

PROGRAMME

# ULI Urban Investment Network Summit 2009



28–29 October 2009

Palau de la Música Catalana

Barcelona, Spain

In Business with Cities:  
Private Investment, Public Assets, City Futures



**Urban Land  
Institute**

# CONNECT, SHARE & THRIVE

ULI, a nonprofit research and education institute, provides a neutral platform for the open exchange of ideas and best practice.



# A message from the Summit host

H.E. Jordi Hereu, Mayor of Barcelona

**Welcome** to the inaugural ULI Urban Investment Network Summit. The City of Barcelona is proud to be the first host city of this important event. The Summit is a great opportunity for the public and private sectors to meet and discuss the pressing issues for urban investment in Europe.

The Network Partners have helped to set an agenda that is timely, relevant and focused. I am confident that you will find this event full of new opportunities and fresh perspective. In the spirit of ULI I invite you to participate in the open exchange of ideas, information and experience.



Our aim is to place Barcelona as a global urban reference in the economic and social arena, showcasing the innovative district of 22@ as an outstanding example. We are looking forward to building on the outcome of this event for the benefit of Europe as a whole.

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# ULI Urban Investment Network

A cross-sector European network designed to promote and facilitate world class investment in urban development through enhancements to the level of public-private collaboration. The Urban Land Institute (ULI) has formed this network in partnership with a group of leading cities, metropolitan regions and leading private sector organisations in Europe.

## FOUNDING PARTNERS



Ajuntament de Barcelona



## KNOWLEDGE PARTNERS



## PARTNERS

Birmingham City Council



Deutsche Bank



Moscow Urban Cadastre Service



## Steering Committee Members

Dave Anderson, Director of Development, Edinburgh City Council

Jordi William Carnes, Deputy Mayor, City of Barcelona

Menno Maas, CEO, ING Real Estate Development

Alexander Otto, CEO, ECE Projektmanagement

Olivier Piani, CEO, Allianz Real Estate

Frank Pörschke, Chairman of the Board of Managing Directors, Eurohypo

Maarten van Poelgeest, Alderman, City of Amsterdam

# Building effective collaboration

## Activities and Outputs

### The annual programme of activities include:

- Seminars and forums held during the following exhibitions and conferences
  - ULI Finance & Development Outlook conference; Paris, February
  - MIPIM, Cannes, March
  - ULI Trends conferences, various cities, summer
  - Expo Real, Munich, October
  - ULI Urban Investment Summit, various cities, winter
- Tailored workshops hosted by Network Partners throughout the year

## Partner Benefits

### Connections:

- Meet leading peers and business partners in a neutral and stimulating environment
- Advanced notification and priority registration for all Network events
- ULI membership providing access to our global network of 35,000 professionals

### Knowledge and Education:

- Designated contacts to receive hardcopy copies of reports, newsletters and journals
- Fully formatted and distributable digital copies of each publication

### Collaboration:

- Complimentary places at the annual ULI Urban Investment Network Summit
- Invitations to events throughout the year to help you discover solutions relevant to your development goals

### Visibility:

- Recognition as a ULI Urban Investment Network Partner on all report publications, events and the ULI website
- Acknowledgement in pan-European publications such as PropertyEU magazine

### Value Capture Finance

The report demonstrates the capacity of Value Capture Finance providing better clarity to the concept itself and by illustrating its practical value through case studies and interviews with key practitioners. Available online at [www.uli.org/uin](http://www.uli.org/uin) or to purchase as a hardcopy by contacting [sarah.nemecek@uli.org](mailto:sarah.nemecek@uli.org)



### Closing the Investment Gap in Europe's Cities

In this report we assert that European cities are critical to the success of Europe socially, economically and environmentally, and that this success can only be realised if we invest directly in cities, and increase the rate of investment in Europe's cities over time. However, an investment gap in Europe's cities is identified in multiple forms and this must be bridged if Europe's cities are to succeed in our new globalised system. Available at [www.uli.org/uin](http://www.uli.org/uin)



### Urban Apostles

A publication produced by ULI in partnership with PropertyEU magazine. This special edition features detailed case studies, analysis of strategic investment tools and in-depth interviews with public and private sector leaders. Available at [www.uli.org/uin](http://www.uli.org/uin)

For information on joining the ULI Urban Investment Network, please visit our website or contact Sarah Nemecek: [sarah.nemecek@uli.org](mailto:sarah.nemecek@uli.org)

[www.uli.org/uin](http://www.uli.org/uin)

# On the day...

## your input and the Summit output

### Summit Paper

This Paper seeks to set an agenda for urban investment in Europe going forward. It will be debated and refined at the Urban Investment Network Summit. The Summit Paper will outline key principles for better public-private collaboration and incorporate discussion and observations from the Urban Investment Network workshops for Partners held in Brussels in September 2009 as well as data from a pre-Summit survey. The Summit Paper will be authored by Greg Clark, Senior Fellow for ULI EMEA and published in November 2009.

### Conference Report

A summary of the day's discussions and exploration of the core themes at the inaugural Urban Investment Network Summit. The Conference Report will be available to download on the Urban Investment Network website [www.uli.org/uin](http://www.uli.org/uin), from 2 November 2009. The Conference Report will be co-authored by Alexandra Notay, Research Director, ULI Europe and Joe Huxley, Head of Research, Cities and Regions.

