After the implementation of the April 2014 security plan by the Lebanese Armed Forces and the Internal Security Forces, the Office of Transition Initiatives of USAID identified the relatively calm period in Tripoli as a window of opportunity to restore the rule of law and regain trust between citizens and state institutions. USAID solicited the support of Beyond Reform & Development (BRD), a local consulting firm, to provide technical support to the Municipality of Tripoli by developing a strategic plan that can help the Municipality effectively respond to meet urgent citizen needs. BRD worked over a period of seven month to develop and help implement a strategic action plan which was comprised of several phases. Those phases included the development of the strategy document and its public announcement during a press conference attended by USAID, international non-governmental organizations (INGOs), local stakeholders, political parties, and other public figures.

The strategic plan outlined sectors for urgent interventions in the following 5 areas: health, education, employment, civic engagement, and urban planning. To help the municipality seek support for projects that fall under these areas, OTI supported another phase to re-establish the Local Development Office within the Municipality of Tripoli and also provided in-kind grant support for each of the 5 sectors listed in the strategic plan.

Under the urban planning and rehabilitation of damaged areas sub-sector in the strategic plan, OTI supported the development of this document, the Inclusive Urban Strategy and Action Plan. The renovation, revitalization and renewal of these blighted neighborhoods was cited regularly by citizens of Tripoli, and especially the displaced citizens of the Bab el Tebbaneh, Qobbe and Jabal Mohsen neighborhoods, as a priority area for intervention.

This urban renewal strategy was developed through a rigorous effort in a remarkably short period of time in order to keep pace with the expectations created during this time of relative calm. The information and findings presented in this document represent the culmination of weeks worth of consultation with the Municipality of Tripoli and citizens of Tripoli. The information contained herein includes the final urban plan, maps, and potential interventions that support long term social cohesion and reconciliation efforts in Tripoli. This is only the first necessary but not yet sufficient step to consolidating the ground that has been gained in Tripoli since April 2014. Success will only be attained through cooperation and dedication by the Municipality of Tripoli and the Local Development Office with international organizations, and other donors and stakeholders who choose to invest in the future of Tripoli.
TEAM OF URBAN CONSULTANTS

Team leader:
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Architect, Landscape Planner and Activist. Experienced in architecture design, urban mobility strategies.

Team members, by alphabetical order:
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Architect and Urban Designer. Experienced in architecture design, planning and strategies for the rehabilitation of vernacular city centers and informal settlements.

MICOCIC Fabiano

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Architect and Landscape Planner. Specialized in sustainable architecture and urbanism.

STRATEGY COMPONENTS

Annex

2.1 New Street Configuration
2.2 Traffic Scheme
2.3 Public Transportation
2.4 Matrix of Interventions

A. Urban Armature
A.1 The Market
A.2 Mawlawie RiverBank
A.3 Tabbaneh RiverBank
A.4 Tabbaneh Spine
A.5 Syria Street
A.6 Mallouleh Interface
A.7 Amerkan’ Promenade

B. Functional Injections
B.1 Healthcare Hub
B.2 Sports and Recreation Center
B.3 Football Field
B.4 Solid Waste Collection Center
B.5 Cultural Center
B.6 Transport Stations
B.7 Khans
B.8 Community Centers
B.9 Learning Centers
B.10 Performance Art Center

C. Placemaking
C.1 Surface Re-activation
C.2 Urban Installations
C.3 Events
Public space is not a thing, but a value-added quality to an already existing structure.

Edward W. Soja
How to strengthen the site’s backbone, Re-establish missing connection and Re-inforcing existing ones?
A.1 The Market

WHERE? Current Conditions.

The Market place is a vital civic structure around which the communal life of these neighborhoods developed. It is a place for engagement, creating vibrancy with its richness in activity, sound, color, smells and experience.

Its current decaying conditions do not allow this structure to fulfill its socio-economic potentials, as a space for economic benefit, food provision and social interaction.

