

Mediterraneo

Byblos, Lebanon

A Waterfront Development Vision For The 21st Century
CW Group

San Francisco, USA



October 2002

The Vision

Mediterraneo is a world-class waterfront development bordering the Mediterranean Sea in Lebanon that addresses the needs of an established society which values its culture and tradition. It aims to create a community that promotes quality of life, responding to present needs, both for an aging society as well as for the future generations.

Mediterraneo consists of private residential communities and public areas with commercial retail, hotel and entertainment facilities along the waterfront. The balance of densities and programmatic functions is therefore important – high in the waterfront areas to enliven the public zone, and lower in the inland residential enclaves.

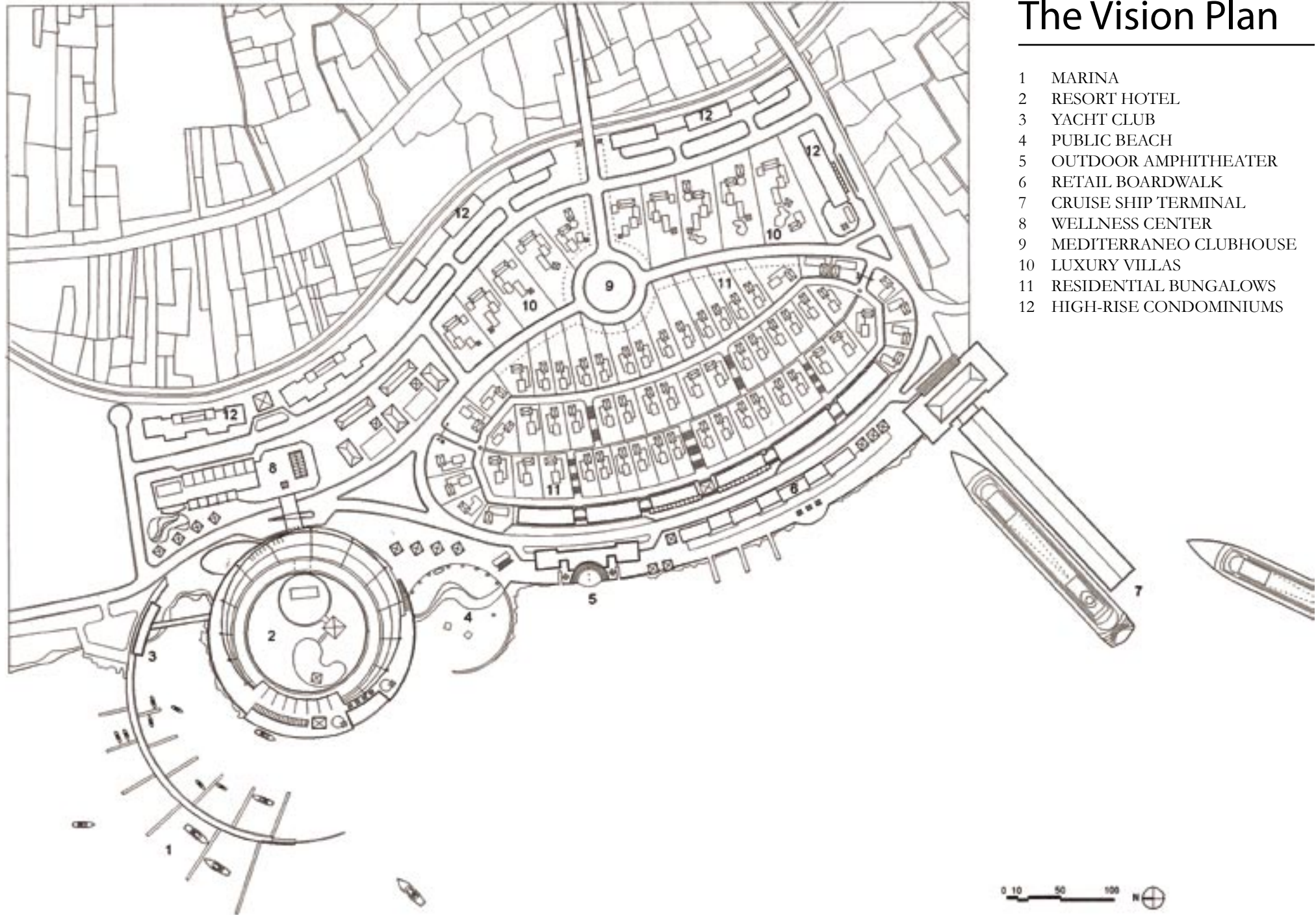
The traditional walled villas with private gardens, pools and unobstructed views of the sea shall be a major feature of the residential models. *Mediterraneo's* residential community shall be a highly exclusive, private gated community with its own clubhouse. The planning principles would create beautiful, lush landscape designs that will frame spectacular views of the Mediterranean Sea. The planning and architecture shall reflect the roots of the land and be reminiscent of the origins and traditions of the area.

