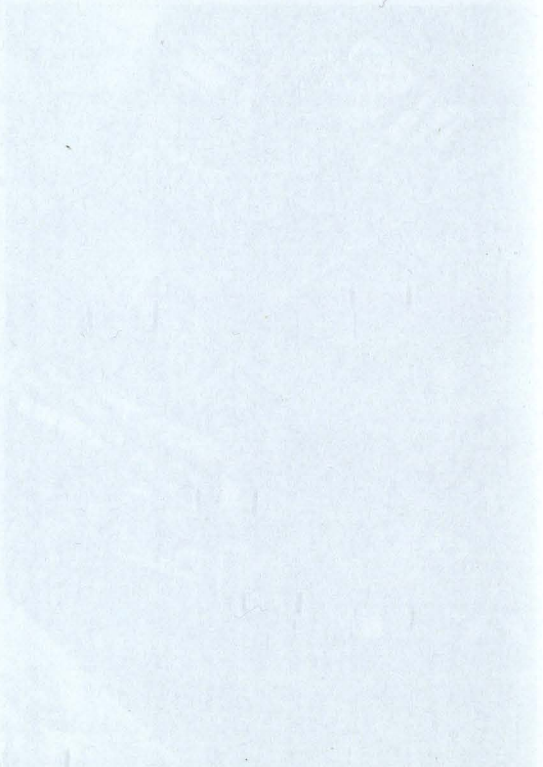
Kunsthau Tacheles Building



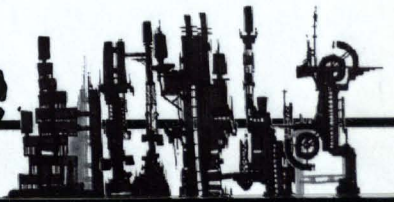
# THE HISTORY OF THE COUNTY OF MIDDLESEX - 1800

The history of the County of Middlesex is a subject of great interest and importance. It is a county of great antiquity, and has been the seat of many of our most illustrious monarchs. The history of the county is a subject of great interest and importance. It is a county of great antiquity, and has been the seat of many of our most illustrious monarchs.

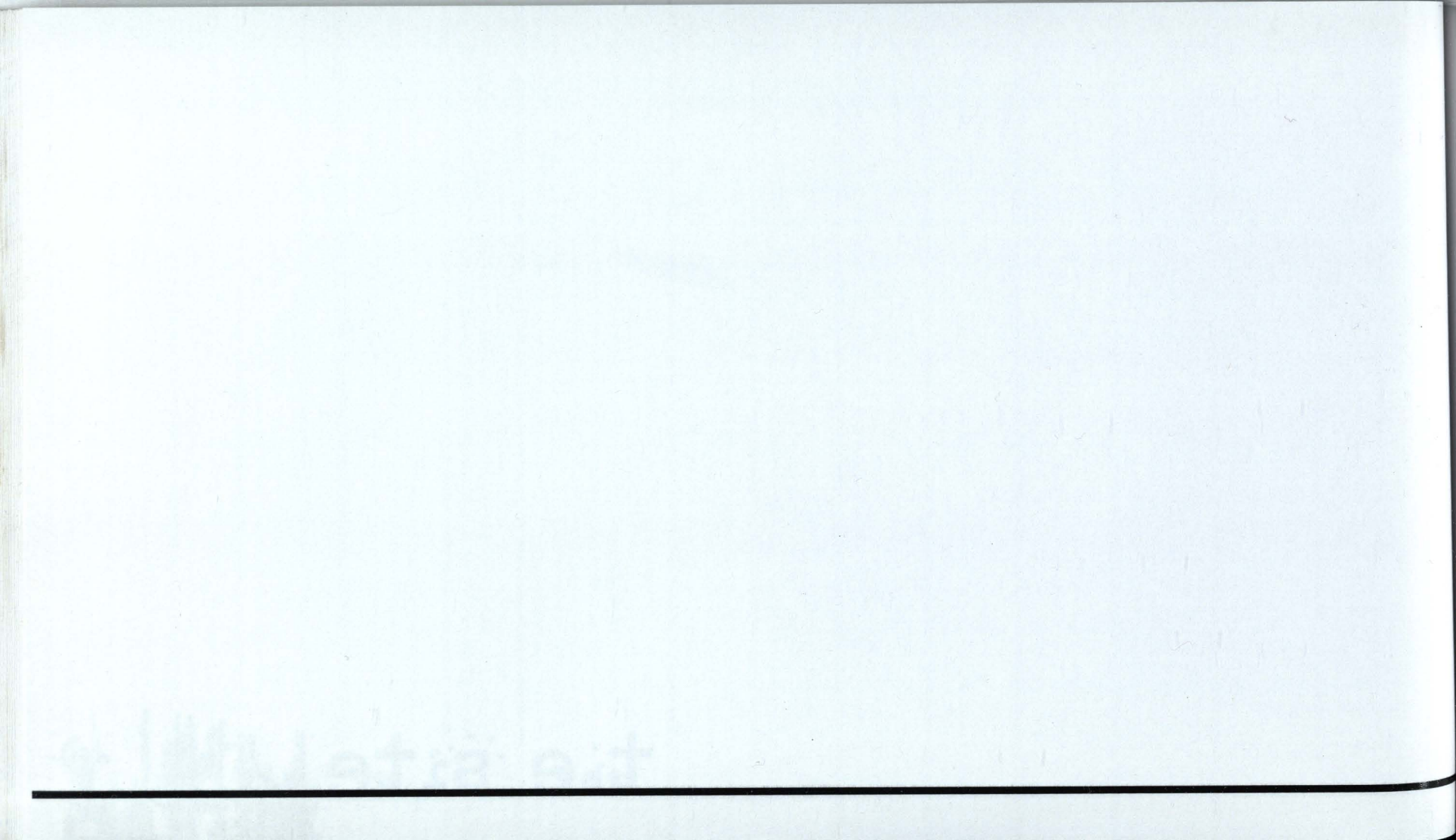
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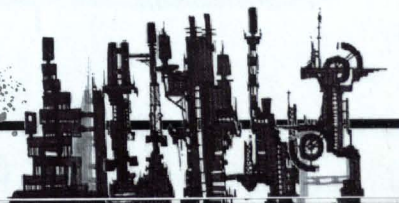
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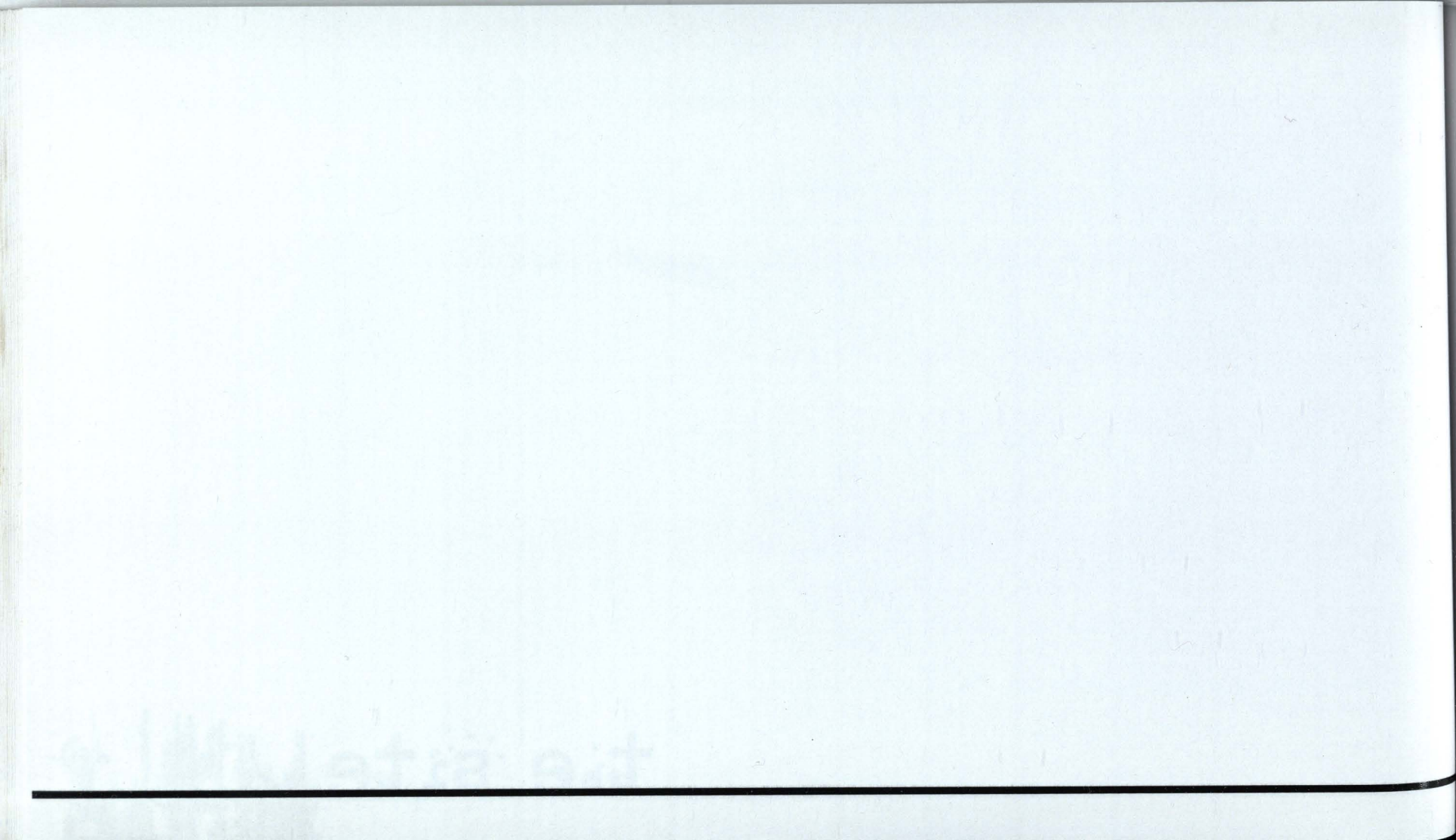




Quarantina



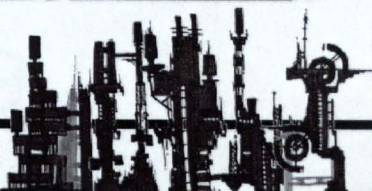
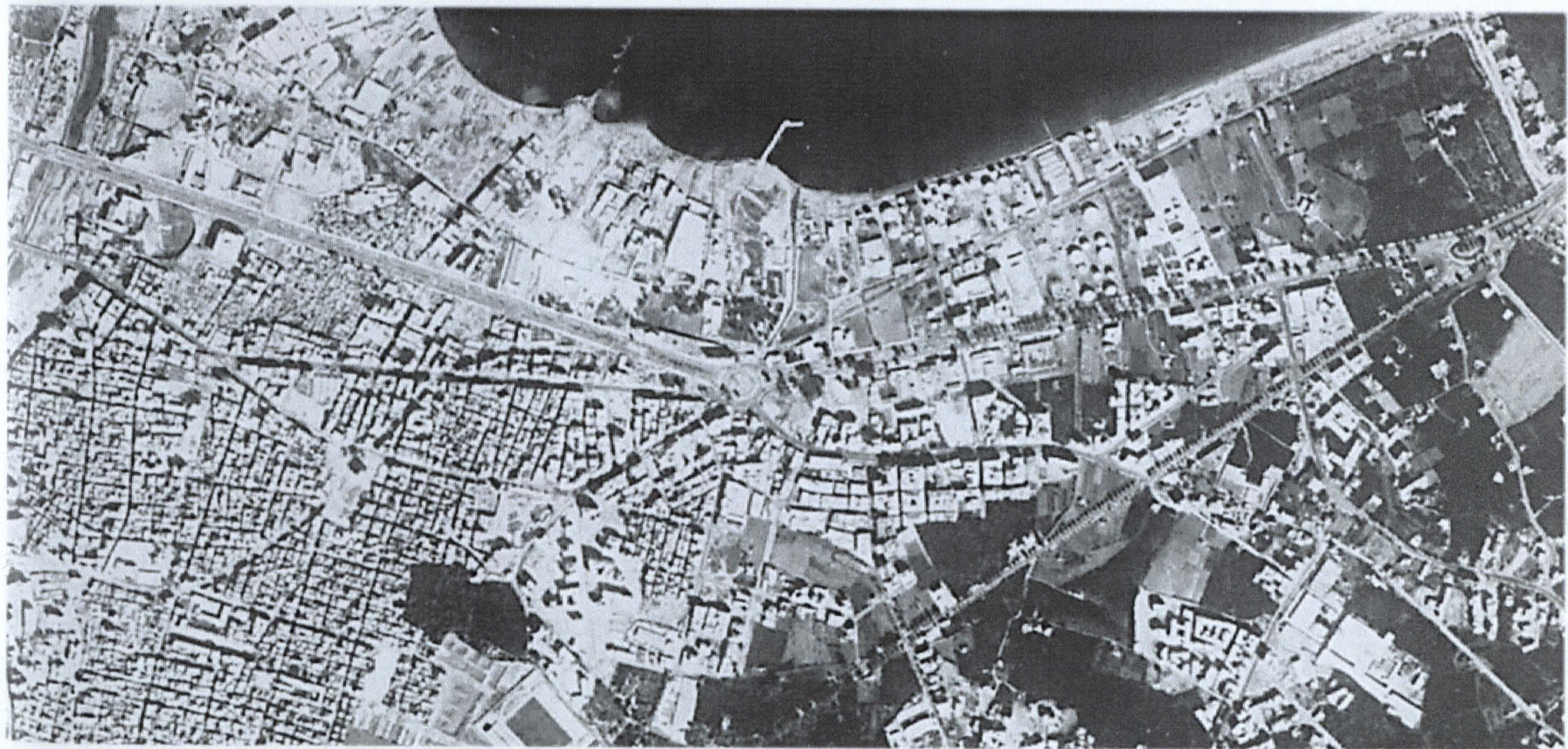






1965







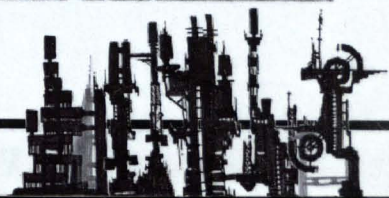


2009

Microfilm print created by National Tech Library

2003014







Bourj Hammoud is a neighborhood located on the eastern coastline of the Mediterranean Sea, two kilometers east of Beirut's central district. The land was occupied Armenian refugees as a result of the massacres. It has adopted the name Quarantina because of its former use as Quarantine for returning travelers.

Later, the waterfront land started to be used as an area of workshops for craftsmen and light industries. The mix of land use caused a problem but with the coastal route and the Beirut Tripoli highway, the area was divided in two and resulted in the pushing back of the residences behind the highway as the industrial area expanded on the waterfront district.

The Quarantina industrial area is located in a strategic area in greater Beirut. Its main uses range from small scale crafts to more or less heavy industries. Several workshops housing jewelry making, wood works, metal works, and furniture making are found in this area. There are also two slaughterhouses, leather industries and some large storage spaces for big companies and stores.