WHAT? The Program

Reshaping the open space as public space and Using food as an economic and social tool to reconnect the city’s edges across the river and create one hub for the market

- Physically regenerate the market’s structure
- Design the connection across the river
- Offer a selling platform for home-food products (such as sweet grape (dibs), apricot and cherry jam, pickles, labneh products, dried herbs, spices, freshly backed Tannour bread)

Market for Home-food production as:

A strategy to increase self-sufficiency of households while allowing individuals to have greater control over what they consume.

An economic driver because it increases the household’s income by selling the surplus of produced food through informal settings i.e. local markets.

A mean to reduce the dependency on globally produced items.

A community building agent which re-establishes their connection with the nature and the family, knowing that all households’ members are working towards the same end: the production of food.

WHY? Objectives

- Strengthen and sustain the local economy
- Activate and connect the public realm on both edges
- Sell to a wider community
- Increase the frequency of interaction
- Shape a hub for visitors to experience share and consume local food
- Shape a public space that could be activated even when the market is not operating, through hosting different activities

OUTCOME
The market will constitute one major node through which multiple axes intersect, from which and to which flows of people and activities initiate and converge.

"In a country as divided as Lebanon, nothing can bring people together as much as the land and FOOD."
Kamel Mouzawak, Founder of Souk Al-Tayyeb

New Bus Station in Osijek, Croatia
Penistone information point, UK

Market, Nagpur, India
Toronto, Canada
Photocollages that show a potential make-over of the market

The new market plan follows the logic of the traditional urban fabric.

The Proposed Pattern
A.2 Mawlawiye Riverbank

WHERE? Current Conditions.
This area shapes the Southern section of the old city and is in direct visual connection with the study area. It hosts at its upper section the Crusader Citadel, which is the largest preserved citadel in Lebanon. At its lower part, the area hosts Al-Takiya Al-Mawlayiya, an old Soufi Hospice. The river’s enlargement and the highway construction induce a dramatic disconnection of this area with Dahr Al-Moghor Neighborhood.

WHAT? The Program
- Reshaping the river bed into terraces, which extends into a green park with cafe-restaurants
- Pedestrian bridge connecting Dahr Al-Moghor to the across the river
- Create a new entrance to the Citadel with an info point and a visitor center
- Set a bus stop connecting this area to its wider context

WHY? Objectives
- Spatially connect the city’s edges across the river and bridge the physical break to re-emphasize the historical links that used to exist within the old city across the river
- Establish connections with the water running across the city, integrating the nature within the urban setting
- Create a leisure destination to the residents from different quarters, allowing for intersection and potential interaction
- Shed light on the unique heritage the Citadel represents and enhance its accessibility from different sections of the city
- Induce an ecological rehabilitation of the whole river system
A Photocollage that shows the proposed leveling at the edge of Dahr Al-Moghor Stairs

Before

After

Image reference: Graffiti Park - Austin, TX
A.3 Tabbaneh Riverbank

WHERE? Current Conditions.
This area shapes the interface of Bab Al-Tabbaneh neighborhood with the river. It is a major public space where food market activities attract residents and passers-by. Activities, users, vehicles and carts intersect along this space, which makes it a vibrant yet congested space.

WHAT? The Program
- Physically regenerate the market’s structure
- Design the public realm along the river
- Create an extension to the linear park designed throughout the study area
- Offer a selling platform for home-food products, restaurants and cafes

WHY? Objectives
- Regenerate the river bed by reshaping its extension to the public realm
- Shape an attractive green interface, which is viewed through multiple corridors in the old city across the river
- Enhance a public platform for multiple uses and activities, increasing the frequency of interaction between people with different ages, backgrounds and gender.
- Boost the economy via physical enhancement of the space and its elements
A.4 Tabbaneh Spine

WHERE? Current Conditions.

The neighborhood of Bab Al-Tabbaneh hosts the wholesale vegetable market, which activates the public space and grants this area a unique function in its context.

This area underwent severe damages in the latest conflicts but holds however major potentials in terms of open spaces and empty lots.