All nations face the unavoidable growth of an aging population. Three major factors contribute to this prolonged life span. The first is the aging of the 'baby-boomer' generation. Secondly, the rise of an educated population that is able to acquire information and knowledge on nutrition and exercise, which allows them to maintain one's health. Thirdly, advancements in medical research and biotechnology results in improved health. *Mediterraneo* will have a state-of-the-art Wellness Center and Spa with the appropriate three-levels-of-care model that responds to the need of a growing population, thus improving and prolonging healthy lifestyles.

Technology has also changed the lifestyles of the young drastically. The internet revolution promotes the trendy live-work, "24/7" lifestyle. *Mediterraneo* would have condominium apartment buildings and live-work loft units along the commercial promenade, with network-ready environments and cyber cafés streets.

The natural deep sea coast commands a world-class marina with its own exclusive yacht club at its northern coastal edge of the site, adjacent to an old fishing village. A Cruise Ship Terminal to the southern end of the Mediterranean coastal edge will be built to promote tourism in the region and promote access in the area of large cruise ships. Linking the marina and the cruise ship terminal would be a 300-meter linear pedestrian-scaled retail promenade with a boardwalk, a public beach pool, an outdoor amphitheater, and a six-star resort hotel. *Mediterraneo* shall be a destination for neighboring visitors to the region, reflecting a sense of place that highlights both its rich historical & cultural heritage yet looking forward towards a progressive & dynamic future alongside the most progressive societies of the world.

Mediterraneo shall be an icon for Lebanon in the 21st century.





Aerial Map

Lebanon as a global destination, particularly for European and Middle-Eastern travellers, has an increasing appeal. *Mediterraneo* boasts of its unique location within Lebanon, with direct connection to Beirut and the other cities along the north-south highway as well as its proximity to the Lebanese American University. Its geographical position creates an ideal situation – linked to the urban center by existing transportation highways, yet far away enough to feel “in the country”.



Existing Site



Site Analysis

The site is a private piece of waterfront land, located along the beautiful Mediterranean shore. The site, as defined by the unused railroad on the east, slopes down westward approximately 20 meters in elevation towards the sea. The gradient allows for ample opportunities for spectacular views out toward the sea. This site is practically virgin land, having no existing usage except for some scattered agricultural usage.

Waterfront land is often not well-used nor developed. There is a need to re-vitalize waterfront areas, public commercial areas and the cruise liner industry, which has been in the past been neglected & fallen in importance due to the rise in the airline industry.

For the purposes of this preliminary study, parcels within the boundary west of the railroad easement shall be assumed to be purchased and incorporated into the development. The formal entry into the site shall be off the highway, running east to west across the railroad tracks, looking toward the sea.



Vision Images

The entry into *Mediterraneo* is defined by a tree-lined driveway, framing the view of the Mediterranean Sea beyond. This gated entrance is planted with lush, colored flower beds along its edges and in the center median. *Mediterraneo* is a lush, landscaped oasis: a private estate with unobstructed view of sea. The land terraces down towards the sea following the contours of the land, with villas in a garden setting, complete with outdoor verandahs, courtyards and pools.

The villas are concealed by the trees, only to be revealed upon arrival at the circle. The architectural language and materials are familiar - earth tones, clay tiles, wood trellises, limestone and cobbled streets - distinctively Mediterranean.