### Your input

#### Your vote on important issues

As well as the discussions throughout the day, we will ask for your opinions through direct questions facilitated with a conference voting system. Examples of the questions are:

- How would you describe the state of the European Economy at this point?
- How important are Europe's cities to the success of the European economy as a whole in the next 10-20 year period?
- In your opinion have the problems of the last cycle, including over borrowing, over building, been understood by investors, developers, and city leaders?
- Where do you expect to see investment grow most quickly in Europe's cities in next 3 years?
- What are the main barriers to making investment in Europe's cities at this time?
- What are the good city governments doing to encourage urban investment after the crisis?
- What are good investors/developers doing to help make investment happen in Europe's cities?

... and more.



# Programme

## Weds, 28 October

**16.15-19.30** ULI "Cities and Real Estate Forum"  
at Barcelona Meeting Point  
Room 3; Conference Centre (Hall 5),  
Fira de Barcelona

**20.00-23.00** ULI Urban Investment Network Summit Dinner  
Hotel Claris, C/ Pau Claris 150, 08009  
Barcelona

Speaker: **Chris Sanderson**, Strategy and Insight  
Director & Co-Founder, The Future Laboratory

'Turbulent teens': the challenges that face us in  
the decade to come'

## Thurs, 29 October

ULI Urban Investment Network Summit  
Conference Host: **H. E. Jordi Hereu**,  
Mayor of Barcelona

Conference Moderator: **Greg Clark**,  
Senior Fellow, ULI EMEA

### Programme

**09.00** Introduction and welcome from the Mayor of  
Barcelona  
Petit Palau

Introduction to the agenda of the Summit  
'Setting the Stage' – Urban Investment Network  
and the Summit Paper

**Greg Clark**, Senior Fellow, ULI EMEA

The Agenda (10 Principles) of the Urban  
Investment Network

**Menno Maas**, Steering Committee Chair of the  
ULI Urban Investment Network

**09.30** After the Crunch: The Future of Urban  
Investment in Europe  
Petit Palau

Keynote speaker: **Alexander Otto**, CEO, ECE  
Projektmanagement & Chairman, ULI Europe

The current economic climate and its impact on  
cities and urban investment across Europe; the  
investment opportunities and imperatives now;  
the prospects for the future; the investment tools  
needed; the importance of financial innovation  
and sustainable solutions for the future.

#### Discussion panel

**Jordi William Carnes**, Deputy Mayor, City of  
Barcelona

**Andrea Tinagli**, Head of Product Development  
for Southern Europe, JESSICA Task Force, EIB

**Enrique Fuentes**, Head of Market Studies &  
Analysis Business Unit, Ferrovial

**Olivier Piani**, CEO, Allianz Real Estate

**10.40** Interactive Voting  
Petit Palau

**10.50** Concurrent Sessions:

i. Making Urban Development Pay its Own  
Way: Value Capture Financing  
Sala de Música de Cambra

Value Capture Finance is a broad term applied to  
mechanisms which leverage some of the financial  
value created by the impact of development to  
help finance the infrastructure and other costs of  
making that development work. Is TIF, the  
American approach, the best, or can some of  
Europe's methods start to add up?

Moderator: **Andrew Carter**, Director, Rocket  
Science

**Francesca Medda**, Lecturer, University College  
London

**Jörn Walter**, Chief Planning Director, City of  
Hamburg

**Ray Mills**, Partner, PricewaterhouseCoopers

**Jan Maarten de Vet**, Managing Director,  
ECORYS

ii. Investment Catalysts:  
What will Work for Cities Now?  
Salon Lluís Millet

In a competitive world how can cities lure  
private sector investment? Can approaches  
such as waterfront development; use of public  
land assets; hosting of international events and  
construction of flagship cultural projects give a  
city the winning edge? Learn from examples of  
best practice in this candid session.

Moderator: **Bill Kistler**, President, ULI EMEA  
**Debra Mountford**, Senior Policy Analyst and  
Manager, OECD LEED Programme

**Mateu Hernández**, CEO Economic Promotion,  
City of Barcelona

**Michael Goldenberg**, Director of Spain and  
Group Corporate Director, Value Retail

iii. A Shared Destiny – Making Collaboration  
Work in the Aftermath of the Crisis  
Petit Palau

"Old models of private public collaboration have  
been proved to fail and have to be reinvented  
from scratch". Is this the right conclusion?  
How will the global credit crisis impact private  
sector collaboration? What strategies are  
cities adopting to deal with the recession and  
continue to promote urban investment? How are  
cities working with private sector investors and  
developers to maintain momentum and be ready  
for the future? Will the same rules apply when  
we emerge from the storm? Will there be a shift  
in power? Which are the critical projects and  
catalysts for the future?

Moderator: **Greg Clark**, Senior Fellow, ULI  
EMEA

**Dave Anderson**, Director of City Development,  
Edinburgh City Council

**Menno Maas**, CEO, ING Real Estate  
Development

**Klaus Droste**, Managing Director, Global  
Corporate Finance, Deutsche Bank

**Annius Hoornstra**, Adjunct Director, City of  
Amsterdam Development Corporation

# Programme

- 12.00** Coffee Break & Press Conference  
Foyer, Salon Lluís Millet
- 12.30** **The SUMMIT Debate: Setting the Agenda for Urban Investment in Europe**  
Petit Palau
- After the crunch. A clear agenda between investors, developers and cities is in their mutual interest and good for Europe.
- 13.15** Interactive Voting Session  
Petit Palau
- 13.30** Networking Lunch  
Foyer
- 15.00** **INFO BURST: Urban Investment Network**  
Petit Palau
- Jordi Sacristán Adrià**, Marketing and Communications Director, Barcelona 22@  
**Gert-Joost Peek**, Research Director, ING Real Estate Development.