WHY? Objectives

- Enhance the public space quality and boost its residents moral and pride in their neighborhood
- Change the perception of local, national and international communities to this neighborhood, pictured as a space of terror and crime
- Exploit the potentials of this area in terms of empty spaces in order to reconnect it to the old city on one side and to the study area neighborhoods from the other side.

WHAT? The Program

- Exploit the void in the urban fabric through communal uses and green spaces: create new open spaces for events welcoming different people to gather and take part in multiple activities, enhancing the security and safety levels
- Connect the neighborhood first to the west bank via pedestrian bridges across the river, and second to different neighborhoods crossing Syria Street
- Shape the edge of this neighborhood with a Performance Art Center

A typical Plan and Section showing the proposed modifications along the interface between Al-Tabbaneh and the river.
The following plan is a blow-up along the Tabbaneh Spine, showing the proposed modifications on the street level.
Syria Street induces an infrastructural break within the study area, as well as a social boundary between the Alawites and Sunnites communities. It is one of the most radical cuts into the urban fabric. It stretches 1000m from Al-Mallouleh neighborhood to Al-Souaika neighborhood, demarcating the edge of Al-Tebbaneh and Baal Al-Darawich neighborhoods.

Street vendors’ carts merge with taxis, mini buses and cars, whereby drivers socialize with shopkeepers alongside the street when the traffic slows down. The transversal pedestrian crossings from one side of the street to the other as well as the longitudinal moves along the street and its ground floor shops activate the space; however these soft moves are dominated by the vehicular circulation. The street edge longing Al-Tebbaneh neighborhood is defined by buildings whose balconies are painted in blue as a political commitment to Al-Moustakbal Sunni party. This spatial intervention on the color palette of the buildings accentuates the gap between the two communities and further demarcates conflict lines.

WHERE? Current Conditions.

WHAT? The Program

• Convert this vehicular infrastructure into a vibrant urban and green corridor, accommodating a one-way car-lane and a linear park.

• A memorial Square dedicated to all those who lost their lives during the conflict. It falls at the interface of Baal Al-Darawich and Baal Mohsen.

WHY? Objectives

• Treat the infrastructural break as a catalyst for urban change rather than problematic spaces.

• Define a space of motion with different speeds (vehicles, cyclists, food carts and pedestrians), allowing for transversal connections between the edges.

• Enhance pedestrian permeability, inducing an improvement in the commercial activities.

• Veer away from hiding or camouflaging this infrastructure, but rather embrace the potentials it holds within its spatial structure, edges and context.

• Design this infrastructure as a usable landscape despite noise, gas emissions and spatial barriers.
The surface of the street is designed to provide a functional pedestrian. A green strip would run throughout the street center. Its width would vary according to the original width of the street and the existing traffic pattern. It maintains a wide green island in some sections and a linear strip in others.

Through its composition, the street will induce different spatial-masses—walking, sitting, eating, relaxing, resting, engaging, and watching. The reductions strip of the street is designed as a variety of materials recalling the homogeneity of the context. The multilayered public space used along the linear space varies, apart from its aesthetics, environmental and productive guidelines to reinforce visual perspective towards specific focal points.
A 6 Mallouleh Interface

WHERE? Current Conditions.
This area constitutes one of the main entrance to the study area, and is a main node of connection to the rest of the city of Tripoli.

WHAT? The Program
- Set a pedestrian bridge across the highway
- Streets Reconfiguration and landscape

WHY? Objectives
- Connect the Mallouleh neighborhood to the rest of the city, increasing the permeability of the study area

OUTCOME
- Set a pedestrian bridge across the highway
- Streets Reconfiguration and landscape
A.7 “Amerkan” Promenade

WHERE? Current Conditions.
The “Amerkan” neighborhood takes its name from the Evangelical school known for the “Amerkan” school. The intervention area is a pleasant, calm and walkable neighborhood holding major potentials in terms of connectivity, greening and walkability.

