

# Frankfurt and Offenbach Germany

May 3–8, 2015



# Frankfurt and Offenbach, Germany

Connecting and Collaborating: Building a Better  
Future Together

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# About the Urban Land Institute

**THE MISSION OF THE URBAN LAND INSTITUTE** is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and

- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 35,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

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# About ULI Advisory Services

**THE GOAL OF THE ULI ADVISORY SERVICES** program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 600 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues

and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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# Acknowledgments

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Support for this panel was provided by DIC-Asset AG, Groß & Partner Grundstücksentwicklungsgesellschaft mbH, Meijer Realty Partner Deutschland GmbH, OFB Projektentwicklung GmbH, and SEB Investment GmbH.

The panel also thanks the national council; Claudia Gotz, executive director of ULI Germany; and the local team, Christine Freeman, head of events, and Michael Müller, manager, event programs and community outreach, who helped recruit the cities and sponsors and connected the

ULI team to the challenge. These local ULI representatives can provide the cities of Frankfurt and Offenbach with access to the same broad and deep land use experience and expertise as the panel 365 days a year, and they are all located in the region.

In addition, the panel offers a final thank you to all of those who were part of the interview process. Many people contributed their time to help us better understand the various perspectives important to these communities and our recommendations. You believe in the future of this region. The panel hopes that we have captured your enthusiasm for the metropolitan area and represented the strength of its economic vitality and high-level cultural locals and events in the recommendations. The panel believes this is an important turning point in the future of the region, and we are grateful to be part of that process.

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# Foreword: The Panel's Assignment

**THE RHINE-MAIN METROPOLITAN REGION** is home to over 5.8 million people and is a major commercial and economic hub for both Germany and Europe. At its heart are the adjacent cities of Frankfurt and Offenbach. A history of rivalry and competition has led these two cities on divergent paths to contrasting situations today. The leaders of both Frankfurt and Offenbach understand that only by embracing this diversity will they be able to build a future of sustainable prosperity for the entire region. The ULI Advisory Services panel was asked to review the extensive work already undertaken toward this goal, to identify new opportunities, and to recommend a strategy for moving forward.

The questions presented to the panel covered a wide range of issues prompting detailed analyses that helped identify specific opportunities. The panel evaluated current community dynamics, land use plans, and constraints to help highlight synergies and strengthen links between the two cities.

Panel members carefully reviewed the extensive materials received and interviewed stakeholders from each city to develop recommendations for Frankfurt and Offenbach. The panel's recommendations focus on six areas of synergy between the two cities: opportunities, attraction, integration, connection, growth, and strategy.

The future competitiveness of Frankfurt and Offenbach is dependent to a large degree upon their ability to collaborate effectively. On the global stage the two cities working together provide a much more compelling and diverse offering.

## The Study Area

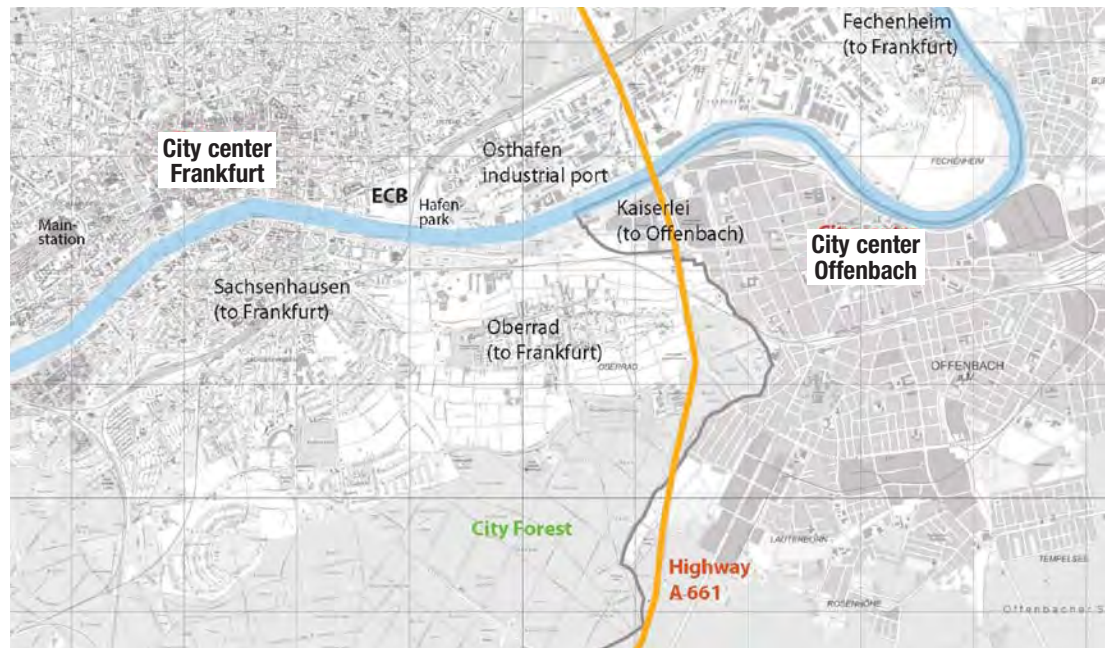
The cities of Frankfurt and Offenbach are neighbors at the heart of the Rhine-Main Region along the Main River. The



Location map.



*Frankfurt and Offenbach are relatively close to each other. Kaiserlei lies within the district of Offenbach.*



two cities' centers are a mere ten kilometers apart, and they have essentially grown into one contiguous urban area.

The Main River forms the primary border between the two cities although Frankfurt spans the river to form the western border of Offenbach. While Frankfurt is both the dominant economic and population hub of the Rhine-Main Region, Offenbach provides a distinct and complementary addition to this central urban area of the region. Historically a commercial and industrial river port, the western part of Offenbach is developing residential and office markets. Under Offenbach's current development plan, the former port of Offenbach will become a new neighborhood for living and working. Close by, within Frankfurt's city limits, are the former village of Oberrad and typical industrial areas with an active industrial port. In addition to the river, the national highway Bundesautobahn 661 (A661) separates the cities.

As major regional centers, both cities belong to the highest category of municipalities in the regional planning system.

Although the two cities share a border, they have many social, economic, and demographic differences (see table). Frankfurt is considerably larger in both size and population,

wealthier, and better served by infrastructure. Offenbach is younger and more culturally diverse with fewer opportunities and higher unemployment. The number of jobs is much higher in Frankfurt—in absolute numbers and in relation to the number of residents; the city's workforce is more dynamic and pulled from the wider suburban communities. In contrast, Offenbach shows a negative employment trend accompanied by a higher share of unemployed individuals. Therefore, the general purchasing power of Offenbach residents and the tax revenue per resident are lower than in Frankfurt.

Both cities benefit from proximity to the major hub of Frankfurt-Rhine Airport (FRA). However, development in much of each city is restricted because of aircraft noise. More than half the city area of Offenbach is part of the "restricted settlement area" where no new housing can be built, whereas in Frankfurt one-third of the land is affected. Finally, Frankfurt is better connected to the airport and to regional and high-speed rail with three intercity railway stations. Although Offenbach is reasonably well connected to Frankfurt by S-Bahn (suburban rail), it is only lightly served by regional trains.

