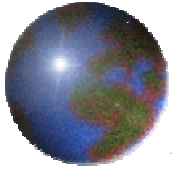


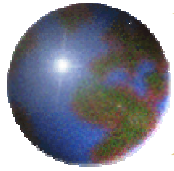
*The Mount Carmel Bahá'í
Projects*

Haifa, Israel



Terrace Gardens below the Shrine of the Báb as seen today

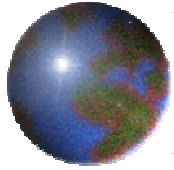




Presentation Outline

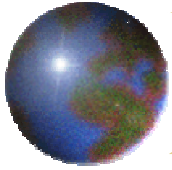
- Introduction & Context
- Overview of the Projects
- Project Highlights
- Critical Success Factors
- Questions

- Images © Bahá'í World Centre



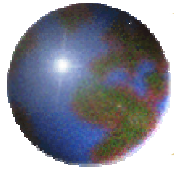
The Vision & the Charter – the spirit of the project

- ✦ The message of The Báb
- ✦ Bahá'u'lláh's Charter: Tablet of Carmel
- ✦ 'Abdu'l-Bahá's vision, early 1900s
 - ✦ A magnificent view of orchards & gardens
 - ✦ Mount Carmel in a sea of light
 - ✦ 19 Terraces from foot to crest
- ✦ Abdu'l-Bahá started the transformation
- ✦ Shoghi Effendi carried on from 'Abdu'l-Bahá



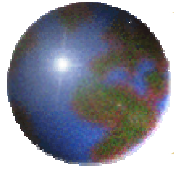
Mount Carmel in early 1920s





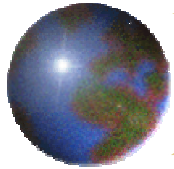
Project Profile

- ✦ Initiated by the Universal House of Justice in 1987
- ✦ Architect of the Terraces & Project Manager Mount Carmel Projects: Fariborz Sahba
- ✦ Strategic planning with two concurrent projects
- ✦ Construction of Buildings & Terraces
- ✦ Timeframe: construction from 1990 to 2000
 - ✦ Delivered on schedule
- ✦ Financials:
 - ✦ Approved Budget: \$250 million
 - ✦ Funding by voluntary contributions from Bahá'í's worldwide



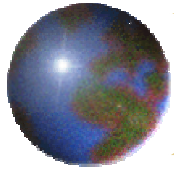
Project Deliverables

- ✦ Terraces of the Shrine of the Báb
 - ❖ Gardens – 1 kilometre length
 - ❖ Bridges – connections & continuity
 - ❖ Technology – sophisticated & state of the art
 - Water, electrical, lighting
- ✦ Administrative Centre Buildings
 - ❖ International Teaching Centre (ITC)
 - ❖ Centre for the Study of the Texts (CST)
 - ❖ Architect & Designer of Buildings: Hossein Amanat
 - ❖ Build to last – at least 500 years
 - ❖ Meet North American building codes & construction standards



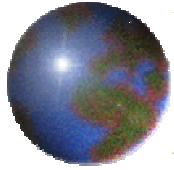
Project Phases

Phase	Start Date	Deliverables
1	May 1990	Maintenance to Shrine & reinforcements to the retaining wall
2	June 1991	Earthwork & retaining wall for the Centre for Study of the Texts, construction of Terraces 3 to 9
3	December 1992	Site excavations International Teaching Centre, retaining walls & development of Terraces 15 to 19
4	December 1993	Construction of the Centre for the Study of the Texts and Archives Extension
5	December 1994	Construction of the International Teaching Centre
6	March 1995	Lowering & bridging Hatzionut Avenue, Terraces 11 to 15
7	March 1995	Terraces 1 & 2



Challenges & Achievements

- ✦ A complex design became reality
- ✦ The slope of the mountain was managed – up to 60 degrees
- ✦ Earth removed: 100,000s of cubic metres
- ✦ Concrete poured: > 100,000s cubic metres
- ✦ Stone specially cut & laid
- ✦ Hatzionut Avenue lowered without stopping traffic
 - ✦ Lowered 5.5 metres & underground services relocated
 - ✦ Coordination with government agencies & Traffic alterations
 - ✦ 150 tons of steel reinforcements & 1000 cubic metres concrete

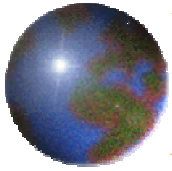


Project Completion

- ✦ On time ✓
- ✦ Under budget ✓
- ✦ Buildings according to design ✓
- ✦ No outstanding claims at project completion ✓

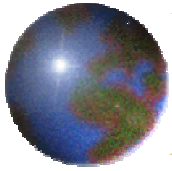
- ✦ Opening ceremonies – May 22, 2001
 - ▣ 4500 guests representing 180 countries

- ✦ Awards to the Terraces
 - ▣ The Ephraim Lifshitz Award, Municipality of Haifa, 1998
 - ▣ The Magshim Award, Council for a Beautiful Israel, 1999
 - ▣ The Phoenix Award, The Society of American Travel Writers, USA, for the creation of “a magnificent floral jewel”, 2003



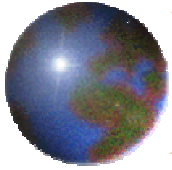
Entrance Plaza and Nine Lower Terraces





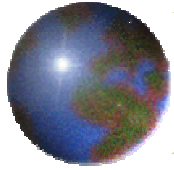
Upper Terraces – Terrace 11 to Terrace 19





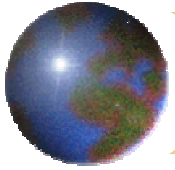
**Bahá'í Administrative Buildings on Mount Carmel, located on an Arc shaped path
with the Seat of the Universal House of Justice at its Apex**





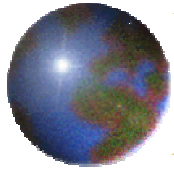
Critical Success Factors

- ✦ A clear vision
- ✦ A unified Executive Sponsor who provides guidance
- ✦ Constant communications
- ✦ Knowledge of what has to be done and readiness to seize the opportunities that come
- ✦ Relentless pursuit of quality and openness to innovation to reach objectives
- ✦ Multi-disciplinary problem solving with international & local experts

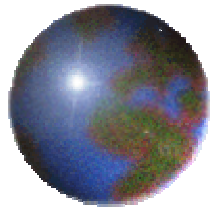


Lessons Learned – notes for other projects

- ✦ Principles in action make a difference
 - ✦ Consultation & Trustworthiness
- ✦ Consultation opens doors when “Can’t” is the least option
- ✦ Solve problems when they are small
- ✦ Faith makes the impossible attainable



Questions?



Thank-you for your interest.

Shalom