The heavier industries include:

\_bakery equipments manufacturing

\_construction metal handling

\_gas storage and tank filling

\_petroleum storage

\_chemical manufacturing [sealants, paint, waterproofing]

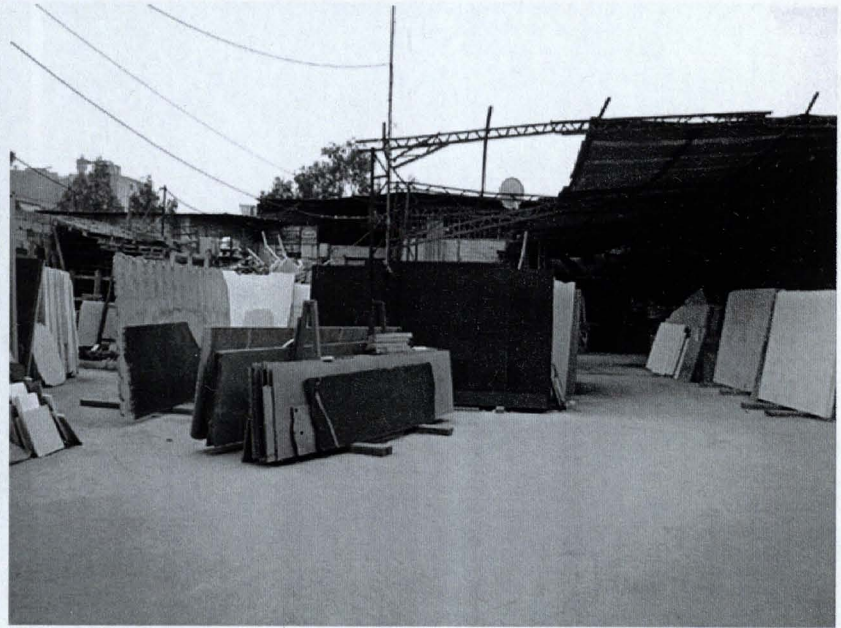
\_lead manufacture

\_warehouse

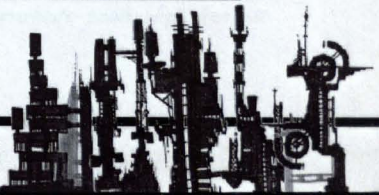
\_trash composting



Lead Factory - Source: Author



Tile Cutting Factory - Source: Author







Bakery Equipment Factory







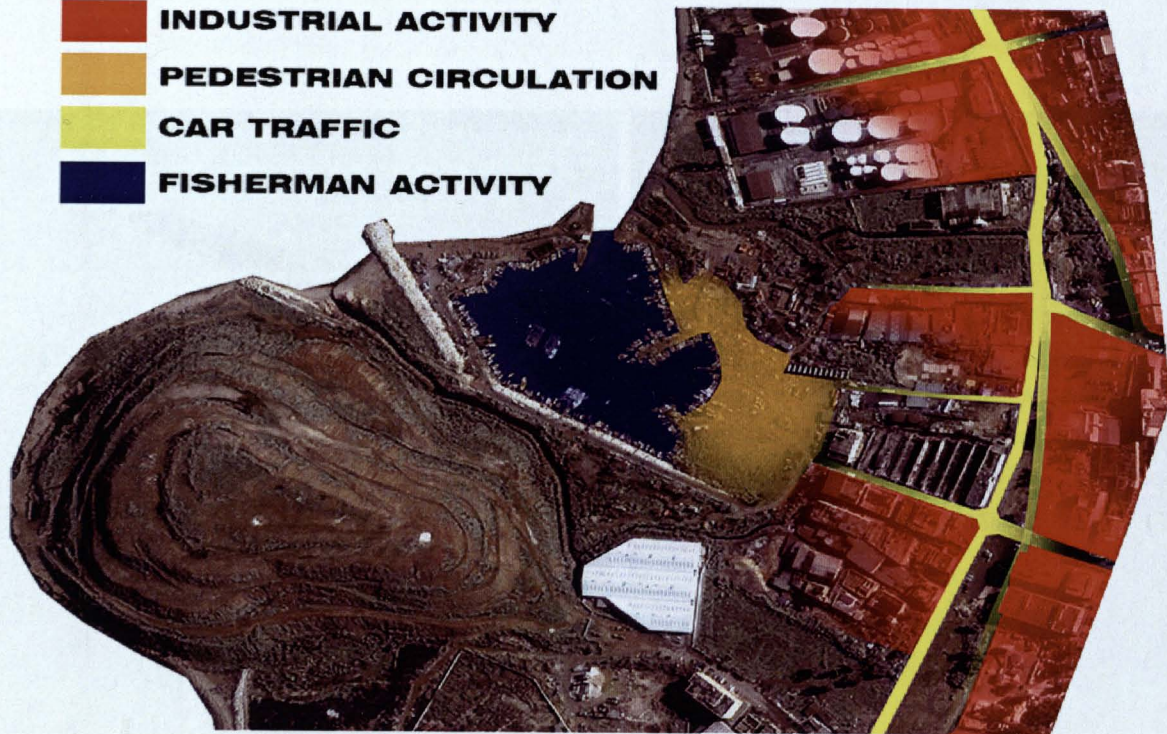
Aluminum Bending

"According to Bourj Hammoud municipality officials, the waterfront sector was classified as an industrial area in a legislative decree number 16948 in 23/7/1964. Nonetheless, several industrial facilities were visible even before the early 1960s. This classification impacted the neighborhood as it became the most salient characteristic of Quarantina s waterfront is the physical and social division from the rest of the neighborhood and the city. The whole shoreline area in Quarantina became isolated from the urban life of the surrounding neighborhoods because of the emergence of this industrial area".<sup>16</sup>



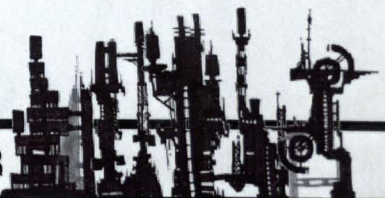
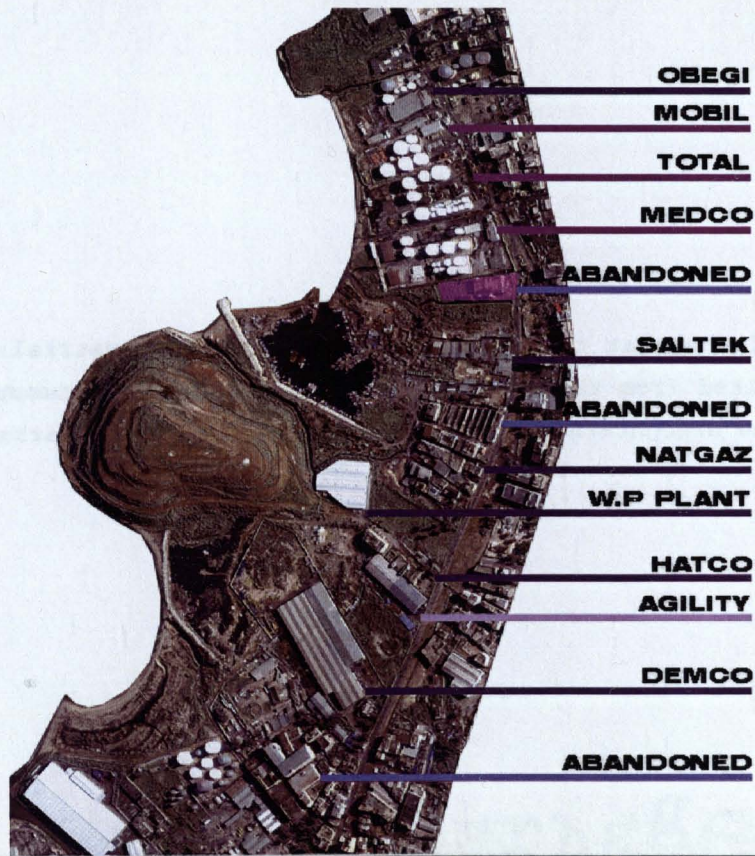
# [ Traffic Flow Diagram ]

-  **INDUSTRIAL ACTIVITY**
-  **PEDESTRIAN CIRCULATION**
-  **CAR TRAFFIC**
-  **FISHERMAN ACTIVITY**





# Industrial Buildings [abandoned & operating - quarantine]





Other problems following the decision that the specified area becomes industrial: is the deprivation of public access to the sea. This resulted from the generation of an unfavorable atmosphere and the pollution generated from industrial wastes, the slaughterhouse, in addition to the famous garbage dump.

# The Garbage Dump





The garbage dump was formed during the civil war, it was a dump of domestic waste and remains of the building demolished in the Beirut City Center.

Occupying a surface of 163000m<sup>2</sup> and a height of 55m, every day the garbage dump received 500 tons of waste. For many years it released poisonous gases and terrible odors and caused deterioration of flora and maritime fauna. It was later closed in July 1997 following the Emergency Waste Management Plan issued by the Ministry of Environment in 1997.

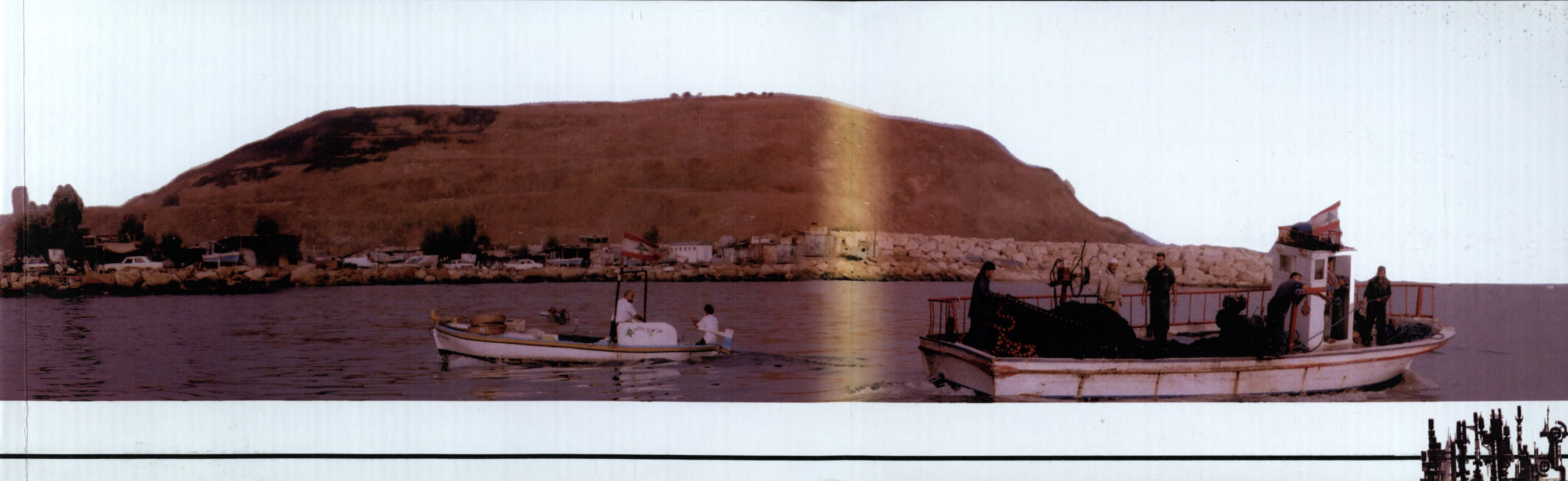
Today, plastic, glass and metal are sorted out for recycling and organic waste is sent to the composting facility in Quarantina.





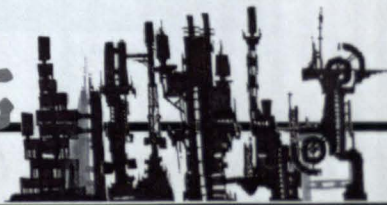
Garbage Dump view from the sea - Courtesy of municipality of Bourj Hammoud







# The Port





Another remarkable feature of this area is the fishing port in the area. The port is one of the few remaining operating fishermen port in Lebanon; it is the only path towards the water edge. In the early days, the whole coast in Quarantina was a public beach; the fishing port was very active and many used to buy fish from the fishery.

The port now suffers from extreme levels of pollution and dereliction and is surrounded by abandoned buildings. The notable aspect of the port is that it is very traditional; it manifests the fishing industry as a craft with no technologies. The nets and boats are still hand-built.



Boat getting built



Fixing the nets after a fishing journey



Preparing new hooks



A number of containers can be found throughout the port, mostly used by the fishermen to work in and sometimes sleep in. The area surrounding the boats is divided in a way where each area is used for a different function. The boat maintenance area contains a wood and steel workshop for boat repair, a mechanical workshop for engine repairs. There is also a space allocated for boat handling where there are gantries, trailers and a winch to pull out boats from water. Adjacent to this area is the boat painting area and a net repairing area. The boat maintenance area is very important since the boats are taken out of the water twice a year for basic maintenance.

The main activity is a morning auction that takes place daily in rusty containers for distributors coming from different regions in Lebanon. The fishermen live in very unfortunate conditions; they sleep in the tools room or sometimes in their boats.

There are two spaces that cater for the needs of the fishermen, one is an equipment sale area for any fishing material that is needed and the other is a cafeteria. Both the cafeteria and the store operate are very unusual hours compared to others outside this area. They function according to the schedule of the fishermen who operate in shifts around the clock, but mostly at dawn.

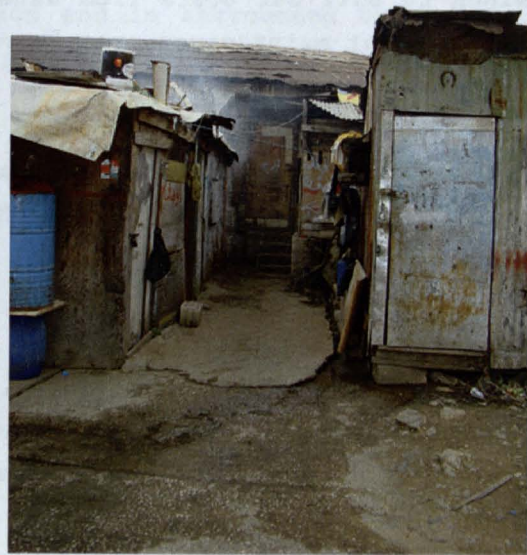




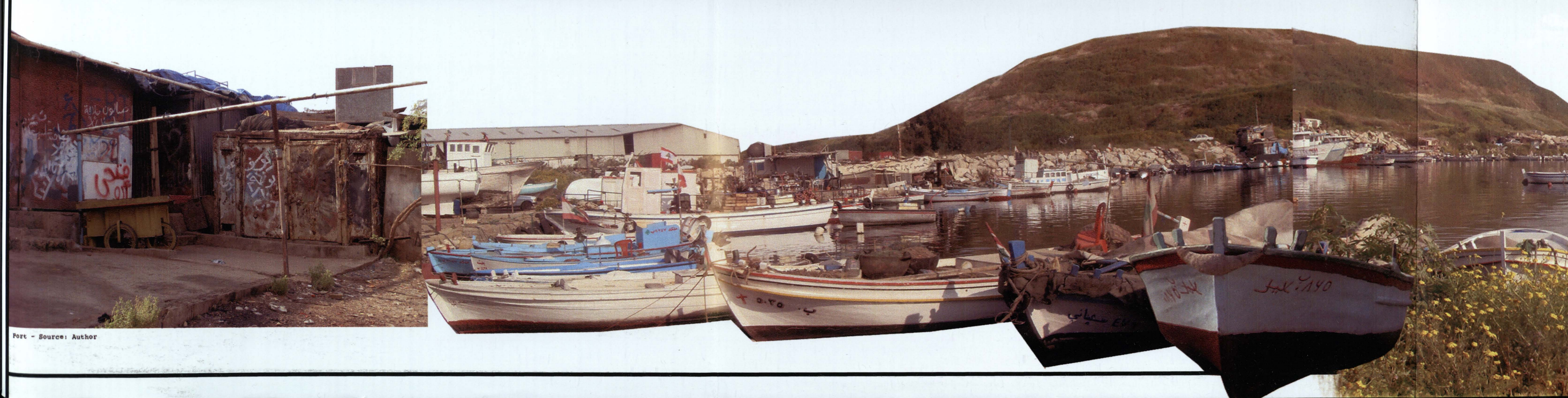
Old Fisherman



Worker's and Fisherman's housing







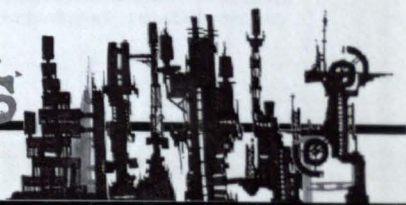
Port - Source: Author







United Garment Manufacturers







United Garment Manufacturers - Source: Author



United Garment Manufacturers is a value added clothes factory where textile was imported from Europe and workers sewed them into costumes for the army and also men's suits.

The construction for this building started in 1973 and ended by 1975 with the start if the Lebanese civil war. The factory was one of the markers of garment industry in Lebanon at the time. It was an establishment with more 450 workers, which was remarkable at the time and even compared to the industries now; taking into consideration that the a large industry in the Lebanese industrial sector is one with more than 30 workers.

In 1978, the Syrian army was fighting the Lebanese Forces and they fired at the gas tanks found in the industrial area which resulted in the explosion of these tanks and the damaging of the adjacent buildings. The United Garment Manufacturers factory was damaged and burnt down.

"The Union of Textiles Manufacturers estimated that in 1981 the industry employed only 12,000 workers and that less than half of the 1,200 prewar factories were still in business. One of the country's biggest factories, a knitting plant in the Beirut port area, United Garment Manufacturers, was destroyed".<sup>17</sup>

17- Thomas Collelo ed., Lebanon, a country study, 3rd ed.  
Washington, D.C: Library of Congress, Federal Research Division, 1989.



Looking at recent pictures of the factory, one can notice that the damage is not very visible from the outside; there are big holes in the outer walls of the building which show the entry points of the missiles. It is also evident that the glass has been shattered in addition to the aluminum cladding that was covering part of the eastern facade.

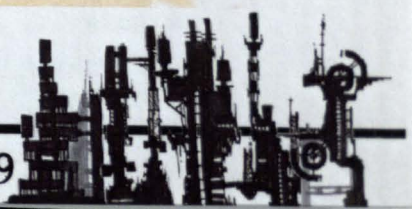
The inside of the factory has been subjected to more damage, at some points the slabs in between each beam is missing, which creates interesting pierces in the floors from top to bottom.

The architecture of the factory is very basic; it is purely functional and does not regard any aesthetics except for the diamond shaped openings on the southern facade locating the factory owner s office which was obviously the only client based decision during the design phase.

The north, east, and west facades of the building are have large openings that allow the flow of light into the manufacturing area. The south facade on the other hand is treated differently, it has smaller openings reflecting the secondary administrative and service functions of the factory.

