

## MANAGEMENT INFORMATION SYSTEMS

Solidere has added new modules on its Enterprise Resource Planning system (JDEdwards) to accommodate lease cycle and property management for the Souks Project, as well as the automated billing for the Company's new services, such as Broadband among other services.

The JDEdwards system was also enhanced to accommodate the new expansion in external projects. The expertise accumulated by Solidere allowed a quick launch of internal systems within the subsidiaries of Solidere International.

A complete IT infrastructure was set up for the entire Solidere group, reducing time and effort needed to build this urgently needed infrastructure.

A web-based document and project management system, 'Conject', was introduced to facilitate the storage, retrieval and approval of technical drawings over the internet, allowing consultants, engineers and managers monitor and process drawings wherever they are in the world.

The document management model that was developed for Solidere was also tuned to be used for Solidere International and the external companies.

New video conferencing setup was put in place to facilitate the communication and enable virtual meeting with Solidere members abroad.

## URBAN AND STRATEGIC STUDIES

As institutional investors began to make acquisitions in the city center, Solidere took a more proactive role in guiding the land use mix within development projects. A successful example is the high density block 118 at the northeast corner of the Martyrs' Square axis, where residential, hotel, office and retail will combine to form a mixed-use destination in the Phoenician Village project. Through a series of in-house workshops, Solidere also developed a strategy for promoting Beirut city center and particularly the new waterfront district as an international corporate office location. A 'special business district' was defined within the New Waterfront District, work began with the Ministry of Finance on a package of incentives for this zone and an office marketing campaign was launched. Finally, with cultural consultants Gaia Heritage, Solidere developed a cultural strategy focused on the Martyrs' Square axis.

### Land use strategy

A 5-year parking strategy was completed by local transportation consultants SITRAM, to resolve parking shortfalls arising from the sale of land previously allocated to temporary parking. This is now satisfied by new parking provision on the reclaimed area, connected to the historic and business center by shuttle bus service. The study indicated the need for implementation of the Martyrs' Square car park by 2009. A parking meter study was carried out in coordination with the Municipality, identifying demand and allocating specific streets. Meters have now been installed.

### Transportation strategy

The need for implementing a public transport strategy was brought into focus in the detailed design of the Martyrs' Square corridor. As required in their project brief, the Greek consultant team included transport planners, and the scheme design features a dedicated public transport right-of-way on the west side of Martyrs' Square continuing southwards through the Beirut Gate development. Increases in density and employment uses in the new waterfront district also confirmed the necessity for mass transit in the near future. In particular, it will not be possible to service the new concentration of employment in the 'special business district' without tram, light rail or bus rapid transit into the city center and connecting onward to a Beirut-wide network. A proposal was received from the Greek consultants to work in association with SITRAM and Arup, Solidere's strategic advisors, on such a study, long programmed for Beirut city center within its city-wide context.

Having submitted a Master Plan amendment for the new waterfront district, Solidere began preparations for launching infrastructure contracts for the reclaimed area. A proposal was received from Arup (UK) to undertake an infrastructure audit, designed to modernize infrastructure provisions on the new lands and precede the work of Laceco on their detailed design.

### Land development strategy

An in-house study was carried out to formulate a mixed-use residential, hotel, office and retail destination on block 21 in the hotel district. Following the development of a new office strategy and marketing campaign, architects were selected to undertake the design of three new office buildings: Vincent van Duysen (Belgium), 3XN (Denmark) and Mario Botta (Switzerland). The concept design was completed by Vincent Van Duysen for a building in lot 1493 Mina El Hosn.

### Project definition and development studies