## Frankfurt and Offenbach Facts and Figures

Facts	Frankfurt	Offenbach	Region*
<b>Population</b>			
Residents 2013	701,350	119,203	2,248,258
Population density 2013 (residents/sq km)	2,793	2,626	908
Population growth 2011–2013 (%)	5.0	5.1	3.0
Age structure 2013 (under 15/over 64 years, %)	13.6/16.0	15.1/17.6	14.0/19.0
Foreign residents 2013 (%)	26.3	31.3	18.9
German inhabitants with migration background (%)	58	22	Not available
<b>Employment/finances</b>			
Jobs 2013	514,794	43,466	1,040,124
Job growth (loss) 2011–2013 (%)	3.5	(3.5)	2.7
Unemployment 2013 (%)	7.0	10.7	Not available
General purchasing power per resident 2014 (euros)	24,900	19,800	25,000
Tax revenue per resident 2013 (euros)	2,568	1,002	1,597
Debt level per resident 2013 (euros)	2,132	3,242	1,601
<b>Land use</b>			
Total area (sq km)	248	45	Not available
Housing and circulation areas 2013 (%)	57.9	49.2	28.0
Growth of housing and circulation areas 2011–2013 (%)	0.8	0.5	2.3
“Restricted settlement area” because of aircraft noise 2014 (%)	33	54	Not available
Land prices in residential/mixed/commercial construction areas 2014 (euro/sq m in average locations)	570/2,000/210	420/530/210	Not available
<b>Transport</b>			
Commuters inbound/outbound	336,050/77,052	30,479/28,958	337,427/219,585
Number of intercity railway stations	3	0	5

\* Area of the Regional Planning Authority FrankfurtRheinMain.

Thus, in a growing region that is densifying, the key questions are how Frankfurt and Offenbach can better collaborate, better connect both economically and physically, and develop commercial and residential properties in ways that benefit both cities.

## The Panel's Assignment

Specifically, the panel was charged to consider the following questions:

1. What are the key synergies and opportunities that can stimulate better collaboration between Frankfurt and Offenbach, and how can their respective roles in the broader metropolitan area better complement each other?
  - How can the two cities better engage with the private sector to fund some of the improvements that benefit both?
2. What types of growth can Frankfurt no longer accommodate because of geographic or structural

limitations, and what implications does this have for Offenbach?

- Which industries would complement the existing clusters of Frankfurt and add value to the Frankfurt region's overall economic structure?
  - How can the land use strategy acknowledge and celebrate the sociocultural diversity of both Frankfurt and Offenbach?
3. How should current and projected supply and demand for residential, commercial, and leisure shape the development strategy and optimize synergies between Frankfurt and Offenbach?
  4. How can the development of the Kaiserlei area best support the urban integration of the two cities?
    - Is the district well suited for the location of a new arena?
    - What commercial and other uses are best suited to this area? (Residential development is restricted by flight paths.)
  5. How can planned new and enhanced transportation links between the two cities strengthen the connection between them, and which are keys to driving new development and regeneration?
    - Enhanced rail service between the Frankfurt and Offenbach train stations;
    - Extensions to existing streetcar lines that currently terminate at the edge of Offenbach; and
    - Riverfront bike and pedestrian paths.
  6. What areas and existing buildings can Offenbach use to reinforce its attractiveness to creative industries and entrepreneurs, and how could this benefit Frankfurt?
    - What is the role of Offenbach's Hochschule für Gestaltung (HfG; art and design university)?
    - How can a relocation or expansion of the HfG adjacent to the Hafen Offenbach (Offenbach Harbor) contribute to this strategy?
    - What other areas or buildings in the city should also be considered?
    - What development opportunities could be created around the Offenbach Hauptbahnhof (train station)?
  7. What improvements can be made to the central area of Offenbach to enhance its appeal to both residents and visitors?
    - Enhancements to Frankfurter Strasse (street) and adjacent pedestrian zone; and
    - Improvements to the Marktplatz as the "gateway" to Offenbach for those arriving by S-Bahn (suburban rail).

# Global Context, Local Analysis, and Assessment

**WE ARE LIVING IN AN EXTRAORDINARY AGE** of urbanization and globalization. Never before in history have people had so much in common with other people thousands of kilometers away. The Rhine-Main Region with Frankfurt and Offenbach at its heart is confronted with many of the same competitive challenges and opportunities facing metropolitan regions around the world.

This new reality of shorter physical distance for global citizens presents new challenges for local communities. In a world where cities depend upon trade and exchange to thrive, how can they connect regionally to foster economic growth and job creation and better compete on the global stage? More specifically, what are the threats and opportunities for Frankfurt and Offenbach inherent in this new paradigm?

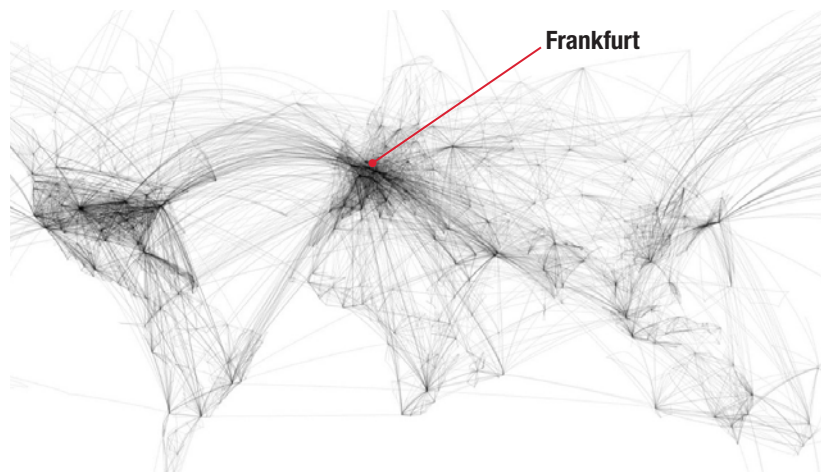
The McKinsey Global Institute puts this distribution of economic strength in a historical and global context (see figure at upper right). In the last generation, a huge shift has taken place from west to east as urban expansion in emerging economic markets drives global growth. According to McKinsey, the growth of urban markets can, and will, exceed that of nations. Thus, when thinking about the future, business and public leaders should be considering where market forces are coming from and where demand is located.

When one looks at a list of global rankings of cities, Frankfurt is undergoing its own shift. It is now well below the economic power position it held a generation ago. In 2013 *The Economist* Intelligence Unit benchmarked the future competitiveness of cities with predictions for their 2025 rankings. Frankfurt ranked 20th among other global cities. On face value, this is a good position, but as the scores are tracked, this is a loss of 11 places since 2012.



*This figure shows the ever-changing global center of economic power since AD 1 and projects its shift to 2025.*

Another example is the A.T. Kearney 2014 Global Cities Index (see figure on page 12). This index rates 125 cities with rather similar rankings to the previous chart, with the usual alpha-plus cities at the top; however, this matrix is based on evaluating a city's productivity with a wider lens,



*This air-tracing image identifies commercial flight patterns across the globe. The density of arrival and departure points shows how Frankfurt is a hub for intracontinental and international travel. Symbolically, Frankfurt is a nexus of connection for people.*