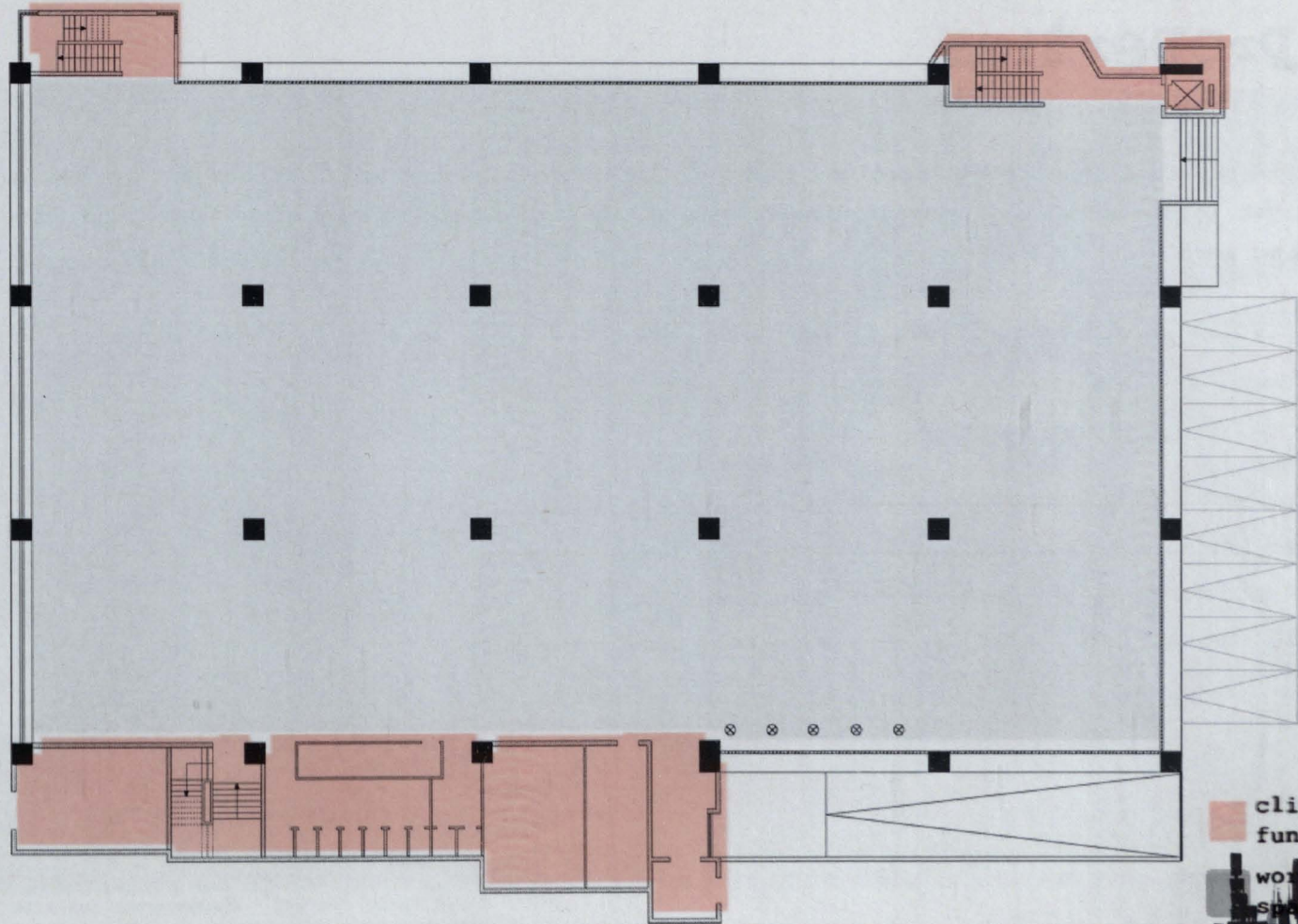


Pierced ground - Source: Author





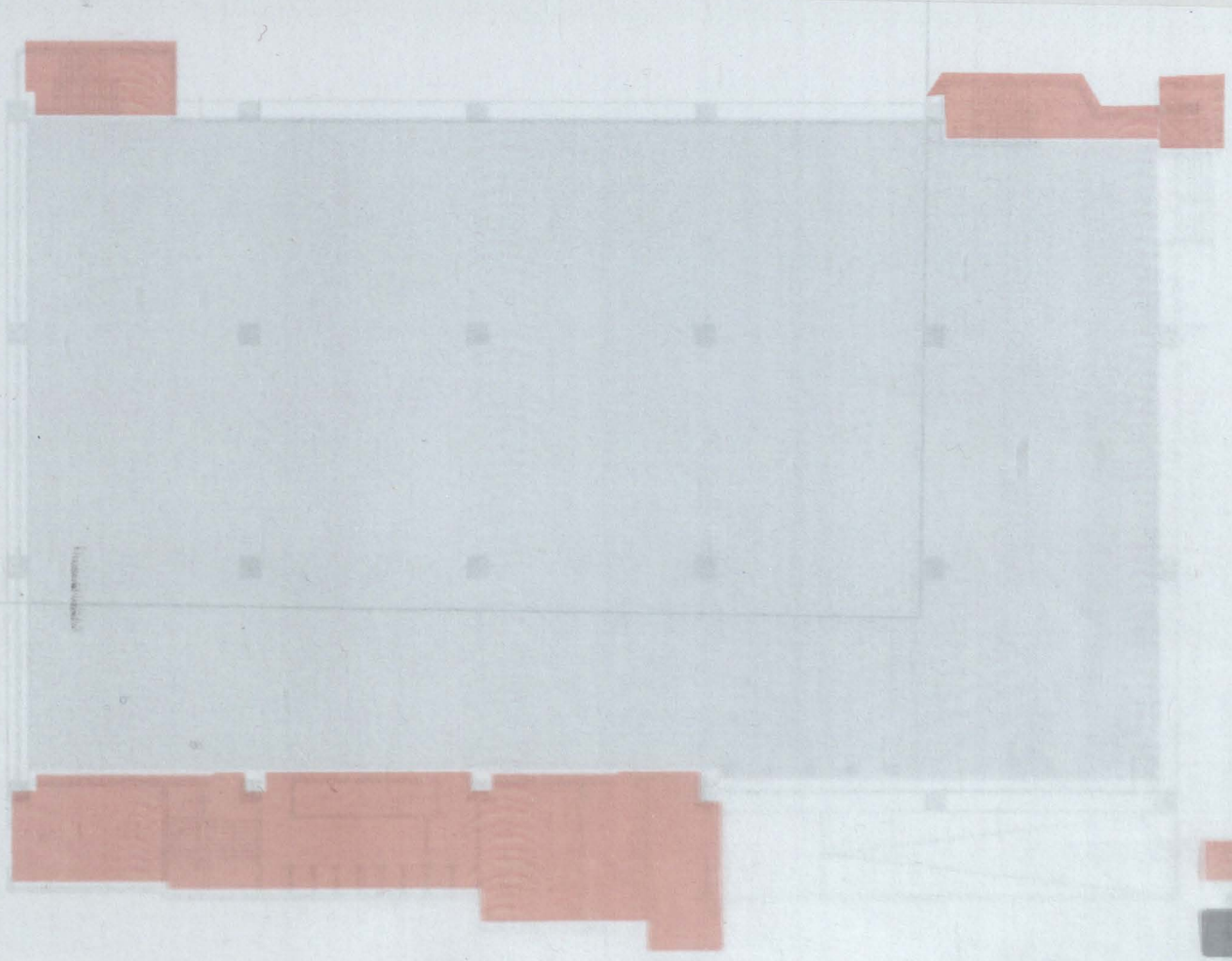
The factory consists of a main large manufacturing space; it is uninterrupted and there are no interior walls. It is a large empty box, with the structural grid aligned orthogonally with large spans of 10m; it is a flexible place that allows for different activities to take place. Other peripheral spaces that are plugged on this main area carry the secondary functions like the elevator shafts, the stairs, and the bathrooms.



clipped functions

work space

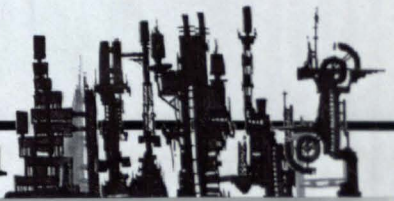
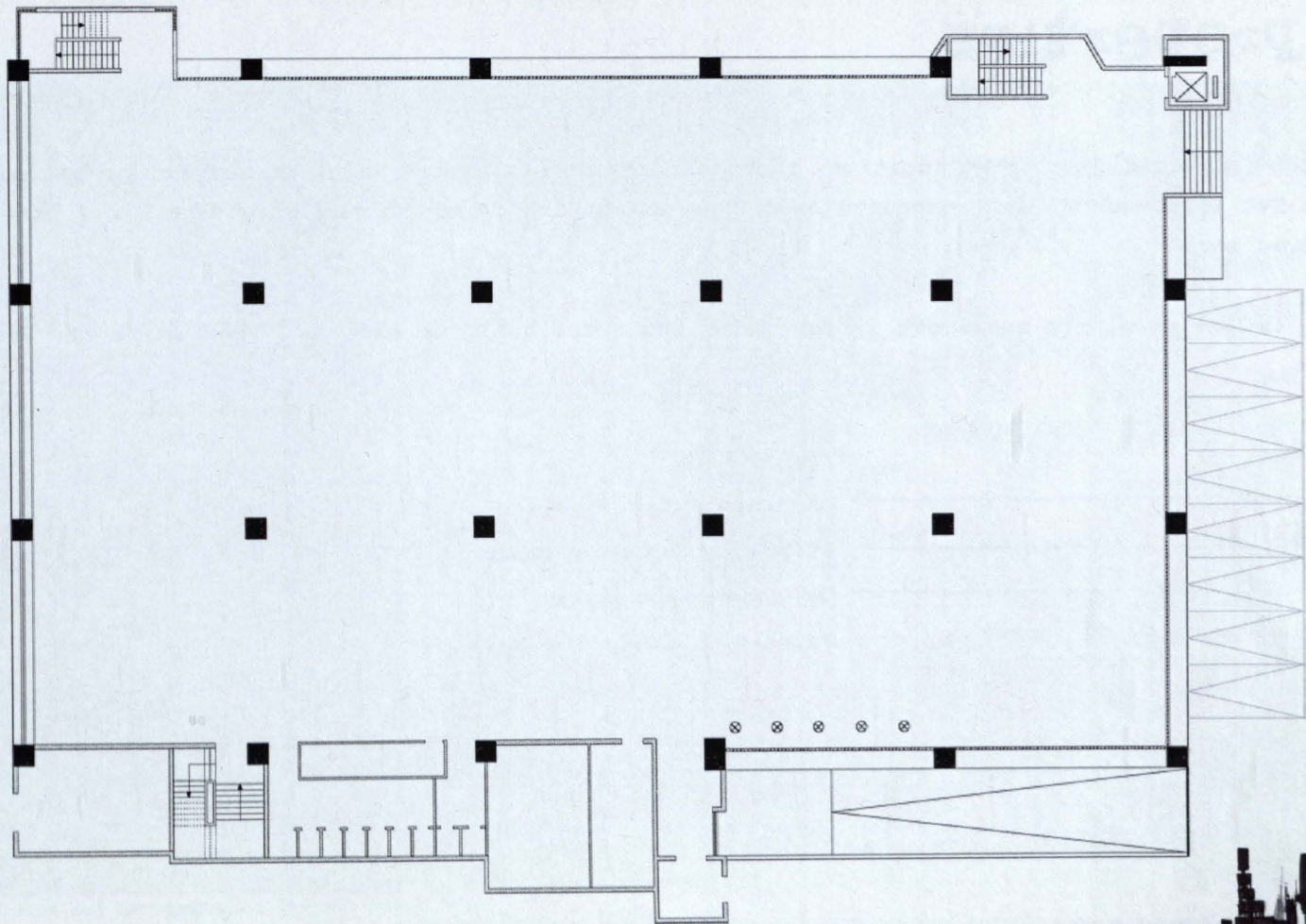




clipped  
functions

working  
space

reception only - capped by windows that I don't like





# site properties

The site is situated in a prime location, right off the coastal route which is subject to medium to heavy traffic and yet possesses a less congested open area on the other side of the street that has direct access to the fishing port.

The factory is now privately owned but is for sale. The total built up area is 8000m<sup>2</sup> while the lot area is 7000m<sup>2</sup>.

