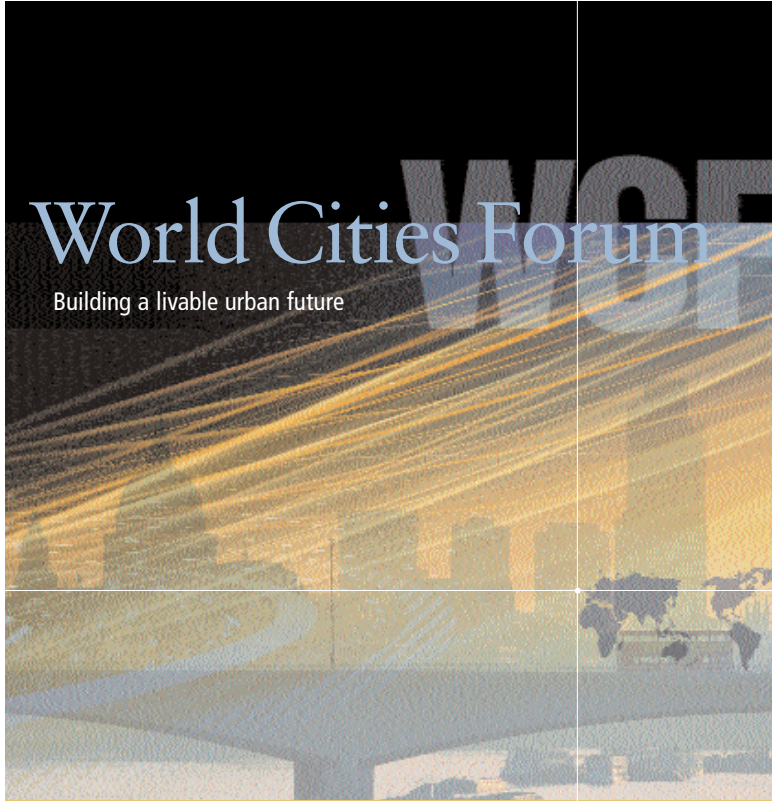


World Cities Forum

Building a livable urban future



Participants Registry

London, 15–17 June 2005 worldcitiesforum.org



The ULI World Cities Forum is organised in cooperation with the World Bank.

ULI World Cities Forum Partners have added greatly to the success of this inaugural event.

Premier Partners



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2005 Urban Land Institute

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ULI World Cities Forum Participants Biographies

Muhannad Abulhasan

Director
Crescent Capital (Europe) Ltd.
London, United Kingdom

Mohamed Alabbar

Chairman
Emaar Properties PJSC
Dubai, United Arab Emirates

Dorothy L. Alpert

Vice Chairman and National Managing Director
Real Estate, Hospitality and Construction
Deloitte
New York, New York, USA

Alpert is the national leader of Deloitte's real estate, hospitality and construction industry practice, which has approx. \$400 million in annual revenues and is comprised of approx. 2,500 professionals throughout the United States that serve more than 1000 clients. As a senior member of the real estate practice, she has been responsible for advising some of the firm's most significant clients on a broad variety of real estate issues, including property value and performance, portfolio and financing structures, development, workouts, transaction support and implementation, strategy, organisational assessment, business improvement, and relocation.

Andrew Altman

President and Chief Executive Officer
Anacostia Waterfront Corporation
Washington, D.C., USA

Altman was recently appointed the first president and chief executive officer of the Anacostia Waterfront Corporation, a public corporation founded to guide the ambitious regeneration of the waterfront of Washington D.C. He previously served for five years as the planning director for the City of Washington, D.C. under Mayor Anthony A. Williams. Under Altman's leadership, the redevelopment of the waterfront has gained recognition as one of the most innovative and bold urban development initiatives in the United States.

Altman was also recently appointed a visiting fellow at the Brookings Institution Center for metropolitan policy where he is collaborating with Bruce Katz on an urban practice to provide the latest and most innovative policy ideas to leaders in urban regeneration and reform. He has been the recipient of fellowships including the German Marshall Fund Fellowship and the Loeb Fellowship at the Harvard University Graduate School of Design

Ronald A. Altoon

Partner
Altoon + Porter Architects, LLP
Los Angeles, California, USA

Altoon, FAIA is Founding Partner for Altoon + Porter Architects, a former president of The American Institute of Architects, a council member for UIA, and is on the ULI LA Executive Committee. He was one of a select group of individuals chosen for the NYC World Trade Center panel. Altoon finds time to enjoy the opera when he isn't lecturing worldwide for ULI and ICSC.

Andrea Amadesi

Managing Director
IXIS AEW Italia SpA
Milano, Italy

Amadesi is the managing director of IXIS AEW Italy, a subsidiary of IXIS AEW Europe of the group Caisse National des Caisses d'Epargne – Paris. Prior to joining IXIS AEW, Amadesi worked in investment banking in Paris and Milan, holding a variety of management positions and specialising in asset management and real estate investment. From 1989 to 1992, Amadesi was employed by Sotheby's as managing director of Italian operations. He was also the founder of the Milan Modern and Contemporary Art Fair. He is a trustee of ULI and the present chairman of ULI Europe.

Peter Anderson

General Manager, Community and Affordability
VicUrban
Docklands, Victoria, Australia

Anderson has twenty-eight years experience in local government administration including 12 years at chief executive officer level and five years experience in state government administration. Anderson has worked on sustainable development of rural, regional and metropolitan cities including



large urban renewal projects as Melbourne Docklands. Recent work has been with private sector partnerships to realise housing affordability initiatives. His interests include planning and design of public spaces within cities, the contribution of design to community development and place management and the opportunity for government to lead a process of sustainable community development in inner city areas.

Joanna Joy Averley

Deputy Chief Executive
CABE
London, United Kingdom

Averley oversees the advisory services of CABE (the Commission for Architecture and the Built Environment) which advises clients and government about regeneration and masterplanning, as well as the procurement of new buildings (e.g. housing, hospitals and schools). Averley is a town planner who has worked across the UK, while at CABE and previously at EDAW and Llewelyn-Davies. She was involved in the rebuilding of Manchester City Centre, following the IRA bombing. Averley is author of a number of best practice guides including *Creating Excellent Buildings* and *Creating Successful Masterplans*.

Nick Axford

Senior Director, EMEA Research & Consulting
CB Richard Ellis
London, United Kingdom

Axford is head of CB Richard Ellis' EMEA research & consulting department. He is a former chairman of EGPropertyLink and a former honorary secretary of the Society of Property Researchers. He has also been elected as a personal member of the British Council for Offices. Axford coordinates research activities across Europe, Middle East and Africa to ensure that a full and innovative range of research, analysis and consultancy services is provided for clients of the company. He also carries out strategic consultancy and analyses future property market trends.

Soud Ba'alawy

Chief Executive Officer
Dubai Investment Group
Dubai, United Arab Emirates

Ba'alawy is chief executive officer, Dubai Investment Group formerly known as The Investment Office. He joined the group in early 2000 and held the position of chief investment officer of Dubai Internet City and was vice president of the executive office. In November of 2000 he set up the investment office.

Prior to joining Dubai Investment Group, Ba'alawy was with Citibank for ten years, appointed as gulf treasurer, vice president in Dubai, the youngest treasurer for the group in CEEMEA. Under his management as gulf treasurer, treasury regional revenues for Citibank increased fourfold and saw the introduction of the equity brokerage business for Citibank, the first in the region. During his career at Citibank, he held other senior positions in the areas of treasury, audit, and feasibility studies for retail banking across the region and risk management. In Citibank Singapore, Ba'alawy reported to the Asia Pacific treasurer, responsible for price risk management of the forty billion dollar regional balance sheet, directly responsible for Singapore, Malaysia, Thailand, and the Gulf. Additionally, he was part of the team responsible for treasury training for all new chief executive officers at Citibank within the region and was the official Citicorp designated trainer for people management within the region. Ba'alawy's board memberships include Dubai Islamic Insurance and Reinsurance Company (Aman) and E-Millennium Private Equity Fund. He is chairman of Manzil, a non-profit centre for special needs individuals. He is a member of the Chartered Institute of Management Accountants.

Richard Baron

Chief Executive Officer
McCormack Baron Salazar Inc.
St. Louis, Missouri, USA

Baron is a pioneer in the housing development field and a 30-year veteran in revitalising urban communities. He is the 2004 Laureate of the ULI J.C. Nichols Prize for Visionaries in Urban Development. As cofounder, chairman, and chief executive officer of McCormack Baron Salazar Inc., Baron guides MBS in re-creating vibrant neighborhoods in some of the toughest inner-city areas across the United States. His work is a testament to the company's ability to transform neglected, physically deteriorating neighborhoods into areas of prosperity and growth. The firm's goals of creating a lasting impact throughout a large area of the inner city and linking



neighborhoods to the downtown core and major employment areas have been realised at such projects as Ballpark Village and Choteau Lake & Greenway in St. Louis, Heritage Park in Minneapolis, Transit Village in Los Angeles, and University Place in Memphis.

Mehmet Bayraktar

Chairman
Flagstone Property Group
Miami Beach, Florida, USA

William S. Benjamin

European Managing Director
Apollo Real Estate Advisors
London, United Kingdom

Howard Bernstein

Chief Executive
Manchester City Council
Manchester, United Kingdom

Salem Bin Dasmal

Chief Executive Officer
Dubailand LLC
Dubai, United Arab Emirates

Bin Dasmal, is in charge of the strategic plans within Dubailand including the design and implementation of the project. As such his responsibilities include identifying, developing and executing tourism, leisure and entertainment projects in order to maximise business opportunities and prepare the organization for sustained growth.

Previously, he was the deputy director general of DDIA where his responsibilities included overseeing all investment activities for the authority, research, development and strategic planning activities related to project development and capitalization. He was also responsible for recommending policy and driving strategy in the realm of the overall economic development of Dubai. Bin Dasmal began his career at Emirates Bank International where he worked for two years. Following that and prior to joining DDIA, he assumed responsibilities as a manager at Ernst and Young for four years.

G. Niles Bolton

Chairman, Chief Executive Officer
Niles Bolton Associates
Atlanta, Georgia, USA

Bolton is an architecture graduate of Georgia Institute of Technology and has been practicing for 34 years. His firm is engaged in architecture, interior design, landscape architecture and urban planning/design. Projects have been completed throughout the U.S. with some international work, most recently in China.

Lloyd W. Bookout

Executive Vice President, Meetings & Programmes
ULI – the Urban Land Institute
Washington, D.C., USA

Geoffrey John Booth

Managing Director, Asia & Latin America
ULI – the Urban Land Institute
Washington, D.C., USA

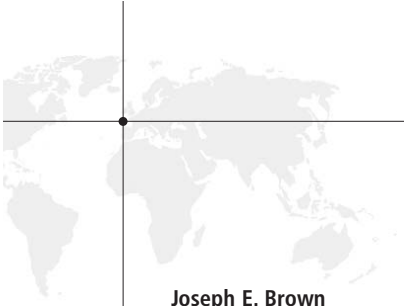
Eamonn Boylan

Deputy Chief Executive Regeneration
Manchester City Council
Manchester, United Kingdom

Henk Brouwer

Chief Executive Officer
Breevast BV
Amsterdam, the Netherlands

Brouwer has been chief executive officer of Breevast group of companies since 1999, with offices in Brussels, Belgium Newport Beach, U.S., and head quarters in Amsterdam the Netherlands. The firm is developing and managing real estate in Europe and the U.S. Total assets being developed and managed are in excess of €2 billion. Brouwer took Breevast as a listed company to the private market in 1999. He has been working since 1984 in real estate, beginning in the Dutch high street retail, then in 1993 to a public real estate company as chief financial officer.

**Joseph E. Brown**

President and Chief Executive Officer
EDAW
San Francisco, California, USA

Brown is president and chief executive officer of EDAW and has 30 years of experience as a planner and landscape architect with strengths in new community planning, urban planning/redevelopment, community revitalisation, historic and cultural design, and issues confronting areas of rapid growth and development. Brown leads an international firm with 26 offices and services provided by over 1100 professionals. He is chair of the Gerald Hines Urban Design Competition and chair of the J.C. Nichols Prize for Visionary Leadership in Urban Development.

Patricia Brown

Chief Executive
Central London Partnership
London, United Kingdom

Brown is chief executive of Central London Partnership (CLP), the sub-regional partnership for central London. CLP brings together key central London organisations and businesses that have a responsibility for, or stake in, the area. As a partnership it is crosses sectors, boundaries and disciplines, providing a place to consider and advance central London's needs as a unified whole. Central to its mission is improving the heart of the capital, helping to ensure that London remains in the select 'premier league' of World Cities.

Brown has had many years experience working in urban affairs, centred mainly on London communications and governance. She has brought this experience to bear in CLP's work, putting CLP at the forefront of a range of initiatives to improve the way central London works as a place, notably bringing BIDs to London and promoting projects that will have a positive influence on the experience of walking in the area.