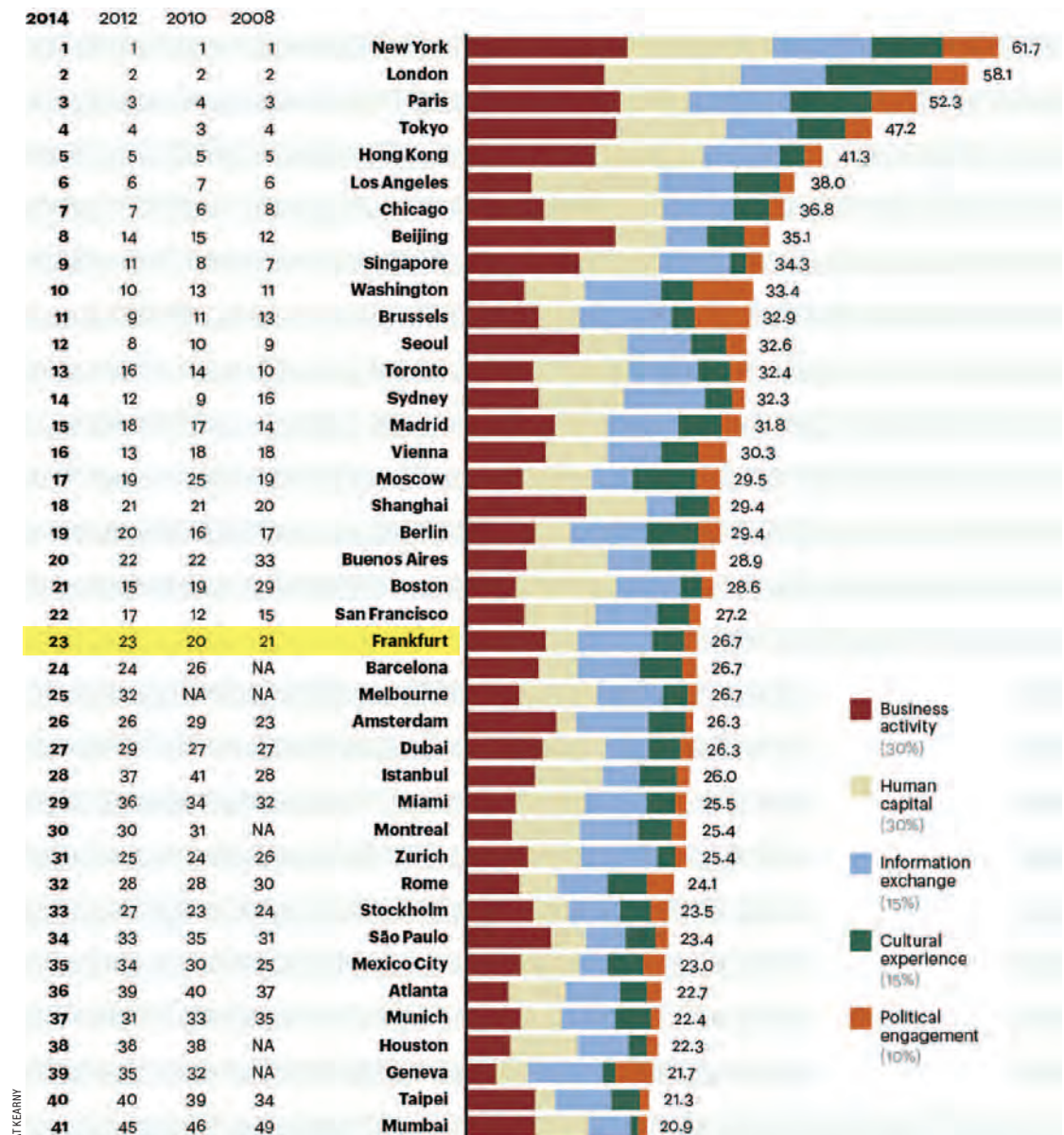


using 27 metrics across the five dimensions of business activity, information exchange, political engagement, human capital, and cultural experience, which produces a different ranking. As of 2014, Frankfurt maintained a somewhat static ranking within the top quartile. Frankfurt is very strong in business activity, compared to its overall ranking. The city's weakest point is human capital: it is not

diverse. And this is something that is very, very important. If Frankfurt is to maintain its position as a globally influential city, it must develop a stronger human and cultural capital experience.

What will Frankfurt and Offenbach together do?

### A.T. Kearney Global Cities Index, 2014



# Urban Characteristics and Opportunities

**TO INFORM ITS RECOMMENDATIONS,** the panel spent time to understand Frankfurt and Offenbach and attempt to identify their defining characteristics. The Rhine-Main Region is highly diverse and has changed considerably in recent decades. The panel concluded that Frankfurt and Offenbach have an opportunity to set an example for the region by demonstrating the importance of close collaboration in planning and development.

Frankfurt has recently experienced much change and growth that have led to a strong population increase over the last five years. Going forward, this growth will be constrained as the city's supply of available land is exhausted.

Frankfurt has reached its growth capacity toward the north with the Reidberg development, to the west with highway A5, and to the south with the existing GreenBelt and the woods. Expansion to the east seems the most logical next step. Offenbach plays an important role here as a partner to accommodate future urban growth.

Offenbach offers a large variety of assets, such as residential infrastructure and possibilities for new development outside the constrained airport noise-affected zones. It offers a diverse range of affordable housing stock, including the possible alteration of underused office and warehouse buildings into unique residential environments. In addition, Offenbach can provide affordable student accommodations, attractively located because they are well connected by public transportation.

The HfG, the art and design university in Offenbach, is an asset that can be further leveraged by the addition or relocation of other universities and schools out of Frankfurt to create a new and stronger student campus.

Another potential for growth lies in Offenbach's industrial legacy, because obsolete industrial properties and



*The recent opening of the European Central Bank office on the eastern border of Frankfurt is a leading indicator that urban and commercial development will grow east toward Offenbach.*

factories can be repurposed. Currently, Offenbach has strategically located brownfield development opportunities, including the chemical plant and abandoned railroad yards. The existing industrial structures could also provide unique spaces for emerging technology companies. Conversion of these properties for residential use is also an opportunity.

The existing riverfront along Offenbach is an asset that can be further enhanced with the provision of recreational uses and tied to the new harbor development.

On the cultural scene, Offenbach already offers a variety of facilities, including museums, music venues, parks, and the potential of leveraging its cultural diversity to further enhance these offerings. This opportunity can be further supported by temporary interventions such as festivals and pop-up installations along Offenbach's waterfront and in flood protection areas.

Frankfurt and Offenbach have very distinct and different characteristics. The panel observed Frankfurt's quality and attributes but at the same time saw in Offenbach other qualities that can be quite useful and that are complementary. The contrasting qualities are not positive or negative in the panel's opinion. They are actually either-or attributes. In looking at the qualities, the panel grouped

## Identity Characteristics



*This comparison highlights the contrasting fit of the two cities. Although at first glance all these traits appear opposed and perhaps contradictory, a subtle, complementary link between the two communities exists that can be leveraged to the advantage of the region.*

them into four areas: identity, assets, connection, and environment.

## Identity

According to the panel's assessment, the diverse attributes of each city indicate economic, social, and cultural opportunity for citizens in Frankfurt and Offenbach. The list of identity characteristics (see table) denotes values by which businesses and new citizens evaluate quality of life and attractiveness. For businesses, these are attributes that show a strong workforce base (e.g., a highly skilled workforce) with competencies that can contribute to business objectives and a healthy work environment. For individuals, these characteristics are attractive features that offer a prospect for a healthy quality of life and standard of living.

## Frankfurt and Offenbach Assets

	Opportunities	Constraints
<b>Housing</b>	<ul style="list-style-type: none"> <li>Affordable</li> <li>Varied stock and typology</li> <li>Conversion potential</li> </ul>	<ul style="list-style-type: none"> <li>Airport noise regulations</li> <li>Cost of bringing to code</li> </ul>
<b>Commercial</b>	<ul style="list-style-type: none"> <li>Affordable</li> <li>Attracts creative and innovative users</li> <li>Adaptive use potential</li> </ul>	<ul style="list-style-type: none"> <li>Weak demand</li> <li>Obsolete structures</li> </ul>
<b>Retail</b>	<ul style="list-style-type: none"> <li>Historic character of Wilhelmsplatz</li> <li>New place-making uses (cafés, restaurants)</li> <li>Leverage ethnic variety</li> </ul>	<ul style="list-style-type: none"> <li>Older and low-quality retail</li> <li>Limited offerings</li> <li>Not a 24-hour place</li> </ul>
<b>Industrial</b>	<ul style="list-style-type: none"> <li>Potential repurposing of existing structures</li> <li>Reuse vacant land (chemical plant, railroad tracks)</li> </ul>	<ul style="list-style-type: none"> <li>Cost of repurposing</li> <li>Cost of remediation</li> </ul>
<b>Higher education</b>	<ul style="list-style-type: none"> <li>School of Arts &amp; Design expansion and unification</li> <li>Attract new institutions and create education node</li> </ul>	<ul style="list-style-type: none"> <li>Cost of relocation</li> <li>Institutional cooperation</li> </ul>
<b>Culture</b>	<ul style="list-style-type: none"> <li>Museum expansion</li> <li>Special events</li> </ul>	<ul style="list-style-type: none"> <li>Operational funding</li> <li>Cost of expansion and relocation</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Tram extension</li> <li>Create loop and links to Fechenheim</li> </ul>	<ul style="list-style-type: none"> <li>Fare structure</li> <li>Right-of-way availability</li> <li>Low frequency of trains</li> </ul>
<b>Public space and recreation</b>	<ul style="list-style-type: none"> <li>Reconfigure Marktplatz and introduce green spaces</li> <li>Larger program offerings</li> <li>Regional links</li> </ul>	<ul style="list-style-type: none"> <li>Cost and programming</li> <li>Existing typologies</li> </ul>



## Assets

From a real estate perspective, the panel examined the arrangement and the interplay of the eight major use groups in Frankfurt and Offenbach: housing, commercial, retail, industrial, higher education, cultural facilities, infrastructure, and recreation. The panel considered the quality of the buildings and how they are structured to augment and reinforce each other. This analysis allowed full consideration of how to create a high-quality environment in a productive, enjoyable place to live and work. Moreover, the location and type of property available for development or redevelopment are key factors in the cities' ability to grow and change with shifting forces.