## SITE LIMITS:

North: Port Area \_\_\_\_\_

East: Lot 392 [Medco] \_\_\_\_\_

South: Maritime Route \_\_\_\_\_

West: Lot 29, separated by gutter. \_\_\_\_\_

## PROPERTIES:

Maritime Properties

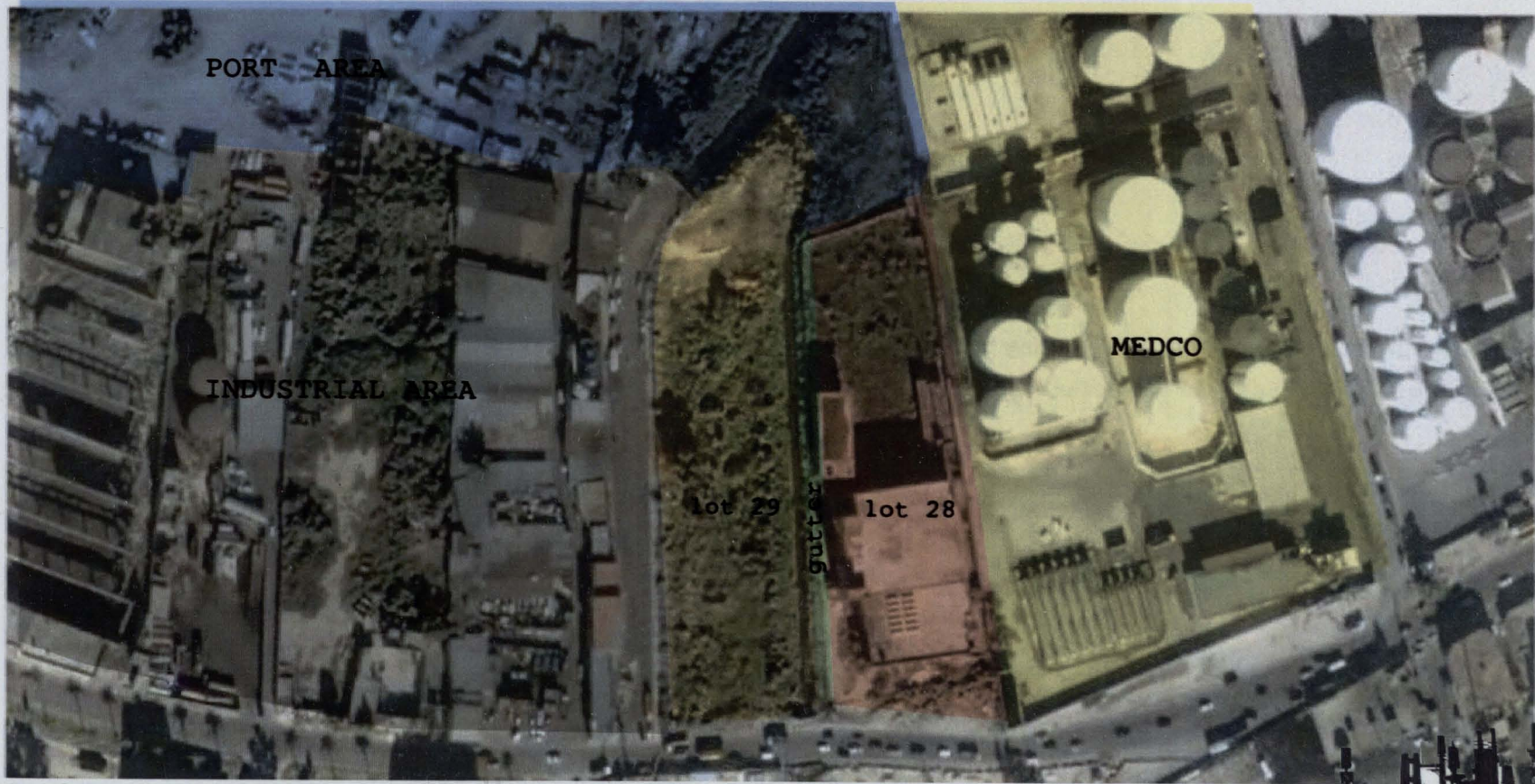
Privately Owned by Medco

Government Property

Privately Owned: for sale

## SLOPE:

Flat Site - 0%



Aerial View of site and surroundings - Source: Google Earth



PORT AREA

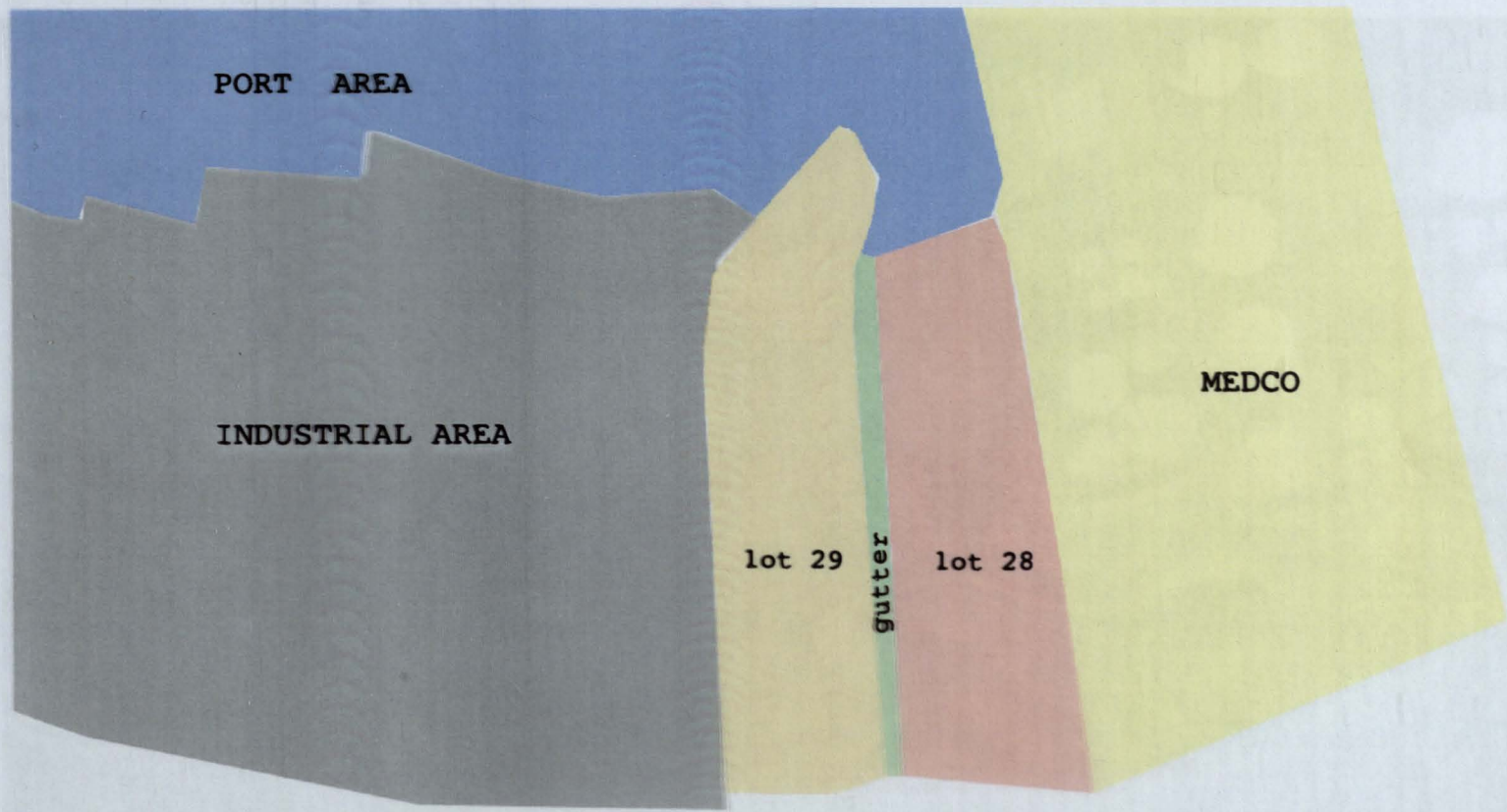
INDUSTRIAL AREA

lot 29

gutter

lot 28

MEDCO





Aerial View of site and surroundings - Source: Google Earth





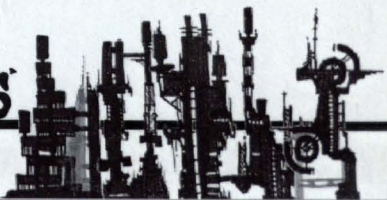
The design project will be addressing both sites together. I will be designing a new structure on 'lot 29'; however I will also use the structure of the abandoned factory. The proposed design will also extend to the port.

The "stakeholder" concept has become a popular term in the business world, used by managers, consultants, and scholars to describe the various groups and individuals who have an interest in or can affect the organization's performance.

Stakeholders are those individuals, groups, or organizations that have an interest in or can affect the organization's performance. This interest can be financial, but it can also be social, environmental, or ethical. Stakeholders can be internal or external to the organization. Internal stakeholders include employees, managers, and shareholders. External stakeholders include customers, suppliers, creditors, and the community.

Stakeholders are not just passive recipients of the organization's actions; they can also be active participants. They can influence the organization's performance through their actions, decisions, and interactions. For example, customers can influence the organization's performance by their purchasing decisions, and employees can influence it through their productivity and loyalty.

# the stakeholders





The stakeholders of the project are classified into three main categories:

## TALENTS

The 'talents' consist the various artists that will use the space, mostly musicians, furniture designers, fashion designers, and others.

## BUSINESSMEN

The businessmen category itself can be divided into three main sub-categories:

\_Entrepreneurs / Investors

\_Industrialists: owners of already existing industrial facilities who seek new ideas and talents in their own lines of production.

\_Artists: Already established artists who are looking for collaboration with other artists and other like-minds.

## VISITORS

The visitors are any people who are not directly concerned with talents and entrepreneurs, they can be there for observing the manufacturing processes or to enjoy the other facilities provided in the incubator that are open to public. They can also be individuals who are attending the performances or lectures happening in the incubator; or even enjoying the sea view or the new openness to the port. Allowing the visitors into the facility is an important step when it comes to an incubator type of building since there can be coincidental opportunities of business in addition to raising awareness about the industrial sector.



Other indirect stakeholders in the project are the fishermen and the surrounding industries. They are the indirect stakeholders because the building itself does not affect them directly; however, the presence of the incubator and its effect on the area will affect them on the medium and long run.

## Talents

## Businessmen

## Visitors

---

Musicians

Entrepreneurs

Tourists

Furniture Designers

Investors

Locals

Fashion Designers

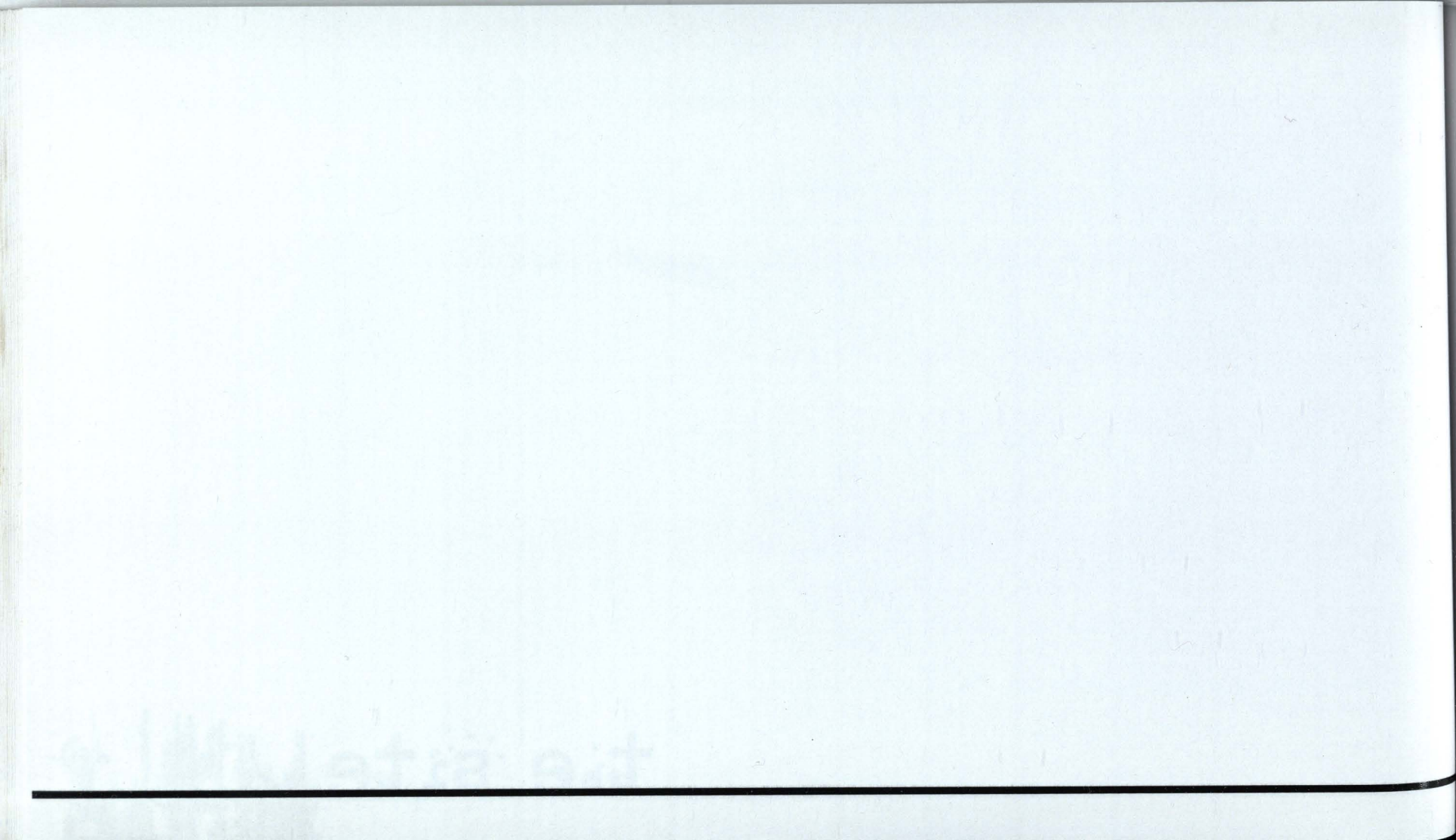
Industrialists

Etc.

Artists

---









#### FISHERMENT PORT

- Residential
- Workshops
- Selling Area
- Shops
- Restaurant

#### INCUBATOR

- Residential Studios: to accommodate the artists of the incubator.
- Workshops
  - A- Public: for exhibited fabrication, visible to the visitors.
    - 1- Steel
    - 2- Wood
    - 3- Textile
  - B- Private: for production secrecy and privacy
- Assembly Rooms: a place to assemble all the manufactured pieces

## UNITED GARMENT MANUFACTURERS

- Exhibition Hall: where the artists will exhibit their finished works
- Virtual Production Rooms: a room that explains different production methods for different types of products. [learning tool]
- Multi-purpose Area: where lectures, events, or workshops could take place
- Performance Area: where musicians perform; fashion designers hold fashion shows and possible plays can take place.
- Music Studio: for recording music
- Study Area
- Runway



	# of People	Quantity	Area	Total
<b>FISHERMEN</b>				
Residential	1	10	25	250
Workshop	40	1	300	300
Selling Area	20	20	20	400
Shops	5	1	50	50
Restaurant	150	1	250	250
<b>INCUBATOR</b>				
Residential	1	20	35	700
Private Wkshp	1	20	20	400
Public Wkshp	60	3	300	900
Assembly Room	60	2	200	400
Offices	30	15	30	450
<b>U.G.M*</b>				
Exhibition Hall	300	1	1600	1600
Multi-purpose Rm	300	1	600	600
Performance Area	500	1	800	800
Music Studio	10	3	50	150
Study Area	200	1	400	400
Virtual Production Rm	1	20	5	100
Runway	300	1	500	500
			<b>TOTAL</b>	<b>8250</b>

The program has three major sections:

1- The port intervention, consisting of a restaurant will bring the public back to the port. By improving the workshops and selling areas of the port, the atmosphere as a whole will become more inviting to the public.

2- The incubator will be the professional area where the stakeholders will operate. It is the place accomodating the various manufacturing processes.

3- The abandoned factory, U.G.M, will hold the exhibitions, performances and lectures that cater mostly for the visitors.





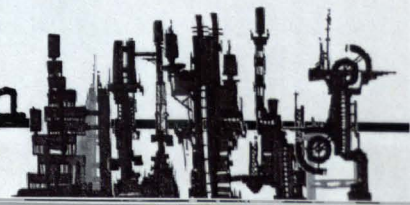
The project will be governed by the Chamber of Commerce and Industry which collaborates with different associations such as:

- Bankers Association
- Industrialists Association
- Beirut Traders Association
- The National Committee of the International Chamber of Commerce
- The Association of Lebanese Businessmen

In my opinion, the Chamber of Commerce and Industry is the ideal party to manage The Incubator because it plays a major role in connecting Lebanese organizations with external delegations and companies.

It is also the principle, largest, and most prominent economic organization in Lebanon. It consists of different departments that could be of major benefit to the project such as:

- Arbitration: Settles Disputes
  - Public Relations: Arranges missions abroad
    - Prepares seminars/workshops in cooperation with counterpart institutions/embassies
    - Cooperates with foreign embassies/commercial offices in Lebanon
  - Economic Research: Provides business information and research with valuable information and guidance on a number of economic issues.
-

the vision 



The report will be prepared by the Director of Education and submitted to the Council on Education for the Handicapped for their review and approval.

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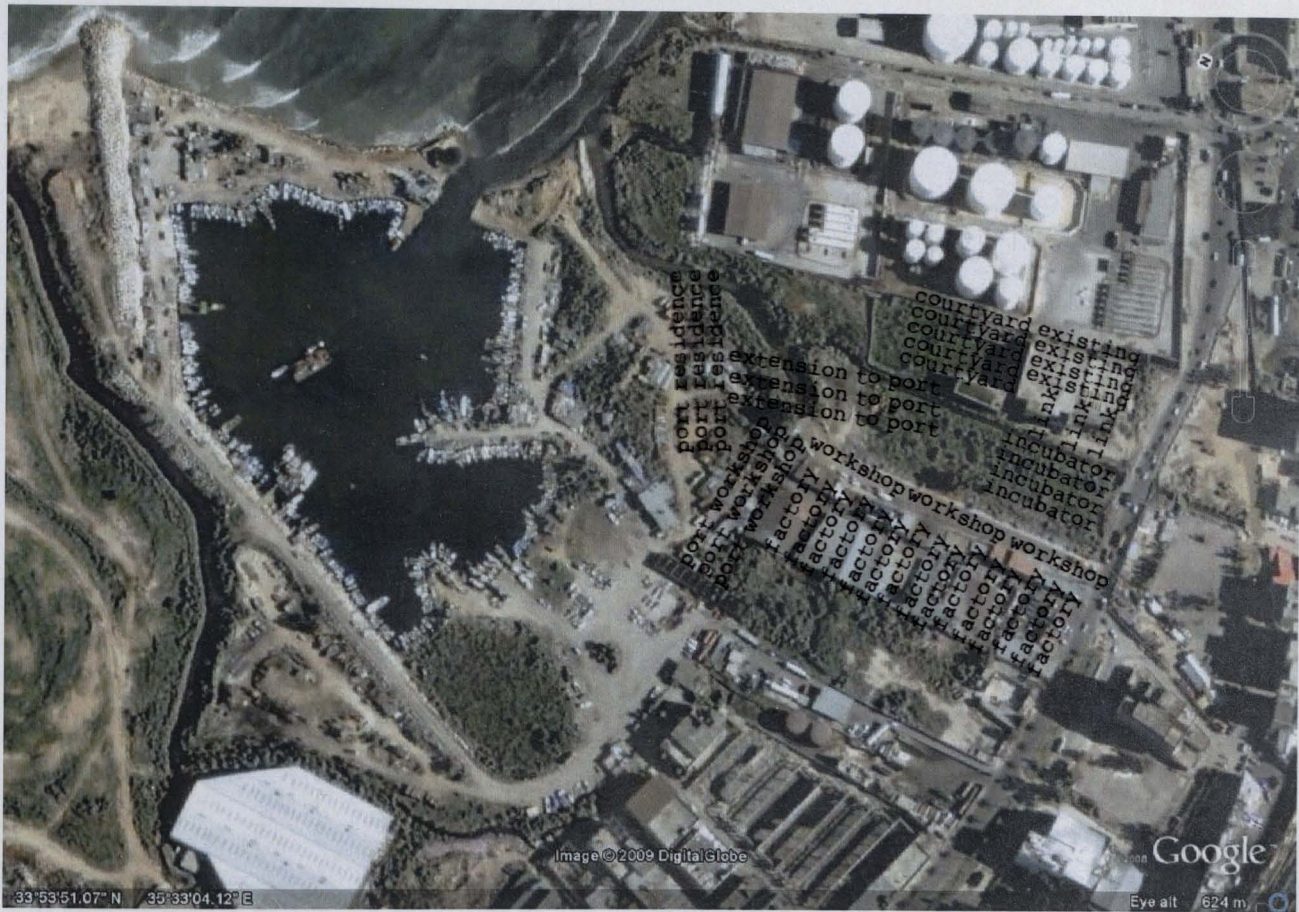
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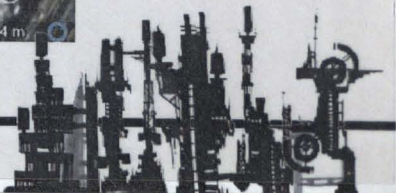
The report will be prepared by the Director of Education and submitted to the Council on Education for the Handicapped for their review and approval.