- 15.15** **A Global View - Lessons from Asia and North America**  
Petit Palau
- Are North America and Asia making more progress on urban reinvestment than Europe? Have the stimulus packages helped cities and investors? What can we learn from the North America and Asia? What roles do the new breed of investors, the pension funds and sovereign wealth funds play? Will Governments invest more or less after the crisis? Will climate change return to centre stage and are we ready for the investment required?
- Jeffrey Steiner**, Past President & CEO, TEDCO  
**Patrick Phillips**, CEO, Urban Land Institute  
**Tim Bellman**, Head of Research & Strategy, Global, ING Real Estate Investment Management

- 16.15** **INFO BURST: JESSICA**  
Petit Palau
- Andrea Tinagli**, Head of Product Development for Southern Europe, JESSICA Task Force, EIB

- 16.30** **See the Future - Ask the Giants**  
Petit Palau
- Two investors and two Former Mayors share their experience and insight into the future of urban investment in Europe. Will their hindsight as previous recession survivors help your foresight?
- Two Investors**  
**Michael Spies**, Senior Managing Director, Tishman Speyer  
**Ric Lewis**, Chief Executive and Chairman, Tristan Capital Partners
- Two Former Mayors**  
**Valentino Castellani**, Former Mayor of Turin  
**Joan Clos**, Former Mayor of Barcelona
- Closure of Conference by ULI Speaker

- 17:30** Drinks Reception



# ... a glimpse into ULI

## Membership: 35,000 members across 92 countries worldwide

### District Councils

District Councils are ULI at the local level. There are 14 European Councils that influence local land use policy through events, educational forums & project tours.

### Product Councils

ULI Product Councils focus on key issues in specific product sectors of the industry. They are small, high-level groups made up of senior ULI members.

### Community Action Grants

ULI Community Action Grants provide District Councils with venture capital and seed money for innovative, replicable projects. Grants are awarded for start-up community outreach, research, and education programmes. The most creative, successful projects are replicated by other District Councils. ULI makes up to \$300,000 available annually to fund these projects.

### Real Estate Workshops

ULI Real Estate Workshops are intensive one and two day programmes designed to provide real estate professionals with current best practices in development, design, finance, marketing, and other real estate disciplines. Workshop instructors are experienced practitioners who present practical, up-to-date information through a combination of lectures and real world case studies.

### Online Real Estate Workshops

ULI now offers online versions of several workshops, with more on the way. Online workshops offer you the same material that you would receive in a live workshop but give you the flexibility to take the course when it fits your schedule. Online workshops can be accessed 24 hours a day, 7 days a week.

### ULI Professional Development Webinars

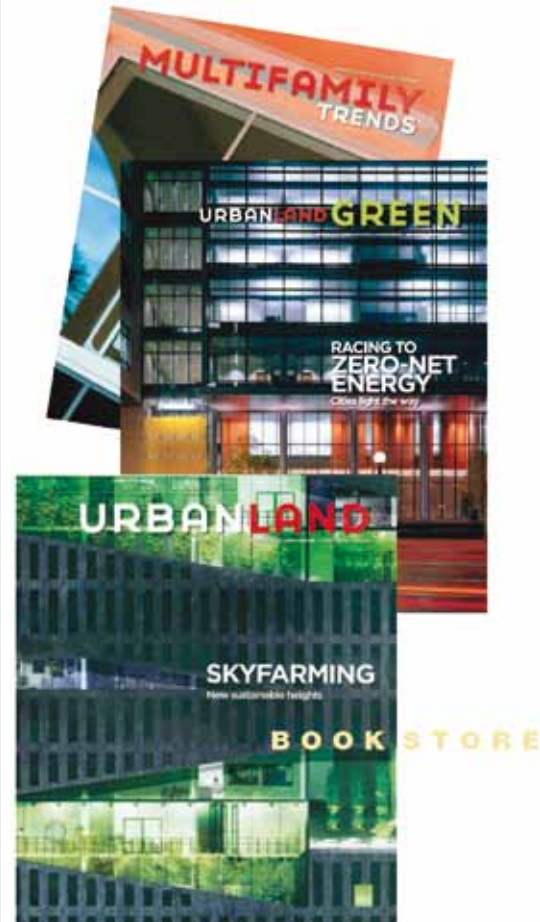
Webinars are a new ULI service offering practical real estate development and land use knowledge you can put to work right away. They are presented by recognised industry experts and leading academics. ULI Professional Development Webinars offer a quick, convenient, and easy way to sharpen your skills and stay on top of industry changes.

### ULI Awards Programmes

ULI runs three signature awards programmes that recognise excellence in land use and development in very different ways: the ULI Global Awards for Excellence, the ULI J.C. Nichols Prize for Visionaries in Urban Development, and the ULI Gerald D. Hines Student Urban Design Competition.

### ULI Foundation: Making A Visible Difference

Foundation Governors ensure ULI's future and special programmes through their contributions to the endowment. Annual Fund gifts received support the ULI's mission and the work in the community.



# ... get to know us better

## Mission

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

Members say that ULI is a trusted place where leaders come to grow professionally and personally through sharing, mentoring and problem solving. With pride, ULI members commit to the best in land use policy and practice.

## Over 2,000 members in Europe

### ULI Middle East Centre Based in Abu Dhabi

The ULI Middle East Centre provides a world-class knowledge base in support of the real estate industry in the UAE and Middle East and will be the catalyst for a more viable, sustainable built environment in that region.