Valerie Brown

Communications
ULI – Europe
London, United Kingdom

Robert Buckley

Housing Advisor
World Bank
Washington, D.C., USA

Buckley is the World Bank's Housing Advisor. He has worked at the Bank for many years, undertaking studies, helping to prepare projects and writing Bank policy papers. He has worked in over 40 countries and published many articles and books on housing and housing finance. Before joining the Bank he was a professor at Syracuse University and the Wharton School at the University of Pennsylvania. He also served as chief economist at the U.S. Dept of Housing and Urban Development.

Joan Busquets

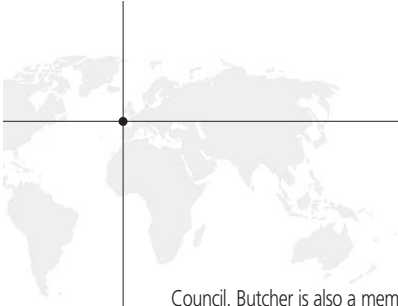
Urban Designer
BAU-B Arquitectura/Urbanisme
Barcelona, Spain

Busquets is the first Martin Bucksbaum Professor in Practice of Urban Planning and Design at the Harvard Graduate School of Design. Prior to joining the GSD faculty, Busquets was professor of town planning in the school of architecture at the Polytechnic University of Barcelona. A world-renowned urban planner, urban designer and architect, Busquets served as head of urban planning for the Barcelona City Council during the formative years, and in the preparations for the Barcelona Olympics in 1992, including the New Downtowns for the City programme and the improvement process for existing neighborhoods. Busquets has participated in strategic urban planning and design for the cities of Den Haag, Lisbon, Marseille, Rotterdam, Singapore, and São Paulo, and has also completed projects for the modern center of Trento, Italy, and Villanova, Spain.

Preston Butcher

Chairman and Chief Executive Officer
Legacy Partners
Foster City, California, USA

Butcher is chairman and chief executive officer of Legacy Partners (formerly Lincoln Property Company N.C., Inc. Western Region). Legacy Partners develops and manages income property in the western United States. Butcher co-founded, formerly served as past chairman of the board of directors, and presently serves on the executive committee of the National Multi Housing Council, a national trade association whose members are the major apartment owners and managers throughout the United States. He also co-founded and currently serves as a director of the California Housing



Council. Butcher is also a member of the policy advisory board of the Center for Real Estate at the University of California at Berkeley. He is a director of the Charles Schwab Corp and was recently appointed a board member of NorthStar Realty Finance Corp.

Leonardo Francesco Caltagirone

Gruppo Leonardo Caltagirone
Rome, Italy

David Camp

Chief Executive, Managing Director
Stanhope PLC
London, United Kingdom

Camp joined Stanhope PLC in 1987 and has served as chief executive since 2002. His responsibilities with Stanhope include the full range of pre-development activities in relation to major commercial projects in London and south east England. Activities include planning negotiations, site assembly, site acquisition, vacant possession negotiations, masterplanning, preletting and financing. Projects range from major masterplanned developments such as Ludgate to single headquarter buildings including ITN, 200 Grays Inn Road and BAT, Staines. He is also responsible for the disposal of a substantial proportion of the company's portfolio totaling over £1 billion, the refinancing of the company's loan facilities and the ultimate disposal of the Company to British Land.

Prior to joining Stanhope, Camp was with Donaldsons where he was responsible for commercial property development, investment and leasing work throughout the South East of England including central London. Camp is a SEPUT supervisory board member. Camp is currently a non-executive director of Schroder Property Unit Trust and was until recently a director of Broadgate Properties.

Simon Camp

Property Director
Stanhope PLC
London, United Kingdom

Camp's primary responsibility since joining Stanhope in February 2004, has been involvement in the Stratford City development, cumulating in a resolution to grant planning consent for some 13.5 million sq ft. The Section 106 Agreement was agreed in February 2005.

Camp was a commercial projects director with Grosvenor and responsible for a range of mixed use projects, in particular at Bristol, Bath and Rugby from 1998-2004. Prior to that he was with Arlington Securities Stanhope PLC from 1995-1998 where he was responsible for two business parks at Coventry and Manchester.

Camp's first position was with Hillier Parker in the national business space agency department dealing with a range of instructions on behalf of owner occupier, institutional and developer clients.

Tim Campbell

Urban Advisor City Management and Urban Development
World Bank Institute
Washington, D.C., USA

Campbell advises WBI's program for developing capacity in cities of the Bank's client countries. Before joining WBI, he was responsible for identifying changing demand and developing new bank products and services for cities. He was the bank-wide coordinator for City Development Strategies (CDS), a new analytical tool focusing on cities as the unit of analysis in national development. Previously, Campbell led the urban partnership, established by the Bank in 1997 to develop new tools to meet the needs of the Bank's urban development agenda. From 1995 to 1997, he served as a member of the advisory group in Latin America and the Caribbean Region and was chief of the urban and water unit.

Campbell has worked for more than thirty years in urban development with experience in scores of countries and hundreds of cities in Latin America, Asia, Eastern Europe, and Africa. His areas of expertise include strategic planning, decentralisation, urban policy, and social and poverty impact of urban development. Before joining the Bank his consulting clients included private sector firms, governments, and international organizations.

Filip Canfyn

General Manager Real Estate
Vooruitzicht NV
Kortrijk, Belgium

Canfyn is general manager real estate of Vooruitzicht (Antwerp, Belgium). active in mixed city and waterfront development, in PPP, in cooperation with international groups or autonomously. Previously he was an architect-engineer (University of Leuven, Belgium) since 1983. He was also



a partner of Group Planning Architects (Brussels, Belgium) until 1993 and chief operating officer of IBC Real Estate, Heijmans Group (Brussels, Belgium) till 2003.

Richard G. Carlson

Partner
Deloitte
Chicago, Illinois, USA

Carlson, managing director for Deloitte's Global Real Estate industry practice, has thirty-four years experience serving the real estate industry. Deloitte's Real Estate industry practice is dedicated to providing tax, assurance, and advisory services to the real estate, hospitality and construction industries, corporate users and related capital markets. Carlson consults regularly with Deloitte clients on business strategy, organisational issues, industry trends and transactions. Carlson is a trustee of the Urban Land Institute and chairman of the ULI audit committee.

John A. Carrafiell

Managing Director, Head of European Real Estate
Morgan Stanley & Co., Ltd.
London, United Kingdom

Carrafiell is managing director and head of Morgan Stanley's European real estate group. He is a member of the European IBD operating committee (responsible for the management of the firm's investment banking division in Europe) and the investment committee of the Morgan Stanley Real Estate Funds, which have acquired over thirty-five billion of assets. He joined Morgan Stanley in 1987. Carrafiell is a director of the Canary Wharf Group plc, a director of the management board of EPRA and a trustee of ULI.

Anthony Champion

Professor, School of Geography, Politics, and Sociology
University of Newcastle
Newcastle upon Tyne, United Kingdom

Champion is a professor of population geography at the University of Newcastle, in Newcastle upon Tyne. He is the chair of the International Union for Scientific Study of Population (IUSSP) and honorary chair of the University of Newcastle's Housing and Society Research Group. His research interests include urban and

regional changes in population distribution and composition, with particular interest in population deconcentration in developed countries and the policy implications of changes in local population profiles. Champion's works include: *Flight From the Cities, Home Alone: The Housing Preferences of One-Person Households, A Changing Demographic Regime and Evolving Polycentric Urban Regions, and Impacts of Migration on Population Change.*

Koon Hean Cheong

Chief Executive Officer
Urban Redevelopment Authority, Singapore
Singapore

Cheong is an architect and urban planner, and is the chief executive officer of the Urban Redevelopment Authority, Singapore. She has extensive experience in planning as well as in urban design and conservation, having been involved in preparing the Singapore concept plan, its long range land use and transport plan, as well as the master plan which sets out the detail plans for the city state. She is concurrently the deputy secretary (National Development) and had been advising the Minister for National Development on land use policies, the property market, the government land sales programme as well as public housing policies.

Chuan Sheng (Sean) Chiao

Principal, Regional Director, Asia
Principal
EDAW Ltd.
Hong Kong, China

A senior urban designer and architect with extensive experience in the United States and Asia, Chiao is the regional director of EDAW's Asia practice and serves on the board of EDAW Inc. Chiao has pioneered EDAW's unique collaborative approach and ethos in Asia, directing multi-disciplinary teams with 250 staffs in 5 major cities in China and Hong Kong on projects ranging from urban design and regeneration to the construction on many award winning public open spaces.

Loïc Chiquier

Leader of the Housing Finance Business Group
Financial Sector Operations and Policy Department
The World Bank
Washington, D.C., USA

Chiquier's expertise is in the areas of housing and housing finance policy, primary and secondary mortgage markets, housing finance institutions,



lower-income housing finance products, subsidies, rental finance, legal and regulatory environment. Chiquier has worked around the world on finance reform issues. Chiquier was an advisor for housing finance reforms to the government of Poland and head of Crédit Foncier International (subsidiary of a French bank providing international technical assistance) and director for eastern Europe this bank.

Alfred M. Clise

Chief Executive Officer and Chairman
Clise Properties, Inc.
Seattle, Washington, USA

Clise is a fourth generation chief executive and chairman of Clise Properties, Inc., a 115-year old company located in Seattle, Washington. Clise Properties, Inc. is involved in commercial/residential real estate development, and property management primarily in the downtown Seattle area. Clise held executive positions with the Las Colinas Corporation in Dallas, Texas and the Hadley Development Companies in Seattle, Washington before joining Clise Properties in 1980.

John B. Coppedge, III

Executive Vice President, International Operations
Cushman & Wakefield
New York, New York, USA

Coppedge, executive vice president, international operations, has been affiliated with Cushman & Wakefield since 1977. Prior to his current position, he served as: broker, branch manager, regional director of the financial services group and managing director European/Asia operations. Relocating to London in 1990 he was appointed director of European operations, responsible for the operation of the then joint initiative with the U.K.-based firm of Healey & Baker. In 1994, he was responsible for Cushman & Wakefield's Asia operation and was based in Hong Kong from 1997. In 1998, he was appointed executive vice president of international operations, responsible for all of Cushman & Wakefield's international operations. Coppedge is a member of the Cushman & Wakefield board of directors and a member of the firm's executive committee.

Brian Corbin

Chief Executive
Stanhope Places
London, United Kingdom

Corbin is a senior executive with 25 years international business leadership and major project experience. His background includes senior management roles with Bechtel, CMS Energy, Enron, Transfield, management consultancies and engineering companies. Corbin was heavily involved with the partial privatisation of London Underground and the acquisition and development of many major energy infrastructure projects.

Felipa Correa

Harvard Graduate School of Design
Cambridge, Massachusetts

Cheryl G. Cummins

Chief Operating Officer
ULI – the Urban Land Institute
Washington, D.C., USA

Jonathan Davis

Acting Head of Learning and Development
Cabe
London, United Kingdom

John-Jacques Dayries

Chief Executive Officers
IXIS AEW Europe
Paris, France

Dayries is a civil engineer and holds an MBA from INSEAD. He started his career in consultancy as director of the A.T. Kearney, management consultant Paris office. In 1980, he joined the Pechiney group as vice president Pechiney Asia-Pacific and then became a director of Compagnie de Suez. From 1994, Dayries held the position of managing director at Crédit Lyonnais where he was in charge of the global real estate and lodging corporate finance and investment banking group. Dayries joined IXIS AEW Europe in July 2003. IXIS AEW Europe is a real estate investment management company owned jointly by the Caisse des Dépôts and Caisse d'Epargne groups. With more than €11 billion assets under management, IXIS AEW Europe is a European leader in real estate investment management and advisory services.



James M. DeFrancia

President

Lowe Enterprises Community Development Inc.
Aspen, Colorado, USA

DeFrancia is a principal and co-owner of Lowe Enterprises, Inc., a national real estate development company engaged in residential, commercial and resort development activities. He is president of the company's national community development division. DeFrancia has held several positions with ITT Corp., including president of its Levitt Home building subsidiary in Puerto Rico with responsibility for the restructuring and sale of ITT/Levitt's international land assets. Before joining ITT, DeFrancia held executive positions with an international investment group in Venezuela. He is a Trustee of the Urban Land Institute and a director of Wynne/Jackson, Inc., Aspen Theatre in the Park, KAJX Public Radio.

Luther Rondell DeLay

Owner

DeLay Development Companies
Colorado Springs, Colorado, USA

DeLay Development Companies is a multi-faceted real estate firm founded in Colorado by Ron DeLay in 1974. Although the company has been involved in a broad range of real estate activities through the years, including residential and commercial building, as well as real estate brokerage and management, today DeLay Development companies primary activity is related to the development of residential and commercial real estate along the front range of Colorado.