33°53'51.07" N 35°33'04.12" E

Image © 2009 Digital Globe

Google  
Eye alt 624 m







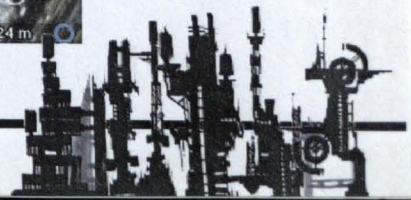


33°53'51.07" N 35°33'04.12" E

Image © 2009 DigitalGlobe

Google

Eye alt 624 m





UNITED GARMENT MANUFACTURERS

EXHIBITION  
PERFORMANCES  
LECTURE HALL

PUBLIC  
FACILITIES

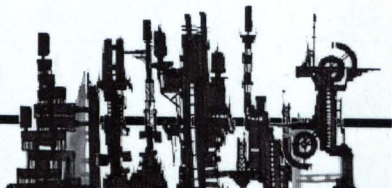
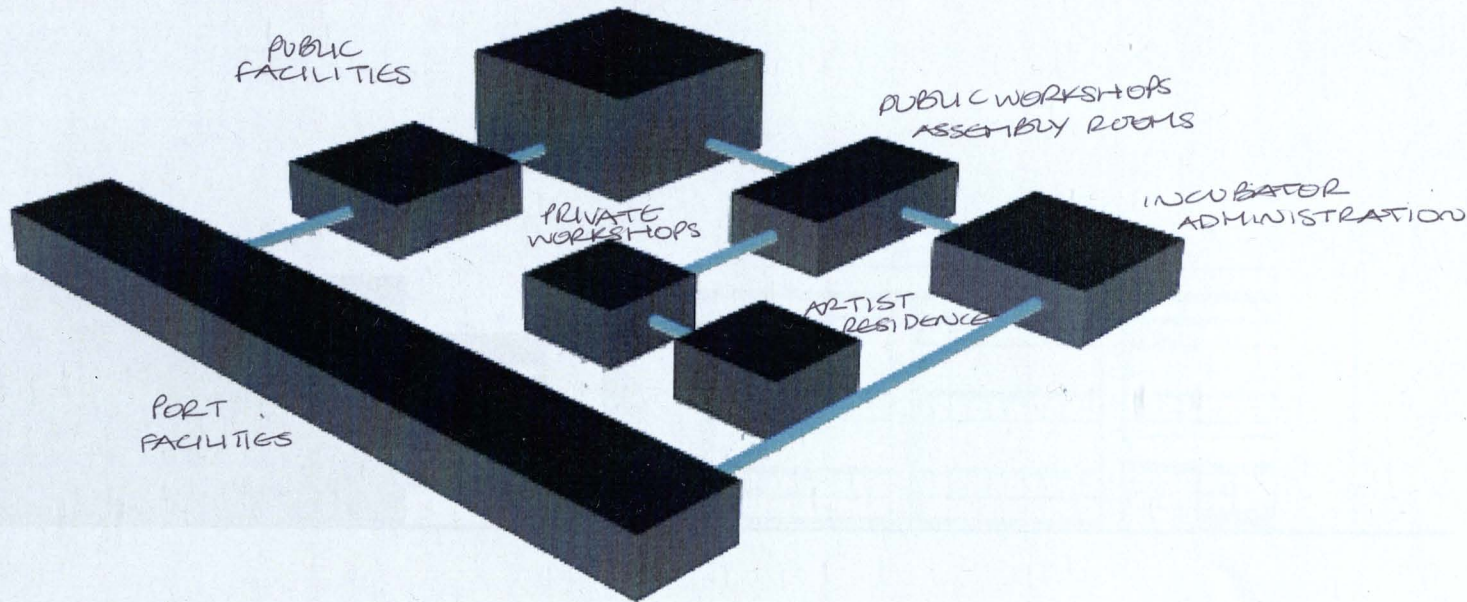
PUBLIC WORKSHOPS  
ASSEMBLY ROOMS

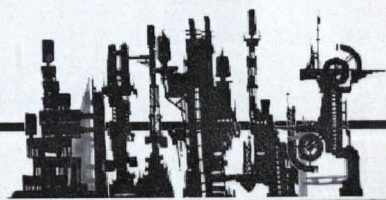
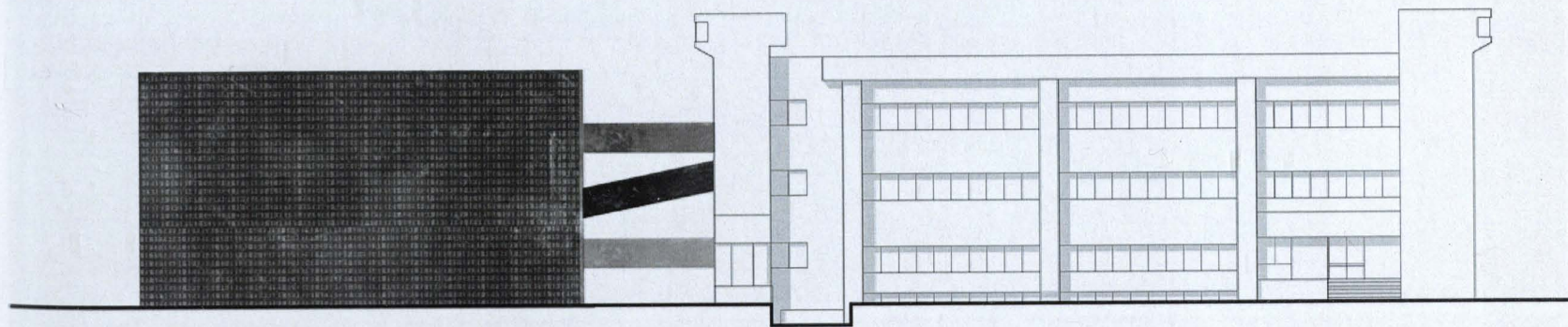
PRIVATE  
WORKSHOPS

INCUBATOR  
ADMINISTRATION

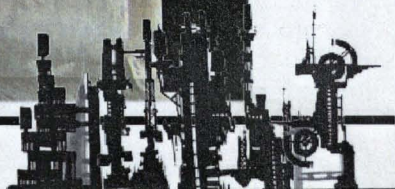
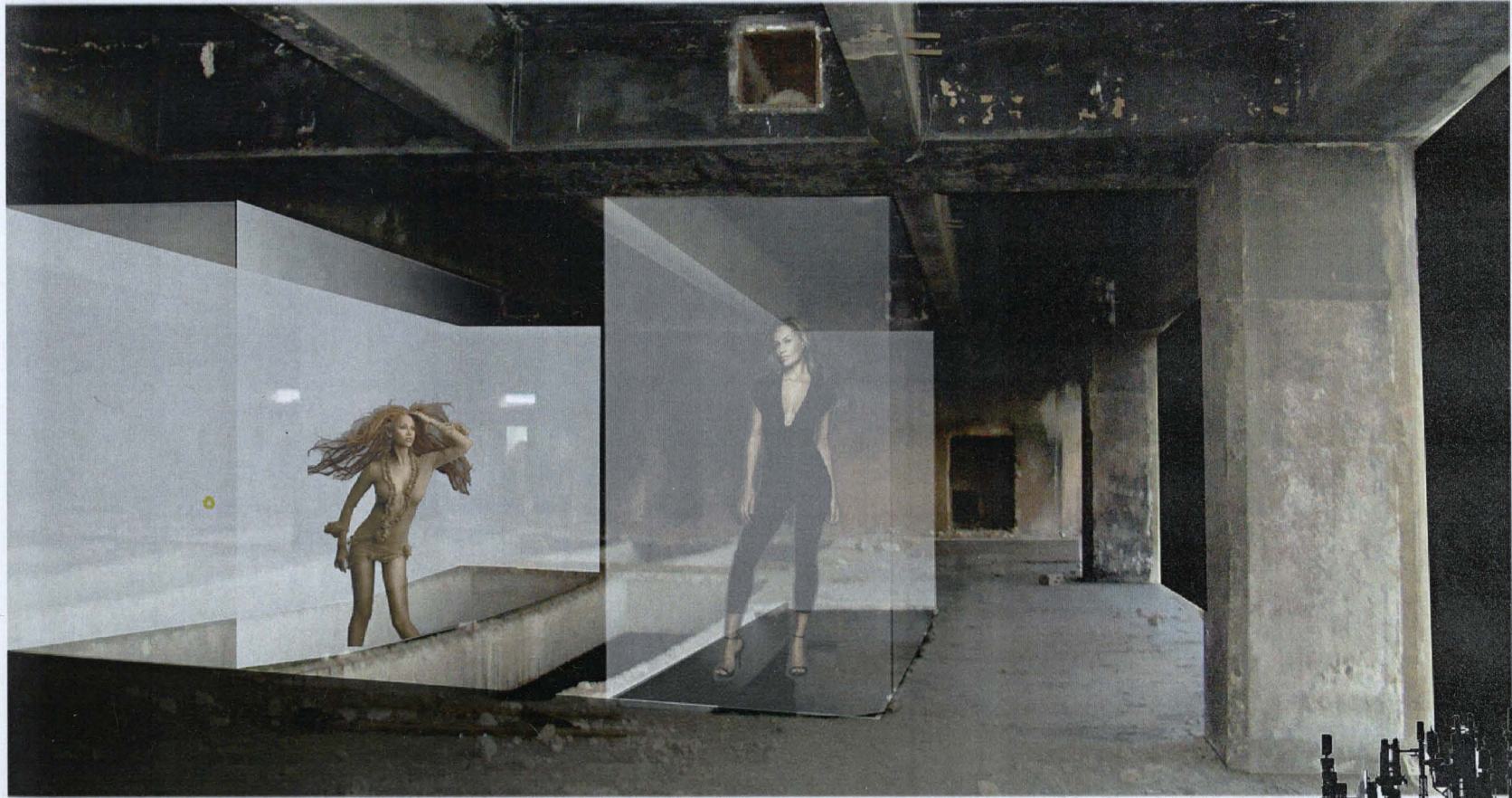
ARTIST  
RESIDENCE

PORT  
FACILITIES

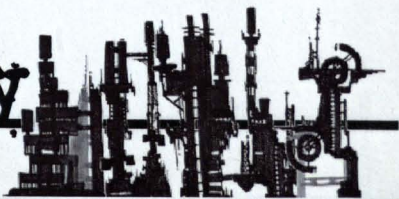








# Bibliography



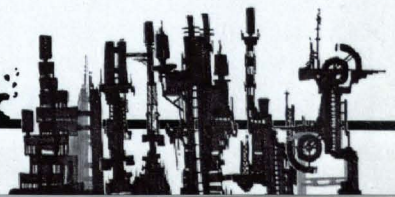


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- 7- Association of Lebanese Industrialists. 27 Nov. 2008 <<http://www.ali.org.lb>>.
- 8- Abi Nader, Ramez. Association of Lebanese Industrialists. Personal interview. Oct 2008
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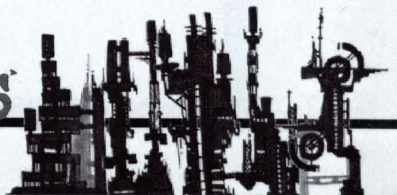
- 10- Tagliaferri, Mariarosaria, trans. Industrial Chic: Reconverting Spaces. Savigliano, 2006.
- 11- Hopkins Architects Ltd. 27 Jan. 2009 <<http://www.hopkins.co.uk>>.
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- 13- Khanamirian, Noubar K. "United Garment Manufacturers." Personal interview. 28 Dec. 2008.
- 14- Choucair, Joseph. Industrial Zones in Lebanon. Beirut: Ministere de Plan, 1972.



appendix



UGM documents





## الهندسة أحمد انبان

مهندس مدني

خبير محلف لدى المحاكم  
سادة مار تيراهه تله تيسين تليلي تاني  
ت : ٠٧٧٤٣٠٣٠٠١٧٨٥٥٥

### تقرير مرفوع

#### لجانبة شركة UGM ش.م.ل. المحترمة

في ٢٠٠٨/٩/٢٧

بناء على تكليف جانبكم بتاريخ ٢٠٠٨/٩/٢٢ لاجراء تميمين العقار التالي لرضا وبناء

الموضوع: العقار رقم : ٢٨  
المطابقة العقارية : البوشورية  
المالك : شركة المصالح المتحدة  
للمبوسات ش.م.ل.

توجهت بتاريخ ٢٠٠٨/٩/٢٤ الى موقع العقار المذكور وكان حاضرا السيد ليون سورين خان اميريان ودونت كافة الملاحظات على حدى .

#### المستندات المرفقة

النوع	العدد	الاصل	مرفوعة من التغيير	مرفوعة من الشركة
الاقدة عقارية	١	نسخة		√
خريطة موقع	١	نسخة		√
خريطة مساح	١	نسخة		√
خرائط الترخيص	١	نسخة		√
الرسائل وتخطيط	١	نسخة		√
صور فوتوغرافية	١	√	√	

الهندسة أحمد انبان  
مهندس مدني

صور فوتوغرافية عائدة للعقار رقم ٢٨ البوشورية  
والانشاءات القائمة عليه

الهندسة أحمد انبان  
مهندس مدني

١- في موقع العقار:

يقع العقار رقم: ٢٨ البوشيرة  
في منطقة البوشيرة العقارية  
الموقع: على الأوتستراد البحري للدور- جنب شركة MEDCO

حدوده: من الشمال : ملك بحرية  
من الغرب : مجرى مياه  
من الجنوب : الأوتستراد البحري  
من الشرق : العقار رقم ٣٩٢ (شركة MEDCO)

الشكل : شبه مستطيل ( واجهة على الأوتستراد بعرض ٦٠ متر تقريبا )  
الاندثار : ارض مسطحة  
تخطيط : مصاب بتخطيط الأوتستراد ( المنفذ )

المنطقة الإقفائية: C صناعة بالمرسوم ١٤٢١٣ تاريخ ١٩٧٠/٤/٢١

الاستثمار السطحي : ٧٥%  
الاستثمار العم : ١,٧٥  
ارتفاع : -  
عدد الطوابق : -  
المساحة الدنيا للتبيلة للبناء : ٢٥٥٠٠ ( ١٥ x ١٥ )  
مساحة الأقران : ٢٠١٠٠٠ ( ٢٠ x ٢٠ )

٢- محتويات العقار:

يحتوي العقار على بناء صناعي مرخص مؤلف من أربع طوابق : سلكي وارضني وأول  
وثاني وبناء آخر صغير مؤلف من طابقين ارضي وأول.

الختم  
مهندس

٧- مواصفات البناء العقم على العقار:

تاريخ إنجاز البناء: منذ حوالي خمسة وثلاثين عاما .  
يتألف البناء الصناعي من : أربع طوابق على الباطون جزء منها تعرض سابقا للحريق  
والبناء الصغير بحالة الخراب وهو على الباطون وتعرض سابقا للحريق .

٤- الملكية العقارية:

بناء للحدادة العقارية الممنحة بالتقرير والمصادرة بتاريخ ٢٠٠٨/٧/٢ تعود ملكية العقار إلى :  
شركة المصانع المتحدة للبوسات في م.ل. ولها ٢٤٠٠ سهما .

٥- في الإفادة العقارية العائدة للعقار:

- ورد على الإفادة العقارية العائدة للعقار المحتويات والوقوعات التالية:

رقم العقار : ٢٨  
المنطقة العقارية : البوشيرة  
اسم الموقع ومحتوياته : الفراز: الفرز على هذا العقار قطعة واحدة أعطيت الرقم ٣٦٦  
وما بقي منه احتفظ برقمه وذلك بموجب محضر العقد تاريخ  
٢٣ حزيران ١٩٣٣ وبموجب محضر التحديد المنظم في  
الدائرة القننية بتاريخ ٢١ تموز ١٩٣٣ المحفوظ في ملف هذا  
العقار .

- بوسى رقم ٧٢٣ تاريخ ١٩٣٧/٨/٢٦: الفرز عن هذا العقار قطعة واحدة أعطيت رقم  
٣٩٢ وما بقي منه احتفظ برقمه وذلك بموجب محضر العقد رقم ٧٢٣ تاريخ ٢٦ آب  
١٩٣٧ واستنادا إلى محضر التحديد للنفي المؤرخ في ١٥ أيلول ١٩٣٧ المحفوظين في  
ملف هذا العقار .

- بوسى رقم ٢٩٩٧ تاريخ ١٩٥٦/٨/٢٨: تصحيح محتويات: قطعة ارض ضمنها بركة  
ماء وسطييل وبناء مؤلف من طابقين. الطابق السفلي يحتوي على خمس غرف ودار  
ومطبخ ومنالغ والطابق الأول يحتوي على ست غرف ودار ومطبخ ومنالغ وبناء ثاني  
يحتوي على غرفتين كبيرتين احدهما من معمل كزتون والثانية مستودع وغرفة للمعال

الختم  
مهندس



- ومبلغ وعلى السلع غرفة مسقوفة ترفيقا وذلك بموجب المحضر الفني رقم ٦٤/١٥/٢٠.
- نظيرت حدود الاملاك البحرية المجاورة لهذا العقار ولا يوجد تجاوز بالمحضر الفني ٧٣/٢٩٢٥.
- انتفاع : لهذا العقار حالي التلقي من الناعورة المحددة ضمن العقار رقم ٣ ومن مياه القوار الكبير .
- يومي رقم ١٥٨٥ تاريخ ١٩٦١/٠٣/٢٠ : ارتفاق تخطيط بموجب المرسوم رقم ١٠٧٦ / ٢٧ نيسان ٩٥٩ بملف (١).
- يومي رقم ٣٢٦٨ تاريخ ١٩٧٣/٤/٩ : استملاكه قسم من هذا العقار المساحة المستملكة/٨٥٠/م.م. بموجب المرسوم ٧٣/٥١١٧ .
- يومي رقم ٨٠٨١ تاريخ ١٩٧٣/٩/٧ : وضع يد رقم ٧٣/٨/٢٥/١٠٩٢ للبوشرية .
- يومي رقم ٨٠٥٠ م.م. بملف (١) للبوشرية .
- يومي رقم ١٣٤١ تاريخ ١٩٨٥/٣/٣ : وقع تحت الترس بالمرسوم ٢٠٥٨ تاريخ ١٠/١٢/٨٤ بملف (١).
- يومي رقم ٢٩٨٥ تاريخ ١٩٩٨/٨/١٢ : وضع يد رقم ٩٨/٨١ لمصلحة مجلس الامماء والاضار على مساحة/١٢٦٠/م.م. بملف (١) للبوشرية .
- يومي رقم ٢١٧٤ تاريخ ٢٠٠١/٦/٢٧ : وضع يد وانداز : وضع يد بالقرار رقم ٩٨/٨١ والانداز بالاخلاء بملف واحد/ارسل تكليف للمساحة مع القرار .