### ULI Bookstore

ULI has published over 160 books on just about any real estate topic. Choose from practical how-to books on every project type from sustainable development to town centres and industrial developments; biographies of real estate legends, gift books; study the ULI award winning projects or learn about the latest developments in the real estate finance world.

### Research, Reports & Case Studies

ULI initiates research that anticipates emerging trends and issues. Amongst the reports that ULI publishes are Emerging Trends, Global Demographic & Global Infrastructure reports. ULI publishes numerous case studies describing the development process of projects that are both innovative in their markets and financially successful. The case studies are now digitalised and available in an electronic database, known as ULI Development Case Studies.

### Events

Through a programme of global and domestic events, ULI brings together people and knowledge on the issues affecting our industry.

### ULI Urban Investment Network

The Urban Investment Network brings together city government leaders and institutional investors and developers in a new partnership aimed at driving up the rate of investment in Europe's cities through public-private collaboration and innovation.

### ULI Energy Exchange Initiative

An innovative new web exchange for industry leaders to access and share practical, current information and best practice around energy efficiency, particularly for existing buildings.



ULI – Connecting the global real estate community

# Summit speakers



**Dave Anderson**

Director of City Development  
Edinburgh City Council  
Edinburgh, UK

Anderson is the Director of City Development with the City of Edinburgh Council – a position he took up in March 2008. In this role he has responsibility for the planning, transport, corporate property, contingency planning and economic development functions in the City of Edinburgh, including oversight of the City's new tram system. Prior to his current post, Anderson was Senior Director of Operations of Scottish Enterprise Edinburgh and Lothian from November 2006 and was responsible for economic development across the Edinburgh city region.



**Tim Bellman**

Head of Research &  
Strategy, Global  
ING Real Estate IM  
London, UK

Bellman moved to London in 2007 to become head of ING Real Estate Investment Management's team of 50 real estate analysts worldwide. Educated at Cambridge University and Reading University, Bellman is a specialist in research and forecasting projects which integrate macro-economic techniques with qualitative data. He joined ING in 2004 in Hong Kong and

remains a member of ING Real Estate Investment Management's Asian Investment Committee. Resident in Hong Kong for sixteen years, he is a noted market commentator/presenter on Asian real estate. He was previously the regional investment strategist for LaSalle Investment Management and Head of Research & Strategy for Asia-Pacific for Jones Lang LaSalle. He was Chairman of the Asian Real Estate Association's Research Committee.



**Jordi William Carnes i  
Ayats**

Deputy Mayor  
City of Barcelona  
Barcelona, Spain

As well as the Deputy Mayor of Barcelona and Town Councillor in charge Finance and Economic Promotion, Carnes is President of Barcelona Activa, 22@ and Mercabarna. Barcelona Activa is the local development agency of Barcelona City Council and develops projects and programmes to support entrepreneurship, innovation, professional improvement and creation of employment. The municipal company 22@ is leading the project of transforming two hundred hectares of industrial land into a innovative district for intensive knowledge-base activities. Mercabarna is the company that manages the wholesale markets of the city. Carnes is also Vice-president of the Institut Municipal d'Hisenda de Barcelona (Finance Municipal Institute of the city), First Vice-President of Turisme de Barcelona (Barcelona Tourism Board) and Second

Vice-President of Barcelona Serveis Municipals (a municipal company in charge of different local services and infrastructures related with mobility and leisure).

Carnes occupied different posts in Diputació de Barcelona, a local government institution of the region of Barcelona starting 1984.



**Andrew Carter**

Director  
Rocket Science UK  
London, UK

Carter has over ten years experience working at the interface between urban regeneration, city development, and private sector investment. He works with business, community and public sector leaders across the UK, Europe and the US, to design and implement strategies, partnerships and initiatives to address urban competitiveness, financing economic development, inner city entrepreneurship and community economic development. Recently Carter worked with the London Development Agency to develop work around leveraging private sector finance into London's economic development and regeneration priorities. Previously he worked for The SMART Company advising large businesses on city development issues; oneLondon, a private sector-led enterprise development agency; Greater London Enterprise, London's publicly-owned, commercially-run economy development company; and the British Urban

# Summit speakers

Regeneration Association (BURA).  
UK Churchill Fellow (an international career development programme), Carter spent six months in the US, reviewing urban economic development policy and practice in New York and Washington DC.



**Valentino Castellani**

Former Mayor  
City of Turin  
Turin, Italy

Castellani graduated in Electronic Engineering in 1963 at the Politecnico di Torino and spent a year at the MIT in Boston where he graduated in Electrical Engineering in 1965.

Back at the Politecnico di Torino he made all the steps of the academic career till he was appointed Full Professor of Telecommunications. His research field was that of satellite communications. Besides teaching and research he served as Deputy Rector and Director of the Electrical Engineering Department.

In 1993 he was elected Mayor of Torino and confirmed for a second term in 1997. During this period he led the candidature of the city for the 2006 Winter Games that were assigned to Torino in 1999. In 2001, closing his second term as Mayor, he was appointed President of the Organizing Committee (TOROC) of the Olympic Games.

Castellani retired from the Politecnico in 2002 and at present he is the President of a Company of a leading European Bank, dealing with the Education of Managers.



