

DEVELOPMENT TEAM




Bayside
T O R O N T O

ONTARIO, CANADA



Hines

Firm Overview

Hines is a privately owned international real estate investment, development and management firm. Founded in 1957, the organization is currently active in 17 countries, has more than 3,450 employees and controlled assets valued at approximately \$22.2 billion. Hines' historical and current portfolio consists of 1,024 projects completed and managed, with another 87 projects under development. Together these represent more than 451 million square feet of mixed-use, office, residential, retail, industrial, and medical properties, as well as large master-planned communities and other land developments. The firm currently manages 121.9 million square feet of space.

Hines came to prominence as the developer of landmark office buildings in major cities across the U.S. The firm revolutionized the industry by introducing signature architecture for multi-tenant buildings, and higher standards for all aspects of building design, operations and management. Among Hines' best known projects are: the Cesar Pelli-designed Wells Fargo Center in Minneapolis; The Galleria and Pennzoil Place in Houston; the Philip Johnson-designed 53rd At Third in New York City; Five Hundred Boylston and Two Twenty Two Berkeley in Boston; Wachovia Financial Center in Miami; Columbia Square and Franklin Square in Washington, DC; 101 California and 560 Mission in San Francisco; Three First National Plaza and 300 North LaSalle in Chicago; One Ninety One Peachtree Tower and 1180 Peachtree in Atlanta; and the Detroit Riverwalk redevelopment, a 3.5-mile promenade that contains landscaped areas, bike and pedestrian pathways, pavilions and plazas, adjacent to GM's Renaissance Center.

In 1974, Hines ventured outside of the U.S. and entered the international real estate market. Since then, the firm has completed, acquired and/or redeveloped projects totaling almost 40 million square feet including such notable office projects as DZ Bank, Berlin by Frank Gehry; Main Tower, Frankfurt; 99 Queen Victoria, London; Pórtico, Madrid; Ducat Place, Moscow; Uptown München, Munich; EDF Tower, Paris; Torre Almirante, Rio de Janeiro; and Panamérica Park in São Paulo. Other notable office, residential, retail and mixed-use international projects include Embassy House,

Beijing; Del Bosque, Mexico City; Metropolitan, Warsaw; and Diagonal Mar, a development on an 84-acre site fronting the Mediterranean consisting of a retail center, five residential towers, three hotels, three office buildings and the third-largest public park in Barcelona.

Hines executes its business strategies by integrating its investment management teams with local market personnel in 65 U.S. cities and 40 cities outside of the U.S. Currently, the company has projects under development worldwide totaling more than 46 million square feet.

In Canada, Hines is the development manager for Eighth Avenue Place, a 49-story, 1.1 million-square-foot office building, currently under construction in downtown Calgary, that is anticipated to achieve LEED Platinum certification; and Hines is the asset and property manager for Atrium on Bay, a one million-square-foot complex comprised of three office buildings and a two-level mall in Toronto owned by Hines REIT.

In line with the firm's longstanding commitment to sustainability, Hines was an early adopter of the EPA's ENERGY STAR® program for commercial buildings, as well as the U.S. Green Building Council's LEED® rating program. Hines was a founding member of the German Sustainable Building Council and the Russian Green Building Council, and is active in the Green Building Council Brasil, the Green Building Council España, the Green Building Council Italia, the Indian Green Building Council, the BRE Environmental Assessment Method program in the United Kingdom and the Haute Qualité Environnementale program in France.

In 50 years, Hines grew from a one-man operation in Houston, to an international enterprise with offices in 105 cities around the world. With an unrivaled store of experience, a knowledgeable employee base with significant executive tenure and an unwavering commitment to excellence in products and services, Hines continues to thrive as it adds value to real estate around the world.

GERALD D. HINES

FOUNDER AND CHAIRMAN

Co-owner responsible for strategic direction. Leads the Executive Committee, participates in major new business ventures and cultivates new and existing investor relations.

Education

Bachelor of Science in Mechanical Engineering
Purdue University, 1948

Honorary Doctorate of Engineering
Purdue University, 1983

Career Highlights

Oversees a portfolio of 1,111 properties valued at approximately \$22.9 billion, making the firm one of the largest privately held real estate companies in the world.

Expanded the scope of the company by moving into foreign markets, introduced new product lines, initiated the firm's acquisition program and developed major new sources of equity and debt financing.

When other firms were financing projects with debt, he began financing projects primarily with equity in order to align the firm's interests more closely to its investors.

Credited for setting new industry standards for quality in real estate development and management.

Served as chairman of the Federal Reserve Bank of Dallas, 1981-1983.

Recipient of The Urban Land Institute's J.C. Nichols Prize for Visionary Urban Development.

Appointed as a Life Trustee by The Urban Land Institute.

Summary

Since founding Hines in 1957, Mr. Hines has built the company into one of the leading real estate firms in the world. He has also been recognized for his adherence to the highest quality standards and for his support of urban planning initiatives.

AVI TESCIUBA

VICE PRESIDENT

Project Officer responsible for the development and acquisition of projects in Canada.

Education

Bachelor of Science in Civil Engineering

University of California at Los Angeles 1991

Master of Science in Civil Engineering

Massachusetts Institute of Technology 1993

Master of Business Administration

Kellogg Graduate School of Management

Northwestern University 1998

Career Highlights

Project Officer for Eighth Avenue Place, a planned two-tower development with a 2 story podium. The 1.1 million-square-foot East Tower and retail Podium are currently under construction. Responsible for oversight of all aspects of the project including team selection, budgeting, financial and schedule performance, plan review, contrary buy-out, and reporting to ownership

Project Officer for the acquisition of Atrium on Bay, a 1.1 million-square-foot mixed-use complex in Toronto's Downtown North submarket owned by Hines REIT

and managed and leased by Hines. Responsible for developing a new marketing program and leasing initiatives that helped bring occupancy from 85% to 98% in the first year of operation. Responsible for oversight of a \$15 million capital improvement program.

Project Manager for the phased development of Takeda Pharmaceuticals' North American Headquarters in Deerfield, Illinois. The 70-acre site was master-planned to accommodate a 1.3 million square foot development, with Phase I encompassing 400,000 square feet.

Project Manager for the 900,000-square-foot Chicago CBD development 191 North Wacker Drive in Chicago, Illinois.