**ملاحظة :** بالنسبة لاشارات للتخطيط ووضع اليد والاستملاك فاننا نستعمل مساحة العقار المسافية المتبقية لارض العقار بعد حسم الجزء للمصاحب بالتخطيط عند تقديرنا لتقمة ارض العقار لاحقا" والتي لمصبحت ٧١٩٣ م<sup>٢</sup> ، وبالتالى ان هذه الاشارات ان تعد تؤثر سلبا" على العقار .

وبناء لما ذكر ولما ورد في الاقادة العقارية ، يتبين لنا انه ليس هناك من اشارات او وقوعات تؤثر سلبا" على العقار موضوع التكليف .

اعزوه جيهك احمي الهيات  
مهندس

**٦- في مساحة ارض العقار :**

استنادا" الى الخروطة المنظمة من المساح كريكور كالنتيجان ان المساحة المسافية لارض العقار رقم " ٢٨ " من منطقة البوشرية العقارية تبلغ " ٧١٩٣ م<sup>٢</sup> سبعة آلاف ومائة وثلاثة وتسعون مترا" مربعا" .

**٧- في المساحة التقريبية للاشاعات القائمة على العقار :**

ان المساحة التقريبية للبناء الصناعي والبناء الصغير تبلغ حوالي ٨٥٠٠ م<sup>٢</sup> شامية الالف وخمسمائة مترا" مربعا" ( ٨١٥٠ م<sup>٢</sup> للبناء الصناعي و ٣٥٠ م<sup>٢</sup> للبناء الصغير ) .

**٨- في القيمة التقديرية لارضا" وبناء :**

**١- قيمة الارض :**

بالاستناد الى الكثف الحسي والى المستندات المبرزة وبالنظر الى موقع العقار ومساحته وشكله الهندسي والى المنطقة الارتفاقية الواقع ضمنها العقار (C صناعي ) .

وبالاستناد الى الاسعار المتداولة حاليا" في المنطقة الواقع ضمنها العقار حسب لعمرض والطلب بتاريخ التكليف ووضع هذا التقرير ، يمكنني تقدير قيمة ارض العقار موضوع لدهمة كما يلي :

العقار	المساحة	تخصين م <sup>٢</sup>	القيمة \$
٢٨ البوشرية	٧١٩٣ م <sup>٢</sup>	١٠٠٠ \$	٧١٩٣٠٠٠ \$

المجموع : ٧١٩٣٠٠٠ \$

**ب- في تقدير قيمة بناء الاشاعات القائمة على العقار :**

بالتنظر الى نوع ومواصفات بناء الاشاعات القائمة على العقار وشكلها الهندسي وحالتها الراعية التي تستلزم اعادة ترميم البناء نظرا" لتعرض جزء كبير منه سابقا" للحريق والى قدم عهد البناء الذي يعود لحوالي الخمسة وثلاثين عاما" ، يمكنني تقدير قيمة بناء الاشاعات القائمة على العقار كما يلي :

اعزوه جيهك احمي الهيات  
مهندس

الموقع	المساحة م <sup>2</sup>	تخمين ك.م <sup>2</sup>	التقييم
البناء الصناعي والبناء الصغير	٨٥٠٠	١٧٥	١٤٨٧٥٠٠٠

المجموع : ١٤٨٧٥٠٠٠

**ج- القيمة الاجمالية للعقار ارضا وبناء :**

بناء لما ذكر يتبين لنا أن قيمة الاجمالية للعقار ارضا وبناء تكون :

$$S 818.000 = 14875000 + 7193000$$

أي : ثمانية ملايين وستمئة وثمانون الف وخمسمائة ووللا ابيدكي .

هذا ما رأيت ايضاحه لجاتكم

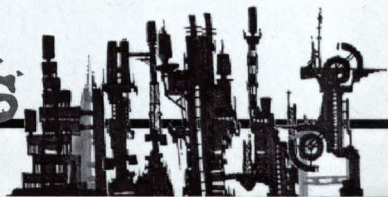
وعليه أرفع تقريرتي هذا الي حضرتكم ، للمقتضى

وتفضلوا بقبول الاحترام  
الخبير للمهندس  
لنذره أحمرانيان

النوم بذاك احمر انياب  
مستطفي

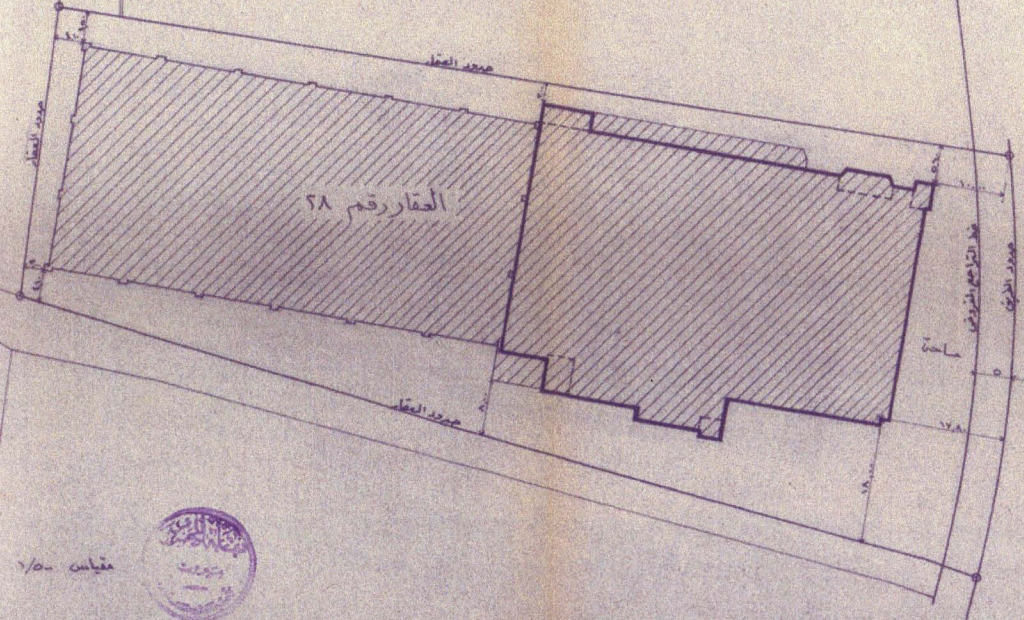


UGM blue prints





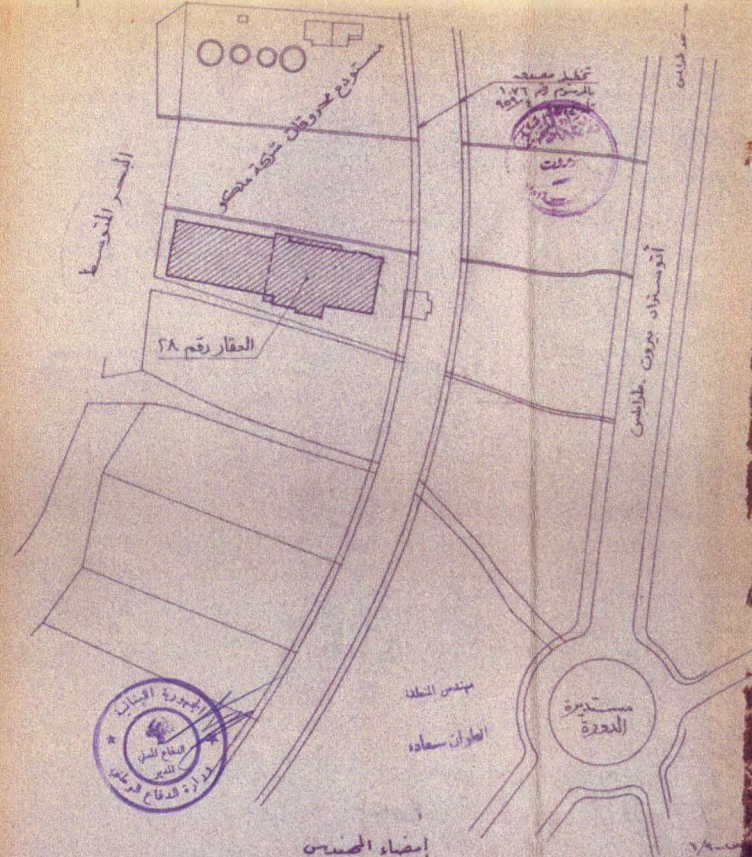
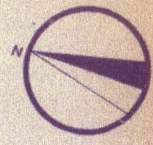
عقار رقم ٢٦



العقار رقم ٢٨

عقار رقم ٢٩

مقياس ١/٥٠



إمضاء المهندس

رئيس قسم الكتب الفني  
 المهندس  
 ٢٧/٧/٤٠

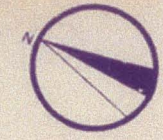
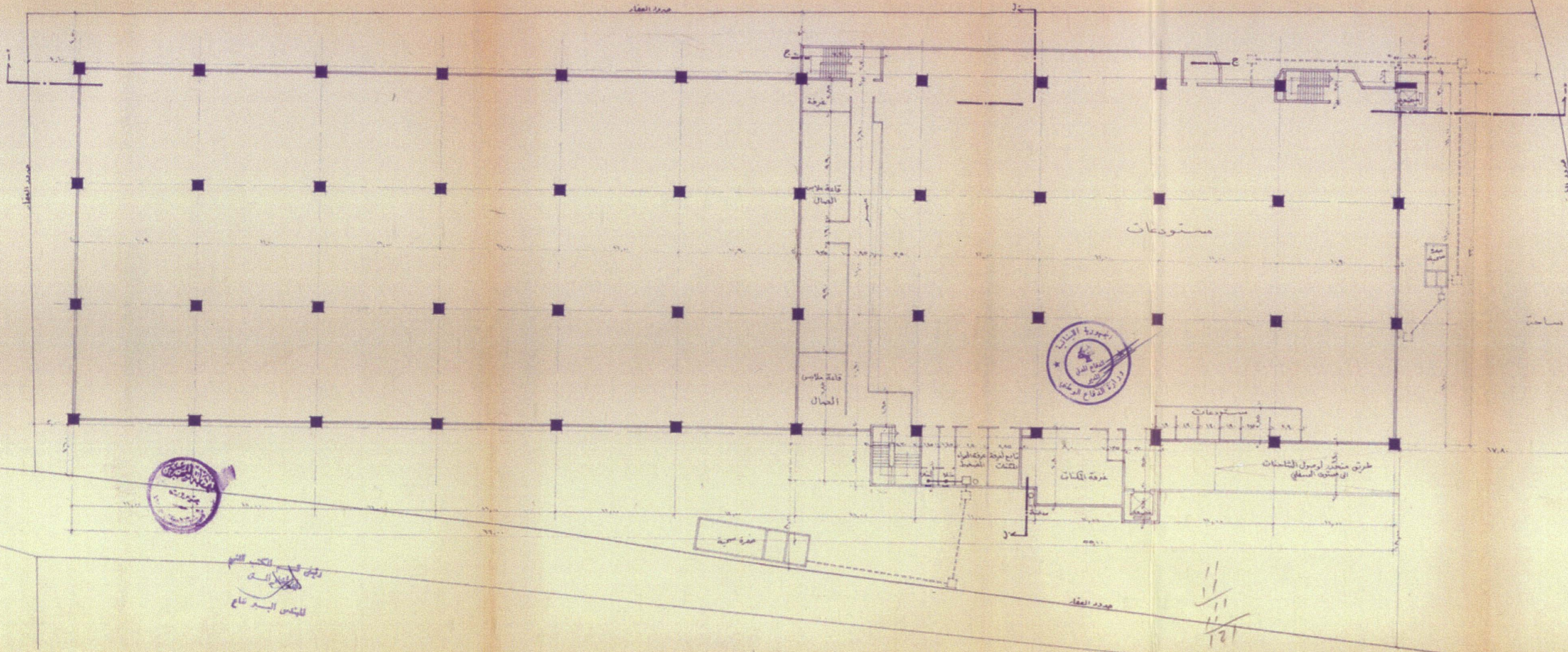
المهندس  
 ٢٧/٧/٤٠

مبنى شركة المصانع المتحدة للمبوسات ش.م.ل.

منطقة البوشرية - عقار رقم ٢٨

خريطة المنطقة وموقع العقار المقياس ١/٥٠ - ١/٨٠





رئيس اللجنة  
للبنان السيد تاج

إمضاء المهندس  
الجنرال المهندس

ساحة الطابق السفلي ٤٢٨١ م

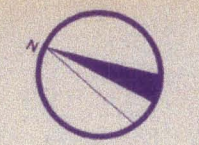
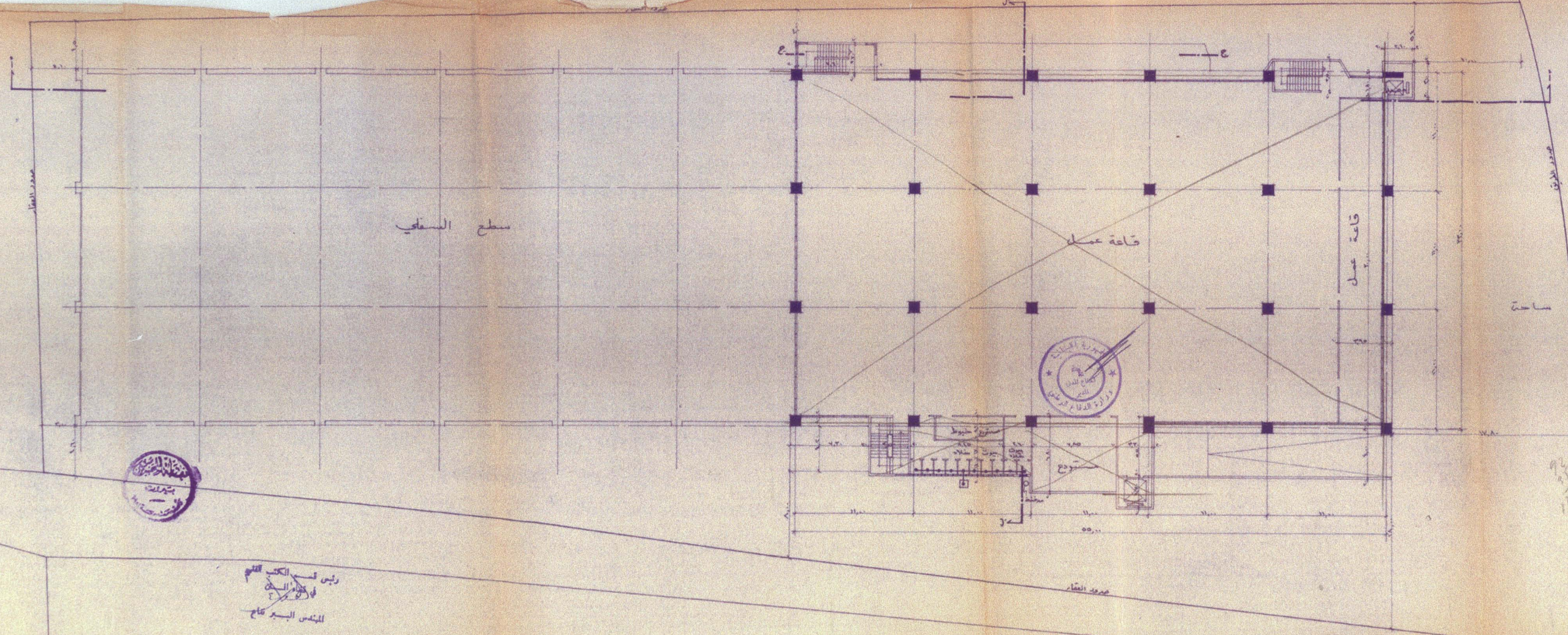
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منطقة العوشية - عقار رقم ٢٨  
خريطة الطابق السفلي  
مقياس ١/٢٥٠

11/11/21





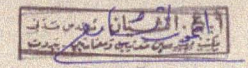




١٣٥  
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ساحة

إمضاء المهندس



رئيس قسم الكتب القديم  
المهندس البشير قناح

ساحة الطابق الأول ٢٢.٤٢

١٣٥  
١٣٦

مبنى شركة المصانع المتحدة للموسسات ش.م.ك  
منطقة البوشيرية - عقار رقم ٢٨  
خريطة الطابق الأول  
مقياس ١/٢٠٠