In each of the eight asset categories, the panel identified many opportunities (see figure). First, the panelists think that Offenbach's stock of affordable housing is a major asset for the region, particularly because the cost for housing—as discussed many times over the week—is increasing dramatically elsewhere in the region. Expanding the stock of less-expensive but attractive housing in a location that is well served by public transit and near the city center is a huge opportunity. Only the cost of renovating and building this new stock could be a challenge to affordability (shown as a constraint in the figure). A much more significant challenge faced may be the noise reduction imposed by the FRA.

Regarding transit, the panel identified potential infrastructure improvements that can significantly enhance the connections to Frankfurt, such as extending the tram and creating a new link of the line to Fechenheim. To make these a reality, fare structures, rights-of-way, and train frequency need to be considered. Strong and identifiable transit access can serve to knit areas together, both literally and figuratively. For example, in the United States, the cities of Boston, Quincy, Somerville, Cambridge, and Braintree along the Massachusetts Bay Transportation Authority red line were recently branded the Life Sciences Corridor and jointly marketed to attract businesses to the region.



*The Life Sciences Corridor is a development program between five communities along the Massachusetts Bay Transit Authority red line. In addition to investments targeted at attracting and retaining a skilled labor force, funding programs focus on transit-oriented development, which is mixed-use residential and commercial development designed to maximize access to public transit. Learn more at [www.lifesciencescorridor.com](http://www.lifesciencescorridor.com).*

Not highlighted here is relocation of the arena, which is currently under discussion. The panel did not ignore this possibility but advises careful thought be paid to the relocation. Special event facilities can negatively affect a neighborhood, for example through increased traffic and parking demands during events that inconvenience daily traffic of residents and workers. Although such facilities often fail to produce the promised benefits, with careful planning and taking into consideration other complementary uses that can share the same infrastructure, an arena can be a significant contributing asset, as in the United States, for example, at Camden Yards in Baltimore or Staples Center in Los Angeles.

## Connections

In considering Frankfurt's position as a global financial hub, the panel identified how this area is positioned in terms of infrastructure and transit connections and how

## Frankfurt and Offenbach Connections

	Opportunities	Constraints
<b>North–south connections</b>	<ul style="list-style-type: none"> <li>■ Add new north–south connections</li> <li>■ Increase pedestrian and cycle links</li> </ul>	<ul style="list-style-type: none"> <li>■ Financing costs</li> </ul>
<b>East–west connections</b>	<ul style="list-style-type: none"> <li>■ Strengthen tramway lines</li> </ul>	<ul style="list-style-type: none"> <li>■ Reallocation of dedicated right-of-way</li> </ul>
<b>Tramway extension</b>	<ul style="list-style-type: none"> <li>■ Create loop</li> </ul>	<ul style="list-style-type: none"> <li>■ Cost of bridging river</li> </ul>
<b>Südbahnhof Airport connections</b>	<ul style="list-style-type: none"> <li>■ Southern S-Bahn link between airport and Offenbach</li> <li>■ Increase ICE frequency at Südbahnhof</li> <li>■ Relieve congestion at existing city tunnel</li> <li>■ Use existing tracks</li> </ul>	<ul style="list-style-type: none"> <li>■ Coordinate with Deutsch Bahn AG and Rhein-Main-Verkehrsverbund</li> </ul>
<b>River frontage</b>	<ul style="list-style-type: none"> <li>■ Enhance pedestrian and cycle link of Frankfurt and Offenbach</li> <li>■ Create regional trail system</li> </ul>	<ul style="list-style-type: none"> <li>■ Physical obstacles and conflicting uses on riverfront</li> </ul>
<b>Water transport</b>	<ul style="list-style-type: none"> <li>■ Water taxi</li> </ul>	<ul style="list-style-type: none"> <li>■ Transfers at locks</li> </ul>
<b>Information technology</b>	<ul style="list-style-type: none"> <li>■ Leverage existing Internet infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>■ Attracting talent to exploit this asset</li> </ul>

this element supports economic growth and stability. The area is blessed with a transit system that is stable and well maintained. The FRA is one of the most well-connected airports in the world, and the public transportation infrastructure is fantastic. People, pedestrians, and bicycles all enjoy a formidable transportation system. The river is also increasingly being used as a link between Frankfurt and Offenbach. But even with all this, the panel found some additional opportunities for connectivity.

For example, on the west side of A661, between the Frankfurt city center and the Sachsenhausen and Oberrad communities on the south side of the river, are eight bridge connections. However, on the east side of the roadway, between Frankfurt and Offenbach, only one bridge connection exists.

## Environment

The final category reviewed by the panel is the environment. Many of the topics fall in the category of green space and water use, the usual considerations when thinking of environmental concerns in this region. But equally important is revisiting the strategy for park and open-space areas. As with the infrastructure and public transportation network, the panel thinks the history of planning and protecting green spaces in the metropolitan area is well executed. However, even within the context of this careful planning, some areas remain, often nearer the city centers than are other available properties, where protected lands and brownfields have to be a key strategy in redevelopment.

*The panel identified another potential connection between Frankfurt and Offenbach as an element that could prove useful later on with greater connectivity.*



The panel identified a range of ideas for further consideration between Frankfurt and Offenbach. In Offenbach, the opportunities are obvious and already under consideration, such as improving access to and along the river by completing the path along the river in East Offenbach, which would be relatively simple and inexpensive. The current uses in this area, such as the power plant and parking areas, are impediments to this connection. The panel believes, with time, these land uses can be replaced and revitalized. In the meantime, special events and venues on the floodplain can serve as interim opportunities.

A key opportunity for connection between Frankfurt and Offenbach is the Frankfurt GreenBelt. It almost completely circles the city; however, a missing link exists through the Offenbach area. This lack of connection inadvertently defines the limits of development between the two communities and thus hinders the probability of investment in Offenbach. Completing the ring and relating connections over time could serve as one of the unifying themes of connecting the cities.



The GreenBelt is the green open space that forms a 70-kilometer circle around Frankfurt. The lands include parks, woods, walking and biking trails, and active nurseries for herbs, producing the main ingredient for Green Sauce—a traditional dish of Frankfurt.