Vision Images

The marina and yacht club shall be a first-class facility. Privately owned, its exclusive membership attracts premier clientele, yachts and sail boats from around the region. The notion of an 'escape to paradise' in *Mediterraneo* is further reinforced in the six-star resort hotel, viewed from afar as a 'floating' complex, docked along the shore.



Vision Images

A carnival of shops and cyber-cafes parade along the open-air retail promenade and boardwalk along the coastline, designed with openings & vistas out to the sea. The loft-like buildings are staggered in their arrangement to allow intermittent, unobstructed views along the coastal road. The commercial tenants attract and promote a variety of pedestrian activities, catered to people of all ages.

The existing rocky shore also creates the opportunity for a man-made sand beach, allowing a safe environment for swimming and beach activities. An outdoor theater-by-the-sea for cultural performances echoes the rich historical & cultural heritage of the region. On its southernmost end, the proposed new cruise ship terminal anchors the development, bringing this growing tourist industry into the heart of *Mediterraneo*.



Development / Land Acquisition Strategy

The land currently controlled (140,000 sq. m.) is sufficient to carry out the development. Additional land (30 - 35 sq. km.) will be acquired to create the ideal natural boundary for the site. The parcels to be acquired are as follows :

- **East**

Acquire all the remaining parcels adjacent to the west edge of the railroad tracks, including parcels #972 & #977 at north end, and parcels #564, #565, #545 thru #552, #556 thru #558, #642 thru #645, #647 thru #665, #675, #676, #572, #675, #676, #971, #972.

- **South**

Acquire the following parcels at north edge of the public street running east-west from the highway towards the sea: #518 thru #520, #524, #525, #527, #532 thru 534, #564, #565.

- **North**

Acquire parcels #972 & #997. If possible, parcels #973, #998 thru #1003 would also be desirable.



Phasing Strategies

Mediterraneo may be developed in phased developments, adopting one of several strategies, according to the economic climate and business strategy of the investors. The following are 3 potential, but not limited to, economic scenarios & proposed developmental strategies.

Phasing Strategy I

One scenario envisioned is an active residential market that is in high demand, together with a tourist market that is growing. In such an economic environment, the development may proceed in 3 phases:

Phase I

- build all infrastructure
- with the hotel operator on board and a separate yacht club operator, proceed with the construction of all resort hotel & retail facilities
- immediately start to sell all the private residential lots
- build 2 high-rise condominiums framing the main drive & immediately start selling all the units
- build the club house and use this as sales office, showing all model units, including materials & finishes proposed
- ideally, design 4 to 5 prototype of houses
- alternatively, release only the land for sale, but propose very strict guidelines for the house design (eg. sunlight requirements, set-backs, materials & color to be used in exterior, percentage of green landscaping/lot coverage etc.)

Phase II

- wellness center & spa
- the remaining high-rise condominiums, if there is demand

Phase III

- the new cruise ship terminal, sized to receive 2 new large luxury cruise ships.



Phasing Strategy II

When there is average demand for residential and tourism markets, the project can be approached in 4 phases in the following scenario:

Phase I

- release private villa lots for sale, creating a sampling of the various views & lot sizes offered
- sell the condominium typical units of various sizes to test market
- construct all infrastructure
- build retail promenade and boardwalk, amphitheater, etc.

Phase II

- hotel, yacht club and residential clubhouse operators brought on board and proceed with construction of all these buildings

Phase III

- the construction of the wellness center and spa should target the actual demand
- if the wellness center concept is in high demand, the high-rise condominium units behind the center can be incorporated into the wellness center

Phase IV

- the cruise ship terminal building & dock



Phasing Strategy III

The project can be approached in 5 stages, in a scenario when the housing market is hot (in the years 2005 - 2006) and the tourist market growing steadily. The concept of the wellness center and spa may be completed in the later stage of development.

Phase I

- build all roadways & infrastructure
- the retail promenade & boardwalk
- release all the residential private villa lots for sale
- design & start to sell the condominium units
- design & build the clubhouse (below grade, at entry circle) as sales office initially; this will be converted into the residential clubhouse later

Phase II

- build the resort hotel with the surrounding compound and facilities

Phase III

- if the wellness center operator is on board, proceed with the complex and adjacent residential condominium, in conjunction with the hotel design

Phase IV

- the yacht club, docks and the marina

Phase V

- the cruise ship terminal



Architecture & Environment

Architectural

Mediterraneo shall be a living oasis, overflowing with beautiful, lush landscape framing dramatic vignettes of the mighty Mediterranean Sea beyond.