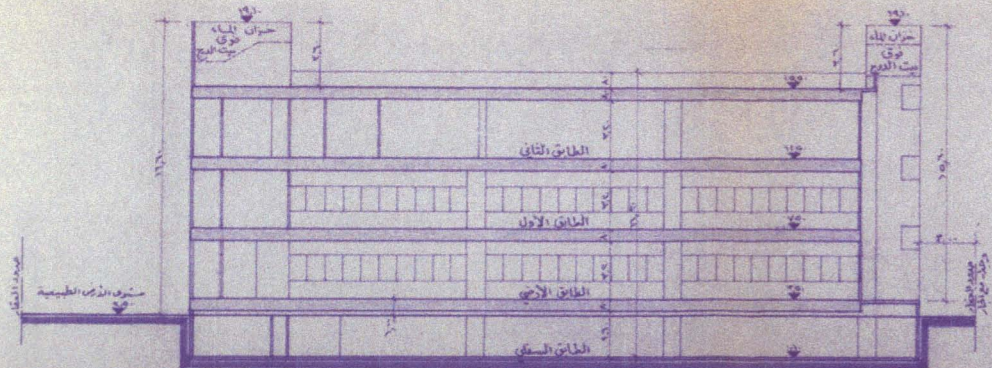




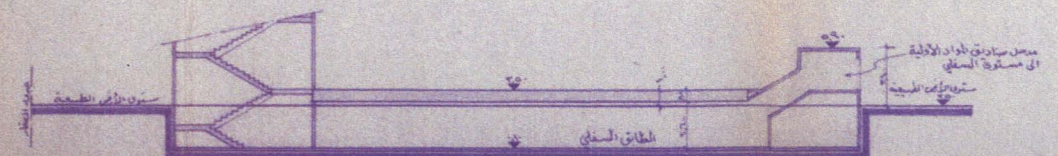




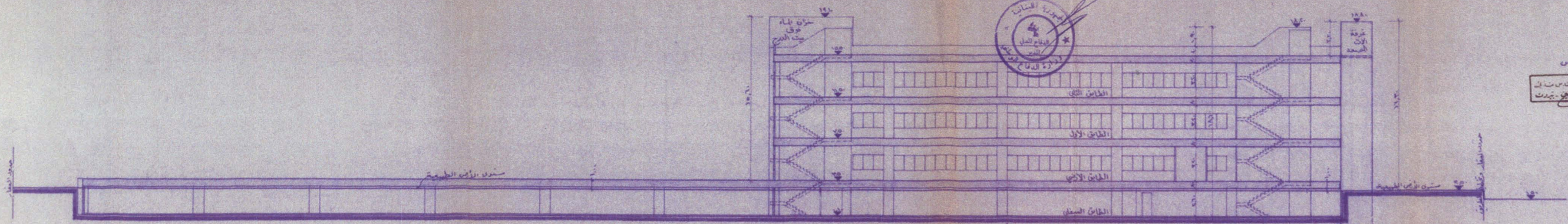




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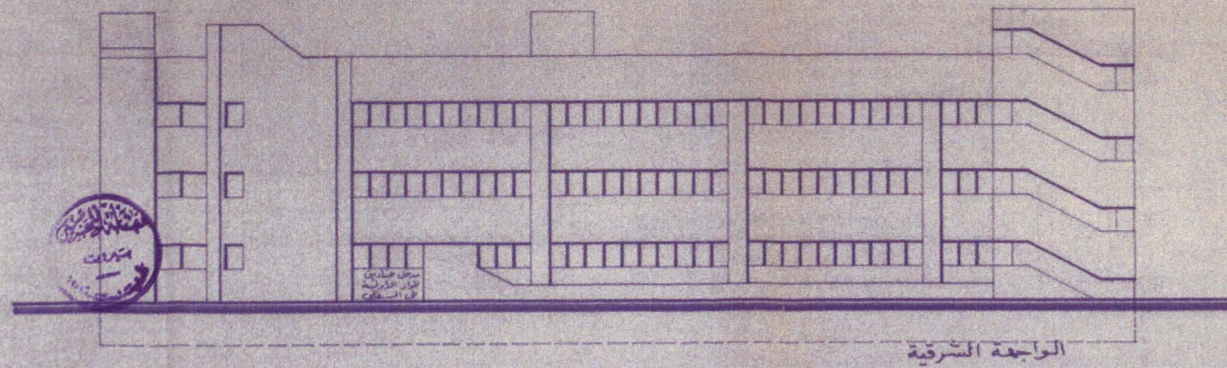
المقطع أ - أ

إمضاء المهندس  
**أ. ع. أبو الحسن**  
 كاتب مهندسين معماريين ومعماريين - بيروت

مهندس المعمار  
**عبد الرحمن**  
 المهندس

مبنى شركة المصانع المتحدة للبيروت ش.م.ل.  
 منطقة البوشرية - عمارة رقم ٢٨  
 خريطة المقاطع  
 مقياس - ١/٢

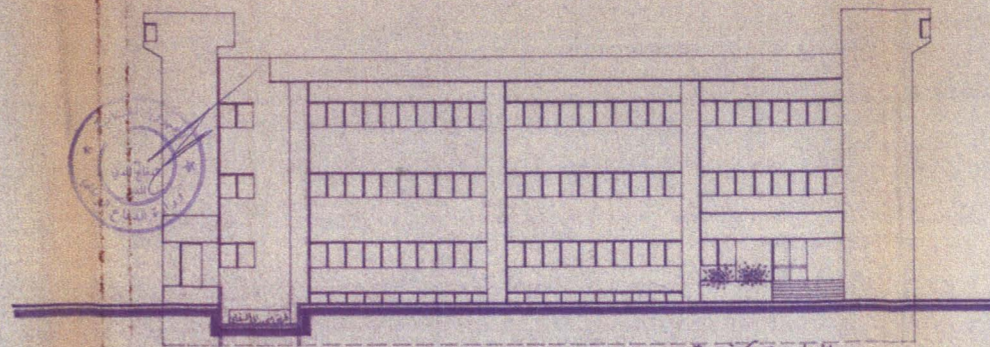




الواجهة الشرقية

رئيس مكتب الهندسة  
في القاهرة

المهندس السيد قناع



الواجهة الجنوبية

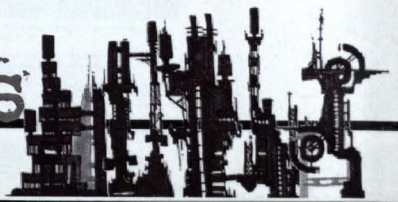
إمضاء المهندس

المهندس السيد قناع  
في القاهرة

مبنى شركة المصانع المتحدة لللبوسات ش.م.ل.  
منطقة البوشرية - عقار رقم ٢٨  
خريطة الواجهات  
مقياس ١/٤٠



reviews





# REVITALIZING THE ABANDONED FACTORIES AND INDUSTRIAL ZONES AND THE POSSIBILITY OF REVITALIZING THEM.

THE INTEREST IN ABANDONED FACTORIES AND INDUSTRIAL ZONES AND THE POSSIBILITY OF REVITALIZING THEM.

## SMALL SCALE SOCIAL ENCOUNTERS IN AN INDUSTRIAL ZONE

THE READING TO THE RESIDENTIAL ZONE BY THE RAILWAY STATION LEADING TO THE INDUSTRIAL ZONE IS A NECESSARY TECHNICAL SOLUTION.

THIS PROVIDED THE INFILTRATION OF THE PUBLIC INTO THE INDUSTRIAL ZONE, A ESSENTIAL SOCIAL INTERACTION AND A LATER STAGE, THE NEED OF RECONSTRUCTING THE SITE TO ACCOMMODATE THESE ENCOUNTERS.

FROM THE PRODUCTION AREA THROUGH A GLASS BRIDGE.

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FROM THE PRODUCTION AREA THROUGH A GLASS BRIDGE.

## GLASERWERK MANUFACTURER DRESDEN - DRESDEN - GERMANY

ON THE INTERIOR, THE GLASS BRIDGE CONNECTS THE FACTORIES AND OFFICE BUILDINGS AND CONNECTS THEM TO THE INDUSTRIAL ZONE. THE BRIDGE IS A PART OF THE GLASS BRIDGE IN SUBURBAN CASTLES. IN WINTER, IT IS USED FOR COLLECTING SOLAR ENERGY.

FROM THE INDUSTRIAL ZONE, ONE CAN VIEW THE PRODUCTION AREA THROUGH A GLASS BRIDGE.

THE FACTORY IS A TRANSPARENT FACTORY. BOTH WINGS ARE A WORKING SPACE. THE FACTORY IS A TRANSPARENT FACTORY. BOTH WINGS ARE A WORKING SPACE. THE FACTORY IS A TRANSPARENT FACTORY. BOTH WINGS ARE A WORKING SPACE.

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## CASE STUDIES

### LONDON DOCKLANDS

GERMAN BOMBING DURING THE SECOND WORLD WAR CAUSED MASSIVE DAMAGE TO THE DOCKLANDS.

THE ENDGAME SITUATION OCCURRED APPROXIMATELY 1960 AND 1970, WHEN THE SHIPPING INDUSTRY ABANDONED THE DOCKLANDS. THE DOCKLANDS WERE CONVERTED INTO A MIXTURE OF RESIDENTIAL, COMMERCIAL AND LIGHT INDUSTRIAL SPACE.

### CANNERY ROW - MONTEREY - CALIFORNIA

GANNERY ROW IS THE WATERFRONT STREET IN THE TOURIST CENTER SECTION OF MONTEREY, CALIFORNIA. THE SITE OF A NUMBER OF NOW-CRUMBLING CANNING FACTORIES.

THE CANNERIES FAILED AFTER THE COLLAPSE OF THE FISHING INDUSTRY IN MONTEREY BAY IN THE MID 1950S.

THE STREET IS NOW A TOURIST ATTRACTION WITH MANY RESTAURANTS AND HOTELS, AND A FEW HISTORICAL ATTRACTIONS.

## HOW TO REVITALIZE THESE AREAS ? THREE POSSIBLE SCENARIOS:

- 1- REINITIATING THE INDUSTRY
- 2- REPLACING THE INDUSTRY BY SOMETHING ELSE
- 3- CREATING A HYBRID OF BOTH AN INDUSTRY AND ANOTHER FUNCTION WHERE ONE DEPENDS ON AND SUPPORTS THE OTHER AT THE SAME TIME CREATING A LIVING MUSEUM.

GABRIEL ET AL. WIEN - AUSTRIA

THE FOUR OLD BUILDINGS BUILT IN 1898 AS PART OF THE SCHEFFL'S BUILDINGS. AFTER THEY WERE CLOSED DOWN, THE WINGS WERE REINITIATED AS OFFICES AND SHOPPING MALLS AND OFFICES AND REOPENED IN 2007.

THE RENOVATION WAS TO REUSE THE EXISTING FACILITY OF THE EXISTING BUILDINGS, AVOIDING TOTAL DEMOLITION OF THE BUILDINGS AND MAINTAINING THE CHARACTER OF THE BUILDINGS.

THE RENOVATION WAS TO REUSE THE EXISTING FACILITY OF THE EXISTING BUILDINGS, AVOIDING TOTAL DEMOLITION OF THE BUILDINGS AND MAINTAINING THE CHARACTER OF THE BUILDINGS.

## AREAS OF INTEREST

### SIDEN - ZOLK

SIDEN IS AN INDUSTRIAL ZONE IN THE NETHERLANDS, FORMERLY A PART OF THE INDUSTRIAL ZONE. IT IS NOT AN ABANDONED FACTORY.

### MKALLES INDUSTRIAL AREA

### KEYWORDS

INFILTRATE - WORM - SOCIAL ENCOUNTER - REINITIALIZE - REVIVE - TRIGGER - HYBRID - MIXED USE - MERGE - ADAPTIVE REUSE - BLEND - REGENERATE - RECYCLE - PUBLIC - RECREATION - BRIDGE

## 3- CREATING A HYBRID OF BOTH AN INDUSTRY AND ANOTHER FUNCTION WHERE ONE DEPENDS ON AND SUPPORTS THE OTHER AT THE SAME TIME CREATING A LIVING MUSEUM.

LINGOTTO - TORINO - ITALY

THE CONSTRUCTION OF THE LINGOTTO FACTORY WAS A REVOLUTIONARY PROJECT IN THE 1930S. IT WAS A HYBRID OF BOTH AN INDUSTRY AND ANOTHER FUNCTION WHERE ONE DEPENDS ON AND SUPPORTS THE OTHER AT THE SAME TIME CREATING A LIVING MUSEUM.

THE CONSTRUCTION OF THE LINGOTTO FACTORY WAS A REVOLUTIONARY PROJECT IN THE 1930S. IT WAS A HYBRID OF BOTH AN INDUSTRY AND ANOTHER FUNCTION WHERE ONE DEPENDS ON AND SUPPORTS THE OTHER AT THE SAME TIME CREATING A LIVING MUSEUM.

## QUADRANTAL INDUSTRIAL AREA

### BROOKLYN WATERFRONT

BROOKLYN, WITH ITS REVIVED INDUSTRIAL SHORELINE, THESE WORMHOLES WATERFRONT NEIGHBORHOODS AND RELATIVE LACK OF CONVENTIONAL PUBLIC SPACES, IS PARTICULARLY FAVORABLE FOR VERNACULAR WATERFRONT USE.

THE SITE HAS THREE PROMINENT FEATURES THAT SERVE AS THE PHYSICAL SETTING FOR MOST RECREATIONAL USES:

- 1- THE PIER THAT IS MAINLY USED FOR FISHING AND IN WAYS SIMILAR TO THE BEACH.
- 2- THE PIERS THAT ARE MAINLY USED FOR FISHING AND IN WAYS SIMILAR TO THE BEACH.
- 3- TWO RELATIVELY SMOOTH EDGES OF CONCRETE (ONCE THE FLOOR OF A WAREHOUSE FORMING THE SLAB. (CAMPO D. 2002)

THE BEACHING NORTH BROOKLYN WATERFRONT, WITH ITS RICH HISTORY OF INDUSTRIAL USE, IS BEING TRANSFORMED INTO A NEIGHBORHOOD OF RESIDENTIAL TOWERS WITH A PLEASANT EXPERIENCE ALONG THE EAST RIVER. THE PLAN SEEMS TO PRESERVE THE LOW-RISE SCALE OF THE AREA, WHERE FOUR AND SIX-STORY APARTMENT BUILDINGS PREDOMINATE, AS WELL AS THE MIX OF LIGHT INDUSTRY AND RESIDENCES.

### LOIRENT - BRITANNY - FRANCE

### MEATPACKING DISTRICT - NEW YORK CITY

WITH THE GENERAL IMPROVEMENT OF URBAN ECONOMICS, CITIES ACROSS THE WORLD ARE BEING TO TRANSFORM THEIR OLD INDUSTRIAL WATERFRONTS INTO VIBRANT ZONES OF LEISURE, COMMERCIAL AND HOUSING.

GENERALLY, PROJECTS HAVE FOLLOWED CONVENTIONAL PARADIGMS: WATERFRONT AS TOURIST DESTINATION / WATERFRONT AS EXTENSION OF FINANCIAL DISTRICT / WATERFRONT AS NEW RESIDENTIAL DISTRICT / WATERFRONT AS PLATFORM FOR CULTURALLY DIVERSE AND SUSTAINABLE DEVELOPMENT.

THESE DEVELOPMENTS AND OTHERS THAT HAVE FOLLOWED, ARE BEING FACILITATED WITH THE IDEA THAT THE URBAN WATERFRONT CAN (ONCE AGAIN) PLAY A SIGNIFICANT ROLE IN THE ECONOMIC AND SOCIAL HEALTH OF URBAN CENTERS. NEARBY LARGE URBAN WATERFRONT DEVELOPMENTS HAVE A SIGNIFICANT RECREATION COMPONENT. IN FACT, THE PUBLIC JUSTIFICATION OF THESE PROJECTS OFTEN HINGES UPON INCREASED RECREATIONAL OPPORTUNITIES AT THE WATER'S EDGE. (CAMPO D. 2002)

METHODOLOGY SO FAR: OBSERVATION OF CASE STUDY / FIELDWORK / SITE VISITS / CASE STUDIES

LEA NASSIP-KRAVER



# INDUSTRIAL RESORT

Investigation of industrial areas in the process of de-industrialisation and revitalizing them by adding tourism generated income to the industrial economy.

## HOW TO REVITALIZE INDUSTRY ?

- **Reinitiation of Industry** - The production of the same product is reinitiated in the abandoned factory if feasible.
- **Conversion of Factory** - The function of the factory changes to accommodate a new function that meets the needs of the area as a whole.
- **Creation of a Hybrid** - Merging the factory with another function where each supports the other and on a broader scale revitalizes the area.

## GOAL

THE APPRECIATION OF LOCAL INDUSTRY by revitalizing an industrial area by recycling an existing factory or industrial structure left by the downfall of industry and converting it into both a factory and a resort.

## CULTURAL TOURISM

Archaeology , Culture , Heritage , History

## INDUSTRIAL ARCHAEOLOGY

Expanding the vision of historic preservation to include sites, objects and structures of industry. REVITALIZING depressed industrial districts and move them from being a manufacturing to a service economy.

## INDUSTRIAL TOURISM / INDUSTRIAL HERITAGE

Industrial landscapes / Industrial wastelands  
The protection, preservation and reuse of the large industrial sites can be problematic. This is a vast heritage that is difficult to decipher. However, the most challenging.

## CHARLIE & THE CHOCOLATE FACTORY

Willy Wonka opened the largest chocolate factory in the world but upon seeing his response he closed the factory. It didn't allow harvest though, and suddenly he decided to allow 5 children to visit the factory and one of them will win an special prize at the end. The children have to find one of the five golden tickets hidden beneath the ordinary wrapping paper of the ordinary Wonka bars.



**Chocolate Room**  
It is said that everything in this room is edible. The pavements, the benches, even the grass. There are trees made of jelly that grow jelly apples, bushes that sprout lollipops, mushrooms that spout whirled oranges, pumpkins filled with sugar cubes instead of seeds, jelly bean stalks, and even spiky candy bushes. The main train of the room is the chocolate river, where the chocolate is stirred and churned by the waterfall.