Jacopo Della Fontana

Architetto

D2U – Design to Users
Milan, Italy

Riccardo Delli Santi

Managing Partner

Delli Santi & Partners
Roma, Italy

Delli Santi has extensive experience in the legal issues related to acquisition and management of real estate assets (land use,

securitisation, project financing, real estate funds, re-development companies). His clients are banks, investment funds, multinational companies, owners and developers, building firms and public bodies. Managing partner of Italy's leading law firm in real estate (Chambers 2004). Founder of a new methodology of legal due diligence (tested in 2003/04 on assets worth 7 billion €)

Hernando de Soto

President

Institute for Liberty and Democracy
Lima, Peru

In his groundbreaking book, *The Mystery of Capital: Why Capitalism Triumphs in the West and Fails Everywhere Else*, de Soto asks—and answers—one of the most pressing questions of our time: Why do some countries succeed at capitalism while others fail? Considered the father of the concept of under exploited assets, or “dead capital,” de Soto has an approach to relieving poverty in the developing world that has earned him advisory roles with heads of state and corporate leaders alike. He helped to modernize Peru's economic system; he duplicated this effort for El Salvador; and he has assisted Russia, Haiti, Algeria, Ghana, and many other countries. *Time* magazine has named de Soto one of the five leading Latin American innovators of the century and *The Economist* deemed his Institute for Liberty and Democracy in Peru the second most important think tank in the world. President Clinton nominated de Soto for the Nobel Prize in Economics.

John L. Egan

Chairman

Inchcape plc
London, United Kingdom

Egan is currently non-executive chairman of Inchcape plc and Severn Trent plc. He was chairman of Jaguar plc from 1980 to 1985 and chief executive of BAA plc from 1990 to 1995. He is past president of the CBI and currently vice president. He was knighted in The Queen's Birthday Honours List in June 1986 and is a deputy lieutenant of the County of Warwickshire.



Farhan Faraidooni

Chief Executive Officer
Dubai International Properties
Dubai, United Arab Emirates

Faraidooni is the chief executive officer of Dubai International Properties. DIP is Dubai's gateway for international real estate investment and development to leverage and promote Dubai's image worldwide with a vision to reach 30 countries within three years.

Prior to this post, Faraidooni was the chief executive officer of the Executive Design Bureau, an entity of the executive office, wherein projects like Jumeirah Beach Residence, Dubai HealthCare City and Dubai International Financial Centre were initially conceptualized. In his 15 years of experience, Faraidooni has also served as head of town planning at Dubai Municipality, Dubai, and head of the real estate at the Dubai Technology Electronic Commerce & Media Free Zone Authority (TECOM). He began his career as an Architect.

Michael Fascitelli

President
Vornado Realty Trust
New York, New York, USA

Fascitelli is president of Vornado Realty Trust a NYSE listed real estate company. Vornado owns and operates over thirteen million square feet of retail properties in six states and Puerto Rico, twenty-seven million square feet in office building properties in the New York metropolitan area and in the Washington D.C. area; four hundred and forty million cubic feet of refrigerated Americold Logistics and eight and a half million square feet of showroom and office space including the over three million square feet at the Merchandise Mart in Chicago. He currently serves on the board of Vornado, Vornado Operating Company and Alexander's Inc.

After graduating, Fascitelli joined McKinsey & Company, Inc., a management-consulting firm. In 1985 he joined Goldman, Sachs & Co. in the real estate department. He became partner in 1992 and was head of the real estate investment banking business. He served on the investment committee for the Whitehall Investment Committee. In December 1996 he became president

of Vornado Realty Trust. Fascitelli is a trustee and member of the Urban Land Institute. He is on the executive committee and vice chairman of the Wharton Real Estate Center. He serves on the board of the New York University Child Study Center, The Rockefeller University board of trustees and St. Bernard's board of trustees. He is also on the board of Dean's Advisors of the Harvard Business School.

Rosemary Feenan

European Director
Jones Lang LaSalle
London, United Kingdom

Feenan is the director of Jones Lang LaSalle's "world winning cities and city foresight" programmes and spends her time analysing the opportunities and pitfalls for property of urbanisation in emerging countries and of city renaissance in mature economies. Working with world experts the programme focus is currently on second and third tier cities in China, India, and CEE. A frequent speaker at international conferences Feenan also sits on the advisory board of the Unisys Global Futures Forum, The BPF research committee and The Mersey Partnership Economic Review panel. She has previously spent time in planning, analysis and strategy with Wandsworth Borough, J Sainsbury, CACI, and as a board member at Chesterton where she also led research.

Gordon Feller

Chief Executive, Urban Age Institute
Executive Editor, *Urban Age* Magazine
San Rafael, California, USA

Feller has been working for over twenty years to change the way that cities work — how they govern themselves; how they partner with businesses; how they collaborate with NGOs and international agencies; how they are led; and how they plan for a more sustainable future.

Feller's consultancy client list includes World Bank Institute, McGraw Hill, Reuters, Bechtel, BP Amoco, UCLA, HP/Compaq, Lockheed, Apple Computer, IBM, Phelps Dodge, Digital Equipment, AT&T, Reuters, Chevron, UNESCO, City University of New York/College of Staten Island, the Governor of Ohio, Center for International Education, PLATTS and *Financial Times* of London.



Robert G. Finch

Partner
Linklaters
London, United Kingdom

Lord Norman Foster

Director
Foster and Partners
London, United Kingdom

Foster finds expressive power in a wide variety of cutting-edge technologies, fitting each building to its site, street, or landscape, paying sharp attention to detailing, and often taking into account various ecological factors. He has received more than 250 awards and citations for excellence and won over 55 national and international competitions. Foster was awarded the RIBA Royal Gold Medal for Architecture, the Gold Medal of the French Academy of Architecture, and the American Institute of Architects Gold Medal. The Ministry of Culture in France appointed Foster Officer of the Order of Arts and Letters. He is the 21st Laureate of the Pritzker Architecture Prize. He was granted a knighthood at The Queen's Birthday Honours of 1990, was appointed by The Queen to the Order of Merit in 1997, and was honoured with a life peerage in 1999, taking the title of Lord Foster of Thames Bank. His projects include: The Millennium Bridge over the River Thames, the Great Court at the British Museum, Hong Kong's Chek Lap Kok international airport, Swire Re Headquarters, and City Hall in London.

Harry Frampton, III

Managing Partner
East West Partners
Beaver Creek, Colorado, USA

Frampton, a native of South Carolina, is managing partner of East West Partners. A Clemson University alumnus, he has spent more than twenty-five years in real estate development. He was a member of the Sea Pines Company Board, and was president and chief executive officer of Vail Associates, Inc., the owner/operators of Vail Mountain and Beaver Creek Resort in Colorado. Frampton was also the past president of the Urban Land Institute's Large Scale Development Council and Recreation Council. He is a Trustee and is presently the Chairman of ULI. He

was active with Young Presidents' Organization and with CEO. Frampton is Chairman of the Board of the Vail Valley Foundation. He also serves on the Clemson Foundation Board.

Alan Froggatt

Chairman
CB Richard Ellis – EMEA
London, United Kingdom

Froggatt is responsible for CB Richard Ellis' activities in Europe, Middle East and Africa. In this role, he seeks to facilitate the inbound and outbound movement of investment capital across the EMEA region. Froggatt has been involved in developing UK strategy since 1991 and was responsible for the acquisition and integration of the Hepper Robinson network during 1992 to 1993. He then led the agency team, which won the Canary Wharf leasing instruction in early 1994.

Prior to joining CB Richard Ellis Froggatt served as the chief executive officer of Insignia Financial Group's European Operations and was chief executive of Insignia Richard Ellis.

Issam H. Galadari

Executive Director, International Projects
Emaar Properties
Dubai, United Arab Emirates

Galadari has been with Emaar Properties as an executive director since April 2000. Prior to coming to Emaar, he worked for 14 years for the Dubai Municipality first as a project manager, then as head of general projects, and finally as head of the roads construction section. Galadari holds a BS in civil engineering and is a member of the U.A.E. Society of Civil Engineers and graduate member of the Institution of Civil Engineering (U.K.).

Arturo Garza-Barragan

Director
Promotora Inmobiliaria Villa XXI, S.A.
Garza Garcia, Mexico

As a professional practice Garza-Barragán has broad experience as a real estate consultant for local developers and equity investors. He has been a freelance developer since 1973 as stakeholder of residential projects,



supporting the smart growth of the metropolitan area of the city of Monterrey.

Since 1997 to present he has been leading a multidisciplinary development team including architects, civil engineers, lawyers, and economists among other entrepreneurs; to plan a sustainable satellite city of Monterrey denominated Satellite City Villa XXI.

On November 2001 he has been granted through a non binding agreement by the governor of the State of Nuevo León and his cabinet council, the ITESM of Monterrey, and the property owners of 760 hectares (1,878 acres); the assignment to coordinate and concert actions and investments to promote the regional development. Currently, he is working with the board of directors of Greater Kelly Development Authority of San Antonio, Texas, to organise an implementation plan to develop a sprinter land bridge between Villa XXI in Monterrey and Kelly in San Antonio.

Trish Geery

Managing Director - Corporate Strategy
Dubai Investment Group
Dubai, United Arab Emirates

John L. Glascock

Grosvenor Professor of Real Estate Finance
University of Cambridge, Department of Land Economy
Cambridge, United Kingdom

Glascock is the Grosvenor professor of real estate finance at the University of Cambridge and was previously the Oliver T. Carr, Jr. professor of real estate at George Washington University. Glascock is an ULI Global Scholar, a Homer Hoyt Fellow, and holds the FRICS designation. He held the academic SIOR designation while in the U.S. and worked extensively with industry groups including the National Association of Realtors, the Department of Justice, the City of Washington D.C. and many public and private groups. In the UK, John has worked with HM Treasury on REITs, Joseph Roundtree Foundation, the Council of Mortgage Lenders, and ODPM on buy-to-Lets and affordable

housing. Glascock has recently finished a report of EU real estate returns for EPRA. He is also the director of the MPhil in Real Estate Programme at Cambridge University.

Marta V. Goldsmith

Senior Vice President, Community Outreach
ULI – the Urban Land Institute
Washington, D.C., USA

John Gosling

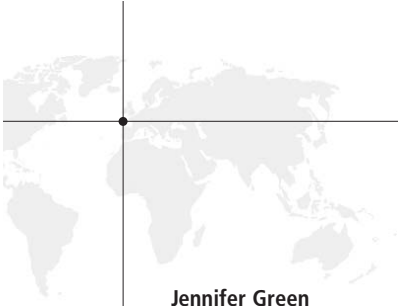
Senior Vice President
RTKL UK Ltd.
London, United Kingdom

Gosling leads the planning and urban design practice for RTKL. In this role he has been responsible for directing many of the firm's award-winning urban regeneration assignments including projects around Baltimore's Inner Harbor, and in major cities across the world. Gosling received his architectural education at the AA School in London and taught for several years a graduate course on rebuilding the American city at the University of Virginia. An active member of the ULI, he currently sits on the Urban Renewal Council-Europe.

Chris Grant

Co-Founder
14a, Ltd.
Greenwich, United Kingdom

Following an early career that included roles as head of marketing at South Bank University in London, and executive secretary to the Parliamentary Black Caucus and the management of market research projects in the Francophone Caribbean, Grant started his consultancy career –14a – in 1992 in Greenwich. He built a highly successful consultancy practice based on his capacity to catalyse and lead effective learning and change. Clients included General Motors; Southwark Council; Dixons Stores Group; ABB Engineering; and GeneralCologne Reinsurance Group. He worked at the board level in each of these organisations—and many more—planning and facilitating strategy meetings, development programmes, conferences, and other events. Grant is also an experienced executive coach, having worked on a 1:1 basis with senior directors from a variety of organisational backgrounds and disciplines.



Jennifer Green

Special Events Manager
ULI – the Urban Land Institute
Washington, D.C., USA

Rebecca K. Green

Associate
Mitsubishi Estate Co., Ltd.
Tokyo, Japan

Green is an associate with Mitsubishi Estate Co., Ltd. in the development department of the commercial real estate division and is a member of the Peninsula Tokyo project management team. Green also provides direct counsel to several divisions throughout the organisation on projects that are multinational in scope. Prior to joining Mitsubishi, she worked as a consulting engineer for Carrier Corporation in Atlanta, Georgia and Syracuse, New York. Green currently serves as membership chair of the ULI FLF Japan steering committee.

Wolfgang Grulke

Founder and Chairman
FutureWorld International Limited
Gibraltar, Spain

Wolfgang Grulke, one of the world's most highly regarded futurists, is the founder and chairman of FutureWorld, a global business and technology think tank. Grulke was the founder and former chief executive officer of Business Futures Group, a South African management consultancy firm renowned for applying holistic and systemic thinking in a chaotic business environment and creating sustainable business change. Grulke, a former IBM executive working internationally for more than 20 years, was awarded the prestigious IBM Outstanding Innovation Award from then chief executive officer John Akers in London in 1983. Grulke has been instrumental in helping major corporations and venture capital firms position themselves for the new world realities. Grulke is a fellow of the centre for management development at the London Business School and teaches regularly on a number of programmes including the School's flagship senior executive programme (SEP). The Royal Television Society billed Grulke as "one of the most thought-provoking and exciting presentations we have ever seen". His best-selling book *Ten Lessons*

from the Future was published in December 2000; his newest book *Lessons in Radical Innovation: Out-of-the-Box Straight to the Bottom Line* was published in April 2002

Greenlaw "Fritz" Grupe, Jr.