**Greg Clark**

Senior Fellow  
ULI EMEA  
London, UK

He is also Lead Advisor on City and Regional Development at the Department for Communities and Local Government, UK, Chairman of the OECD Forum of Development Agencies and Investment Strategies, and Professor at Cass Business School, City of London, and advisor to cities and companies worldwide. He has recently authored three major reports for ULI: London/New York in the 21st Century, Global Indices and Closing the Investment Gap in Europe's Cities

In 1995, he was elected as a Harkness Fellow and spent 18 months in the North America as a guest of the US Federal Government assessing city and regional economic development in 12 north American metropolitan regions from a base as a fellow at Columbia University in New York City. As Chairman of the European Urban Development Forum from 1996 to 2000 he oversaw reviews of development and regeneration in 24 European Cities/Regions. In 2005 he reviewed urban regeneration in 7 Asian world cities for the OECD. In 2004 he provided training to city and regional development leaders from 9 Southern African cities. He has directed comparative studies and assessments of London and New York, British & Spanish cities, UK & Canadian Cities, and UK & Chinese Cities.



**Joan Clos**

Ambassador of Spain to the  
Republic of Turkey  
Istanbul, Turkey

In September 1997, Clos was appointed Mayor of Barcelona, a position he held until 2006. Following this he became Spanish Minister of Industry, Tourism and Trade in the Government of Mr. José Luis Rodríguez Zapatero. From July 2008, Clos has been Ambassador of Spain to the Republic of Turkey.



**Jan Maarten de Vet**

Managing Director  
ECORYS Brussels NV  
Brussels, Belgium

de Vet oversees the ECORYS European research and consultancy services in Brussels. A leading expert in European urban and regional development, he is the principal author of the first State of the European Cities report published by the European Commission. He is now lead evaluator of the Ex Post evaluation of the URBAN II Programme, and has led research for the Intergovernmental Expert Working Group on the European Investment Bank and Sustainable Urban Development. Previously, he prepared the European Evidence Review on Sustainable Communities for the Bristol Ministerial Informal. He has also been involved in the economic assessment of various

complex urban development projects, mostly in the Netherlands. In addition, he has worked in Central and Eastern Europe (Estonia, Hungary, Czech Republic, Slovenia, Lithuania) and has supported the New Member States with the preparation of their national and regional development plans. Before joining the ECORYS Group, de Vet worked at the OECD in the area of local, urban, and regional development, where he helped amongst others with the organisation of a Ministerial Conference on the Economic, Social and Environmental Problems of Cities.



**Enrique Fuentes**

Head of market Studies & Analysis Business Unit Ferrovial  
Madrid, Spain

Fuentes joined Ferrovial in 1997 as Business Development Division Director, in charge of generating new business in infrastructure BOT industry. Between 1997 and 2000 Ferrovial became the world leader in infrastructure BOT development. In 2000 Fuentes became Corporate Development Division Director of Cintra/Ferrovial Infraestructuras, Grupo Ferrovial's infrastructure subsidiary (Airports, Highways and Car Parks), in charge of strategic development M&A's and all equity-related transactions. In June 2007 Fuentes was appointed Market Analysis and Development Division Director for Grupo Ferrovial, in this position he is responsible for

devising the Group strategy and for supervising its implementation within the Group and its subsidiaries. He is also in charge of exploring and implementing the entry of the Group in new industries and markets. Fuentes is a Board Member of EIC, European International Contractors association.

From 1991 to 1997 he worked for Deutsche Bank in Spain as Director of Project & Structured Finance, where his Responsibilities included financial advisory, search of equity and mezzanine debt financing, arranging of debt financing and development of off balance structures.

Fuentes holds an MBA from IESE - Instituto de Estudios Superiores de la Empresa, in Barcelona, and a B.A. in Economics with specialization in Finance from Colegio Universitario de Estudios Financieros (CUNEF) in Madrid.



**Michael B. Goldenberg**

Director of Spain and Group Corporate Director Value Retail  
Barcelona, Spain

Goldenberg is responsible for Value Retail's operational business in Spain and Italy. He has been with Value Retail since the inception of its activities in Spain in 1996 and is a director of all Value Retail PLC's Spanish and Italian subsidiaries. He is actively involved in both commercialising and bringing projects within the network to stabilisation and provides support to the finance team in selected markets.

Prior to joining Value Retail, Goldenberg spent six years with the Bankers Trust Real Estate Investment Banking Group in New York, London and Madrid. Goldenberg is a graduate of Duke University and has lived in Europe since 1993.



**Mateu Hernández**

CEO Economic Promotion City of Barcelona  
Barcelona, Spain

Hernández has been the Manager of Economic Promotion of Barcelona City Council since March 2009, where he coordinates municipal actions on employment, entrepreneurship, enterprise, international promotion, technological outreach, trade, consumer affairs, tourism and markets. His area also includes the municipal services of foreign economic promotion and trade and consumer affairs, the municipal enterprises, Barcelona Activa, 22@ and Mercabarna, and the Markets Institute. Hernández previously worked in Barcelona Activa, the local development agency of Barcelona City Council, as CEO and, previously, as Executive Director. He was also the technical secretary of the Economic Promotion Committee for the first Strategic Metropolitan Plan for Barcelona. Hernández studied law at the University of Barcelona. He holds Master's in Public and Social Policy from Pompeu Fabra University and Johns Hopkins University, Baltimore. In 2006, he took part in the Marshall Memorial Fellowship programme of the

# Summit speakers

United States and teaches on different master's courses on public policy and local development.