Project Manager for the redevelopment and repositioning of 29 North Wacker Drive in downtown Chicago, Illinois. Assisted in the acquisition of the 900,000-square-foot 321 North Clark in downtown Chicago, Illinois.

Summary

Mr. Tesciuba joined Hines in 1998 and is a Registered Professional Engineer in California. He is an expert in high-profile new development.

Relevant Project Experience



DIAGONAL MAR

Barcelona, Spain

Hines Role: Developer

Diagonal Mar is a large scale, mixed-use project, covering 4 million square feet of construction on Barcelona's seafont. The project consists of a super regional retail and leisure center, which opened in November 2001; 1,400 apartments in five independent phases; three hotels with a total of 950 rooms, totaling over 586,000 square feet; and three Class A office buildings. The project also includes a 540,000-square-foot convention facility to be developed by the City of Barcelona. Surrounding the project is a 35-acre public park featuring three lakes, pedestrian walkways, bicycle and skating paths, three children's play areas, a dog walk area and multiple water features.





PORTA NUOVA

Milan, Italy

Hines Role: Developer / Owner
Design Architect: Pelli Clarke Pelli Architects
Executive Architect: Adamson

A mixed-use urban redevelopment project on a 34.3-acre site, master planned for 2.47 million square feet of office, residential, fashion exhibition, retail and hotel space. It will include a 26.6-acre public park, museum and university facilities as well as a new City Hall and Region of Lombardy headquarters campus. Over a six-year period, Hines will develop 831,000 square feet split among the various components of this mixed-use project.



Relevant Project Experience



CITYCENTER DC

Washington, DC

Hines Role: Developer/Co-owner

CityCenter DC is a 2.5 million sq. ft. mixed-use development on a 10-acre site in the heart of downtown that will be built in three phases.

Phase I will contain approximately 1.5 million sq. ft. and will include: two, 11-story office buildings containing 260,000 sq. ft. each; an additional 240,000 sq. ft. of retail space; two 11-story apartment buildings, one building with 250,000 sq. ft. and one with 240,000 sq. ft. and each containing 229 apartments; two condominium buildings, one 10-story, 146,000 sq. ft. building and one 11-story, 150,000 sq. ft. building, each containing 216 condo units. It will also include the re-introduction of two streets through the site, a new park, a central plaza, retail-oriented alleyways and streetscapes, and a 1,600-car parking facility.

Phase II will contain a 10-story, 275,000 sq. ft., 400-room hotel and 100,000-120,000 sq. ft. of retail space.

Phase III (master planned by Hines but developed by another developer) will contain 560,000 sq. ft. of office space and 40,000 sq. ft. of retail space.



CALIFORNIA PLACE

Shanghai, China

Hines Role: Developer

Hines is the developer of California Place, a 45-acre mixed-use development located on the northern edge of downtown Shanghai. The land, which was formerly a military airfield, will be transformed into an 80,000-person community with a town center and a business center. The development will include 1,250 luxury residential units (2.3 million square feet) in 16 buildings; retail space (700,000 square feet); three office buildings (450,000 square feet); a 16-story, four-star hotel (300,000 square feet), and a waterfront boardwalk. Construction is scheduled to begin in 2008.

Relevant Project Experience



TRANSBAY TOWER

San Francisco, California

Hines Role: Developer

Design Architect: Pelli Clarke Pelli Architects

The board of directors of the Transbay Joint Powers Authority (TJPA) has approved their competition jury's recommendation to enter into exclusive negotiations with the team of Hines and Pelli Clarke Pelli Architects for a new Transbay Transit Center and Tower in the center of San Francisco's business district. The TJPA conducted an international competition over the past nine months that generated designs from several world-renowned architects.

At the heart of the winning proposal is City Park, a five-



and-a-half-acre public park that will sit atop the new transit center and double as a "green roof" for the facility.

City Park's signature feature will be an elegant 1,200-foot office tower which will become a landmark addition to the San Francisco skyline and the tallest U.S. building west of Chicago. Designed to include state-of-the-art security, safety, and many sustainability features, the planned 1.6 million-square-foot office tower will be developed, owned and operated by Hines.

Relevant Project Experience



ATRIUM ON BAY
Toronto, Canada

Hines Role: Acquisition/Owner/Property Manager

In 2007, Hines REIT acquired Atrium on Bay, a 1.1 million-square-foot mixed-use complex in Toronto’s Downtown North submarket. It was acquired from a joint venture between Brookfield Properties and The Ellman Companies. The complex contains three office towers, a two-story retail mall and a two-story parking garage. Located on Bay and Dundas streets, the property is situated directly above one of Toronto’s busiest subway stations and is adjacent to Toronto’s largest mall, a 23,000-student university and a seven-hospital campus. The three office towers contain approximately 913,000 square feet and are eight, 13 and 14 stories, respectively. The retail mall contains approximately 142,000 square feet. Atrium on Bay was developed in the early 1980s, and was renovated in 1999 and 2000.



EIGHTH AVENUE PLACE
Calgary, Alberta, Alberta

Hines Role: Development Manager

Eighth Avenue Place is a premier office development located in the heart of Calgary’s downtown core. Phase I of the project will consist of a 49-story East Tower (1,100,000 sq. ft.), a 1,143-space underground garage and an atrium Wintergarden. Phase II will feature a 39-story West Tower (790,000 sq. ft.). Construction on Phase I began in December 2007 with first occupancy expected in late 2010.

Canada’s first Pre-certified LEED Gold Office high rise, Eighth Avenue Place will feature a 30,000-square-foot green roof — one of the largest in Canada. Each office floor will feature 23,500-square-foot column-free floor plates with six corner offices, mountain views and abundant natural light.



Pelli Clarke Pelli Architects

Firm Overview

Founded in 1977, Pelli Clarke Pelli Architects has earned a reputation for designing buildings that express the core values of our clients. We have designed many of the world's most recognizable buildings, including the World Financial Center in New York, the Petronas Towers in Malaysia, and the International Finance Centre in Hong Kong. Our award-winning portfolio includes mixed-use and retail projects, master plans, performing arts centers, museums, academic buildings, libraries, research centers and residences, and we have served private clients, businesses, institutions and government agencies. The breadth of our work reflects the belief that a firm must not be constrained by a signature style. Rather, great design arises from sincere collaboration with a client and a deep respect for a project's environmental, economic and social contexts.