Chairman
The Grupe Company
Stockton, California, USA

Grupe is chairman and founder of The Grupe Company. A graduate of U.C. Berkeley, and past chairman of ULI, he currently serves on the advisory board of the center for real estate and urban economics at U.C. Berkeley. Additionally, Grupe is a noted California agriculturalist, specialising in wine grapes, orchards and Angus cattle. He actively competes in the equestrian sport of combined driving, and recently claimed the United States Equestrian Federation's National Pairs Championship Title.

Philip Haddad

Director
Mubadala Development Company
Abu Dhabi, United Arab Emirates

Sir Peter Hall

Senior Resident Fellow
Institute of Community Studies
and
Professor of Planning
Bartlett School of Architecture and Planning
University College
London, United Kingdom

Sir Peter Hall is one of Britain's most distinguished urbanists, and is internationally recognised as a preeminent thinker in the fields of urban geography and city planning. Hall was knighted in 1998 for his intellectual contributions; he is the only urban planner in the last 50 years to be bestowed this honor. He has written or edited some 30 books, which include studies of American-style suburbanisation in Europe, planning disasters, economic development, and most recently, *Working Capital*. In addition to his writing, Hall has been a consultant for urban policy making around the world, testifying to the U.S. Congress and advising Australia on metropolitan planning. He is considered the father of the industrial enterprise zone, adopted by countries worldwide to develop industry in disadvantaged areas.



William S. Hanway

Regional Operations Officer/Vice President
EDAW
London, United Kingdom

Hanway has over eighteen years experience combining the design and delivery of buildings with the urban design and masterplanning of new environments. He provides the design leadership and management of EDAW's multi-disciplinary teams. In the UK, his work focuses on urban regeneration projects, new community designs and commercial developments. Hanway has been an enabler for the Commission for Architecture and the Built Environment since 2002.

Melanie Hartman

Director, Membership & Council Programmes
ULI – Europe
London, United Kingdom

Helen Hatch

Vice President of Client Relations
TVS
Atlanta, Georgia, USA

Hatch, is a principal of TVS, an international planning, architecture and interior design firm with offices in Atlanta, Chicago, and Dubai. She received the master of architecture from Harvard Graduate School of Design and has had a distinguished career designing public assembly and convention centres, hotels, and higher education facilities. She is a ULI trustee, chair of the Global Exchange Council and serves on the ULI in the Community Advisory Group.

Paul Hawken

Executive Director
Natural Capital Institute
Sausalito, California, USA

Hawken is an environmentalist, entrepreneur, journalist, best-selling author, and consultant on sustainability issues. Currently he is working with companies, island nations, and educational institutions and is serving on the boards of many environmental and nonprofit organisations, including Point Foundation, the Center for Plant Conservation, Conservation International, the Trust for

Public Land, and the National Audubon Society. Hawken served as cochair of the Natural Step-International, a nonprofit educational foundation whose purpose is to develop and share a common framework composed of easily understood, scientifically based principles that can serve as a basis to move society toward sustainability. The Natural Step assists business and government leaders throughout the world in establishing a long-term commitment to environmental sustainability as a core part of their overall policies. Hawken's book, *The Ecology of Commerce*, has become a classic text on business and environment, and continues to have a large impact on government and business.

Ian David Hawksworth

Executive Director
HongKong Land Ltd.
Hong Kong, China

Hawksworth is responsible for HongKong Land's commercial property business. HongKong Land is part of Jardines and is actively engaged in property and infrastructure investment and management throughout Asia. In Hong Kong, it owns and manages 20% of the City's Central Business District. Hawksworth is a chartered surveyor with eighteen years experience in the profession. He is the ULI North Asia Council chairman, a director of AFIRE, and a member of EPRA and various other professional bodies.

Fiona Hayes

Minister of Planning
Victorian Government
Melbourne, Australia

John J. Healy, Jr.

Principal
Hyde Street Holdings, Inc.
San Francisco, California, USA

Patricia R. Healy

Principal
Hyde Street Holdings, Inc.
San Francisco, California, USA

John R. Herbert

Managing Director
Merrill Lynch International
London, United Kingdom



David Higgins

Chief Executive
English Partnerships
London, United Kingdom

Higgins joined English Partnerships in March 2003 having previously been managing director and group chief executive of the Lend Lease Group. He graduated from the University of Sydney with a degree in civil engineering. He also has a diploma from the Securities Institute of Australia. Following graduation from University, he spent time working in the United Kingdom and Africa. He returned to Australia and in 1985 joined Civil & Civic, a division of the Lend Lease Group in Brisbane, as a site engineer.

Terry Hill

Chairman
Arup Group
London, United Kingdom

Hill, Arup Group's chairman since April 2004 leads the firm's 6000+ people to ensure the delivery of the best in building, infrastructure, and technology consulting to clients across the world. His background is in civil engineering and economics, and he has a wide experience in the transport sector, where his particular focus was railways. He previously led Arup's infrastructure division, where his role centred on consulting, infrastructure and managing major projects. He joined Arup in 1976. Between 1996 and 1999 he left to take the post as director of Union Railways Ltd, where he was responsible for all technical aspects of the UK's 109km £5 billion high speed Channel Tunnel Rail Link (CTRL).

Gerald D. Hines

Chairman
Hines
London, United Kingdom

Hines is the founder and chairman of Hines responsible for directing all firm policy and procedure as well as participating in major new business ventures and cultivating new and existing investor relations. He is a member of the Hines executive committee. Hines oversees a portfolio of more than six hundred properties valued in excess of fourteen billion making the firm one of the largest real estate companies in the world. He served

as chairman of the Federal Reserve Bank of Dallas from 1981-1983; is the recipient of ULI's J.C. Nichols Prize for Visionary Urban Development and is a Life Trustee of ULI.

Michael L. Horst

Senior Vice President, District Councils
ULI – the Urban Land Institute
Washington, D.C., USA

Ken Hubbard

Executive Vice President
Hines
New York, New York, USA

Hubbard is an executive vice president and partner at Hines. Since joining Hines in 1974, Hubbard has been involved in all phases of development, management and acquisition activities. He is currently responsible for initiating and leading the firm's business on the east coast and has been a member of the executive committee since its inception.

William H. Hudnut, III

Senior Resident Fellow
ULI/Joseph C. Canizaro Chair for Public Policy
ULI – the Urban Land Institute
Washington, D.C., USA

Susan Hudson-Wilson, CFA

Founder
Property & Portfolio Research, Inc. (PPR)
Boston, Massachusetts, USA

Hudson-Wilson is the founder of property & portfolio research, Inc. (PPR), an independent real estate research and strategy development firm. PPR works with institutional, domestic, and foreign investors in all four quadrants of the real estate capital markets, offering fundamental market research and a very sophisticated portfolio analysis methodology applied to public and private and debt and equity portfolios. Hudson-Wilson speaks often at industry meetings, has published extensively, and won the Pension Real Estate Association's Graaskamp Award for Research Excellence in 1995. A Chartered Financial Analyst, she received a B.A. cum laude in Economics from the University of Vermont and an M.A. in



Economics from Boston University. She is a member of the Real Estate Roundtable, a founding member and past president of the Real Estate Research Institute, and former chairman and vice chairman of the Pension Real Estate Association and chair of its research and institute committees. She serves on the advisory board of the Boston University School of Medicine's Alzheimer's Disease Center and is a trustee of the Harvard University Medical School's Schepens Eye Research Institute. A current trustee of the Urban Land Institute, she is a CRE and a member of Lambda Alpha International. She has also served on AIMR's Candidate Curriculum Committee and was a CFA examination grader. She co-authored the book *Managing Real Estate Portfolios* (1994, Business One Irwin) and edited *Modern Real Estate Portfolio Management* (2000, Frank Fabozzi & Associates).

Charles Robert Hughes

Chairman
Smart Futures Ltd.
Chichester, United Kingdom

Hughes is chairman of Smart Futures Limited, an international consultancy specialising in sustainable development and corporate social responsibility for governmental, investment, multi-national corporate, and developer clients. He is also managing director of Miller Hughes Associates, an urban masterplanning and architectural consultancy which specialises in sustainable urban regeneration.

He has been responsible for directing many international developments programmes and is currently responsible for major projects in the UK, Greece, Italy, France, Malta and the Republic of Ireland. His key interest is the development of accessible "intelligent sustainable communities". He believes passionately that intelligent cities = sustainable cities = competitive cities.

In November 2002, for his pioneering work in the field of corporate social responsibility in corporate real estate, he was presented with the CoreNet Global Innovators Award. He is director of a major pan-European Research Programme on the relationship between corporate social responsibility, sustainability and real estate, and is past chairman of the steering committee for the CoreNet/American Institute of Architects Global Sustainable Design Leadership Awards.

Liz Hughes

Director, Programme & Operations
ULI – Europe
London, United Kingdom

Rob Hulls

Minister for Planning
Government of Victoria
Melbourne, Victoria, Australia

Hulls is a lawyer and has undertaken Aboriginal Legal Aid work. In 1990, Hulls was elected to the Australian Federal Parliament until 1993. He was elected to the Victorian State Parliament in 1996. Hulls has been minister for manufacturing, industry as well as minister for WorkCover and minister for racing. Hulls is currently the attorney-general as well as minister for planning and minister for industrial relations.

Michael Richard Hussey

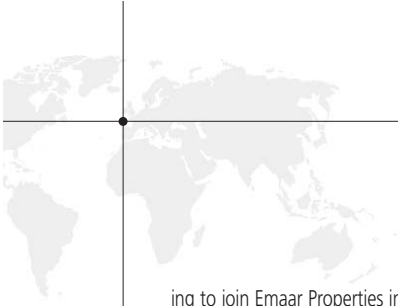
Managing Director, London Portfolio
Land Securities PLC
London, United Kingdom

Hussey is managing director, London portfolio of Land Securities. Hussey joined the firm in July 2002 and joined the main board in October 2004. From 1997 to 2002, he was head of leasing and marketing at Canary Wharf Group. During that period Canary Wharf secured over nine million square feet of transactions. Previously, Hussey was a partner at Knight Frank, and at Edward Erdman specialising in development transaction.

A. J. Jaganathan

Chief Executive Officer
EMAAR Properties
Dubai, United Arab Emirates

Jaganathan has a background in investment and merchant banking, particularly related to infrastructure project finance. He has a masters degree in physics (telecom), and has attended several specialists UK and U.S. business school programmes. After an early banking career in India and the UK, Jaganathan was deputy chief executive officer with Standard Chartered Bank's Indian and South/South East Asia investment banking operations. Subsequently, he became active in Middle East banking before moving on to North America in 1995. In 2000 he left the world of bank-



ing to join Emaar Properties in 2000. Emaar is a young, high profile, successful, Dubai-based real estate development business. Publicly listed on the Dubai stock exchange, 32% of its equity is vested with the government of Dubai. Emaar is appropriately well funded, profitable and consists of a skilled and laterally imaginative management team. Group companies have a customer orientation and integrated between consumer banking, home mortgage finance, technology and telecom services, and facilities management.

Jennifer James

Urban/Cultural Anthropologist
Jennifer James Inc.
Seahurst, Washington, USA

James, a cultural anthropologist, is known around the world for her innovative ideas and her work on an international level with corporations and associations helping people to meet the challenges of today's transitions. She is a specialist in the areas of cultural change, diversity, and marketing intelligence. James is a published author of seven books, including *Windows*, *Success Is the Quality of Your Journey*, and *Thinking in the Future Tense*. She has written more than 50 academic articles and wrote a newspaper column for the *Seattle Times* for 18 years. James has filmed two PBS specials, *Thinking in the Future Tense* and *A Workout for the Mind*. She is currently working on her new book, *Cultural Intelligence*, for Harvard Business Press.

Ignacio Jimenez de Liglesia

Director
Jimenez de Laiglesia Real Estate
Valencia, Spain

Jimenez de Liglesia has spent the past twenty years involved in the real estate industry in Valencia Spain, the last twelve as a consultant on project viabilities, brokerage, and promoting big projects of urban transformation, and new communities. Fourth generation related with real estate. Main project under development; Valencia Litoral (Valencia waterfront) to rehabilitate, and develop 1,5 miles of waterfront on 500 acres, with more than 15 million sq. feet to build, and more than 2 billion € budget.

Brian M. Jones

President, Western Region
Forest city Commercial Development
Los Angeles, California, USA

Jones is president of Forest City Commercial Development's west coast operation. He has been active in the commercial real estate development industry for over thirty years, working in both North America and Europe. Jones has built numerous large-scale retail and urban mixed-use projects with a combined value in excess of a billion dollars. Recent projects include the new San Francisco Center, anchored by the second largest Bloomingdales in the U.S. and the 1.3 million square foot lifestyle town center, Victoria Gardens.

Alexander E. Kalamaros

Section Head, Asset Development
County of Los Angeles
Los Angeles, California, USA

Kalamaros manages \$1 billion in redevelopment projects for the County of Los Angeles in Marina del Rey, the world's made largest man-made yacht harbor. He holds a doctorate in planning and development from the University of Southern California. His dissertation articulates a strategy to foster the sustainability and viability of large scale real estate development projects. He is a full member of the Urban Land Institute and serves on its sustainable development council.