**Annius Hoornstra**

Adjunct Director  
City of Amsterdam  
Development Corporation  
Amsterdam, The  
Netherlands

Hoornstra is adjunct director Programme & Regie at the Development Corporation of the City of Amsterdam. The Development Corporation is leading the city's policy in urban and real estate development. The organisation is monitoring the developments in the market, deciding about the ground prices, and is responsible for the ground lease and giving the ground out.

Hoornstra has studied planology, for six years he was working at the in the field of Strategy and Real Estate Development at the housing corporation Haags Wonen in The Hague, for which he was director for the last four years. He was also responsible for the revitalisation of run down areas in The Hague such as Schilderswijk and was commissioner of about 3,000 apartments together with other programme. Before that he worked for nine years as an advisor and later partner at Bureau Middelkoop, an independent research company.



**William P. Kistler**

President - the Urban Land  
Institute EMEA  
London, United Kingdom

Kistler has been the president of ULI Europe- now EMEA, since 2002. He has over 25 years of international real estate industry experience. He has held key positions with corporations, development companies and professional service providers. Prior to joining ULI, Kistler was founder and Managing Director of Equinox Partners, an advisory and executive search firm with five offices in Europe and the U.S. Before this he was General Manager of the resort/community development division of the Disney Development Company, responsible for the Disneyland Paris - Val d'Europe project. The 2,000 hectare program incorporated hotels, retail, entertainment, convention facilities and a residential and office development adjacent to the theme park.

Prior to Disney, Kistler was Vice President of Design & Construction for JMB Properties in Chicago, where he led the redevelopment of office and retail assets throughout the US. He joined JMB from Cushman & Wakefield, where he was Vice President of Corporate Services. Kistler spent 12 years in various corporate real estate positions at IBM in the US and Europe.



**Ric Lewis**

Chief Executive & Chairman  
Tristran Capital Partners  
London, UK

Lewis is Chief Executive and Chairman of Tristan Capital Partners, a London based boutique investment manager specialising in real estate investment strategies. Tristan Capital Partners manages two pan-European investment funds with approximately €2 Billion of assets under management.

Prior to forming Tristan, Lewis founded and served for several years as Chief Executive for Curzon Global Partners, the London based real estate investment company and as Chief Investment Officer and Board of Directors of AEW Europe, its parent company, a pan-European real estate investment management business that he built from start up to its current size. Previously Lewis was a Partner and Senior Managing Director of AEW Capital Management, a US based investment management business with 200 staff and \$25 Billion under management.

At Dartmouth College (USA), Lewis received his A.B., Economics. Lewis is also an alumnus of Harvard Business School (PMD) and he has dual American and British nationality.



**Menno Maas**  
 CEO  
 ING Real Estate  
 Development  
 The Hague, The Netherlands

Maas is the CEO of ING Real Estate Development and Member of the Management Board of ING Real Estate.

Maas joined ING Real Estate in 2006 from Amvest, a Dutch real estate asset management and development company focusing on the residential sector. Maas started his career as Assistant Professor at the Free University in Amsterdam. He was later appointed as Acquisition Manager at ABN AMRO real estate Development Company. In 1991 he joined PGGM Pension Fund, first as Property Acquisition Manager Netherlands and later as Portfolio Manager France. After PGGM's and Aegon's real estate departments merged to form Amvest in 1997, Maas took up the position of Commercial Director at the new company. Maas was appointed Managing Director of Amvest in 2000.

Maas teaches at the Amsterdam School of Real Estate. He is a Member of the Board of the International Council of Shopping Centers (ICSC).



**Francesca Romana Medda**  
 Lecturer  
 University College London  
 (UCL)  
 London, UK

Medda joined University College London (UCL) in 2005 as a senior lecturer in transport economics after having previously worked at the London School of Economics. Her current research focuses on governance and incentive performance, efficiency evaluation, and assessment methodology in the transport industry. Her work has been published in leading academic and practitioner journals. She has been an advisor to the World Bank, The European Investment Bank, Transport for London, and UITP. In 2009 she was awarded the Ernst & Young Better Government Grant for her work on land value capture applications for the Warsaw underground system. Since 2007 she has been a member of the Executive Board of Directors of one of the major public transport companies in Italy. She is the director of the Centre for Urban Sustainable Practice (CUSP).



**Ray Mills**  
 Partner  
 PricewaterhouseCoopers  
 London, UK

Mills is a partner in PricewaterhouseCoopers Public

Private Advisory team with over 15 years experience advising both public and private sector clients in the areas of economic development, regeneration, inward investment and business growth. He has particular expertise in public private partnerships focused on regeneration and economic development and also offers significant experience in corporate finance, fund raising and project evaluation. Mills heads up our national regeneration team and is currently focused on developing new financing solutions for infrastructure investment. Outside the firm Mills is a non-executive board member of Creative Sheffield, the City Development Company for Sheffield, and a visiting professor of regional development at Newcastle University.



**Debra Mountford**  
 Senior Policy Analyst and  
 Manager  
 OECD Lead Programme  
 Paris, France

Since joining the OECD (Organisation for Economic Cooperation and Development) in 1997 Mountford has developed extensive experience of cross-sectoral policy analysis in relation the institutional, economic, social and environmental dimensions of local development. She has worked extensively throughout OECD member and non-member countries. She has represented the OECD on numerous international expert groups. In 2004 she joined the OECD LEED (Local Employment and Economic Development) Programme where she is a Senior Policy Analyst and

# Summit speakers

Manager of the OECD LEED Forum on Development Agencies and Investment Strategies. Since joining the OECD she has worked on over ten OECD publications the most recent of which include Investment Strategies and Financial Tools for Local Development and Local Development Benefits from Staging Global Events. She represents the LEED Programme on the ULI Urban Investment Network as a Knowledge Partner. She is an urban planner and urban designer by background.