### Frankfurt and Offenbach Environment Review

	Opportunities	Constraints
<b>Waterfront</b>	<ul style="list-style-type: none"> <li>■ Increase recreation offerings</li> <li>■ Special events and venues</li> </ul>	<ul style="list-style-type: none"> <li>■ Current uses (power plant, parking)</li> </ul>
<b>Floodplains</b>	<ul style="list-style-type: none"> <li>■ Potential recreation uses</li> <li>■ Environmental benefits</li> <li>■ Special events</li> <li>■ GreenBelt links</li> </ul>	<ul style="list-style-type: none"> <li>■ No permanent structures permitted</li> </ul>
<b>Waterway</b>	<ul style="list-style-type: none"> <li>■ Canoeing, rowing</li> <li>■ Water taxi tours and rides</li> </ul>	<ul style="list-style-type: none"> <li>■ Locks</li> </ul>
<b>Special farmland</b>	<ul style="list-style-type: none"> <li>■ Recreation areas</li> <li>■ GreenBelt links</li> <li>■ Existing farms not financially viable</li> </ul>	<ul style="list-style-type: none"> <li>■ Privately owned area</li> <li>■ Transition not clear</li> </ul>
<b>Brownfields</b>	<ul style="list-style-type: none"> <li>■ New inventory of available land for residential or commercial uses</li> <li>■ Reuse by other viable industrial facilities</li> </ul>	<ul style="list-style-type: none"> <li>■ Remediation costs</li> </ul>
<b>Power plant</b>	<ul style="list-style-type: none"> <li>■ Integrate power plant area in a more friendly and open fashion</li> </ul>	<ul style="list-style-type: none"> <li>■ Power plant owner cooperation</li> </ul>
<b>GreenBelt</b>	<ul style="list-style-type: none"> <li>■ Complete missing Frankfurt GreenBelt link</li> <li>■ Use disconnected floodplain and waterfront areas</li> </ul>	<ul style="list-style-type: none"> <li>■ Possible remediation costs</li> </ul>

# Drivers for Investment and Collaboration

**USING EACH PANELIST'S EXPERIENCE** and expertise, the panel developed a series of key strategies to form the basis of a vision of collaboration and cooperation between Frankfurt and Offenbach. This vision includes approaches based on the panel's investigation of all factors influencing potential development, from land constraints to local market conditions to the range of public and private organizations and businesses that have an interest in the community.

In addition to physical proposals outlined later in this report, the panel proposes some key synergies and opportunities for development of a healthy economic and urban cultural life for the future global city.

## Attraction and Integration

The panel concluded that talent—retention and incubation of a creative workforce—is really the most important factor for each city. Cities all over the world are fighting very hard to attract talented workers to contribute to economic production and city revenue. For the Rhine-Main Region to maintain competitiveness in the global market for talent, Frankfurt and Offenbach need to work together to enhance and leverage their natural assets.

To attract and retain talented people, a city needs to, among other factors

- Have a state-of-the-art entrepreneurial and innovation ecosystem;
- Offer quality of life and a vibrant urban and cultural life; and
- Provide affordable housing.

To attract global investment and business, a city needs to

- Establish strong coalitions;
- Define and promote investment opportunities; and
- Optimize land use.

In building a state-of-the-art entrepreneurial and innovation ecosystem, the panel agrees the area has a natural advantage because of Frankfurt's position as the financial capital of Europe, being home to the European Central Bank and all major global financial banks. In addition, as established earlier in the identity analysis, Offenbach residents are known to be entrepreneurial and creative, and the panel believes the business community in this area is well situated for strategic investment. This reservoir of business and artistic talent forms the demand base for development of small studios and manufacturing spaces to support the area's entrepreneurs and growing micro-enterprise capital base.

The panel believes that the future global city of Frankfurt and Offenbach can be realized in a relatively short time. The panel has identified some projects that could move the global city of Frankfurt-Offenbach in the right direction:

- Locate a satellite of the Fachhochschule Frankfurt (Frankfurt University of Applied Sciences) in Offenbach.
- Improve connections between universities and human resources managers and recruiters for companies in the central business districts.
- Invest in education and free training for computer and Web programming.

The panel encourages any public policy or investment in technical training to target more than registrants from abroad or other communities. Specifically, each city should nurture the available talent base of immigrants and those



transitioning from the low-skilled manufacturing workforce currently within the available workforce base. Try not to leave anyone behind; information technology programmers and project managers are in great demand worldwide and are the basis of many Web and mobile startups.

In conjunction with enhancing programs of education and workforce training, Frankfurt and Offenbach city officials need to work together to establish a network of partners to promote the area as a state-of-the-art global business incubator. As the champions of the business ecosystem and their startups, this partnership network—either operated jointly or by an independent board—would be responsible for facilitating and promoting local entrepreneurs and generating seed investment capital for local and micro-business ventures. In addition, city officials should jointly consider a strategy for the creation of tax incentives for investment in specific locations and small business development in community.

The panel offers the following tactical suggestions:

- Build a business angel, seed, or venture capital cluster by taking advantage of access to the large financial institutions in Frankfurt (e.g., global banks, consultants, law firms, information and communications technology, real estate companies), and invite them to provide capital, advice, and office space in exchange for equity in promising startups.
- Work with the existing entities in the community, such as the Zollamt Studios in Offenbach, to leverage grass-roots efforts for shared workspaces and studio collaboration. Help connect these local incubators to partners like the HfG Offenbach am Main and the Industrie- und Handelskammer Frankfurt am Main (Frankfurt am Main Chamber of Commerce and Industry).

Finally, the panel challenges local city officials to think more about what things attract young talent and creative thinkers. Talented people can live anywhere in the world. They want to be with other talented people. That is the importance of building the entrepreneurship and innovation ecosystem. To improve the quality of life in the region of

Frankfurt and Offenbach for the purpose of nurturing and keeping a talented workforce, consider creative place-making activities such as the following:

- Engage with local thought leaders to create a social platform for discussion and joint activities. Locate it in an empty building in Kaiserlei as a form of place making. Nominate a curator from a local cultural institution to organize the event, on either a rotating or a fixed basis.
- Facilitate reuse of empty factories and industrial areas for creative hubs and alternative malls (e.g., co-working spaces, shops, bars, art galleries, music events).
- Promote pop-up shops and temporary use of public space and private buildings for events.
- Support and foster sustainability of existing creative heroes and initiatives in Offenbach (e.g., Robert Johnson Techno Club).
- Promote urban living with interesting projects, such as creating a new urban beach in Offenbach, a new green park, and a new riverfront leisure area in Offenbach.

The panel encourages city officials to think creatively about the impending affordable housing issue. As in all metropolitan regions that are growing, maintaining an equitable housing stock for all income levels of residential households is a major issue. With an increase in investment for economic activity, an increase in housing demand is sure to occur. The panel believes that the current housing production of 2,500 units a year is too modest for the metropolitan region and that an increase of at least 1,000 a units a year is necessary.

To meet this demand, the panel encourages regenerating vacant buildings and older industrial buildings as housing. Financing for adaptive or converted properties can be sourced through housing trusts or private capital. However, to notify the market that Frankfurt and Offenbach are available for investment, the communities must first identify what properties are available for development. The panel thinks a common databank and property map should be developed for the two cities. This information can be

## Amsterdam in a nutshell

Amsterdam is a vibrant city with a rich history and a strong economic position. It is a global city with a high quality of life and a strong international presence. The city is known for its canals, museums, and historic architecture. It is also a major financial center and a hub for international trade.

Amsterdam is a city of opportunity. It is a city where you can find everything you need to succeed. From world-class education to cutting-edge research, Amsterdam has it all. The city is also a great place to live. It is a city with a high quality of life and a strong international presence.

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## 'Amsterdam is an amazing treasure of opportunities...'

Real estate investor assessing Amsterdam, August 2014



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## AMSTERDAM Investment Opportunities

In this brochure: an overview of Amsterdam districts with interesting investment propositions

Amsterdam is an important metropolitan area in Europe. It is also the economic and cultural heart of the Netherlands. In recent years, Amsterdam's population has been growing rapidly. The majority of newcomers are young and talented students and starters in the labor market. This group does not yet qualify for a mortgage. These young people are also reluctant to commit themselves to buying a home.

**The Problem** - a substantial shortage in affordable housing for rent, especially in the mid ranges (rents of 700 - 1,000 euro per month).

**The Solution** - accelerate the development and construction of quality apartments in the middle ranges.

**Invited** - investors in residential real estate with an eye for solid investment opportunities, from small-scale developments to grand new projects.

I amsterdam.