Sensitivity to the land will be seen in the use of native materials including limestone and wood, juxtaposed against technologically superior & efficient metals & glass, creating a blend of old & new, all set within a luxurious green garden setting.

The architectural elements shall integrate the beautiful development that nourishes the human spirit, while meeting the functional and economical goals of the project.

The Mediterranean architectural language of an indoor-outdoor environment reflects the relaxed, communal spirit of the resort and entertainment destination.



Environment

The projects aims to save the natural beauty of this site, while developing a community that can enhance the quality of the surrounding region that will be full of life and cultural heritage, yet reflective of the vigor of a progressive, modern society.

In addition to creating a successful urban development and economic venture, the project aim to address the issue of environmental sustainability. *Mediterraneo* shall create an island of tranquility, to become a destination for the people of Lebanon and the surrounding region.

The functioning ecosystem, filled with greenery, primarily native species of evergreens and deciduous plants, shall integrate ecosystems, transportation systems and human communities.

The development should be built with recycled, clean and safe materials and generate as much energy on-site as possible from renewable sources, using green building techniques and strategies. The resultant built landscape shall be made up of scenic views, water features, landscape treatments and community systems.

The Process

There are three major steps prior to the architectural design and construction of the building(s) for this development :

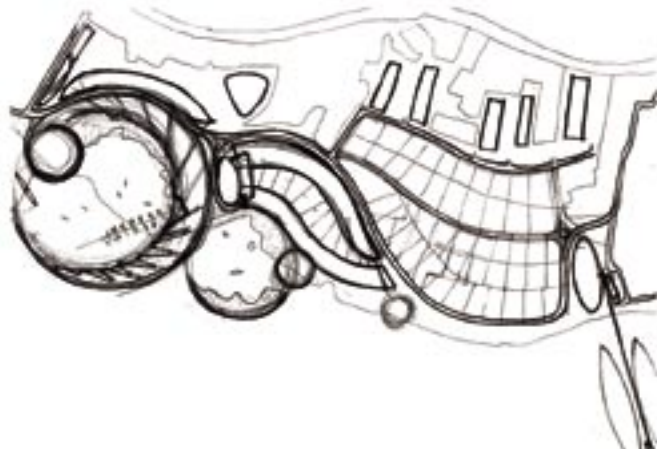
Step 1. Refine this Vision Plan and establish Goals and Objectives.

Step 2. Conduct a Market Study in conjunction with Financial Feasibility Studies in the following areas:

- Detached Residential Villas vs. Condominiums
- Retail and Entertainment
- Office and Commercial
- Hotel and Resort
- Wellness Center and Spa
- Technology Usage

All pertinent information and data pertaining to the land, the sea coast and any governing codes and jurisdictions should be collected.

Step 3. Develop a Master Plan which would set the framework for the development of the *Mediterraneo* community.



The **Master Plan** will establish the following:

Externally

- Access to the Community from Beirut and Byblos to the south
- Access from the north
- Public transportation
- Coastal access and easement

Internally

- Land Use and FAR (floor area ratio) Plan based on the Market/Financial Feasibility Study
- Percentage of Open Space
- View Corridors
- Circulation
Establish primary and secondary automobile roadways and pedestrian walkways for the following:
 - Security Level I (semi private with public access) – Hotel / Resort, Wellness Center, the Marina.
 - Security Level II (private gated area) – all residential area plus the club house.
 - Public w/ patrol – the boardwalk, the retail promenade, and the cruise ship terminal / dock.
- Residential Guidelines on height and setbacks, lot coverage, datum levels.
- Residential Guidelines on materials and colors to be applied on the exterior of the building(s) and villas, including green / environmental elements

or

The developer would design and build three (3) to five (5) prototype villas for turnkey offering

- A Landscape Design which would utilize native plants and incorporate applicable ecosystems, taking into consideration the character & gradient of the land and its relationship with the sea, to become **The Garden Of Lebanon**
- Infrastructure Requirements, i.e. utilities, especially the cyber superhighways
- Tabulations of built area in square footage by usage, as well as the landscaped area
- A Cost Estimate of the probable cost of construction for the project
- The Financing for the project based on market demand, and determining the Phasing Process for the development

The Schedule

The long term success and failure of any development lies on market targeting and a solid Master Plan. Therefore, a thorough market study and a well-executed visionary Master Plan is essential to the *Mediterraneo* development.