**The Inventing Room**  
This room is home to Willy Wonka's sons, and still being tested, machines such as Inventing Oobotsopors, Hair Tuffos, and Wonka's grandest idea so far Three-Course Dinner Glorioso Gum. This room is a huge course dinner all in itself, "Yonka Soup", Royal Root & Royal Potato, and the dessert, Strawberry Pie and Ice Cream. However, once the visitor gets to the dessert, the side effect is that they turn into a giant Strawberry.

**The Nut Sorting Room**  
This room is where Wonka uses trained squirrels to break open good walnuts for use in his sweets. All rotten/walrus walnuts are thrown down a rubbish chute which leads to a incinerator.

**The Television Room**  
The Television Room is home to Wonka's latest invention, Television Chocolate, where they take a giant Wonka Bar and shrink it, then send it to a television.

## GLASERMAN MANUFACTURER DRESDEN - DRESDEN - GERMANY (LIVING MUSEUM)



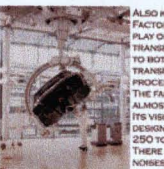
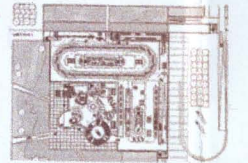
VIRTUAL PRODUCTION ROOM



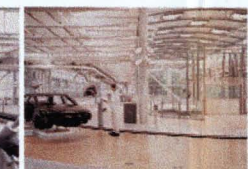
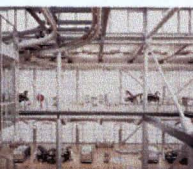
ORANGERIE

ORANGERIES ARE USUALLY BUILDINGS IN WHICH ORANGES AND OTHER FRUIT TREES ARE CULTIVATED DURING THE WINTER. THEY SOON BECAME A KIND OF GLASS GEM IN NUMEROUS CASTLES & WERE OFTEN USED FOR CELEBRATION.

FROM THE ORANGERIE, ONE CAN VIEW THE PRODUCTION AREA THROUGH A GLASS FACADE.



ALSO KNOWN AS "TRANSPARENT FACTORY"; BOTH NAMES ARE A WORD PLAY ON THE DOUBLE MEANING OF TRANSPARENT AND GLASS, REFERRING TO BOTH OPTICAL TRANSPARENCY AND TRANSPARENCY OF THE PRODUCTION PROCESS. THE FACTORY'S WALLS ARE MADE ALMOST COMPLETELY OF GLASS. ITS VISITOR FRIENDLY LAYOUT WAS DESIGNED TO ACCOMMODATE UP TO 250 TOURISTS PER DAY. THERE ARE NO SMOKESTACKS, NO LOUD NOISES, AND NO TOXIC BYPRODUCTS.



ONCE A HUGE CAR FACTORY, CONSTRUCTED BY FIAT, BUILT FROM 1916 BY ARCHITECT MATTE TRUCCO. THE BUILDING CONSISTED OF FIVE FLOORS, WITH RAW MATERIALS GOING IN AT THE GROUND FLOOR, AND CARS BUILT ON A LINE THAT WENT UP THROUGH THE BUILDING. FINISHED CARS EMERGED AT ROOFTOP LEVEL, WHERE THERE WAS A ROOFTOP TEST TRACK.



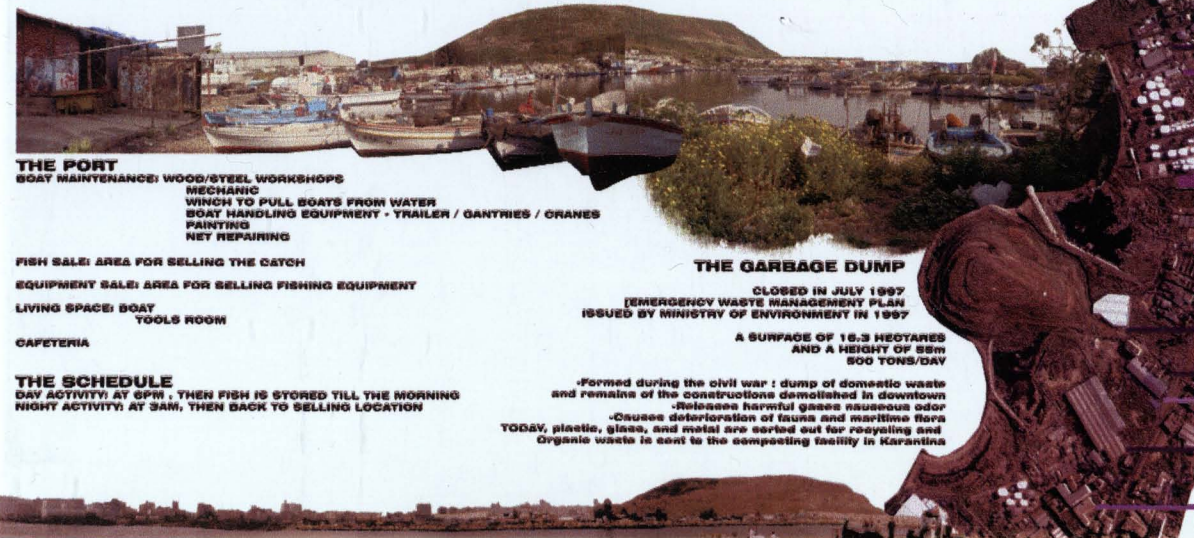
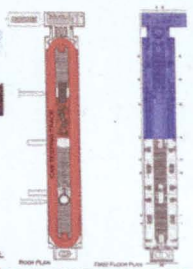
LONGITUDINAL SECTION



HORIZONTAL SECTION



THE CONVERSION OF THE LINGOTTO FACTORY INTO A MIXED USE BUILDING INCLUDING AN AUDITORIUM, A SHOPPING CENTER, A HOTEL, AND A 2600-SEAT CINEMA COMPLEX, AS WELL AS FIAT'S HEADQUARTERS.



**THE PORT**  
BOAT MAINTENANCE: WOOD/STEEL WORKSHOPS  
MECHANIC  
WINCH TO PULL BOATS FROM WATER  
BOAT HANDLING EQUIPMENT - TRAILER / GANTRIES / CRANES  
PAINTING  
NET REPAIRING

FISH SALE: AREA FOR SELLING THE CATCH  
EQUIPMENT SALE: AREA FOR SELLING FISHING EQUIPMENT  
LIVING SPACE: BOAT  
TOOLS ROOM  
CAFETERIA

**THE SCHEDULE**  
DAY ACTIVITY: AT 6PM , THEN FISH IS STORED TILL THE MORNING  
NIGHT ACTIVITY: AT 3AM, THEN BACK TO SELLING LOCATION

**THE GARBAGE DUMP**  
CLOSED IN JULY 1997  
EMERGENCY WASTE MANAGEMENT PLAN  
ISSUED BY MINISTRY OF ENVIRONMENT IN 1997  
A SURFACE OF 16.3 HECTARES  
AND A HEIGHT OF 85M  
800 TONS/DAY

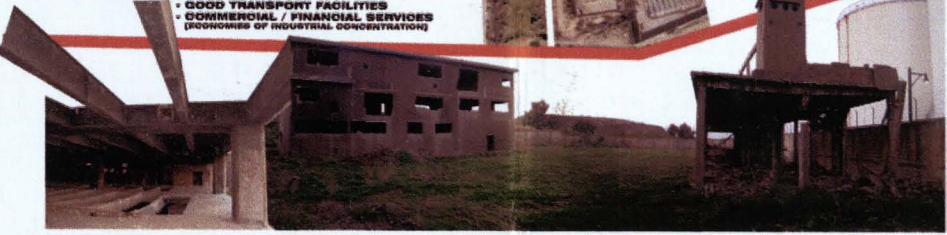
-Formed during the civil war : dump of domestic waste and remains of the constructions demolished in downtown  
-Release harmful gases noxious odor  
-Cause deterioration of fauna and maritime flora  
-Plastic, glass, and metal are recycled for recycling and  
Organic waste is sent to the composting facility in Karantina

- OBEGI
- MOBIL
- TOTAL
- MEDCO
- ABANDONED
- SALTEK
- ABANDONED
- NATGAZ
- W.P PLANT
- HATCO
- AGILITY
- DEMCO
- ABANDONED



**UNITED GARMENT MANUFACTURERS**  
LBY 25 - JEBEL BURLI IN 1974 - TEXTILE AND CLOTHES FACTORY ESTABLISHMENT WITH MORE THAN 250 WORKERS.

PRIME LOCATION !  
- GOOD TRANSPORT FACILITIES  
- COMMERCIAL / FINANCIAL SERVICES (PROXIMITY OF INDUSTRIAL CONCENTRATION)



## LEBANESE DE-INDUSTRIALIZATION

- ABSENCE OF RAW MATERIAL
- TVA
- NO ENERGY SUPPLY
- NO SKILLED TECHNICIANS
- HIGH CUSTOMS RATES
- COMPETITION FROM CHINA, THAILAND, E

FOOD/BEVERAGE AND TEXTILE INDUSTRIES ARE THE MOST PROFITABLE IN LEBANON.

- CHARACTERISTICS:
- LIGHT INDUSTRIES = LESS POLLUTION
- AVAILABILITY OF RAW MATERIALS

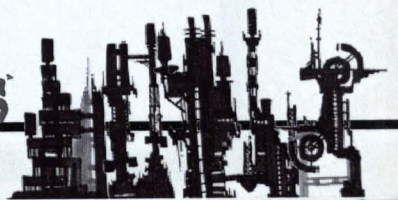








notes





Dec. 2. 2008

- Thesis question -
- methodology -
- literature <sup>film</sup> -
  - + ergonomics / Eng & Arch.
- Spatial investigation of concerned stakeholders.
  - artists:
  - investors:
  - Tourists:
- Case studies
- Site Analysis
  - laws
  - climate
  - photos
  - topography

Why this site?

b/c of industrial heritage  
it carries position in  
industrial site where material  
transportables, close to port etc.

Recycling as a living factory.  
Already programmed for  
industry - strategic position -  
Attracts art districts

methodology: for later

• End of December

[full program & visits]

started off by an interest  
in industry and ind. areas

~~and eventually~~

case studies of transforming  
~~an~~ a factory



Site selection

Area w/ both ~~art~~ and

~~and~~ furnishing factories  
abandoned

~~because I wanted to reach~~

~~work on~~

to not only revive an abandoned  
factory but to initiate an  
interest in the whole area

I want the people potential  
users of the project to  
appreciate industry / ~~to & protect~~  
~~potentially create~~  
industrial tourism.



a factory revisited

I'm interested in industrial areas <sup>de-</sup> and <sup>in the process of</sup> revitalizing them - ~~by adding to~~ <sup>by adding to</sup> ~~tourism~~ <sup>tourism</sup> creating an opportunity for business investments and tourism ~~generating~~ <sup>generating</sup> to add income to the industrial economy

proposed  
3 scenarios to revitalize

Since I'm interested in ~~revitalizing~~ keeping the industry in my site, ~~and not~~ ~~bringing in an~~ I looked for potential sites that have abandoned structures and also functional factories -

Recycling a factory

An abandoned structure, opposed to a new one has heritage a perfect heritage ~~still unaltered~~ in it's relics

~~factory~~ 2 DIRECTIONS

Charlie & the chocolate factory

factory + MUSEUM  
satisfies fantasy of the children.

2 DIRECTIONS

CASE STUDIES

Linetto: 3 elements.  
Bld's same - industrial heritage / arch

VW  
= Car parts are exhibited in glazed warehouse

Final product exhibited in tower.

Revitalizing ~~depress~~ depressed industrial districts and move them from being a manufacturing to a service economy

- What is contribution to the site specifically?

where to intervene with missing missing  
1/2 know? Where does power of imagination  
2/2 know? Where does power of ideas interventions come from?

What is the essence of the bldg?

overlay docs

Attaches importance to things we don't draw.

PATINA.

since  
of  
fables



read literature  
backward.

link btw. the south  
& the architecture

how to bring the 2 together?

how do  
you depth  
analysis of the  
site?

site not just  
visual but  
necessary.

aim thesis  
statement  
embrace this  
site and aesth  
but we live  
in a society that  
needs that.

Basic thesis  
statement

more compelling.

Industrial site?

necessity of having  
these facilities is  
gives the nature of  
our lifestyles.

imperative to embrace  
the aesthetic -  
find some ways of  
living w/ aesth.

TITLE

be short  
from mention

goal: neutral not  
imperative

how

how does design contribute to  
rehabilitating?

incorporate the fishermen.  
if it makes the proj. stronger.

POETRY CAN HELP  
SOME EDGE  
SITE SPECIFIC.

whole language of nautical  
architecture.

cases study [Shoreline amphitheater  
San Francisco]

inglamorous.  
forgotten industry bldgs.

focus on nature of form  
and aesthetic ideas

Architecture to inspire ppl

society is culturally fragmented  
urban design as art and reflection

Sharper experience by radicalizing  
urban design through use of  
patterns repressed by modernism

why?

is it architectural -  
not as ideas to history of ind.

if it's an artistic approach → evidence of

comprehensive  
car factory - Mechanisms

Art industries  
sub-culture being established

- art district -  
social life here?

... architect just puts the basic needs  
in such a thing.

Probably modules  
units that did be multiplied  
system rather than  
a design.

architecture read by an audience  
as a user.

[mechanisms]

- \* Call Factory Owner
- \* Call Had Crosscut.
- \* Talk to Diana Abillama
- \* Finish PPP homework
- \* look for articles

thesis:

phrase objectives  
title - change  
Bldg (collage) + views.

- why don't you want an  
empty

Memory of the bldg.

Define positive or relates to some

Bldg - Describe  
Envelope for certain activities  
why is it interesting for  
you as a designer.

build on things you extract  
from this bldg.

Deconstruct in elements

what do I learn from  
this bldg?

Build/Abandon  
of ed-

Guidelines for the intervention.



model of site.

vision

how does connection happen  
spatially?

who governs this project

capitals for pictures.



Relationship w/ Fisheries.  
Global and vs. Craftsmen  
Local.

undersale?  
supporting fisheries?

Relate to global?

keep it local?

Executive Summary  
of the thesis 2-3 pages.

issue / theoretical statement

BOOK

industry  
governance aspect -

Map scenarios  
where do they meet?

private vs. public.



investigate  
the press  
+ linkages

title?

Diagrams w/ title.

? I'm not good @ words dude -



## ABSTRACT ⇒ OK

The industrial sector in Lebanon can potentially be considered as one of the main driving forces for economic growth and one of the essential sources for future employment opportunities

unfortunately, since the mid-1990s, it defined ... industrial sector. This resulted in the downfall and shutting down of once operating factories especially in and around Beirut.

This thesis proposes an architectural design strategy ... investment. The aim of ... economy.

The Book.

Acknowledgements

Abstract

Outline

### I. Introduction:

1/ Industry in Lebanon [FACTS]

2/ Deindustrialization

3/ Appreciation of Industry:

a. Ind. Archaeology

b. Ind. Tourism

c. Ind. Heritage

d. Ind. as Museum:

Khanik and Chocolate Factory  
# VW Dredger.

### II. Revitalizing Industry

1/

2/ Competition: Uniqto

1/

2/ Hybrids: Bakery, Smiths, etc.

2/

### III. ~~Research~~ Site:

1/ Def.

1/ Bouly Hammond Area.

2/

a/ Area Overview

b/ Dump

c/ Port

2/ Abandoned Factories

1/ Map of Abandoned

2/ Zoom on each

3/ ~~And of interesting~~

3/ U.G.M

1/ ~~History~~

2/



#### IV Incubators

- 1/ Meaning -  
Goal of an Incubator
- 2/ why as new example
- 3/ why as incubator

#### V ~~USO~~ + ~~Project~~ Project

- 1/ ~~USO~~
- 2/ Program
- 3/ Stakeholders.  
1/ Stakeholders  
2/ Program  
3/ Vision

- \* Title of Contents of
- \* Title
- \* Bibliography

- 1/ Eng, Arch.
- 2/ Industrial Zones in Lebanon
- 3/ Interview w/ ~~to~~ Ramez  
Al-Nadeh.
- 4/

Abstract:

Reason + Conclusion

Develop Program →

Dec. 12. 2009

Habib Debs → history of  
Industrial zones  
he proposed a  
masterplan.  
use to solidify your  
background

ask about solution

objective not revival of industry  
in Lebanon.

missing: architectural  
component.

industry is back scenario.

no. not problem definition.

[should foreground the fact of  
reviving the industry itself.]

no. shd be revive

new type of factory.

new way of packaging industry.  
was fact - stays fact.



old vs. new way of manufacturing

• intermediate spaces  
sub-culture •

concentrate on a particular  
system -

pt. of interventions.

visually link to the past.

ORGANISM.

how little  
intervention  
and long  
impact

How much do you implement  
in a little area.  
target a true effect later.  
type of architecture.

ldg can suggest the development  
of blocks.

going to suggest an U. development  
scheme.

Revival of Area / Economy  
to end.

design as the most flexible  
space as you can  
foresee.

Re-linking of urban level  
smaller light industries

immediate context of B.H.

Industry - site - neighborhood

link bldg to smth. why? keeping  
it?

qualities of bldg.

how can architecture contribute to parents?  
How can career relief be manifested  
spatially?

where you've come from?

How do you position yourself?

why did you choose this site?

DISCRIMINATE.

POSITION YOURSELF

TAKE ONE AS A MODEL

MANIFEST THE MODEL SPATIALLY.

then LINK TO EXISTING STRUCTURES.