The city of Amsterdam circulates a brochure that outlines the strategic development goals and properties available for investment. It also includes contact information for city officials responsible for reviewing investment proposals.

shared via a website and each city's planning department. Moreover, an annual or semi-annual event with investors and developers can be established to market these properties. Market forces are more likely to react where transparency exists about what properties are available or where investment is encouraged.

Last, the panel suggests that both cities work together to create an economic board that is responsible for the mutual representation of economic development efforts between Frankfurt and Offenbach. This organization should have representation from both cities, universities,

chambers of commerce, and business leaders and other sponsors. The panel agrees that a strong, effective coalition of leaders tasked to design a strategic development framework will beneficially support diversification of the economic well-being of each city, help anticipate demographic and market changes and their implications on the regional quality of life, and better align investment for the improvement of regional quality of life.

# Land Use Proposal and Delivery Recommendations

**JUST LIKE A PUZZLE**, Frankfurt and Offenbach have pieces that, when fitted together, create an image of a larger community and economy. The following recommendations suggest how leaders in Frankfurt and Offenbach can focus together on development strategies that lay the foundation for future growth and collaboration.

## Kaiserlei

The panel applauds the two cities for recognizing the central importance of the Kaiserlei area as a connecting point between the two cities. With the recent opening of the European Central Bank to the west of this area and active investment occurring along the Offenbach riverfront farther to the east, the Kaiserlei area represents the core undeveloped potential for the spatial and functional connection of Frankfurt and Offenbach.

The panel considers future development and land use connecting Frankfurt and Offenbach vitally important. Such development should fit the profiles of each community,

*The Kaiserlei district is a joint neighborhood where Frankfurt and Offenbach officials have agreed to cooperatively implement strategic economic development planning strategies. The current urban design planning area is outlined in red, and the extended area under consideration is outlined in white.*



*The large traffic circle at Kaiserlei is a prominent traffic feature; however, this area is also served by both city bus lines and the S-Bahn (suburban rail).*

each with its own pattern of uses (residential, employment, retail), its own scale and density, and its own personality at the street level. The panel also recognizes that for momentum to develop, the cities must first demonstrate that change is possible.

## GreenBelt and 7-Kräuter Park

As a demonstration of change to aid in creating momentum, the panel supports a “big idea” to address the land use and economic issues identified throughout the discussion and analysis. As mentioned earlier, the panel contends that the missing link of the Frankfurt GreenBelt where it would normally transit through Offenbach is a major organizational strategy. As part of this GreenBelt, in addition to public realm improvements along the Main to the south and east of Fechenheim, the panel recommends a bold, creative reinvention of the green space along the south side of the Main River. This area is currently preserved as agricultural land held by the herb farmers of Oberrad, while the open space of Kaiserlei is owned by the city of Offenbach. Dubbing it the 7-Kräuter Park, the



panel envisions this park as an aspirational demonstration project that forms a practical and visual consolidation of the two cities.

Several factors influence this opinion:

- Development in this area acknowledges that Frankfurt can expand only to the east because of the natural growth boundaries in the west but, most especially, because of the influence documented by the new location of the European Central Bank.
- Encouraging investment in this space will help overcome the psychological boundaries of the A661 and the GreenBelt boundary between Frankfurt and Offenbach.
- The undeveloped land and brownfield area provide the best blank-slate development opportunity on both sides of the Frankfurt-Offenbach border.

Like a piece of a puzzle, the 7-Kräuter Park is a large urban park that helps knit Frankfurt and Offenbach into a single, complete community. The new urban park functions as a new space of recreation, health, education, and employment with the following possible offerings:

- Community gardening;
- School gardens;
- Education and vocational training (e.g., partnership with the Philip-Holzmann School, a local vocational school for horticulture and agricultural technology); and

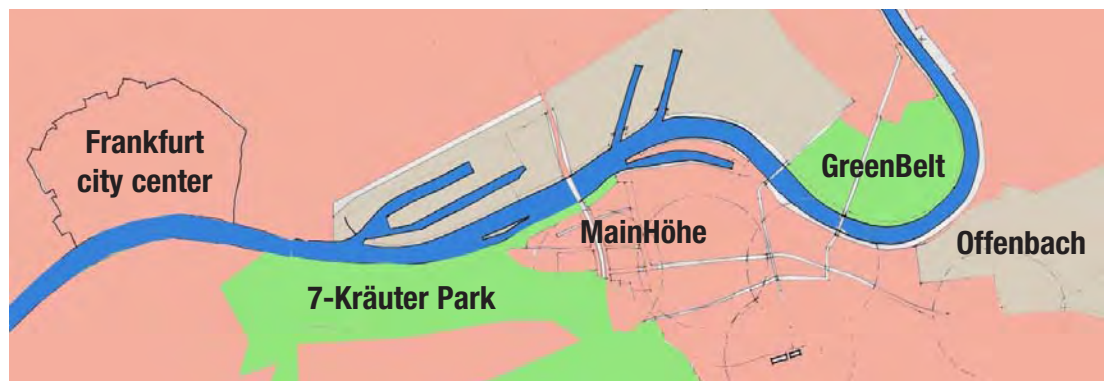
- Local passive and active recreation activities (e.g., social sports leagues, bike and walking paths, etc.).

The proposed concept adds to the quality of life and economy of Oberrad and Kaiserlei and even for Sachsenhausen, bordering the Kräuterpark landscape park. No change of zoning is required because development of this park can refurbish and redevelop existing structures.

Collective resources need to be drawn on and used in a targeted manner. Two elements are required for that to occur: (a) trust between stakeholders to allow a common vision to be developed and (b) an institutional structure that has the support, capacity, and authority to implement the vision.

For that reason, the panel recommends a special purpose vehicle be established to plan and realize the grand vision. This separate development vehicle could be called, for example, Frankfurt-Offenbach Development GmbH. Responsibilities of this new entity would be as follows:

- Plan and realize the development of the Frankfurter Kräutergarten area (*Grüne Soße*) covering Kaiserlei and the herb farmland of Oberrad for recreation and economy (*Ausgleichsflächen*), housing, offices, and education.
- Organize interim building use for artists and startups in buildings awaiting refurbishment or replacement.
- Perform market research and analysis that identify financial viability and feasibility for future planning and massing of developable parcels as the market evolves.



*This schematic depicts the new 7-Kräuter Park, which the panel believes will be a first step in conjoining the two cities in a green and healthy manner, consistent with the sustainable policies of both cities.*

- Conceive development plans that maximize residential housing under the existing planning constraints and noise protection ordinances.
- Develop and align public and private sector interests and uses with a strategic vision within the developable spaces.

Board and ownership structure of the Frankfurt-Offenbach Development GmbH is suggested to include the city of Frankfurt, the city of Offenbach, and the farmers of Oberrad (see figure). In addition, as value is created through the implementation of the concept, the panel recommends evaluating the implementation of the legal instrument (*Entwicklungsmaßnahme*).