**Alexander Otto**

CEO, ECE  
Projektmanagement  
Chair, ULI Europe  
Hamburg, Germany

Otto was appointed CEO of ECE in 2000. He led ECE's expansion into European markets. ECE, the market leader in the shopping center sector, operates its own projects in 15 countries with more than €17 billion assets under management. In addition, ECE became a leading developer and service provider in the field of office and special-purpose properties. Otto holds a seat on the supervisory boards of the Otto group, DES Deutsche EuroShop AG and is also a member of the Advisory Board of Peek&Cloppenburg KG in Düsseldorf and ERGO Insurance Group Europe. In addition Otto is Chairman of ULI Europe, Deputy Chairman of the supervisory boards of theand Board member of the Harvard Business School Foundation of Germany.und der  
He is the initiator and Chairman of the Board of

Trustees of the "Lebendige Stadt" ("vibrant city") Foundation, whose mission is to revitalize Europe's city centers, and of the "Otto Otto Sportstiftung", who funds youth sports.



**Gert-Joost Peek Ph.D.  
M.Sc.**

Research Director  
ING Real Estate  
Development  
The Hague, The Netherlands

Peek Ph.D. M.Sc. (36) is Director Research of ING Real Estate Development International. He coordinates local research activities within the network of ING Real Estate Development and initiates research for strategy and business development. The research focuses on new and mature markets and products as well as on the enhancement of processes, with special attention to the role of the developer within processes of area development. Peek chairs the ING Business Development Team Area Development.  
After his graduation in 1998 Peek worked at the department of Real Estate & Housing at the Faculty of Architecture of the Delft University of Technology. He received his doctorate on the thesis 'Location synergy:  
A participative start for redevelopment of inner city station areas' which is published by Eburon Academic Publishers in 2006 (in Dutch). This research aims at coupling the various interests of stakeholders involved and the potential of the area by the concept of location synergy.

He was editor of a case study describing and analysing the successful redevelopment of the station area of 's-Hertogenbosch published by SUN Publishers in 2004 (in Dutch).

From 1998 to 2001 he worked as policymaker portfolio management and development at NS Vastgoed (Dutch Railways Real Estate). He was scientific editor of Real Estate Magazine and publishes frequently on collaboration within the context of area development and on the development of real estate concepts.



**Patrick L. Phillips**

CEO, The Urban Land  
Institute  
Washington D.C., USA

Phillips's career in the economic analysis of real estate and land use spans more than 20 years. Previously he was President and CEO of ERA AECOM (formerly Economics Research Associates). His work focused on economic and feasibility analysis, strategic planning, and transaction-related services for real estate investors and developers, public agencies, financial institutions, universities, and non-profit organizations. Under Phillip's direction, ERA provided consulting services for such notable development projects as Mockingbird Station in Dallas, Atlantic Station in Atlanta, and the repositioning of Kansas City's Country Club Plaza; as well as public planning projects for the Hudson Yards

in New York City and Houston's Buffalo Bayou. Phillips advises public agencies and non-profit organizations on issues related to public-private partnerships for economic development. He is a frequent speaker on urban development issues, and is the author or co-author of eight books. In 2005, Phillips led a nationally prominent economic development team as part of the ULI advisory services panel making recommendations on post-Katrina rebuilding efforts in New Orleans. Phillips teaches at Harvard's Graduate School of Design Executive Education Program and at the Carey Business School of Johns Hopkins University. He holds a degree in public management and finance from Syracuse University's Maxwell School of Citizenship and Public Affairs. Before joining ERA, he was a senior manager with the real estate consulting group of Ernst & Young.



**Olivier Piani**  
CEO  
Allianz Real Estate  
Paris, France

Piani joined Allianz Group in September 08. In his new role he will establish and implement a global real estate investment platform for Allianz Group, combining its regional real estate units under one roof.

With total real estate assets under management amounting to nearly 20 billion euros, Allianz is one of Europe's largest real estate investors.

Piani joins Allianz from GE Capital Real Estate Europe where as CEO he successfully built up the company and its pan-European real estate portfolio. Prior to joining GE in 1998, he was CEO of UIC-Sofal and Deputy Head of Real Estate Restructuring of Paribas Group.

Piani holds a BA degree from Ecole Supérieure de Commerce de Paris and a MBA degree from Stanford University.



**Jordi Sacristán Adrià**  
Marketing &  
Communications Director  
Barcelona 22@  
Barcelona, Spain

Sacristán Adrià is the Marketing and Communication Manager of 22@Barcelona, the most strategic urban and economic renewal project in the city of Barcelona and one of the biggest in Europe, which is transforming the former industrial areas of the city into an innovative business district where talent and knowledge are the driving forces.

Sacristán holds a bachelor's degree in Business Administration from the University of Barcelona, a Master's degree in Marketing and Sales Management from ESADE and a PhD in Marketing Research. Sacristán has over 12 years of experience in marketing, having worked at different international industrial corporations and in the financial sector before coming to 22@Barcelona.

Sacristán's responsibilities at 22@ have included the economic promotion of the district, not only regarding direct foreign investment but also knowledge transfer; national and international

projection; creation and communication of services for companies; and designing communication policies for the project's different target groups.