Neisen O. Kasdin

Partner
Gunster Yoakley & Stewart PA
Miami, Florida, USA

Kasdin is a shareholder with Gunster, Yoakley & Stewart, in Miami, Florida. He practices land use law and has significant experience with public/private projects, urban development and neighborhood revitalisation. Kasdin was instrumental in the revitalisation of Miami Beach's South Beach through his work as chair of the Miami Beach Community Development Corporation, city commissioner and as Mayor of Miami Beach. He currently serves as chair of the Southeast Florida/Caribbean District Council of ULI.



Bruce Katz

Vice President and Director, Metropolitan Policy Program
The Brookings Institute
Washington, D.C., USA

Katz is a vice president at the Brookings Institution and founding director of the Brookings metropolitan policy program. Katz regularly advises national, state, regional and municipal leaders on policy reforms that advance the competitiveness of metropolitan areas. He focuses particularly on reforms that promote the revitalization of central cities and older suburbs and enhance the ability of these places to attract, retain and grow the middle class.

Katz is a frequent writer and commentator on urban and metropolitan issues. He is the co-editor of *Redefining Urban and Suburban America* and editor of *Reflections on Regionalism*. His op-ed pieces and articles have appeared in a wide range of major national and regional newspapers including *The Atlantic Monthly*, *The Washington Post*, *The Christian Science Monitor*, *The Boston Globe*, *The Philadelphia Inquirer*, and *The Baltimore Sun*.

Before joining Brookings, Katz served as chief of staff to Henry G. Cisneros, former secretary of the U.S. Department of Housing and Urban Development. Katz has also served as the staff director of the Senate Subcommittee on Housing and Urban Affairs.

Anne T. Kavanagh

International Director
Jones Lang LaSalle
London, United Kingdom

Rose M. Kim

Manager, Development & Corporate Services
ULI – the Urban Land Institute
Washington, D.C., USA

William P. Kistler

President
ULI – Europe
London, United Kingdom

A. Eugene Kohn

Founder and Chairman
Kohn Pederson Fox Associates PC
New York, New York, USA

Kohn is respected worldwide for his 40-year career and for his inspirational leadership qualities. KPF is known for buildings that are sensitive to their context, while establishing a unique and memorable image on the exterior and creating interior environments that reinforce the clients' overall mission and function. Kohn is the recipient of the prestigious AIA Architectural Firm Award, the National AIA Design Award, the Sidney L. Strauss Award, and the Ellis Island Medal of Honour. His projects include: New Songdo City in Korea; the Shanghai World Financial Center; 333 Wacker Drive, Chicago, Illinois; Roppongi Hills, Tokyo, Japan; the World Bank, Washington, DC; the Gannett/USA Today Headquarters, McLean, Virginia; and the World Trade Center Amsterdam, Amsterdam, the Netherlands.

Jan de Kreij

Chief Executive Officer
Corio
Utrecht – the Netherlands

de Kreij started his professional career at Shell in 1966 with a traineeship; he worked for Shell until 1997. During this period he held several positions in different countries (a.o. managing director of Shell Real Estate from 1985 to 1992). When de Kreij left Shell in 1997 he was controller of the Royal Dutch Shell Group (worldwide) in London. In 1997 he was appointed as deputy chairman of Robeco Group Rotterdam and managing director of Rodamco N.V. (a global REIT). In 2000 he started his own business consultancy specialising in financial property investment. de Kreij was member of the supervisory board as of 2001. He was appointed acting chief executive officer of Corio in May 2003 and appointed chief executive officer as of May 1 2004.

John Z. Kukral

President and Chief Executive Officer
Blackstone Real Estate Advisors
New York, New York, USA

Kukral, a senior managing director, is president and chief executive officer of Blackstone Real Estate Advisors (BREA), of which he is Co-Founder. Kukral oversees Blackstone's Real Estate activities worldwide. He is also a member of the firm's executive committee.



Since joining Blackstone in 1994, Kukral has been involved with all aspects of Blackstone's real estate activities, including (i) the completion of over \$13 billion of real estate investments, financings, and restructurings, (ii) the creation of four real estate investment partnerships with over \$4 billion in discretionary investment capital, (iii) the day-to-day management of BRE's 70-person professional, financial reporting, and support staff. Before joining Blackstone, Kukral was a principal at Colony Capital, Inc. and Starwood Capital Group. Prior to that, he spent ten years at JMB Real Corporation.

Reinhard Kutscher

Member of the Board of Directors
DIFA Deutsche Immobilien Fonds AG
Hamburg – Germany

Kutscher has been in the real estate business since 1984. His various responsibilities at Deutsche Bank include development and management of real estate projects (among others in Japan) and of real estate investment products. Kutscher has been a member of the board of directors of DIFA Deutsche Immobilien Fonds AG since 1999. Prior to DIFA, Kutscher was the managing director of Deutsche Grundbesitz Invest (DGI), Deutsche Banks' Investment Company for open ended real estate funds.

Charles Landry

Founder
COMEDIA
Gloucestershire, United Kingdom

Landry is the founder of COMEDIA, Europe's leading cultural planning consultancy. Since its founding in 1978, COMEDIA has undertaken several hundred projects concerned with revitalising public, social and economic life through cultural activity; quality of life studies; cultural industry development projects and city and regional strategies in thirty five countries.

Landry has been responsible for over 180 assignments for national and local authorities and funding agencies both in the UK and abroad. He is regarded as an international authority on city futures and the use of culture in city revitalisation; cultural plan-

ning and heritage issues, strategic policy development, the cultural industries. His book *The Creative City: A toolkit for urban innovators* published in May 2000 to widespread acclaim. He has lectured widely in Europe, the USA, Australia and Africa and has presented over 150 keynote addresses on a diversity of topics. Most recently he has been the 'Thinker in Residence' for South Australia advising the premier and state on greater Adelaide's future potential.

Robert C. Larson

Chairman
Lazard Freres Real Estate Investors LLC
New York, New York, USA

Larson is a managing director of Lazard, chairman of Lazard Freres Real Estate Investors and chairman of Larson Realty Group. He is chairman of the United Dominion Realty Trust and is a director of InterContinental Hotels Group. Larson is a trustee of ULI-the Urban Land Institute, the past president of the ULI Foundation, chairman emeritus of The Real Estate Roundtable, a member of the National Advisory Council of the Mayor's Institute on City Design.

Rachelle L. Levitt

Executive Vice President, Policy & Practice
ULI – the Urban Land Institute
Washington, D.C., USA

Ric W. Lewis

Chief Executive and Chief Investment Officer
Curzon Global Partners/IXIS AEW Europe
London, United Kingdom

Lewis is senior managing director and chief investment officer of IXIS AEW Europe, and serves on the firm's board of directors. He comes to IXIS AEW Europe while serving as chief executive of Curzon Global Partners, a position held since the formation of Curzon in 1999. Prior to that, Lewis was responsible for managing the international investment activities of AEW Capital Management (U.S.).



Stuart Lipton

Chairman
Stanhope PLC
London, United Kingdom

Lipton has been a commercial developer since late 1960. He is responsible for over 12 million square feet of development in over forty projects including Broadgate, Stockley Park at Heathrow, Chiswick Park, and the Treasury Building Whitehall. His new projects include a series of developments around London focusing on mixed use, high density projects around transport nodes with a key component of public space, particularly regional shopping malls at Bracknell, Stratford (east London) and Stevenage. Lipton is an honorary Fellow of Imperial College, honorary Fellow of the Royal Institute of British Architects, Board Member of the Royal Opera House, a Governor of the London School of Economics and a Trustee of ULI-the Urban Land Institute.

Vincent H.S. Lo

Chairman
Shui On Holdings Limited
Hong Kong, China

Lo, founded the Shui On Group in 1971. Shui On is in the real estate, construction and cement manufacturing businesses. To further consolidate its prime developments in the Chinese Mainland, the group established its property flagship - Shui On Land Limited in 2004. Lo is chairman and chief executive officer of Shui On Land. Lo was awarded the Gold Bauhinia Star in 1998 by the government of HKSAR and was made an honorary citizen of Shanghai in 1999. He currently serves as economic adviser to the Chongqing Municipal Government and president of Shanghai-Hong Kong Council for the promotion and development of Yangtze.

Akio Makiyama

Chairman
Forum for Urban Development
Tokyo, Japan

As chairman of the Forum for Urban Development, Makiyama is a global project organiser and producer. In 1984, Makiyama founded the Forum for Urban Development (FUD) to organise

large-scale public/private partnerships. Prior to founding FUD, he became a candidate for national election of the New Liberal Club, and served as a policymaker for foreign affairs and urban development. He began his career in 1963 with Mitsui & Co. and continued to work for them until 1976. Makiyama was a producer for the 1970 World Expo in Osaka, and also in 1976 in Okinawa. He is a past chairman of the ULI Japan Council.

Scott D. Malkin

Chairman
Value Retail PLC and S. D. Malkin Properties
London, United Kingdom

S D Malkin Properties is a specialist retail property investment and development company, concentrating on innovative forms of retail distribution for high quality brands. Amongst its projects, it was a partner in and the development manager for Two Rodeo Drive, an award winning 135,000 sq ft multi-level luxury retail scheme anchored by such brands as Tiffany & Co, Versace, and Christian Dior located in Beverly Hills, California.

S D Malkin Properties has several projects currently underway in the US and through an affiliate is the majority shareholder in Value Retail. Value Retail has introduced and is exclusively committed to developing upmarket outlet shopping villages throughout Europe. These villages sell surplus stock from premium brands, at reduced prices and in individual shop units, incorporated into award winning, architecturally distinctive environments.

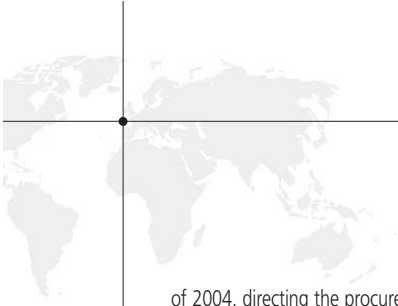
Maureen McAvey

Senior Resident Fellow
ULI/Klingbeil Family Chair for Urban Development
ULI – the Urban Land Institute
Washington, D.C., USA

Steve McGuckin

Development Director
Land Securities
London, United Kingdom

McGuckin trained as an architect and has held senior positions with Fitch RS plc, The Burton Group plc, Nicholas Grimshaw and Mace Ltd, where he was director of consultancy. McGuckin joined LandSecurities plc as development director in 2001 and covered office, retail and urban regeneration sectors. He became responsible for project management at the beginning



of 2004, directing the procurement of all consultants and contractors and the management of all major projects. He has worked on numerous projects including Waterloo International Terminal, Heathrow T5, BA London Eye, BFI Imax and The Great Court project at The British Museum.

John K. McIlwain

Senior Resident Fellow
ULI/J. Ronald Terwilliger Chair for Housing
ULI – the Urban Land Institute
Washington, D.C., USA

John Blair McKinnerney

Partner
Simmons, Vedder & Company
Austin, Texas, USA

McKinnerney has been responsible for producing new development and acquisition opportunities on a national basis since joining Simmons, Vedder & Co. in 1997. Prior to Simmons, Vedder, he was a regional acquisitions partner with JPI, a national apartment development company. McKinnerney is active in ULI, is the incoming chair of the Austin district council and a member of the IOPC gold product council. He has been on the board and executive committee of several boards and commissions in the Austin area and is also a member of the Congress for New Urbanism. Currently, he is working on opportunities in Austin, Atlanta, Houston, Hawaii, and Germany.

Edward T. McMahon

Senior Resident Fellow
ULI/Charles E. Fraser Chair for Sustainable Development
ULI – the Urban Land Institute
Washington, D.C., USA

Peter F. McMahon

President
Kennecott Land
Salt Lake City, Utah, USA

McMahon is president of Kennecott Land, a company formed in 2001 to manage the land and water assets of Kennecott Utah Copper, a large 100 year old mining company in the Salt Lake

Valley. Kennecott is part of Rio Tinto, a global mining company based in London. Kennecott Land's assets are 93,000 acres and significant water rights in the Salt Lake Valley. It owns one of the largest contiguous land holdings in the US close to a major city – all of the land is within 25 miles of downtown Salt Lake City. The company's first project Daybreak is a 4,200 acre planned community entitled for 14,000 residential units and 9m sq ft of commercial, retail and industrial. Kennecott Land's vision is to build sustainable mixed used communities with significant open space that provide employment opportunities and transportation options.

Raj Menda

Managing Director
RMZ Corporation
Bangalore, Karnataka, India

Menda is managing director of RMZ Corp, one of the largest property development companies in India with a presence in Bangalore, Hyderabad, Chennai, and Pune. The group has leased over two million square feet of office space in the last eighteen months and currently has over ten million square feet of office space under development with an expectation to lease over four million square feet this year. The group will launch two large integrated community projects of over thirty million square feet by Q1 2006. The group is positioned itself to be the leading pan India developer. RMZ also holds equity in K Raheja Group – Southern Region.