## Catalytic Transport and Quick Wins

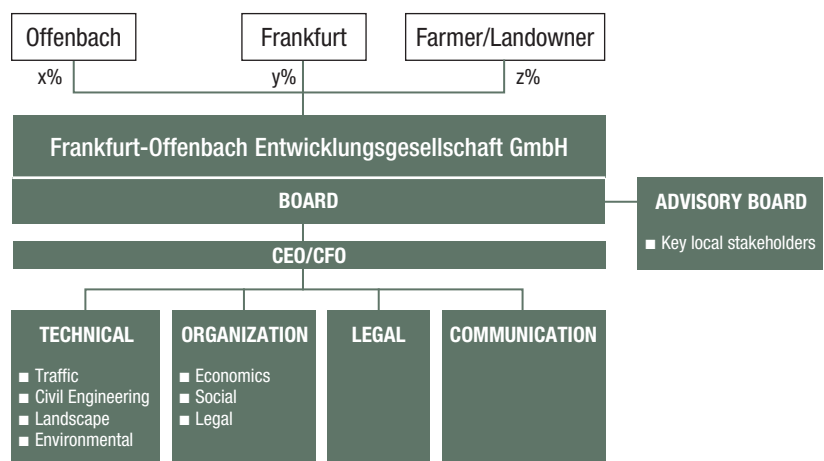
In addition to the big vision of the new urban park, the panel's recommendations for strategic land use planning, financial viability, empowerment of the cities, and collaboration include the following suggestions for transit improvements and short-term, low-cost actions:

- *Enhance transit access to the airport from Offenbach.* A further enhancement to Offenbach's connectivity with the region should include a better and faster connection to FRA. This can be accomplished through a new S-Bahn (suburban rail) line using the existing south link through the Frankfurt South infrastructure. This connection could also relieve central metro line congestion. Moreover, an increase of ICE international high-speed train stops in Frankfurt South will result in better connections for Offenbach, Oberrad, and Fechenheim to the high-speed lines.
- *Link the north–south tram loops.* Offenbach can provide the framework for completing a tramway link with the extension of the Oberrad line into Offenbach and connectivity to the Fechenheim line. Connect the No. 11 tram to Nos. 1560 and 18 through Offenbach and Fechenheim.
- *Brand the area for tourism, marketing, and economic investment.* To properly implement an economic devel-

opment plan for the area, presenting a uniform identity is important. Considering the current economic activities between the two cities, the panel recommends developing a Frankfurt-Offenbach tourism map; highlighting and promoting the local gastro and market places; and endorsing short-term uses of unused storefronts and industrial spaces by local creative and arts-oriented businesses in each community (e.g., pop-up shops and restaurants).

- *Rationalize the S-Bahn transit tariff.* Currently, riders of the S-Bahn pay different costs depending upon the origin of travel. This fare system should be revised to encourage use from and between both communities.
- *Develop more connections over the river.* Maximize access along the riverfront by reconsidering parking uses along the riverfront in Offenbach and increasing use of water transit (e.g., water taxis).
- *Encourage retention of transient student populations.* More as a policy initiative than a land use tactic, Frankfurt and Offenbach should consider those methods within their authority to maintain connections with the student populations of their local universities. Building a culture of inclusion needs to target this large, transient community that is a key component to innovative and creative economic well-being.

This figure illustrates a governance structure for the conceptual Frankfurt-Offenbach Development GmbH entity.



# Conclusion

**IMPROVING THE VALUE** of future development requires vision, commitment, and communication. The panel believes close work between the cities and the adjacent neighborhoods is critical to both the short-term decisions regarding transit improvements and the long-term success of new and infill development. Stakeholders need to share the same background understanding so they can have a high level of confidence in the other's candor.

The panel is profoundly encouraged by the spirit of cooperation it witnessed while visiting Frankfurt and Offenbach. The panel hopes the ideas and suggestions provided in this report are a beginning, not an end, to a forward-thinking, collaborative, and globally significant Frankfurt-Offenbach metropolitan area.



*ULI Advisory Services panelists pose with Horst Schneider, first mayor of Offenbach am Main (center, left), and Olaf Cunitz, deputy mayor of Frankfurt am Main (center, right), in T-shirts designed by the group.*

# About the Panel

## William P. Kistler

*Panel Chair*

*London, United Kingdom*

Kistler is a strategist with a global network of industry and government relationships. He has held leading development, advisory, and investment roles in the corporate, retail, leisure, and residential sectors.

Currently, he is the managing partner of the Urban Innovation Network, a partnership of cities, universities, businesses, and place makers that supports metropolitan investment and development. He also leads Kistler & Company, offering advisory, investment, and development services to cities and the real estate industry.

Before this, Kistler led Korn/Ferry International's Europe, Middle East, and Africa (EMEA) Real Estate executive search practice. From 2003 to 2009, he was EMEA president of the Urban Land Institute, a global nonprofit research and education institute.

Previously, he was managing director of Equinox Partners, a real estate advisory firm serving developers, investors, corporations, and governments in Europe, India, and the Middle East. Before this he was general manager of Disney Development Company in Europe, directing the development of the large scale, mixed-use community of Val d'Europe at Disneyland Paris.

Kistler's earlier experience includes roles as vice president of JMB Properties and vice president, corporate services, at Cushman & Wakefield in New York, providing strategic real estate consulting to U.S. corporate clients. He began his career at IBM where he spent 12 years in various

roles overseeing the company's real estate portfolio in the United States and EMEA.

Kistler is a trustee of the Urban Land Institute. He is an architect and holds a BS in architecture from the University of Southern California.

## Tim-Philipp Brendel

*Hamburg, Germany*

Brendel has been managing director of Baumschlager Eberle (be) Vienna since 2011 and of be Hamburg since 2013. Baumschlager Eberle is an architecture firm started in 1985 by Carlo Baumschlager and Dietmar Eberle. He has done city planning and office and residential buildings in Hamburg; has done city planning, technology parks, laboratory, and office and residential coordination in Austria; and has worked on the Vienna International Airport terminal and pier.

From 1995 to 2000, he collaborated in various offices where he worked on city planning, office and residential buildings, and shopping centers. From 2000 to 2005, he was the office leader and project manager with Massimiliano Fuksas Architecture (Rome-Paris-Frankfurt) where he worked on office buildings in Austria and Switzerland. Since 2005 he was first a project manager at be Lochau; since 2007 he was project manager for the complete planning of Skylink Vienna and responsible for the office coordination of WOP Skylink Vienna Baumschlager-Eberle P.Arc ZT GmbH.

Brendel studied architecture and received his diploma from the Fachhochschule Bochum, Germany, and received apprenticeship training as an architectural draftsman.

## Christopher Choa

*London, United Kingdom*

A native New Yorker, Choa is based in London and leads the Urban Development/Cities practice for AECOM, the international land planning and infrastructure consultancy. He speaks frequently about the comparative advantages of cities and works with city and national governments to develop regional-scale strategies. Choa has been with AECOM since 2006; prior to that, he was a senior partner with HLW International and a senior manager with Cambridge Seven Associates.

Choa serves on the U.K. executive board of the Urban Land Institute and is on the external advisory board for the Sustainable Urban Development program at Oxford. He is an appointed adviser to the Mayor of London's Infrastructure Delivery Board. He holds a BA in fine arts from Yale University and a master of architecture from Harvard University.

## Rui Ramos Pinto Coelho

*Lisbon, Portugal*

Coelho has been executive director of Invest Lisboa since its founding in 2009 and is responsible for the international economic promotion of Lisbon and support services to investors, companies, and entrepreneurs. He kick-started the Startup Lisboa Business Incubator, for which he is a board member, and the reuse of Desterro's hospital, among other projects.

Coelho was previously a board member of the National Tourism Authority (2002–2004), was Expo-Adrenalina's executive director (EXPO '98), and as an entrepreneur developed the projects "Best of Portugal" and "OA - Objectos Actuais."

He holds a BSc in management and business administration and executive training in entrepreneurship and innovation management (UCP). He is the author of multiple newspaper articles, namely in *Expresso* and *Publico*.

## Bernhard H. Hansen

*Frankfurt, Germany*

Hansen was a member of the management board at CA Immobilien Anlagen AG from October 2009 until December 2013. He was responsible for all development activities. In addition, he was chief executive officer at CA Immo Deutschland GmbH (Vivico Real Estate) since January 2006. Hansen gained his first experience of real estate projects starting in 1979 at construction companies that included Strabag Bau AG and Philipp Holzmann AG. He also served as the head of the construction department of the European Space Agency and worked as a project manager for the U.S. Army Corps of Engineers.

He joined Deutsche Bank AG in 1992 and headed the project development department for its subsidiary. Since 1996, he has served as managing director of Deutsche Interhotel Holding. From 2000 to 2006, he served on the management board of DB Station & Service AG, where he was responsible for operation, development, and construction of all train stations in Germany. In addition, he served as managing director of Deutsche Bahn Immobilien.