Pelli Clarke Pelli has been a leader in environmentally sustainable design for over a decade. Our designs included sustainable strategies even before the U.S. Green Building Council established its Leadership in Energy and Environmental Design (LEED) program. Today, we routinely design LEED-rated buildings, including the country's first residential tower to achieve LEED Platinum, the program's highest rating. Our vision of sustainability extends beyond the technical concerns of reducing a building's energy consumption. To be truly sustainable, a design must address the economic and cultural factors that make a project successful long into the future.

Pelli Clarke Pelli structures its practice to realize the highest standard of design and service. We carefully limit the number of commissions we accept, allowing Principals Cesar Pelli and Fred Clarke to be fully engaged in every project. Further, we organize the firm into small studios, assuring that a consistent team of architects is dedicated to a project from planning through construction. We have built strong relationships with the world's best technical consultants, and we continually integrate the most effective design and communication technologies into our practice. Our experience has taught us that achieving excellence in design is only possible when the technical, budgetary, and schedule constraints of a project are clearly recognized and skillfully managed.

Pelli Clarke Pelli designs buildings that are contemporary, broadly resonant and optimistic. We see architecture as a continually evolving art that can express the aspirations of our shared culture. In our designs, we draw on architecture's rich history, on evolving technologies, and on the partnerships we build with our clients. We have been honored with critical acclaim and hundreds of design awards, including the American Institute of Architects' most prestigious honor for an architectural practice, the Firm Award. In 1995, the American Institute of Architects awarded Cesar Pelli the Gold Medal, its highest honor for an individual. In 2004, the firm was awarded the Aga Khan Award for Architecture for the Petronas Towers.

Resumes

CESAR PELLI FAIA, RIBA, JIA

SENIOR PRINCIPAL

Cesar Pelli was born in Argentina where he earned a Diploma in Architecture from the University of Tucumán. He first worked in the offices of Eero Saarinen serving as Project Designer for several buildings, including the TWA Terminal at JFK Airport in New York and Morse and Stiles Colleges at Yale University. After this apprenticeship, he was Director of Design at DMJM and, later, Partner for Design at Gruen Associates, both in Los Angeles. Throughout these years, he designed several award-winning projects, including the San Bernardino City Hall in San Bernardino, California; the Pacific Design Center in Los Angeles, California; and the United States Embassy in Tokyo, Japan.

In 1977, Mr. Pelli became Dean of the Yale University School of Architecture and also founded Cesar Pelli & Associates. He resigned his post as Dean in 1984 but continues to lecture on architecture. Since the firm's establishment, Mr. Pelli has personally originated and directed the design of each of its projects. In 2005, in recognition of the increased role of the firm's principals, the firm was renamed Pelli Clarke Pelli Architects.

Mr. Pelli has avoided formalistic preconceptions in his designs. He believes that buildings should be responsible citizens and that the aesthetic qualities of a building should grow from the specific characteristics of each project such as its location, its construction technology, and its purpose. In search of the most appropriate response to each project, his designs have covered a wide range of solutions and materials.

Mr. Pelli has written extensively on architectural issues. In 1999 he wrote *Observations for Young Architects*, published by the Monacelli Press. His work has been widely published and exhibited, with nine books and several issues of professional journals dedicated to his designs and theories. He has received twelve Honorary Degrees, over 200 awards for design excellence and is a Fellow of the American Institute of Architects, a Member of the American Academy of Arts and Letters, the National Academy of Design, the International Academy of Architecture, and of l'Academie d'Architecture de France.

In 1995, the American Institute of Architects awarded Mr. Pelli the Gold Medal, in recognition of a lifetime of distinguished achievement in architecture. In 2004, Mr. Pelli was awarded the Aga Khan Award for Architecture for the design of the Petronas Towers, Kuala Lumpur, Malaysia.

FRED CLARKE FAIA, RIBA, JIA

SENIOR PRINCIPAL

A founding member of the firm, Fred Clarke is a Design Principal for all the New Haven studio projects. Over the past 33 years, he has been responsible for commissions with widely varied programs and locations, from San Francisco to Dubai, from Tokyo to Miami.

Mr. Clarke's significant project experience includes serving as Design Principal for the Petronas Towers in Kuala Lumpur, the World Financial Center in New York, One Canada Square at Canary Wharf in London, Reagan National Airport in Washington, D.C., Nihonbashi Mitsui Tower in Tokyo, and the International Finance Centre in Hong Kong. He is currently serving as Design Principal for projects including Transbay Transit Center and Tower in San Francisco, the Vietcombank Tower in Ho Chi Minh City, the Shanghai IFC in Shanghai and Porta Nuova in Milan.

A career-long teacher, Mr. Clarke has been a faculty member of Yale University, Rice University, and the University of California at Los Angeles. In addition, he has chaired design juries and panels for many professional organizations, including the Urban Land Institute and national, state and regional affiliates of the American Institute of Architects.

Fred Clarke met Cesar Pelli in 1969 while still a student. In 1970, upon graduating with highest honors from the University of Texas at Austin, he joined Gruen Associates in Los Angeles where Mr. Pelli was Partner for Design. For the following seven years, Mr. Clarke served as Senior Designer of the United States Embassy in Tokyo, the School of Music for Yale University, and the headquarters for the Daehan Kyoyuk Insurance Company in Seoul.

In 1992, Mr. Clarke was elected to the College of Fellows of the American Institute of Architects. In 1997, he became a Registered Architect in Japan. He received a Fellowship from the MacDowell Colony in 1998 to research and write on social responsibilities in large scale urban projects. He is now a member of its Board of Directors.

Relevant Project Experience



CANARY WHARF

London, England

PCPA Role: Design Architect

One of the largest private developments in the world, Canary Wharf contains England's three tallest buildings. Pelli Clarke Pelli Architects designed the master plan for this 6 million-square-foot complex and has designed and built seven towers here since 1986. An additional office development for North Quay recently received planning approval and is in design.

The centerpiece of the complex is 777-foot One Canada Square office tower, the tallest in the country. The tower is joined by a 250,000-square-foot retail and assembly building, which includes shops and restaurants as well as a Winter Garden with adjoining meeting and exhibition rooms. The retail and assembly building supports musical and dramatic performances, trade shows and meetings, and is equipped

with flexible theatrical lighting and sound systems as well as a portable stage and seating.