WHAT? The Program
- Create a landscaped promenade linking different neighborhoods together
- Extend the promenade into green pockets where the residents can gather, kids can play and communal activities can occur
- Adopt a section of the proposed planned highway as an integral part of this promenade, whereby the realm of the proposed planning is preserved but its vocation is altered to serve the green landscaped linear park.
- Insert community centers in existing heritage buildings

WHY? Objectives
- Preserve the authenticity of the traditional urban fabric
- Shape a breathing corridor breaking through the urban fabric and offering the residents pleasant views and opportunities to walk, mingle and connect to the other.

OUTCOME
- Create a landscaped promenade linking different neighborhoods together
- Extend the promenade into green pockets where the residents can gather, kids can play and communal activities can occur
- Adopt a section of the proposed planned highway as an integral part of this promenade, whereby the realm of the proposed planning is preserved but its vocation is altered to serve the green landscaped linear park.
- Insert community centers in existing heritage buildings
Typical Section in American Area showing the interface between the school and the street

- Sidewalk
- Road
- Bus service stationery
- Drop-off area (designated area for the school service)
- Transition sidewalk
- The school

Scale: 1:500
FUNCTIONAL INJECTIONS

B. How to Recycle and Renew the Place “the reality” and the Space “the opportunity”?

“...The City is what it is because our citizens are what they are.”

—Plato

A carpenter displaying his tools and materials along the sidewalk on the river west bank.
### B.1 Healthcare Hub

#### WHERE? Current Conditions.
A combination of empty lots to the East of the study area, having an area of 34,000 m².

#### WHAT? The Program
A Healthcare Hub that responds to the needs of the residents and compensate the lack of medical services in the study area.

#### WHY? Objectives
- Provide communities, particularly the underserved, access to healthcare services
- Generate job opportunities
- Attract residents from the wider context and hence increase the dependency on the services the study area provides.
- Induce support businesses to develop around this hub (pharmacy, cafes, restaurants) and hence generate job opportunities

#### OUTCOME
A Healthcare Hub that responds to the needs of the residents and compensate the lack of medical services in the study area.
B.2 Sports and Recreation Center

WHERE? Current Conditions.
A combination of lots of 24,000 m² in the Northern part of the study area. The planned streets cut through the existing urban fabric but are not yet executed.

WHAT? The Program
A sports and recreation center is proposed:
Football fields, Indoor Fields, Locker Rooms, Skating, etc...
The existing and planned streets are reconfigured in a way that prioritize communal

WHY? Objectives
• Adopt Sports as an opportunity for social and cultural exchange and contact across communities psychological, political and religious boundaries
• Implement peace matches across different neighborhoods to promote acceptance of the other and a change in the way conflicting communities perceive one another
• Promote mutual understanding and engender in individuals a desire for peaceful coexistence

OUTCOME

- 26 x 40 m
  - Basketball, tennis, etc.
- 52.5 x 34 m (1785 m²)
  - Outdoor
- 25 x 15 m (375 m²)
  - Two Outdoor Fields

- Service facilities
  - Showers and lockers, etc

- Existing Garden:
  - 89.75 x 54.6 m (4872 m²)

- Open Spaces, squares and parks
- Street Adjustments
- New buildings/facilities
- Multifunctional open spaces and parks
- Existing park

Scale: 1/2000
B.3 Football Field

An empty area of 1400 m²

WHAT? The Program
Football for peace

WHY? Objectives
- Provide opportunities for social contact across community boundaries
- Promote mutual understanding
- Engender in participants a desire for and commitment to peaceful coexistence
- Enhance sporting skills and technical knowledge

OUTCOME

B.4 Solid Waste Collection Center

An empty lot of 6150 m²

WHAT? The Program

WHERE?
- Solid Waste, Sorting and packaging center (~2000 m² BUA),
- Green belt
- Public space (~800 m²)

WHAT?
The Program
- New economic activity
- Environmental awareness
- Reducing pollution and garbage waste

WHY?
Objectives
- Solid Waste, Sorting and packaging center (~2000 m² BUA),
- Green belt
- Public space (~800 m²)

OUTCOME

Steel crushed and baled, Weih, Austria
Recycling bins in Singapore
Rubbish management, sorting, UK
B.5 Cultural Center

WHERE? Current Conditions.
On the realm of a 12m width planned but unbuilt stairs in Jebel Mohsen

WHAT? The Program
A cultural center that integrates a stairs connection between upper and lower levels.