Today Hansen is a member of the supervisory board of Bulwien Gesa AG and an adviser to IREBS. He is also chair of ULI Germany, a national council of ULI located in Frankfurt, Germany.

## Alan Razak

*Philadelphia, Pennsylvania*

Razak is principal of AthenianRazak LLC, a Philadelphia-based company that consults on, creates, and manages real property. He has four decades of commercial real estate experience, encompassing development and project management, finance, architectural design, and consulting. His diverse real estate background includes managing the development process, both as owner and on a consulting basis as owner's representative, in project types including residential, office, and commercial, as well

as specialized expertise in data centers and other highly technical facilities.

AthenianRazak was formed in 2011 in a merger between Athenian Properties and Razak Company, which Razak founded and led. He was responsible for the development of Main Line Jaguar Land Rover, Pembroke North Condominium, 5035 Ritter Road for the AOPC, the Curtis Institute of Music's Lenfest Hall, and other projects. He also has led real estate consulting and development assignments for clients including Children's Hospital of Pennsylvania, Walnut Street Theatre, Swarthmore College, the Rock School of Dance, Natural Lands Trust, CSX, Conrail, Digital Realty, Berkadia, Vanguard Group of Mutual Funds, and many others. Razak currently leads the team developing a new \$80 million practice facility and corporate headquarters for the Philadelphia 76ers NBA team.

Before forming Razak Company in 2003, Razak was a principal with a Philadelphia real estate consulting and investment advisory firm, consulting on a broad variety of assignments across the spectrum of real estate issues. Throughout the 1980s, as a partner at developer Rouse & Associates, he managed such high-profile projects as a 400,000-square-foot Washington, D.C., office building and the development of the 20-acre Penn's Landing urban mixed-use project. He began his career as an architect, working on the design of multifamily residential, commercial, and health care projects in the Midwest and Pacific Northwest.

Razak has served on the Central Philadelphia Development Corporation's board of directors, is chairman of the board of the Philadelphia Shakespeare Theatre, and is a full member of the Urban Land Institute, where he developed and currently teaches several workshops for real estate practitioners internationally. He holds a BS in arts and design from MIT, a master of architecture from the University of Washington, and an MBA with a concentration in real estate from the Wharton School of the University of Pennsylvania.

## Sebastian Reich

*Dietzenbach, Germany*

Reich is managing director of Sebastian Reich Consult GmbH and managing partner of RKDS & Partners, a boutique consulting firm in the field of environmental, social, and governance matters related to the built environment.

He has been advising German and international companies, authorities, and organizations since 1993 on the effective and efficient integration of the relevant environmental, social, and governance aspects in their respective business model, its value chain and organization in the frame of asset management, corporate development, in merger and acquisition activities, and in real estate transactions. As a natural scientist with business management education, before founding his own consultancy, Reich had been a management team member of the international engineering and environmental consulting companies URS (now AECOM) and ARCADIS, responsible for transaction services, sustainability services, business development and innovation, and the real estate sector.

Reich is coauthor of the Sustainability Codex of the German Real Estate Industry, is a member of the working group Building Healthy Places of the Urban Land Institute, and was a founder and chairman of the real estate committee of the German Sustainable Building Council.

## Trini Rodriguez

*Alexandria, Virginia*

Rodriguez is president and principal of ParkerRodriguez Inc., a planning, urban design, and landscape architectural firm with extensive experience in a broad range of projects of all types, scale, and complexity. The firm has provided the vision and master planning for scores of large-scale residential and mixed-use communities, new towns, resorts, massive urban infill and revitalization projects, and parks, campuses, small site infill projects, and urban plazas. She is the former head of design for HOH Associates Inc., a nationally renowned planning firm.



Holding degrees in architecture and urban design from Universidad Central de Venezuela and a master of landscape architecture from the University of Pennsylvania, Rodriguez is an active member of the Urban Land Institute.

She was a lead planner for Celebration, Florida, an award-winning nationally renowned traditional neighborhood development. She has planned and designed scores of infill projects, including North Bethesda Town Center in Maryland; Market Common at Clarendon, Virginia; and Columbia Heights in Washington, D.C. She has also been the planner for many award-winning greenfield planned unit developments and new towns, including Lansdowne and Dulles Town Center in Virginia, and St. Charles, a 9,000-acre environmental new town, Sunset Island, Riderwood, Cabin Branch, and BeechTree in Maryland.

## Christiane Thalgott

*Munich, Germany*

After graduating from high school in Hamburg in 1961, Thalgott first studied interior decoration. From 1964 she studied architecture at the Technical Universities of Braunschweig and Munich. After graduating in 1971 and a short scientific work in the field of rural construction and settlement system, she worked from 1972 as a city planner, first in the Building Department of Norderstedt, then from 1987 as urban development councilor in Kassel. From February 1992 to May 2007, Thalgott succeeded Uli Zech as urban development councilor in Munich and head of the local city planning authority and from 1994 as chair of the Munich Society for urban renewal.

During her time with the city of Munich, significant projects took place, including planning for the reconstruction of the main railway station, the extension of the central ring tunnel new construction, the reconstruction of Schranzenhalle as well as the establishment of the Jewish Center and the adjacent office building the Angerhof with the order-associated redevelopment of St. James Square and the surrounding streets.

Besides her work as a city official, Thalgott held teaching positions at the University of Kiel (1985–1987) and the Technical University of Munich (from 1996), where she was appointed honorary professor in 2003. From 2003 to 2007, Thalgott was president of the German Academy for Urban and Regional Planning. In May 2013, she was elected at the spring meeting of the Academy of Arts in Berlin as the new member of the architecture section.

Thalgott is a member of the Bund Deutscher Architekten, Deutsche Akademie für Städtebau und Landesplanung, Vereinigung für Stadt-, Regional- und Landesplanung, Urban Land Institute, Bundesverband für Wohnen und Stadtentwicklung e.V. (VHW) Verbandsrätin, Institut für Städtebau und Wohnungswesen München, and Kuratorium des Deutschen Museums.

## Bob van der Zande

*Amsterdam, Netherlands*

The director of residential markets for the city of Amsterdam since 2009, van der Zande is responsible for several residential programs in the city, such as mid-segment rental housing, the self-built housing program, and student and youth housing. He works for the city administration as well as being the strategic adviser for the Metropolitan Region organization, which includes 16 smaller cities in the surroundings.

Van der Zande started his work in urban (re)development in the 1980s when parts of Amsterdam were occupied by squatters. People were moving out of the city, and suburbanization was the main strategy. In the western area of the city, he worked on urban renewal, together with the six housing associations (that still own 50 percent of all dwellings in Amsterdam, some 200,000) and inhabitants who lived in poor circumstances. Later he contributed to the waterfront development in the Eastern Docks, the development of the mixed-use area Zuidas, and a new strategy for cooperative development on the Zeeburgereiland, a 14-hectare area near the city center. He graduated as an urban designer from the Delft University of Technology. He



was founder of the Development Corporation in 2003 and served as its chief operating officer until 2009.

His commitment with ULI started when he was cofounder of the Urban Investment Network, a European ULI network that tries to improve the cooperation between private investors and city administrations. Cofounders were Barcelona, Istanbul, Edinburgh and Torino from the public side and Allianz, ING, ECE, and Corio from the private side. He organized a summit for the Urban Investment Network in Amsterdam in November 2011, in the midst of a huge real estate crisis.

He is a member of the Watertorenberaad, a national council for innovative spatial development for ULI Ireland, ULI Belgium, and ULI Germany. He is a visiting lecturer at the University of Amsterdam. He is also responsible for the real estate marketing strategy for Amsterdam, Utrecht, Rotterdam, and The Hague (the big four in the Netherlands) at the largest European real estate fair, the Expo Real in Munich, and at MIPIM in Cannes. He started the Amsterdam Investors Office Residential a year ago to improve the market in the region for residential development.

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