The Docklands Light Railway Station is the gateway to Canary Wharf, accommodating approximately 60,000 commuters daily. Located at the center of the retail and assembly building, it is connected to the tower, the retail complex and the adjacent buildings via a network of shopping concourses located at multiple levels. Its roof is a glass and steel vault spanning 121 feet, a modern reinterpretation of the great vaulted spaces of London's 19th century railroad stations. Other components of the project include Northern Trust and 30 Bank Street, Citigroup Tower, and Lehman Brothers European Headquarters.



LIVERPOOL ONE
Liverpool, England

PCPA Role: Design Architect

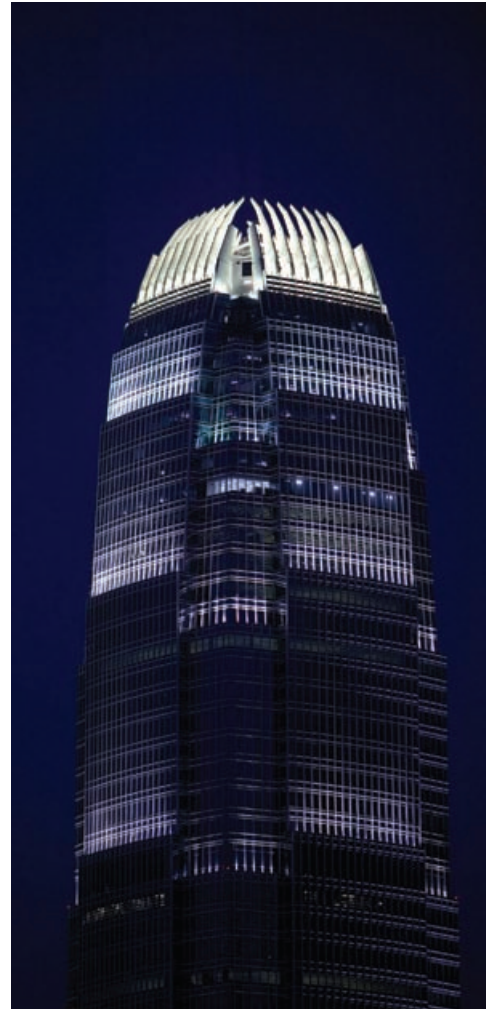
Pelli Clarke Pelli Architects, in collaboration with BDP, is the master planner and urban designer for the development area known as Liverpool One. The project is a large, retail-led mixed-use development with areas of varying scale and use. The plan is expected to improve Liverpool's status as a special city of regional and national importance.

The master plan covers an area of 43 acres of new and refurbished buildings, pedestrian streets and spaces. The plan extends retail activity into the development site and provides for leisure, transport, hotel, residential, commercial and other uses.

The central organizing element for the entire development is Chavasse Park, which marks the site of the original pool from which Liverpool derives its name. Pelli Clarke Pelli Architects also designed One Park West, the residential project on the northwest corner of Chavasse Park.



Relevant Project Experience



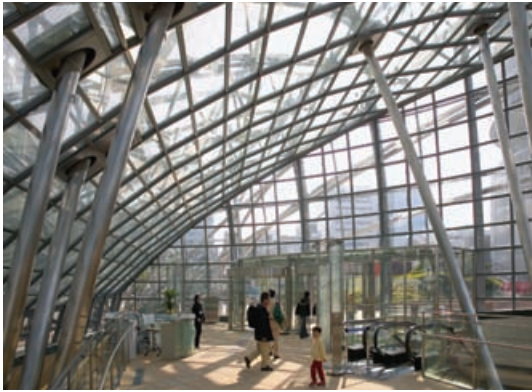
INTERNATIONAL FINANCE CENTRE

Hong Kong

PCPA Role: Design Architect

The International Finance Centre occupies one of the most beautiful urban sites in the world, adjacent to the narrowest crossing of Victoria Harbour, with the Central District and Victoria Peak as a backdrop. Part of the Hong Kong Central Station Development, the complex includes Two International Finance Center, a 1,380-foot, 88-story tower; One International Finance Centre, a 700-foot, 40-story tower; an air terminal; and a four-story retail podium with a public roof garden. Future phases of the development will include a hotel and service apartments.

Two International Finance Centre is the tallest building in Hong Kong, its height accentuated by its waterfront site, the entire form visible as it stands apart from the cluster of other skyscrapers. The building has a clear and memorable presence, a great obelisk at the scale of the city. With its carefully proportioned setbacks, its centric form tapers as it rises, expressing a vertical ascending movement.



NATIONAL MUSEUM OF ART

Nakanoshima Island, Osaka, Japan

PCPA Role: Full Service Architect

Originally on the outskirts of the city, this museum relocated its collection of contemporary art to a gateway site in what is becoming a major cultural and artistic district. The museum, a key element in the city's revitalization, creates a large plaza with places to exhibit and for people to meet and gather.

An agreement between the city and the client required that the entire building be built underground, allowing for the entrance lobby as the only possible above-ground expression for the museum. The response to this limitation was a free, sculptural use of the glass and steel elements of the lobby, creating a landmark that stands against the sky with greater impact than its size would seem to allow. The

lightweight stainless steel structure acts as a counter-point to the massive form of the neighboring science museum.

Located on an irregular and extremely tight site, the art museum is distributed on three levels below grade. The titanium-coated stainless steel tubes appear to rise from the first level below ground to form a complex woven, organic form, which provides support for the glass of the lobby. This silvery form becomes the icon for the museum. It rises to two vertical peaks, which are 50 meters and 34 meters above grade. The steel sculpture is allowed to sway in nearly all directions.

Relevant Project Experience



ABANDOIBARRA MASTER PLAN

Bilbao, Spain

PCPA Role: Master Plan Architect

For nearly a century, Abandoibarra has been considered the industrial center and port of Bilbao. Recently these functions have been relocated to other parts of the city. The construction of the new Museo Guggenheim and the Palacio de Congresos has changed the character of this zone and has provided an impetus to reclaim it as a living part of the city.