WHY? Objectives
- Preserve the transversal connection
- Offer a shared cultural platform for multiples events bringing people together

B.6 Transport Stations

WHERE? Current Conditions.
Three main locations are defined for the Transport Stations:
1 Central, serving the Market and the River system
2 Peripheral, serving Northbound and Eastbound bus lines

WHY? Objectives
- Connect the area to its wider context
- Offer equal access to quality public transportation to all
The khans date back to the Mamluk era. The khans are currently adopted by the Lebanese army as a military base for monitoring conflict areas. These deteriorating heritage structures are potential attraction due to their value, scale and form.

Local khans adopted the traditional khan plans found in Syria and Anatolia: a central courtyard with a floor of vaulting below and a floor of rooms set behind a gallery above.

The study area presents three Khans
- Khan Al-Battikh
- Khan Sha’ban
- Khan Al-‘Arsat

OUTCOME

This intervention acknowledges the heritage as a concept that is produced daily by spatial, social and economic dynamics. The adaptive re-use is a recycling approach to historic buildings, which turns them into economically viable new uses.

These Khans act as a ‘social magnet’ for pedestrians, bringing people in from a local, regional and national context.

Potential Uses

a restaurant which will use the local products from the butchers and the bakers in the nearby market, the adjacent vegetables market. It offers home-cooked food reviving ancient local recipes.

The menu can include: fattouch, taboule, manakich, lahem ba‘ajin, machawi, fruit cocktail and juices as well as all the home-made products produced by women in their homes such as pickles and jam.

This will function as a self-service restaurant that will have a popular feel to it, enhanced by the shading and lighting devices which will use the same materials currently used in the market: tents for shading, simple suspended lamps for lighting.
Learning centers come in three settings:

- The Classroom
- The Workshop
- The Kitchen

Each setting communicates a specific set of skills such as business and management courses, communication skills, software, handicrafts, sewing and Mouneh-making.
WHERE? Current Conditions.
An empty lot of 5279 m2, defining Al-Tabbaneh edge.

WHAT? The Program
A Performing Arts Center providing facilities such as gallery space, theatre space, venues for musical performance, workshop areas, educational facilities.
Exhibitions can be hold throughout the year, in a diverse range of media: painting, sculpture, drawing, photography, video, architecture and design.
The center might host a wide range of events such as movies screening, concerts Performances, talks and round tables.

WHY? Objectives
• Reshape Al-Tabbaneh urban block
• Create a civic reference for the community
• Create a leisure attraction to the residents from the area and its vicinities
• Change the perception of locals and the wider communities to this area
• Offer artists and designers a platform to make a positive impact on this neighborhood, which will radiate onto the study area and the whole city of Tripoli

OUTCOME
C. PLACEMAKING

How to shape memorable, identifiable and distinctive public spaces, pleasant to walk through and legible to its diverse users?

“We must consider not just the city as a thing in itself, but the city being perceived by its inhabitants.”

– Kevin Lynch

A pedestrian bridge cutting across Abu Ali River and linking the western to the eastern bank shown in this shot.
C.1 Surface Re-Activation

WHERE? Current Conditions.
Abandoned plots and waste lands are not used, waiting for future developments, or are used as garbage dump. These kind of surfaces can be found almost everywhere in the area and contributes negatively to the aesthetic and the appreciation of the environment. Moreover they are symptoms of a lack of belonging and care of public environment.

Furthermore the study area offers a set of existing open spaces (pedestrian streets, crossroads, stairs, etc.) that can be used for the collective benefits as places gathering and outdoor activities.