Based upon the acceptance of the Vision Plan, the team is authorized to proceed with **The Process**.

TASK	MONTHS
1. Data collecting, market research, financial feasibility study	3 to 6 months
2. Master Planning	12 months
3. Approval by the Local Authorities	NA
4. Architectural Design & Engineering	12 months, and on going
5. Construction Phase I - w/ infrastructure	18 months
6. Construction – Phase II	12 months
7. Construction – Phase III	12 months

The Task No.1 & 2 is occurring concurrently. After the approval of the Master Plan, Task 4 through 7 can be adjusted and overlapped according to the market situation.

If the market condition is favorable, this project can be achieved within five (5) years from start to finish.



The Macro Cost

In general, for a large scale real estate development the rule of thumb percentage between the Hard & Soft cost is 70% to 30 %.

Assuming the development (including land cost) is at around \$350 million USD, the Hard (construction) Cost would be at \$245 million USD, and the Soft (management, consultants and financing) Cost would be \$105 million USD.

The Team

A team of five individuals conceived this Vision Plan. They are **Patrick Ghanem**, **Robert Abizaid** (of the **Abizaid Group**), **Tom Lyons**, **Carolina Y.C. Woo** and **Derek Wee** (of the **CW Group**).

1998 thru 2000

Patrick and Tom were a part of the Emirates Global Capital Corporation (EGCC) in handling the development of Saadiyat Island of Abu Dhabi. Carolina was the Managing Partner of the winning Master Planner team – Skidmore, Owings & Merrill, LLP (SOM) from San Francisco. The Abizaid Group, having a long-lasting presence and understanding in the area, owns and operates several industrial facilities ranging from a steel factory to a bottling plant for Seven-Up, and is still active in the region.

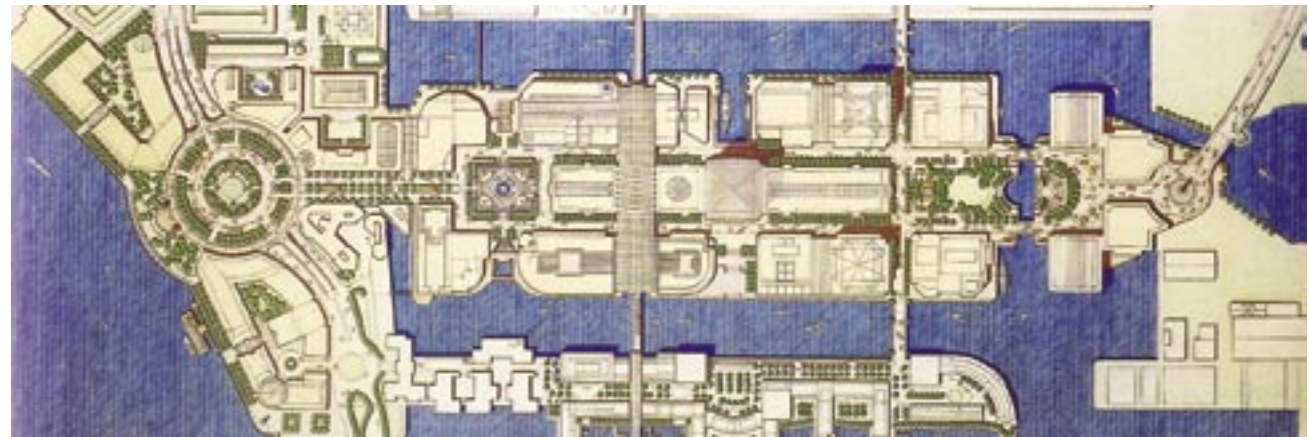
EGCC and their Development Partner, the Pacific Century Group (PCG) of Hong Kong spent more than six (6) months in research and traveling around the world interviewing Urban Planners for their Saadiyat Island Project. At the end of the six months, EGCC & PCG selected three most qualified firms to participate in a paid competition. They are Halcrow of UK, HOK of Toronto and SOM/San Francisco of USA. SOM won the project with their Master Plan. The Master Plan incorporated and enhanced the natural beauty of the island, the severe nature of the climates at certain months of the year, creating meandering canals and waterways. At the same time, the plan addressed the importance of Middle East culture of privacy of the individual home. The plan also provided the different needs for the future generation with the right density to promote cyber communication and interaction.