The master plan for Abandoibarra was designed in conjunction with Balmorri Associates and Aguinaga y

Asociados and dedicates more than two thirds of the total area of Abandoibarra to green areas and open spaces. Once an obstacle to the riverfront, the 6-meter drop from the Ensanche to the river is transformed into smooth slopes that will accommodate everyday pedestrian use.

The master plan establishes the guidelines that will direct building design in the future. The revitalization of Abandoibarra will reconnect the city of Bilbao to the riverfront.

Relevant Project Experience



PETRONAS TOWERS

Kuala Lumpur, Malaysia

PCPA Role: Design Architect

Designed as the corporate headquarters for the national petroleum company, Petronas, the twin 88-story, 4,500,000 square foot, stainless steel-clad Petronas Towers are connected at the Sky Lobby levels by a Skybridge, facilitating inter-tower communication and traffic. Organized around this circulation system are shared Petronas facilities such as the Conference Centre, the Upper Surau (prayer room) and the Executive Dining Room.

Malaysian colors, patterns, traditions and crafts have been incorporated throughout the buildings so that they appear not as foreign elements but as new and exuberant citizens

of Malaysia. The geometry of the twin towers is based on Islamic traditions as is the development from simple to complex forms. The lobby core walls are finished with light-colored Malaysian woods within a stainless steel grid. The pattern of the marble lobby floor derives from popular regional "Pandan" weavings and bertam palm wall mattings. Reinforcing a sense of the tropical locale and optimizing the use of Malaysian crafts, a continuous wooden screen wall shields the perimeter of the lobby wall to minimize the contrast of brightness between the exterior and interior.

Relevant Project Experience



WORLD FINANCIAL CENTER

New York, New York

PCPA Role: Design Architect

Completed in 1988, the World Financial Center is a familiar presence on the New York City skyline, the four stepped towers forming the western wall of Lower Manhattan. While the architecture is unmistakably modern in detail and construction, the buildings reference architectural history, expanding the possibilities for skyscraper design and expressing the aspirations of the contemporary city.

The World Financial Center was the first installment of Battery Park City, a mixed-use development built on infill from the construction of the World Trade Center. The 14-acre complex consists of four office towers, ranging in height from 34 to 51 stories; the Winter Garden, a glass-roofed public



court; two nine-story octagonal gateway buildings; and a landscaped public plaza and small marina.

The World Financial Center has received numerous awards, including a Design Award from the Society of American Registered Architects in 1990. The American Institute of Architects cited the World Financial Center and Winter Garden as one of the 10 best works of the decade. In 1993, the AIA/ACSA Council on Architectural Research, the International Union of Architects and the DuPont Company named the Winter Garden a Merit Finalist in the Benedictus Awards competition.



Firm Overview

One of a kind places. Big Picture Perspective. Creative Problem-Solving

EE&K is a full service architecture firm, internationally recognized for integrating the design of buildings and open spaces to turn “projects” into places. Founded in 1959, the firm’s record of bringing creative thinking and big picture perspective to design problems of all scales has created buildings of enduring memory, economic resilience and lasting value. Our design philosophy is based on the concept that when buildings are designed together with the larger environment, the whole can be greater than the sum of the parts.

With offices in New York, Washington DC, Los Angeles and Shanghai, EE&K’s expertise covers a range of building and project types. This includes landmark large-scale urban redevelopments such as Battery Park City and MetroTech, which have established new paradigms for how urban redevelopment is approached throughout the world. It also encompasses pathbreaking urban waterfronts like Baltimore’s Inner Harbor East and Rainbow Harbor in Long Beach, California; state-of-the-art intermodal transportation centers such as Los Angeles’ Gateway Center; innovate primary schools throughout the U.S.; mixed-use developments such as Pasadena’s Paseo Colorado and signature campus buildings for universities. A fundamental part of our work is

our ability to engage the new and the old together. EE&K has long been a leader in the innovative preservation and re-use of older buildings, seen most notably in the transformation of the landmarked U.S. Customs House in New York’s Lower Manhattan. EE&K is committed to pushing the boundaries of design as a vehicle to playing a central role in the revitalization and re-urbanization of cities and small towns.

Our approach is founded on the belief that every place, no matter how large or small, has the potential to make a lasting contribution to its surrounding community. We follow no formulas and never start with preconceptions. As a result, we have no signature style. Every one of our designs is unique and one of a kind. Our aspiration is to design places that create a sense of public purpose, community and pride. Our goal is to create places that have a positive impact on people’s daily lives and create lasting memories. To this end, our work incorporates the past while building for the future.

EE&K is led by a team of working principals with a diversity of talents and capabilities. We bring to our clients a depth of experience by designing and building complex and demanding projects throughout the world, and a breadth of backgrounds extending from the public sector to academia. Years of working on high profile projects in demanding and controversial settings has made collaboration second nature to us. It is in this spirit that we approach all of work.

STANTON ECKSTUT FAIA

PRINCIPAL

Stanton Eckstut, FAIA, is a founding principal of Ehrenkrantz Eckstut & Kuhn Architects (EE&K). Under his leadership, EE&K Architects has distinguished itself by creating great places and livable, beautiful cities. Mr. Eckstut is an architect known for his large-scale developments-, higher education buildings and campus designs, primary and secondary schools, transit facilities, office buildings, waterfronts, and courthouses.

Throughout such wide-ranging projects, there remains one primary constant: a dedication to creating places for people, complementing form and shape with use and context. He believes that the architecture of a place should welcome the people who inhabit it – even grand designs must recognize the human scale. Mr Eckstut looks for the best way to address quieter needs, creating spaces for public use and enjoyment, whether a shaded plaza, a sunlit atrium, or a meandering walkway that encourages interaction and activity.

Perhaps the most crucial step in the evolution of a design is the transition from conceptual idea to actual design and construction. Mr. Eckstut has exhibited a remarkable skill for creating noteworthy concepts and seeing them built, sometimes decades after initial formulation. He has vast experience in navigating vagaries of the approval process of large and complex developments.

Mr. Eckstut received his Bachelor of Architectural Engineering from Pennsylvania State University and his Master of Architecture from the University of Pennsylvania. He has served on the Board of Trustees for the National

Building Museum in Washington DC and the New York State Museum Institute. He has served and a Peer in the US General Services Administration's Design Excellence Program. From 1974 to 1989 he was the director of the urban design program at Columbia University's Graduate School of Architecture, and from 1992 to 1996 he chaired the Municipal Arts Society of New York's Street Committee. Mr. Eckstut is NCARB certified and registered in New York, New Jersey, Pennsylvania, Connecticut, Arizona, Texas, Florida, Virginia, and Maryland.