Santiago Mercade

Chief Executive Officer
Layetana Real Estate
Barcelona, Spain

Mercadé, since 1989, is chief executive officer of Layetana, a Barcelona-based real estate development company, founded in 1964. Layetana has since grown to be among the 10 largest development companies in Spain, with offices in Barcelona, Palma de Mallorca and Valencia. With a staff of over 85, it is currently developing office, senior housing and other residential projects in Spain with a total investment cost of over €1,2 bn. Layetana has an innovative approach to real estate: was the first to introduce in Spain the senior housing residential developments (1987), the urban entertainment centres (1994) and the executive meeting centres (2004). Mercadé is chairman of the Barcelona District Council of the Urban Land Institute and member of the Urban Renewal Council of ULI Europe.



Raymond C. Mikulich

Managing Director
Lehman Brothers
New York, New York, USA

Mikulich is the co-head of Lehman Brothers Real Estate Partners and a managing director of the firm. From 1989 to 1999, he was responsible for global real estate investment banking activities at Lehman Brothers. Prior to joining Lehman Brothers, Mikulich was with LaSalle National Bank, Chicago, and its parent, ABN/AMRO, for seven years, where he was first involved in real estate work-outs and lending and, for the last two years, property acquisitions and joint ventures on behalf of European pension funds.

Mikulich is a member of Lehman Brothers' Investment Committee, a trustee of ULI - the Urban Land Institute, a member of The Real Estate Roundtable, the National Association of Real Estate Investment Trusts (NAREIT) and numerous other industry organizations. He is also a board member of the Harvard Design School and the Real Estate Centers at the Wharton School, Columbia University and the University of Wisconsin.

Emogene Mitchell

Vice President, Meetings & Events
ULI – the Urban Land Institute
Washington, D.C., USA

Marc Mogull

Investor/Developer
London, United Kingdom

Mogull was until recently the managing director of the \$2.0 billion (assets) Doughty Hanson Real Estate Fund, one of Europe's most successful private equity real estate funds. The fund's performance to date, covering eight countries of operation, has been at the top of its peer group, and Private Equity Real Estate recently referred to Mogull as "the driving force behind the fund's success." Before joining Doughty Hanson, he had established and led the real estate and hotel investment unit at the EBRD. Mogull began his European real estate career in London in 1990 with Goldman Sachs. Before moving to Europe, Marc was a vice president at JMB Realty, Chicago. Marc holds a BS (Economics) degree from The Wharton School, and an MBA from the Kellogg School.

Paul Dring Morrell

Partner
Davis Langdon LLP
London, United Kingdom

Morrell is a partner (and previously senior partner) of construction cost and project managers at Davis Langdon. For the last 25 years, he has worked principally in the commercial property sector, but also has extensive experience of arts projects, including the construction of the new Tate Modern. Morrell is a fellow of the Royal Institution of Chartered Surveyors, honorary Fellow of the Royal Institute of British Architects, Commissioner on CABE (the Commission for Architecture and the Built Environment), and current president of the British Council for Offices.

Patrick Morrissey

Head of Global Corporate Services – EMEA
CB Hillier Parker
London, United Kingdom

Morrissey has more than twenty years experience. Originally involved in the central London retail market, he was part of the team that established Benetton as a leading fashion brand in the United Kingdom. In 1981 he changed markets to concentrate upon office leasing and development in London. As regional chairman of the British Council of Offices, he has chaired numerous conferences on corporate property and related subjects. He is a regular commentator on the office and corporate property markets.

Tom Murphy

Mayor
City of Pittsburgh
Pittsburgh, Pennsylvania

Murphy first took office in January 1994; Pittsburgh was suffering from one of the worst inferiority complexes in its history. The city was desperate for a leader who would direct a physical and psychological turnaround. The city had yet to right itself after wrenching changes in the steel industry that began in the early 1980s. Government finances were in a sorry state, with a \$32 million deficit, and there was no serious plan for an economic turnaround. Younger, college-educated workers were leaving in droves, and older residents were pessimistic about the region's future.



After two terms in office, the Pittsburgh that Murphy inherited is a dim memory. Replacing it today is a high-energy, cosmopolitan city that glows with optimism about its future. As a government manager, Murphy trimmed the city's workforce by more than 1,000, a reduction of nearly 21%. He turned yearly runaway budget deficits into budget surpluses. In fact, he just completed his third consecutive budget agreement with City Council that carries a healthy cash balance. As an economic revitalisation visionary, Murphy has directed more than \$4 billion in new investment in the city— from office towers for two of the city's nationally ranked banks to new world-class facilities for the city's professional football and baseball teams to an expanded Downtown convention center.

Lyndsay Neilson

Secretary, Department of Sustainability and Environment
Victorian State Government
Melbourne, Victoria, Australia

Neilson is secretary of the Department of Sustainability and Environment in Victoria, Australia, the lead agency for statewide promotion and management of sustainability in the natural and built environments. He has extensive experience in Australia and internationally in urban research, planning and management consultancy, public policy development, and public administration. During 2000 – 2002 Neilson was the secretary of the Department of Infrastructure, Victoria. He was previously director of the Centre for Developing Cities at the University of Canberra, where he established the Centre's urban management program. Neilson was deputy secretary of the Australian Department of Housing and Regional Development, and chief executive of the National Capital Planning Authority. He was responsible for the Australian Government's 'Better Cities' program.

Joe Neto

President of the Board
QUIMIPARQUE – Parques Empresariais, S.A.
Barreiro, Portugal

Jeremy Newsum

Group Chief Executive
Grosvenor
London, United Kingdom

Newsum is the group chief executive of Grosvenor, a private real estate development and investment company with interests in central London, elsewhere in the UK, Continental Europe, South East Asia, North America and Australia. The Group operates in all sectors of the property market and manages total assets of £7.7bn. He joined Grosvenor in 1976, left to join Savills in 1979, and returned to 1987 to Grosvenor and was appointed chief executive in 1989 and a trustee of the Grosvenor Estate in 1993. He has been involved with international property for the past 17 years.

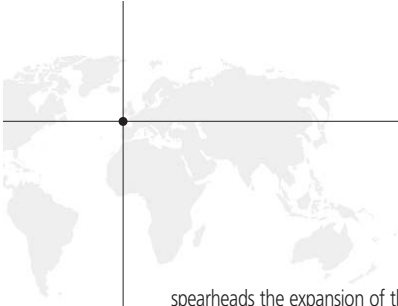
He is a director of TR Property Investment Trust Plc and Sonae Sierra (33% owned by Grosvenor). He is also a main board advisor to Bidwells, a member of the council of imperial college, London, and chairman of the advisory board to the Land Economy Department at University of Cambridge. He was president of the British Property Federation for the year 2001/2002. Newsum was a member of the assets committee of the Church Commissioners from 1993 until December 2000 and a director of the french property company, Société Foncière Lyonnaise, from 1997 – 2002.

Jeannette Nichols

Kansas, Missouri, USA

Nichols serves on the management committee of the ULI/J.C. Nichols Prize for Visionaries in Urban Development. The annual \$100,000 prize honors the legacy of legendary Kansas City, Missouri, developer Jesse Clyde Nichols (1880-1950), a founding ULI member who is widely regarded as one of America's most influential entrepreneurs in land use during the first half of the 20th century. Prize laureates include Charleston Mayor Joe Riley, developer Gerald Hines, and World Cities Forum thought provocateur, Richard D. Baron. Nichols worked for the Federal Reserve Bank of Kansas City and Fortune magazine in New York before returning to Kansas City in 1954.

Nichols is currently president of the Miller Nichols Charitable Foundation and a trustee of the Miller and Jeannette Nichols Foundation. From 1981-1989, Nichols served on the President's Advisory Committee on the Arts, John F. Kennedy Center for the Performing Arts in Washington, D.C., and continues in an advisory role. She has also served on the National Advisory Board of the National Museum of Women in the Arts in Washington, D.C., since 1999. Nichols is honorary co-chairman of the UMKC Capital Campaign, and



spearheads the expansion of the Miller Nichols Library at the University of Missouri at Kansas City, among multiple other charitable and civic commitments. The Council on Philanthropy named Mrs. Nichols its Philanthropist of the Year in 2004.

Gerhard Niesslein

Chief Executive Officer
Deutsche Telekom und Immobilien GmbH
Frankfurt, Germany

Niesslein has been chief executive officer Deutsche Telekom und Immobilien GmbH, Frankfurt since 1999. Prior to his current position, he was president of Metro International Inc., Toronto from 1983 -1987; manager of DPE Deutsche Projekt-entwicklungsgesellschaft für Grundvermögen mbH, Frankfurt 1987 - 1990; manager of Commerz Immobilien GmbH, Frankfurt 1990 - 1994; board - member of HELABA Girozentrale, Frankfurt 1994 – 1999.

Masaki Nishibori

Senior Architect
Mitsubishi Jisho Sekkei, Inc.
Tokyo, Japan

Nishibori is a senior architect at Mitsubishi Jisho Sekkei Inc. (Architectural Design, Engineering & Consulting). He recently worked on the redevelopment of the Osaka Securities Exchange Building, a project that conserved part of the historical building, which once served as a monument in the mercantile city. He has interests in history and sustainability issues in cities and studied architectural history in Japan and Space Syntax theory (Bill Hillier) and architectural design at the Bartlett School, University College London.

Tatsuo Nishimoto

Senior Manager
Mitsubishi Estate Co., Ltd.
Tokyo, Japan

Nishimoto is a senior manager in the development and area brand management departments of Mitsubishi Estate Co., Ltd. His most recent projects included the redevelopment of the

Industry Club of Japan, an office complex, which preserved the 1920 club, and the Tokyo Building, which will be completed this fall. In addition to his project work, he is also involved in the master planning of Marunouchi, Tokyo's premier business district. Nishimoto is a graduate of Keio University in Japan.

George S. Nolte, Jr.

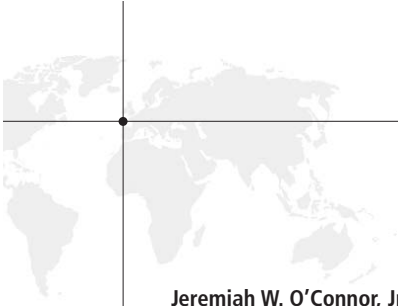
President, Chief Executive Officer
Nolte Associates, Inc.
Sacramento, California, USA

A registered professional engineer, Nolte is president and chief executive officer of Nolte Associates, a civil engineering firm with a staff of 400 professionals in offices throughout California, Utah, Colorado, and in Mexico City. Under his guidance the Nolte firm wants to be at the forefront of applying engineering skills to improve infrastructure and increase the quality of life and economic competitiveness in our regional communities. He is an active civic entrepreneur believing contributions to community and professional organisations further the firm's goals and guarantee Nolte's continued successful place in the market.

Jean Nouvel

Architect and Partner
Ateliers Jean Nouvel
Paris, France

Nouvel has worked to create a stylistic language separate from that of modernism and post modernism, placing enormous importance on designing buildings that are harmonious with their sites and surroundings. For his work, he has been awarded the Gold Medal of the French Academy of Architecture, the Royal Gold Medal of the Royal Institute of British Architects, the Aga Khan Prize for the Arab World Institute, Italy's Borromini Prize for the Lucerne Culture and Congress Centre, and Japan's Praemium Imperial Career Prize. His projects include the Arab World Institute, the Lyon Opera House, and the Cartier Foundation all located in Paris, France; the Andel office building in Prague, Czech Republic; and the Dentsu Tower in Tokyo, Japan.



Jeremiah W. O'Connor, Jr.

Managing Partner
O'Connor Capital Partners
New York, New York, USA

O'Connor is managing partner of O'Connor Capital Partners (OCP). O'Connor Capital Partners is the general partner of a series of private real estate funds which now hold a portfolio of property with a gross value approximating \$3 billion and a net equity of \$1.5 billion. O'Connor Capital is headquartered in New York with offices in London, Milan, Luxembourg, and Mexico City: it is the successor business to The O'Connor Group (TOG) which was formed by O'Connor in 1983.

Prior to incorporating The O'Connor Group in 1983, O'Connor was a founder, trustee and executive vice president of Corporate Property Investors. Upon completing his education, he joined Lazard Freres & Co. where he was active in corporation financings and underwritings as well as real estate acquisitions. He left Lazard in November 1970 to help manage Peerage Properties Incorporated, a small real estate holding company then controlled by Lazard and the predecessor entity to Corporate Property Investors. O'Connor is chairman of the executive committee of the Argo funds and the operating committee and the executive board of Peabody Global and Peabody International

Ann Oliveri

Senior Vice President, Strategic Development
ULI – the Urban Land Institute
Washington, D.C., USA

Robert Orr

European Chief Executive
Jones Lang LaSalle
London, United Kingdom

Orr is an international director and also a member of the global executive committee of Jones Lang LaSalle Inc. His primary responsibility as chief executive is managing the European business, encompassing 2,400 employees in seventeen countries and

thirty-nine markets. The European business generated some 38% of the firm's worldwide revenues. Orr spent fifteen years in France and Germany (country manager from 1991-1998) and is fluent in both languages.