**Christopher Sanderson**  
Strategy and Insight Director  
The Future Laboratory  
London, UK

Sanderson is creative director of Viewpoint; the international trend forecasting magazine. As co-founder of The Future Laboratory, he is responsible for delivering consumer insight, trend forecasting and brand strategy to a client list that includes American Express, The New Yorker, Veuve Clicquot, the Gap, Nokia, British Vogue and Procter & Gamble. Recent personal projects include directing Futurescape, a series of short films about the future for Channel Four television. He has a monthly column in UK luxury industry bible, The Luxury Briefing, and previously was contributing style editor at British Esquire. Previously he worked as as UK communications director for surfwear brand Quiksilver, and as lecturer in visual communication at The London Institute. In 2004 he was appointed to the British Council Creative Industries advisory panel.

# Summit speakers



**Jeffrey Steiner**  
Past President & CEO  
TEDCO  
Toronto Canada

Steiner is a Canadian lawyer and public policy specialist with senior executive experience in real estate development. From 2002 to 2009 Steiner served as the President & C.E.O. of the Toronto Economic Development Corporation (TEDCO). TEDCO was the City of Toronto's principle redevelopment agency with private-sector management operating at arm's-length from City Council.

Steiner has led TEDCO in developing its properties directly and through joint-ventures for commercial, residential and mixed-uses with special emphasis on Toronto's waterfront. Steiner led negotiations with tenants, construction companies, engineers & consultants, labour representatives, investors and other financial partners resulting in major development projects exceeding \$1 billion in value. Steiner also serves on the board of the Ontario Centres of Excellence which oversees state government investment in the commercialization of university R&D. Earlier in his career, he served in the Canadian government as Chief of Staff to the Ministers of National Defence and of Indian Affairs & Northern Development. He is an active member of the Young Presidents' Organization (YPO). Other board service includes the Atlantic Council of Canada (a civilian NATO organization) and the Canada-Australia Chamber of Commerce.

Following his service at TEDCO earlier in 2009, he is

now engaged in the creation of a new infrastructure investment fund focussed on North America.



**Andrea Tinagli**  
Head of Product  
Development for Southern  
Europe  
JESSICA Task Force, EIB  
Luxembourg, Luxembourg

Tinagli was appointed Head of Product Development Southern Europe, JESSICA Task Force at the EIB in December 2008. Since joining the EIB in June 1997, Tinagli has worked as Credit Officer in Luxembourg, General Directorate in Madrid and as Director of the Spanish EIB office. He was also a Member of the Board of a newly established Management Company of a private equity investment fund dedicated in renewable energies where the EIB is the cornerstone investor.

Before joining the EIB, Tinagli was Manager in Corporate Finance at KPMG Europe, having worked for the company since July 1990.



**Prof. Jörn Walter**  
Chief Planning Director  
City of Hamburg  
Hamburg, Germany

Walter was elected director of Hamburg's City Building Department in December 1998. In this capacity he is responsible for all the major town planning and architectural issues affecting the city. He is therefore in overall charge of the planning side of Hamburg's most ambitious urban development project to date - the Hafencity. After studying development planning and training as a town planner he managed the Office for Urban Development and the Environment in the town of Maintal (Hesse) from 1985 to 1991. Since 2001 Walter has held a professorship at Hamburg College of Art. Before that he lectured in town planning design at technical universities in Vienna and Dresden. Professor Walter is also a member of the German Academy for Town and Regional Planning, and the Berlin-Brandenburg and Saxon academies of art.



# Urban Land Institute

The Urban Land Institute  
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London W1U 8HX  
[www.uli.org](http://www.uli.org)

## Upcoming events

### ULI Fall Meeting San Francisco, California, USA 3-6 November 2009

The Fall Meeting is ULI's global annual event. With over 6,000 attendees it is the place industry leaders meet to share survival strategies and opportunities, and to build relationships.

[www.urbanlandexpo.org](http://www.urbanlandexpo.org)

### ULI Europe Trends Conference: "Silver Linings & Opportunities" Frankfurt, Germany 1 December 2009

In identifying the industry trends, this conference will look to the future for opportunities and silver linings. Prof. Norbert Walter, the Chief Economist at Deutsche Bank Group, will open the programme by offering his view and vision of the European and global economies.

[www.uli.org/europe](http://www.uli.org/europe)

### Annual Conference: "2010 Finance & Development Outlook" The Westin, Paris, France 2-3 February 2010

The property event of the year, the ULI Europe Annual Conference in Paris is a landmark event for European real estate professionals. With 600 real estate leaders, over 20 timely sessions and eminent keynote speakers, this is the opportunity to gain perspective, knowledge and connections for the year ahead. An event not to be missed.

[www.uli.org/europe](http://www.uli.org/europe)

### ULI Middle East Retreat & Conference Muscat, Oman 21-23 March 2010

ULI will explore the trends that will shape the GCC over the next few decades at the Middle East Retreat and 'GCC Cities in 2050: Creating Blueprints for the Future' conference. Join us in Oman to discover the challenges and opportunities to be found in the Gulf.

For more information please contact  
[lwaller@uli.org](mailto:lwaller@uli.org)



## Urban Land Institute

For a full list of events visit [www.uli.org/events](http://www.uli.org/events)

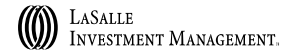
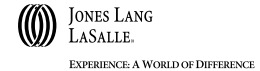
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 ING Real Estate • JP Morgan Asset Management • Linklaters • Lovells • M3 Capital Partners • RREEF • SNS Property Investors • Value Retail