Many of Mr. Eckstut's projects have received awards and critical acclaim. In 2006, he received a Distinguished Service Award from the Citizens Housing & Planning Council, and in 2004 he was given a Distinguished Achievement Award from the New York Society of Architects. Project awards include: the 2005 AIA New York Award of Merit for Binghamton University Appalachian Collegiate Center; the 2000 AIA Kansas City Design Excellence Award for Science City @ Union Station; the 1997 Los Angeles Business Council, Beautification Award, for Gateway Center; the 1995 AIA National Honor Award in Urban Design for Baltimore's Inner Harbor East; the 1993 Waterfront Center Award of Excellence for South Cove at Battery Park City; the 1990 AIA National Honor Award, Citation of Excellence for Battery Park City; and the 1989 City Club of New York's Albert S. Bard Award of Excellence in Architecture for South Cove, Battery Park City. Perhaps Mr. Eckstut's most praised project, Battery Park City was recently honored with ULI's prestigious Heritage Award.

Relevant Project Experience



BATTERY PARK CITY

New York, New York

Battery Park City, designed as an entirely new mixed-use community on a 92-acre landfill on Lower Manhattan's Hudson River waterfront, created a new paradigm for large-scale urban development. The development is organized around a series of public environments such as the Battery Park City Esplanade, South Cove, and Rector Place, which rank among New York's most cherished and enduring places. EE&K's formative role in the emergence of Battery

Park City as one of New York's most desirable neighborhood includes the design of several strategically important buildings, including Liberty Green and Liberty Luxe, which have been designed for LEED Gold certification. One of the most successful and influential large-scale development projects of recent times, Battery Park City was honored by the Urban Land Institute with its prestigious Heritage Award.

Relevant Project Experience



BALTIMORE INNER HARBOR EAST

Baltimore, Maryland

Winner of the 1995 AIA Honor Award for Urban Design, Inner Harbor East was cited by the AIA as “a highly sophisticated example of how to create mixed-use communities that work by planning for integration of residential and commercial uses.” EE&K designed this project to add a residential dimension to Baltimore Inner Harbor, providing an opportunity for more people to live at the water’s edge while remaining

close to downtown. The promenade is an intensely used open space that linked the residential, office, hotel, and ground-level retail stores in an innovative mixed use urban mélange. The promenade is linked with a new waterfront street that brings the city fabric right up to the water’s edge, and creating an authentic Baltimore neighborhood

Relevant Project Experience



PASEO COLORADO

Pasadena, California

EE&K revitalized the failed Pasadena Plaza in downtown Pasadena into a vibrant, mixed-use town center for the entire city. Pasadena Plaza was an attempt to build a suburban mall in the center of Pasadena. In failing to provide an alternative shopping experience to the established suburban competition, the mall was a dismal financial failure. EE&K replaced it with a vibrant new mixed use experience connected back into the streets of Pasadena instead of turning its back on the rich urban fabric.

Now called Paseo Colorado, Los Angeles Times has called it a “model for urban redevelopment across the country.” It has been cited by the Urban Land Institute as the “poster child for successful mixed use development.”

EE&K’s plan turned the mall inside out, knitting the new development back into the downtown street grid and reestablishing the City’s central civic axis. By introducing a mix of offices, hospitality, retail and residential above the existing retail, much of the mall’s existing structure was reused as well as its underground parking garage. Organized around a series of outdoor places the Paseo takes full advantage of Pasadena’s temperate climate and has since become a highly successful destination for people-watching, strolling and discovery.

Relevant Project Experience



HUISHAN NORTH BUND

Shanghai, China

With the design of Huishan North Bund, EE&K has introduced a new approach to large scale waterfront development to China's financial center and most dynamic metropolis. An active waterfront program for the water's edge has focused the development's mixed-use development program around a series of high quality public environments, including two marinas. To prevent a monotonous "project-like" atmosphere, EE&K gave each building a unique design identity. Upon its completion in 2011, Huishan North Bund will become the centerpiece of the ongoing transformation of Shanghai's Huangpu River waterfront into a post-industrial era and the anchor for the redevelopment of the City's long neglected port district. Huishan North Bund's 3,200,000 square feet of new construction includes commercial offices, Shanghai's new shipping exchange and trading hall, residential towers, a service hotel, a 300,000 underground shopping mall and an underground 1,400 car parking structure, retail, and parking.





adamson
ASSOCIATES | ARCHITECTS

Firm Overview

Adamson Associates, one of the leading architectural practices, is noted for its long tradition of design excellence. Established in 1934, the firm has developed an impressive portfolio of projects in the United States, Canada and around the world. This portfolio encompasses projects of all types including some of the world's largest and most prestigious corporate and commercial developments, significant cultural and civic monuments, research and development projects, sports and entertainment complexes, airports and transportation centers, and hotels and residential projects. The firm has won numerous prestigious design awards, recognitions and competitions for innovative projects such as the MaRS Discovery District, Toronto; and Fengtai Science and Technology Park, Beijing; and The Terminal Development Project, Lester B. Pearson International Airport*.

Within the last 25 years the firm expanded its scope to undertake international project work as the Executive Architect / Architect of Record in New York, London, Kuala Lumpur, and other cities around the world. Adamson Associates established its reputation as an Executive Architect working in association with internationally acclaimed Design Architects on major projects such as The World Trade Center, New York City; Canary Wharf, London; Project CityCenter, Las Vegas and Kuala Lumpur City Center including the Petronas Towers (formerly the 'World's Tallest Towers') Malaysia. Through work on these complex projects the firm became a respected authority on urban design, architecture and building technology.

The firm continued to expand to meet the growing international demand including additional projects in New York City (Hearst Headquarters, Goldman Sachs Global Headquarters, Interactive Headquarters and One Bryant Park) as well as other major projects in San Francisco, Las Vegas, Hong Kong, Mexico City, Milan and Abu Dhabi. While the main office is located in Toronto, Adamson Associates established project offices in New York City, London and Los Angeles and are currently working with associated architects and engineers in the US and around the world.