1987 thru 1991

Tom and Carolina were doing the Canary Wharf Project at London, United Kingdom. Tom was a

part of the Construction Division of The Canary Wharf Development Corporation. Carolina was the Managing Partner leading the Master Architect team –SOM / USA.

For the Canary Wharf Project, SOM was the Master Planner executing a master plan with detailed guidelines and obtained approval from The London Dockland Development Corporation (LDDC). SOM was also the Master Architect who designed all the infrastructure, roadways, pedestrian walkways, water courts and plazas. SOM was also the Design Architect for four (4) out of the ten (10) buildings, which is 2.6 million square feet out of total 10 million square foot for the Phase I of the Development. Carolina moved to reside in London from New York. The SOM / London office grew from a 10 men office in 1987 to a 300 men office in 1991.



The Canary Wharf has turned an abandoned East Indies Tea Trading Wharf at the dilapidated Isle of Dogs to a 21st century financial center for London, England.

1991 thru 2000

After completing the Phase I of the Canary Wharf project, Carolina moved from London, England to head up SOM's west coast office in San Francisco, focusing on the Far East market.

During this decade, Carolina was instrumental in leading, guiding, and executing the following selected large projects for SOM:

The Team

- Saigon South - A new city for a million people south of the present Ho Chi Ming City, Vietnam. The new city plan for 1 million people, comprising a downtown city center area, a university campus, a business park, light commercial and research zones, with residential throughout, sits on 750-hectare acres, all connected by a 17-km artery. This plan was targeted with a twenty-year period of implementation goals. It has now been 8 years since the Plan had been adopted, and the developer is executing the project as planned with great success at every step.
- Shui On Master Plan, Xintiandi, Shanghai - Master Plan for a ten (10) million square feet mixed-use development on a 54 hectare site in the center of Shanghai. By designing a man-made lake and park at the center of the development, it gives value to the surrounding parcels by adding open space, light, and view. The First Phase was completed in 1999, and it is now the icon new development in Shanghai.
- Shanghai Waterfront Redevelopment Master Plan, Shanghai - Master Plan for the “Bund” area along Huangpu River, between Yangpu and Nanpu Bridges, 27km along each side of the river. The city government of Shanghai commissioned three selected international firms for the master planning. They are Sasaki of Boston, USA; Philip Cox of Sydney, Australia; and SOM / SF of USA. The selected plan was by SOM / SF, USA, and Derek was on the SOM team.
- Etiler Complex, Istanbul, Turkey - The Maya Residence mixed-use project with 700,000 sf low-rise residential, office building, retail center and health club.



- Rasit Pasa, Istanbul, Turkey - Master Plan for residential community development of 2000 units, comprising of a mix of villas, dual-family and condominium housing, with yacht club, school, health club, banks grocery stores.

2000 to Present

Carolina retired from SOM after 32 years, and formed the **CW Group**.

The challenges of the 21st century, in terms of the built environment, are centered on issues of technology use and environmental revitalization. The way we live and work has changed drastically, and our awareness of resource preservation is coming to the fore. Though these aspects are crucial to any building development, they are often addressed only after planning, rather than during.

The **CW Group** seeks to incorporate solutions at the beginning, bringing together the various parties involved, coordinating and guiding the process. Our background is in master planning, architecture and the *business* of building, with commitment to

big-picture planning, appropriate technologies and materials, sustainable systems, greening and zero-waste approaches.

We offer a fresh, integrated perspective that leverage our experience base and resource network. Our broad client base includes real estate developers, planners, environmental engineers, city and community leaders, and government departments.

Our mission is to enhance built environments and promote quality of life through proper master planning, architectural design and engineering in real estate development.