WHAT? The Program
The program for the re-activatavation of abandoned or under-used surfaces includes:
- detecting sensible points and key points in the urban structure
- cleaning from garbage
- creating a proper flooring that might be temporary

These proposed interventions within the abandoned lots are consider reversibility and future uses, adapting constantly to the residents changing needs.

WHY? Objectives
The objective is to find inside the urban fabric empty spaces that could be developed at the neighborhood scale with a bottom-up processes. It requests minimal founds and it can be implemented by the residents with the help of the municipality. It will entails a new synergy between active residents and the institutions. New common spaces will be spread in the built-up area, easily reachable and accessible, at close distance from houses by improving security, walkability, belonging, participation.

OUTCOME.
This new system of public spaces can be immediate and ready to be used in a short time. These new spaces can be used daily by residents as place for gathering or common activities as well as for events.
C.2 Urban Installations

WHAT? The Program

Urban installations are addition to the urban setting to improve its functioning, its aesthetic and its use. Installations can be produced by inhabitants through local workshops or by external actors as artists or associations. They include: playgrounds, low-cost installations, street decoration, temporary theaters, sittings, removable gardens, watching and panoramic towers.

WHY? Objectives

These installations have different aims, like enhancing the presence of specific activities or functions in the city, pointing out main accesses to neighborhoods as invitation, making the city playful and colorful, inserting stand-out elements to visually reconnect different parts of the city. The main role of installations is to re-brand the image of the city, rehabilitate open spaces, induce pleasant spaces through quick and low cost interventions that could trigger processes of participation, belonging and community making.

OUTCOME.

Urban installation will take place during different times of the year and in different places. The permanent ones should be located in critical points of the area, as an invitation to explore the inner city. The areas are selected along the main streets, the river, the linear park, close to main public buildings like schools, community centers, learning centers. New open spaces can host installations as a quick and simple way to re-activate these places and to invite people to gather together and experience differently the city.
The old city center is a crucial point to reconnect the market and the old city’s edges. A lack of significant open spaces can be registered and a general abandonment of the urban fabric. The system of small pedestrian streets and stairs are the main quality of the area, based on the walkability and proximity.

**WHERE? Current Conditions.**

The old city center is a crucial point to reconnect the market and the old city’s edges. A lack of significant open spaces can be registered and a general abandonment of the urban fabric. The system of small pedestrian streets and stairs are the main quality of the area, based on the walkability and proximity.

**WHAT? The Program**

- Re-activation of abandoned surfaces
- Re-use of significant portions of the pedestrian street network
- Placing of urban installation and sculptures in sensible points
- Organization of events spread inside and outside the neighborhood

**WHY? Objectives**

The reuse of the existing network of streets and stair is a priority to reconnect the old city with the river and the new market square, as well as with the surrounding upper neighborhoods. This shall reasserting local distinctiveness and transforming community spaces.

**APPLICATION.**

Market square for open air events
Art and gardening installation
Temporary sittings
Playable city
Art and low-cost installation
Street decoration
Pedestrian Bridge
Placemaking
Surface Re-activation
Landscape Treatment
Community Centers
Road Treatment
C.3 Events

- **WHAT? The Program**

Events are collective happenings that are organized by the citizens, institutions or associations. They may include: street activities, contextual art as graffiti, markets with local products, sports events, fairs and open air exhibition, light shows.

- **WHY? Objectives**

The main objective is to improve hospitality and openness by involving the visitors and the residents to reconfigure and rewrite services of the city, its places and its stories. The scope is to make the city attractive so to develop a sustainable network of creators and commissioners that can interact in the city.

**OUTCOME.**

A major outcome will be the interaction between residents and visitors, in the making or experiencing common activities and events. The events can be also interlaced with the activities trigger in the area by the development of cultural and learning centers. Enhance the aesthetic of open spaces, making them playable, pleasant, attractive, joyful is another relevant outcome.