Our main office is located in Toronto, Canada, with offices located in New York (AAI Architects, P.C.), London (Adamson Associates International Limited), Las Vegas (AAI Architects, Inc.), Los Angeles (Adamson Associates, Inc.) and Abu Dhabi (Adamson Associates International Ltd - Abu Dhabi). Under the progressive leadership of the partners, Adamson Associates is continually upgrading their design, project management and technical expertise to maintain a competitive advantage within the dynamic architectural field and an expanding global economy.

*Airport Architects Canada, a joint venture of Adamson Associates architects, Skidmore Owings and Merrill International Ltd, and Moshe Safdie Associates Ltd.

Resumes

WILLIAM BRADLEY B.E.S., B.ARCH., OAA, MRAIC, NCARB, RA (NV)

PARTNER

Education:

Bachelor of Environmental Studies, University of Waterloo

Bachelor of Architecture, University of Waterloo

Experience:

Since 1980

Professional Affiliations:

Member, Ontario Association of Architects

Member, Royal Architectural Institute of Canada

Member, National Council of Architectural Registration Boards

Registered Architect, States of New York, New Jersey, Nevada,

Expertise:

Bill joined Adamson Associates in 1994. He is well known for his technical expertise, and is often chosen to lead or provide advice on extremely complex projects. His strength at coordinating complex, large-scale projects is best demonstrated through his involvement at Toronto Pearson International Airport, where he was involved with the project from early concept design through to the complex commissioning phase, typical of airport construction. As well as managing the New Terminal Development Project, Bill also ran the project office for Airport Architects Canada (a joint venture of Skidmore Owings & Merrill International Ltd, Adamson Associates Architects & Moshe Safdie Associates Ltd.).

Bill also directed the Architect of Record Team for MGM CityCenter (Block C), a multi-billion dollar mixed-use urban development project in the heart of Las Vegas. Block C consists of approximately 6,000,000 square feet including: 627,000 square feet of retail, Mandarin Oriental Hotel and Residences, Harmon Hotel, and twin condominium towers (Veer Towers). Parking is provided by a 10-level parking structure, and a one-level subterranean parking structure underneath the shopping center.

Bill is very familiar with the sustainable design issues. Transbay Transit Center, MGM CityCenter and Toronto Pearson International Airport are very large scale projects that incorporate numerous sustainable features.

Prior to his involvement in the airport, Bill was a design manager on the Tenaga National University project in Kuala Lumpur, Malaysia, a development of over 2.5 million square feet comprising residences for more than 5,000 students, a hotel, a multi-purpose hall and several administrative buildings as well as associated infrastructure.

Bill studied architecture at the University of Waterloo. Prior to joining Adamson, he worked in private practice for 17 years, 14 years of which were in the employment of Sankey Associates Architects, Toronto.

Experience:

Project

Abu Dhabi Media Zone, Blocks D, E, H & L, UAE
Transbay Transit Center, San Francisco, CA
Vaughan Corporate Centre, TTC Station, Toronto, ON
York University New TTC Station, Toronto, ON
Guggenheim Abu Dhabi Museum, UAE
MGM MIRAGE CityCenter – Block C, Las Vegas, NV

Role

Technical Partner
Principal
Technical Partner
Technical Partner
Technical Partner
Principal

Completion

2014
2014
2014
2014
2014
2009

Project Cost

\$1 billion
\$610 million
\$100 million
\$153 million
Confidential
\$2 billion

W. DAVID JANSEN B.E.S., B.ARCH., OAA, MRAIC, AIA, NCARB, LEED AP

PARTNER

Education:

Bachelor of Environmental Studies, University of Waterloo

Bachelor of Architecture, University of Waterloo

Experience:

Since 1980

Professional Affiliations:

Member, Ontario Association of Architects

Member, Royal Architectural Institute of Canada

Member, American Institute of Architects

Member, National Council of Architectural

Registration Boards:

Registered Architect, States of New York, New Jersey, Nevada, Florida, Illinois, Connecticut, District of Columbia and Idaho

LEED Accredited Professional

Expertise:

David has repeatedly demonstrated his ability to synthesize complex building programmes with innovative design solutions. He brings a wealth of experience in master planning, urban design, architectural design and interior design, having developed extensive expertise for the majority of major building types including commercial high-rise, hotel/residential, advanced technology, airports, research and development, and institutional. David is currently responsible for many of the firm's large-scale projects that involve working in close collaboration with internationally acclaimed design architects.

Experience:

Project	Role	Completion	Project Cost
Marina Commercial Tower, Abu Dhabi, UAE	Partner-in-Charge	2014	\$500 million
Abu Dhabi Media Zone, Blocks D, E, H & L, UAE	Partner-in-Charge	2014	\$1 billion
Port Authority Transit Center, New York, NY	Partner-in-Charge	2014	\$500 million
Guggenheim Abu Dhabi Museum, UAE	Partner-in-Charge	2014	Confidential
Speroni Westwater Gallery, New York, NY	Partner-in-Charge	2010	\$18 million
World Trade Center, Towers 2, New York, NY	Partner-in-Charge	2014	\$1.2 billion
World Trade Center, Tower 3, New York, NY	Partner-in-Charge	2012	\$1.1 billion
World Trade Center, Tower 4, New York, NY	Partner-in-Charge	2012	\$1 billion
World Trade Center, Museum Pavilion, New York, NY	Partner-in-Charge	2012	\$60 million
Ministry of Government Services Data Centre, Guelph, ON	Partner-in-Charge	2010	Confidential
Goldman Sachs Global Headquarters, New York, NY	Partner-in-Charge	2010	\$900 million
Royal Bank of Scotland, Stamford, CT	Partner-in-Charge	2009	\$341 million
MGM Project CityCenter - Block C, Las Vegas, NV	Partner-in-Charge	2009	\$3 billion
One Bryant Park, New York, NY	Partner-in-Charge	2009	\$1 billion
Art Gallery of Ontario, Toronto, ON	Partner-in-Charge	2009	\$200 million
Toronto Pearson International Airport, New Terminal, Toronto, ON	Principal	2007	\$1.8 billion

Relevant Project Experience



WORLD TRADE CENTER TOWERS 2, 3 AND 4, New York, New York
Design Architects: Foster + Partners, Rogers Stirk Harbour + Partners and Maki and Associates
Architect of Record: Adamson Associates Architects

WORLD TRADE CENTER, EAST BATHTUB New York, New York

The East Bathtub is comprised of the four sub-grade basement levels of the World Trade Center site, which is divided into east and west sides. The site is surrounded by a perimeter slurry wall and is bound by Church, Greenwich, Vesey and Liberty Streets. The overall development within the East Bathtub is essentially composed of four structures; Towers 2, 3 & 4, and the Port Authority's Hub transit, retail and support facilities.