Gerald Parkes

Managing Director
Lehman Brothers
London, United Kingdom

Parkes is a managing director of Lehman Brothers and a principal of Lehman Brothers Real Estate Partners responsible for the day to day management of the fund's European activities and investments. Parkes has more than 25 years experience in cross border investment for institutional funds having been a partner in Richard Ellis' Investment Management business in the United States during the 1980's, the initiating partner for The Yarmouth Group in Europe in 1989 and the founder of Parkes and Company in 1995. In 2001, he sold Parkes and Company to Invesco where he was a global partner and head of its European Real Estate Investment Management business. He joined Lehman Brothers in October 2004.

Parkes is a fellow of the Royal Institute of Chartered Surveyors, a trustee and member of the Global Executive Committee of the Urban Land Institute and on the Real Estate Advisory Boards for both Cambridge and Harvard Universities. He holds an MA degree from Cambridge University.

Neal Peirce

Chairman, Citistates Group
Columnist, Washington Post Writers Group
Washington, D.C., USA

Peirce is a lead writer, among American journalists, on the national and global roles of metropolitan regions. He has authored newspaper series — called *Peirce Reports* or *Citistates Reports* — on strategic issues facing 24 metro regions. Since 1975 Peirce has written the country's first and only national newspaper column focused on state and local themes (syndication by the *Washington Post* Writers Group). Peirce was one of the founders of *National Journal* magazine.



Janine Pesci

Managing Director, Programmes
ULI – the Urban Land Institute
Washington, D.C., USA

Patrick L. Phillips

President
Economics Research Associates
Washington, D.C., USA

Phillips coordinates all aspects of ERA's global organisation, strategy, business development, and service delivery. His professional practice focuses on market and economic analysis, strategic planning, and transaction-related services for real estate investors and developers, universities, public agencies, financial institutions, and non-profit organisations. He is a trustee of ULI-the Urban Land Institute, has authored or co-authored seven books, and teaches at Harvard's school of executive education and Johns Hopkins University.

Djordjija Petkoski

Lead Specialist
World Bank
Private Sector Development and
Corporate Governance
World Bank Institute
Washington, D.C., USA

Petkoski is lead specialist at the World Bank and the head of the private sector development and corporate governance team at the World Bank Institute (WBI). Since joining the World Bank in 1992, Petkoski has focused on managing change, privatisation and restructuring, corporate governance, corporate social responsibility, leadership, ethics and values, with work experience in the former Soviet Union, eastern Europe, Asia, Latin America and Africa. Petkoski has published extensively on issues of strategic management of complex technical, economic and social systems. He is author or co-author of 15 books and over 120 articles. Before coming to the World Bank, Petkoski was the director of the International Post-Graduate School in Large Scale Systems and professor at the University of Novi Sad, Yugoslavia.

Ivar A. Pietri

Chairman & Chief Executive Officer
Peregrine Development Company Inc.
San Juan, Puerto Rico, USA

Pietri, president and chief executive officer of Peregrine Development Company, is a founder and partner of this developer of master-planned communities. He has over 30 years of experience as an executive in real estate development, as an investment banker with Lehman Brothers, in commercial banking with Citibank, and in the government sector. Founded in 1996, Peregrine Development is based in San Juan, Puerto Rico and concentrates on communities of 200 to 800 units priced between \$150,000 and \$300,000 in Puerto Rico and in Central Florida. Pietri earned a bachelor of civil engineering degree from the Georgia Institute of Technology. He also holds a master of business administration in finance from the Wharton School of the University of Pennsylvania. He serves as the chairman of the Puerto Rico Homebuilders Association since August of 2003.

Lee A. Polisano

President
Kohn Pedersen Fox
London, United Kingdom

Polisano is worldwide president of Kohn Pedersen Fox Associates and founding partner of KPF's London studio. Under his direction, the firm's work addresses a number of primary issues, namely a response to context, an awareness of the civic obligation of buildings, respect for the environment, and the importance of technology. Polisano's projects have won numerous awards for design and technical excellence. He has published widely and is frequently invited to address academic and professional symposia.

Andre Poulin

Destination Centre-Ville
Montreal, Quebec, Canada

Richard Powers

Managing Director
Goldman Sachs
London, United Kingdom

Powers is a managing director at Goldman Sachs with responsibility for real estate principal investment in Europe. This includes investing and managing the Whitehall Funds. Prior to joining Goldman Sachs, he spent



the bulk of his career at GE Capital, culminating in his role as managing director, International, for its real estate group. In this position he was responsible for GE Capital's real estate activities in Europe, Asia and Canada.

Michael E. Pralle

President and Chief Executive Officer
Commercial Finance GE Real Estate

Pralle is president and chief executive officer of Commercial Finance GE Real Estate. Prior to this he served as president of GE Equity. Michael previously was president, GE Capital Asia Pacific, where he supervised GE Capital's activities in fifteen countries across North and Southeast Asia. Prior to joining GE, Michael spent six years with management consultants, McKinsey and Co., in their London and Hong Kong offices. Pralle graduated magna cum laude from Harvard University in 1978, with a BA in Economics and received an MBA from the Sanford Graduate School of Business in 1982.

Thomas A. Reiman

President
The Broadband Group
Sacramento, California, USA

Reiman, founder and president of the Broadband Group has been active in the field of telecommunications and land development since 1979. Through his combination of land entitlement, development, and telecom expertise, he has led the company to represent many of America's largest master-planned communities. Reiman directed the Wellington, New Zealand "Telecity" project, led an Electronic Commerce Consortium for the Microelectronics and Computer Technology Corporation (MCC) in Austin, Texas, and recently created and directs the industry leading RBOC Fiber-to-the-Home Community in Brambleton, Virginia. His experience includes ownership of a Cable Television Multiple Systems Operator, consultancies to multiple regional Bell Operating Companies, and advisory roles to national Competitive Local Exchange Carriers.

Dale Anne Reiss

Global Director of Real Estate, Hospitality & Construction Practices
Ernst & Young
New York, New York, USA

Reiss is the Global and Americas director of real estate, hospitality, gaming and construction for Ernst & Young, responsible for all such activities of the firm. Reiss has specialized in providing a full spectrum of services to real estate and hospitality companies and real estate consulting to corporations and financial institutions, including publicly traded and privately held client companies in all aspects of real estate development, investment and finance. She is a trustee of ULI-the Urban Land Institute, Illinois Institute of Technology – Stuart School, University of Chicago – Graduate School of Business, Pension Real Estate Association Board of Directors and is a member of the American Institute of Certified Public Accountants, Financial Executives Institute, Institute of Management Consultants, National Association of Real Estate Investment Trusts, The Chicago Network and the New York Forum.

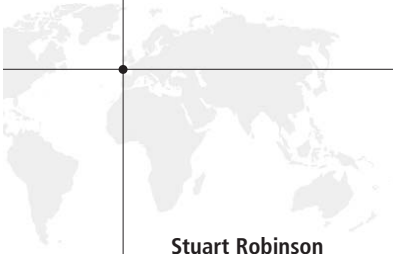
Trisha Riggs

Managing Director, Communications
ULI – the Urban Land Institute
Washington, D.C., USA

Joseph P. Riley, Jr.

Mayor
City of Charleston South Carolina
Charleston, South Carolina, USA

Riley has been mayor of Charleston, South Carolina since 1975. He is the recipient of many commendations and awards. In 2000, Riley was awarded the first President's Award from the U.S. Conference of Mayors for outstanding leadership, was the first recipient of the ULI J. C. Nichols Prize for visionary urban development and in 2002 received the Keystone Award from the American Architectural Foundation for exemplary leadership to those who use architecture to transform their communities.



Stuart Robinson

Senior Director, Planning
CB Richard Ellis
London, United Kingdom

Stuart has specialised in planning of urban developments, particularly in major regeneration and central area schemes. He has worked on a wide range of projects ranging from retail led schemes like the Bull Ring in Birmingham to mixed use schemes such as the 11-acre Butlers Wharf project and the Tate Modern development.

Stuart sat on the CBI's working group on the Planning & Government of London and is a member of the London Office Review Panel advising the Mayor of London on planning and promotion in the capital.

Lord Richard Rogers

Chairman
Richard Rogers Partnership
Richard Rogers Architects, Ltd.
London, United Kingdom

Rogers is committed to building schemes that create effective public space and enliven inner-city areas. Rogers has received the RIBA Royal, the Thomas Jefferson Memorial Foundation Medal, and the Praemium Imperiale Award. He was awarded the Legion d'Honneur in 1986, was knighted by The Queen in 1991, and was made a life peer in 1996. He recently was appointed Chief Adviser to the Mayor of London on Architecture and Urbanism, and also serves as Adviser to the Mayor of Barcelona's Urban Strategies Council. His projects include: the Centre Pompidou, the HW for Lloyd's of London, the European Court of Human Rights in Strasbourg, and the Millennium Dome in London.

Richard M. Rosan

President
ULI – the Urban Land Institute
Washington, D.C, USA

Tina Rosan

MIT
PhD Candidate
Cambridge, Massachusetts, USA

Rosan is a Ph.D. candidate in the department of urban studies and planning at MIT. She is beginning work on her dissertation about the forces of planning in metropolitan areas. She is a research assistant for the MIT Mexico City project working on issues of metropolitan coordination and air quality management. Rosan has been the teaching assistant for the Advanced Multiparty Negotiation Workshop, Introduction to Planning, Cities and Globalisation, and Growth Management in the Boston Metropolitan area. Before attending MIT, she worked as the project coordinator for the Comparative Urban Studies Project at the Woodrow Wilson Center in Washington, D.C. where she helped coordinate research projects about problems facing the world's mega cities.

Daniel Rose

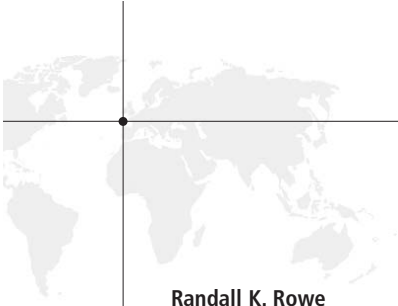
Chairman
Rose Associates
New York, New York, USA

Rose's career involves a broad range of professional, civic and non-profit activities. He has developed the award-winning Pentagon City complex in Arlington, VA and the One Financial Center office tower in Boston, MA. He serves as a director of over 20 Dreyfus-sponsored mutual funds. Rose is vice chairman of the Baltic-American Enterprise Fund, a US-government-funded organisation that for 10 years has stimulated free market business activity in the Baltics. He founded the Harlem Educational Activities Fund to enable inner-city students to enter mainstream American life.

Andrew Rothery

Managing Partner
Deloitte
London, United Kingdom

Rothery is the managing partner of the UK Real Estate Industry practice within Deloitte. He provides specialist advice on real estate transactions and innovative financing issues. He has wide experience of working on structured property investment and finance transactions, and has been involved in a number of landmark property securitisation and other innovative financing issues. His recent clients include ProLogis, Aviva, British Telecom, British Waterways, Pradera, Government of Singapore and Orion.

**Randall K. Rowe**

Chairman
Green Courte Partners, LLC
Lake Forest, Illinois, USA

Rowe is chairman of Green Courte Partners, LLC, a real estate investment firm that focuses on acquiring and developing assets in high barrier/niche sectors. Previously Rowe was co-founder and chairman of Transwestern Investment Company, LLC; chairman of Transwestern Commercial Services, LLC; chairman and chief executive officer of Hometown America, LLC.

Peter S. Rummell

Chairman & Chief Executive Officer
The St. Joe Company
Jacksonville, Florida, USA

Rummell became chairman and chief executive officer of The St. Joe Company in 1997, shifting its emphasis from paper products to high quality real estate development. The company's total shareholder return in 2004 was 75 percent. Previously, Rummell was president of Disney Development Company and later, chairman of Disney Imagineering.

Ronald Seale

Burien, Washington, USA

Nicholas Shattock

Property Director
Quintain Estates & Development PLC
London, United Kingdom

Shattock is property director of Quintain Estates & Development PLC where he heads Quintain's special projects division. The two best known examples are Wembley and Greenwich Peninsula. Combined, these represent one of the largest urban regeneration programmes in any major city involving the development of circa twenty million square feet on 276 acres and creating in the order of 30,000 permanent jobs and more than 14,000 new homes for London.

Charles H. Shaw

Chairman
The Shaw Company
Chicago, Illinois, USA

Shaw has been in the development business for over forty years. His developments include: Lake Point Tower, one of the most significant high-rise apartment complexes in the United States; Museum Tower, built in the air rights above the Museum of Modern Art in New York; Prairie Crossing, a conservation community; Luther Village, a full-equity retirement community; and The Chicago Hilton and Towers, the world's largest hotel renovation. Shaw led a collaborative effort to revitalise Chicago's North Lawndale community with the construction of owner-occupied and rental properties, the redevelopment of commercial properties and completion of a comprehensive health, recreation, education and family support center, all in an area now called Homan Square. He is a trustee and past chairman of ULI-the Urban Land Institute and is also actively involved in many other civic and charitable organisations.