AAI was responsible for the masterplan coordination and preparation of the East Bathtub space allocation documents. The project involved careful coordination with numerous



design architects, consultants and public agencies. The effort took place within the context of an existing slurry wall, multiple existing transportation networks, complex urban infrastructure and a sensitive urban context.

The second phase of this project, which is currently underway, includes the design and construction of Tower 2, 3, & 4, designed by Foster and Partners, Rogers Design Services, Inc. and Maki & Associates, respectively. AAI Architects, P.C. is the Architect of Record for these buildings.

Relevant Project Experience



ABU DHABI MEDIA ZONE 1, Abu Dhabi, UAE
Design Architects: UNStudio (Base Building Shell and Core) / Diller Scofidio + Renfro (Public Spaces)
Executive Architect: Adamson Associates International Ltd – Abu Dhabi



ABU DHABI MEDIA ZONE 1

Abu Dhabi, UAE

Media City Zone 1 is a mixed-use development that integrates three city blocks including: production studios and post-production facilities, a training academy, retail, residential, commercial towers and hotel and public amenity areas. The overall development is configured in a three-storey pedestrian oriented 'deck' housing media functions, street related retail and residential units, below-grade parking, and above 'deck' towers, all connected via a triple height enclosed Galleria.

The ensemble of buildings is experienced as large-scale display frames. The façades that form the frame are designed with softly folded smooth claddings and are asymmetrically proportioned. The surrounding frame sets a focus of attention, as it embraces and reflects the content. The deck is designed as a series of horizontal frames. The circulation system and visual connections are continuous, but the design also defines clearly discontinuous surfaces, where each can express distinct media content.

Relevant Project Experience



ST. LAWRENCE MARKET NORTH BUILDING

Toronto, Ontario

Adamson Associates Architects and Rogers Stirk Harbour + Partners won the Design Competition for the new St. Lawrence Market North building that will replace the existing 1960s structure, which no longer meets the needs of market vendors, shoppers and the community, due to its lack of building amenities.

The new design features a central linear atrium, with space on the ground floor that opens up on all sides, making the market visible to Front, Market and Jarvis Streets, and the historic St. Lawrence Hall cupola on the north end. The upper three floors will host the City's consolidated POA courts, with glass walkways linking the two sides of the building. There will also be accommodation for 250 underground parking spots.

The St. Lawrence Market Complex, consisting of St. Lawrence Hall and the South and North Market buildings, has served for over 200 years as Toronto's social centre and premier marketplace..



ST. LAWRENCE MARKET NORTH BUILDING, Toronto, Ontario

Design Architect: Rogers Stirk Harbour + Partners

Architect of Record: Adamson Associates Architects



KUALA LUMPUR CITY CENTRE, Kuala Lumpur, Malaysia
Design Architect: Cesar Pelli & Associates
Executive Architect: Adamson Associates Architects



KUALA LUMPUR CITY CENTRE

Kuala Lumpur, Malaysia

The magnificent Petronas Towers are the centrepiece of Kuala Lumpur’s commercial district. A two-storey Skybridge connects the 88-storey twin towers together at the forty-first and forty-second levels.

Nine metres taller than Chicago’s Sears Tower, the Petronas Corporate Headquarters (Malaysia’s oil and natural gas company) is designed for 12,000 people, and includes a six-

storey retail podium linking the bases of the towers, a world class concert hall and five levels of underground parking for nearly 5,400 cars.

Adamson Associates was retained as consultants for the design development and working drawings of the twin towers, retail area, concert hall and parking, and to provide master plan coordination for the 100 acre (40.5 ha) site.

Relevant Project Experience



MGM MIRAGE CITYCENTER - BLOCK C Las Vegas, Nevada

Located on 66 acres between the Bellagio and the Monte Carlo on the Las Vegas Strip, CityCenter is the largest privately funded project in the United States. This mixed-use urban development project is a “city within a city.”

Block C consists of approximately 6,000,000 square feet including: 627,000 square feet of retail (Crystals), the Mandarin Oriental Hotel and Residences, the Harmon Hotel, the twin Veer condominium towers, and parking provided by an 10-level parking structure and a one-level subterranean parking structure underneath the shopping center.

The Crystals received LEED Certification in October 2009, making it the world’s largest LEED Gold Certified retail district. The Veer Towers and Mandarin Hotel were LEED Gold Certified in November 2009. The Harmon Hotel is also pursuing Gold certification.

MGM MIRAGE CITYCENTER - BLOCK C, Las Vegas, NV
Design Architects (Block C): Kohn Pedersen Fox Associates, Foster + Partners, Studio Daniel Libeskind, Murphy/Jahn and The Rockwell Group
Architect of Record (Block C): Adamson Associates Architects

RIVERSIDE SOUTH DEVELOPMENT, Canary Wharf, London, England
Design Architect: Rogers Stirk Harbour + Partners
Executive Architect: Adamson Associates Architects



RIVERSIDE SOUTH DEVELOPMENT, CANARY WHARF

London, England

The Riverside development at Canary Wharf, London comprises two office towers linked by a central podium building containing enhanced height trading floors. The main entry to the towers is at an upper level off Canary Wharf Westferry Circus allowing the lower level of the development fronting the Thames River to be used as a waterside public route. The tower buildings have centrally located cores with 'slipped' office floor plates.

Adamson is providing master plan coordination, design development for the building core and exterior envelope, full contract documents, and site review.

Adamson Associates was also involved in the schematic design alongside Rogers Stirk Harbour + Partners as it went through the London planning approval process. The work involved studying options and coordinating detailed plans for the building cores, plant spaces and basements with the client and the consultant team; reviewing curtain wall details, ensuring the building remained efficient, and reviewing design standards with Canary Wharf on a regular basis.



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