Jonathan O. Short

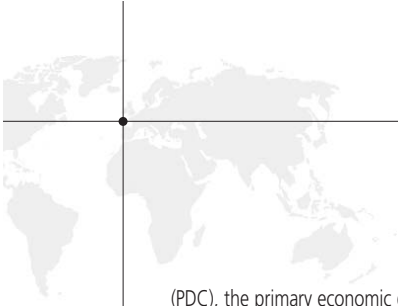
Chief Executive Officer, Europe Global Merchant Banking
Pramerica Real Estate Investors
London, United Kingdom

Short joined Pramerica in January 2000. He led the team that executed the Banimmo Real Estate, Bauwert, Dewag and Sunrise UK and Sunrise Germany transactions. He sits on the boards of Big Yellow, first Sloane Street (Hemingway) and was president of the board of Banimmo Real Estate, which was sold in October 2002. He is a shareholder representative at Bauwert Property Group and Dewag. He is also very involved in Pramerica Financial's investment in Arlington.

Michael Spies

Senior Managing Partner
Tishman Speyer Properties
London, United Kingdom

Spies is responsible for Tishman Speyer's European business. Based in London, he oversees investments and operations the firm currently has in seven European countries. To date, Tishman Speyer has acquired or developed over six million square feet of properties in Europe exceeding three billion in value. Before joining Tishman Speyer in 1989, Spies was executive vice president of the New York City Public Development Corporation



(PDC), the primary economic development agent of the City of New York. At PDC, he was responsible for commercial development activities as well as spearheading the City's corporate retention efforts. Spies is a trustee of the Urban Land Institute and has served as a jury member for its global award for excellence prize. He is also a trustee of the American School in London, vice-chairman of the Dean's Alumni Leadership Council at Harvard's Kennedy School of Government, and a member of the international advisory board for the real estate academic initiative at Harvard University.

Yaromir Steiner

Partner
Steiner + Associates
Columbus, Ohio, USA

Steiner, chief executive officer and founder of Columbus-based Steiner + Associates, an owner, developer and manager of mixed-use new town centers. In 1980 he came to the United States to start the Texas subsidiary of a French contractor and developer. Multiple award-winning CocoWalk (Miami, Florida) was his first retail project. The company has since developed many groundbreaking projects: Easton Town Center and Zona Rosa, and has more under development.

Federico M. Stubbe

Chief Executive Officer
Prisa Group
Dorado, Puerto Rico, USA

Stubbe is a developer of Green Resort Residential Communities in Puerto Rico from mid scale to upscale housing. He is a governor of the ULI Foundation and also a chairman of the board of directors of Peninsula de Cantera Project; (a government and private non-profit initiative to re-develop the largest remaining slum in San Juan); and past president of the National Association of Homebuilders, Puerto Rico Chapter.

Marilyn Jordan Taylor, FAIA

Partner-in-Charge, Urban Design & Planning
Skidmore, Owings & Merrill
New York, New York, USA

Architect and urban designer Taylor is known for her passionate involvement in the design of urban projects and civic initiatives, as well as for her exceptional leadership on some of the most complex public and institutional projects around the world. An expert in using public space and infrastructure to shape urban districts and civic places, Taylor leads SOM's urban design & planning practice, including such projects as Columbia University's Manhattanville Master Plan, the East River Waterfront Master Plan, the reclamation of Con Ed's East River sites for mixed-use development, the new research building at Memorial Sloan-Kettering, and the new urban campus for John Jay College. She also founded and leads SOM Airports, with projects ranging from Terminal 4 at JFK to Continental Airlines at Newark, and from Sky City Hong Kong to the new Ben Gurion Airport in Tel Aviv. Her transit work includes the award-winning Changi Airport Station in Singapore as well as the Transit-Friendly Land Use Handbook for New Jersey Transit. Together with her colleague David Childs, she is leading SOM's team to create the new landmark Moynihan Station. She is Vice Chairman for Policy and Practice and an Executive Committee member for the Urban Land Institute, of which she will become Chairman in July of 2005.

Owen Thomas

Managing Director
Morgan Stanley
New York, New York, USA

Thomas is a managing director of Morgan Stanley, head of Morgan Stanley Real Estate, the Firm's global real estate business, chairman of the firm's real estate private equity funds, and a director of prime property fund and city investment fund. Owen joined Morgan Stanley in 1987 and has been actively involved in the firm's real estate business since that time. Owen has significant global experience in both the principal investing and investment banking areas of the firm's real estate business. Owen is a trustee of the Urban Land Institute, vice chairman of the Pension Real Estate Association, a member of the Real Estate Roundtable and serves as a director of many entities involving Morgan Stanley's real estate investments.



Michael J.G. Topham

Executive Vice President
Hines
London, United Kingdom

Topham is one of the five regional partners of Hines with responsibility for all aspects of development acquisition and operations in Europe. Since joining Hines in 1975, Topham has been responsible for the development of more than 2 million square meters of commercial real estate representing in excess of \$4 billion. He is a member of the firm's executive committee.

Eugene C. Towle

Managing Partner
Softec
Mexico, D.F., Mexico

Towle is currently the managing partner for Softec S.C. in Mexico City, and co-chair of ULI Mexico. Softec is the premier real estate research firm in Mexico. Softec gathers and publishes data on the state of the market in 30 cities in Mexico since 1989. In addition to Softec, Towle is a founding partner of Hipotecaria Su Casita, the largest independent mortgage bank in Mexico. He has also participated as a principal in the construction and development of over 3,000 homes in the greater Mexico City area. Towle serves on the board of Consorcio Hogar, and teaches real estate marketing in the graduate programs of ITAM and Anahuac Universities.

Phil Treyvaud

Global Chief Executive Officer
Meinhardt Group of Companies
London, United Kingdom

Hans van Tartwijk

President and Partner
Trimp & van Tartwijk Property Development NV
Ijsselstein, the Netherlands

van Tartwijk was educated at both Henley The Management College (MBA) and the University of Amsterdam (MRE). He began his professional life at Jackson Cross in Philadelphia, Pennsylvania,

U.S., continued at Fortis Real Estate as vice president of real estate development and U.S. Investments. In 1993 he started Harm Trimp the firm Trimp & van Tartwijk Property Performance based in Amsterdam and Ijsselstein, a full service real estate concept with a consultancy and development line of projects. Today he leads Trimp & van Tartwijk Property Development NV, specialising in discretionary and partnering development of large and complex developments in the major urban centres of the Netherlands and Belgium. Presently Trimp & van Tartwijk has more than 700,000 square meters of mix use space under development and construction for and with clients like ING, Bouwfonds MAB, Heijmans, The University of Amsterdam and Breevast.

Van Tartwijk teaches project development and risk management at the University of Amsterdam (ASRE) and recently published the syllabus on new forms of real estate development.

Sanjay G. Ubale

Secretary (Special Projects)
Government of Maharashtra
Mumbai, India

Andrew D. Vander Meersch

Founder Director
Tanza Technical Real Estate Ltd.
London, United Kingdom

Vander Meersch is a founder director of Tanza. He was previously with Chelsfield plc where he was chief executive of their subsidiary Global Switch. Following the demise of the carrier and dot.com sectors he was responsible for the turn-round of the business including its financial restructuring. Prior to this he was chief executive of the prestigious and highly successful Stockley Park development in London.

Paul A.R.J. Vismans

Chief Executive Officer
KFN
Utrecht, the Netherlands

Vismans, is chief executive officer of KFN B.V. (an office real estate investment company in the Netherlands). Vismans is chairman of ULI Netherlands and a member of the Steering Committee of ULI Europe. His



previous positions were that of managing director WBN, to which he was appointed in 1995, and in 2000, after the merger with VIB, that of chief operating officers of the listed property fund Corio.

Yasuhiko Watanabe

Director and Executive Vice President
Mitsubishi Estate Co., Ltd.
Tokyo, Japan

Watanabe is director and executive vice president of Mitsubishi Estate Co., Ltd. He is currently responsible for the entire commercial real estate business including Mitsubishi Estate's grand reform of Marunouchi, Tokyo's premier business district. Prior to joining Mitsubishi Estate, Watanabe spent 36 years with the Bank of Tokyo-Mitsubishi, Ltd. in several capacities, including managing director and general manager of the Europe, Middle East, and Africa division. He serves as co-assistant chair of the Urban Land Institute Japan Steering Committee.

Anthony A. Williams

Mayor
The District of Columbia
Washington, D.C., USA

Williams began serving as the fourth mayor of the District of Columbia on January 1999, 25 years after the city was granted home rule in 1974. In January 2003, Mayor Williams was inaugurated and began serving his second term in office. During his first term in office, Williams helped spark a renaissance in Washington, D.C. He and his administration have consistently produced a balanced budget, while generating economic stability and affordable housing. One of the cornerstones of Williams' tenure has been creating a friendly government that listens to citizens through town hall meetings and citizen summits. In his January 2003 inauguration speech, Mayor Williams named three key priorities for the city: education, public safety, and expanding opportunity for all the District's citizens. These three priorities will serve as the core of Mayor's vision and action as he and his administration work to serve the citizens of the District of Columbia.

John D. Wilson

Boston, Massachusetts, USA

Leonard W. Wood

Director
Wood Partners, LLC
Marietta, Georgia, USA

Wood founded Wood Partners, L.L.C. headquartered in Atlanta, Georgia in 1998. Its primary focus is the development of apartment homes in Washington D.C., the southeast, and Texas. From inception thru December 2004, Wood Partners has started over 21,000 apartment units. Prior to forming Wood Partners, Wood was the group managing partner responsible for overseeing the activities of Trammell Crow Residential throughout the southeast, North Florida, and midwestern U.S. He is the incoming chairman of the multifamily leadership board of NAHB. He is past chairman and serves on the board of directors of the National Multi Housing Council. He is active in the Urban Land Institute and is past chairman of the Multi Family Council.

Fareed Zakaria

Editor
Newsweek International
New York, New York, USA

Zakaria is editor of *Newsweek International*. He writes a column that appears in the national edition of *Newsweek*, *Newsweek International*, and, often, *The Washington Post*, making it one of the most widely circulated columns of its kind in the world today. He is the author of *The Future of Freedom: Illiberal Democracy at Home and Abroad*, a book on global political trends, and *From Wealth to Power*, a provocative examination of America's role on the world stage. He is coeditor of *The American Encounter: The United States and the Making of the Modern World*. Describing Zakaria as "the most influential foreign policy adviser of his generation," *Esquire* named him "one of the 21 most important people of the 21st century."



Leonard A. Zax

Partner
Latham & Watkins
Washington, D.C., USA

Zax is a partner in the Washington, D.C. law office of Latham & Watkins, where he heads the real estate group. He has served as a member of the ULI awards for excellence jury and as chairman of the ULI commercial and retail development council. He is an honorary trustee of the National Building Museum. Additional biographical information appears in *Who's Who in America* and the *Euromoney Guide to the World's Leading Real Estate Lawyers*.

Jon H. Zehner

Senior Country Officer for South Africa
J. P. Morgan
Johannesburg, South Africa

After almost twenty-four years of real estate investment banking experience with J. P. Morgan in the United States and Europe, Zehner has just assumed the role of senior country officer for South Africa J.P. Morgan. He received an A.B. from Dartmouth College and an MBA from Harvard University.

Andrew Zolli

Forecaster, Design Strategist & Author
Z + Partners
Brooklyn, New York, USA

Zolli is a futures researcher who analyzes critical trends at the intersection of culture, technology, and global society. His firm, Z + Partners, helps a select number of global companies and institutions see, understand and respond to complex change. Zolli serves as futurist-in-residence at both *Popular Science* and *American Demographics* magazines, as well as Public Radio's marketplace. He is also the curator of the annual PopTech conference, an elite annual gathering of thought leaders which explores the social impact of technology and the shape of things to come.

Zolli was recently named one of the emerging explorers of the National Geographic Society. He is also a network member of the global business network, and serves as a visiting fellow of the Woodrow Wilson Foundation. In early 2005 he was named to *Fast Company's* Fast 50, the magazine's annual compilation of emerging business leaders.





Notes



ULI Mission

The mission of the Urban Land Institute is to provide responsible leadership in the use of land in order to enhance the total environment.

About ULI

ULI—the Urban Land Institute is the preeminent, multidisciplinary real estate organisation that facilitates the open exchange of ideas, information, and experience among industry leaders and policy makers dedicated to creating better places.

ULI sponsors education programmes and forums to encourage the open, global exchange of ideas and sharing of experience; initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute now has more than 25,000 members worldwide, in over 80 countries, representing every area of the real estate industry, including: developers, owners, investors, lenders, builders, architects, planners, lawyers, analysts, academics, public officials, young leaders, and students.

About ULI Europe

ULI Europe is committed to bringing ULI and its timely and informative programmes to all segments of the development community in Europe. ULI Europe relies heavily on the experiences of its more than 1,500 members, who reflect the full range of disciplines that define the land use and development field.

ULI Europe hosts council meetings, conferences, and workshops throughout Europe and publishes a quarterly magazine, *Urban Land Europe*.



World Cities Forum

Building a livable urban future

London, 15–17 June 2005

Information and Questions

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