

Project Bueno, H2 Hotel, Shanghai
Proposal for Design Services

Prepared for
Walt Disney Imagineering

Architecture



“We look at Project Bueno as a step toward continuing a longstanding successful relationship with Disney.”

December 17, 2009

Rich Owens
Manager of Contract Administration
Walt Disney Imagineering
2200 East Village Services Trail
Lake Buena Vista, FL 32830

Dear Mr. Owens:

Project Bueno is an inaugural moment in Disney’s entry into the distinctive marketplace of Shanghai tourism and entertainment, and AECOM’s hospitality practice is uniquely suited to fulfill Disney’s needs in Shanghai. We offer experienced and creative hospitality designers, familiarity with Disney on numerous projects, extensive professional resources and an established Chinese component of more than 200 architects, designers and engineers fully licensed to practice in China with a large office in Shanghai. AECOM has successfully completed numerous projects in China including several important hotels.

Project Understanding

AECOM recognizes that Project Bueno H2 Hotel is a complex endeavor and a key “outside the gate” component of Disney’s major investment in a new residential and themed entertainment venue in Shanghai. Project Bueno will require a focused effort from a capable team dedicated to delivering on Disney’s Blue Sky and Concept Design portions of the design on schedule, on budget and within Disney’s process. We understand our role and responsibility as the design leaders in the further development of a concept provided by Disney imagineers. We also understand the responsibility to provide Disney with three real alternatives and have structured our proposal around that requirement, with three individual teams each dedicated to the creation of a unique concept for Project Bueno. Finally, we understand the significant role we will play in the review of the project as it enters the later phases of design.

Full Service Design Capabilities and Resources

AECOM offers Disney the most simplified team organization possible. We present a team that will focus on architecture, and work in partnership with Disney imagineers and other consulting groups that Disney may provide. However, AECOM offers all core architecture and engineering disciplines, as well as many other specialty capabilities, including landscape, security, IT, façade engineering, etc., entirely from within the AECOM organization. We believe this comprehensive way of design thinking will be a benefit to the development of a project such as this. We also include in our proposal representation from our Shanghai office to ensure that the team brings the unique perspective of the Shanghai design and construction environment to bear on the design.

AECOM’s Unique Chinese Assets

AECOM’s organization offers the unique advantage of a wholly-owned Chinese architecture and engineering practice with multiple locations in China, including Shanghai. Beyond the highly developed knowledge of the Chinese marketplace that our Chinese office brings to the table, it also offers Disney the opportunity to develop the entire design and documentation process from within one design organization, with all of the benefits of design consistency, coordination and economy that this affords. Our Chinese practice has capabilities in architecture, interiors and all engineering disciplines and has a Class A license allowing it to provide full services throughout China. They have recently completed several high quality hotels, including the Ritz Carlton and Sheraton hotels in Shenzhen.

Key Personnel

We are proposing a uniquely qualified senior team bringing together design excellence, hospitality expertise, Disney experience and proven capabilities in China.

I will be Principal in Charge and bring seventeen years experience in the design of major buildings in China, including the Shanghai Jin Mao Tower and two major hotels. As the global leader of AECOM Architecture I also bring AECOM's organizational commitment to make Project Bueno an investment of long term value for Disney.

Mike Reininger, an internationally recognized leader in tourism and hospitality well known to Disney, will provide key leadership and creative direction for Project Bueno and guide our team as a client advocate.

Michael Kerwin, AECOM Regional Design Director, winner of the AIA Silver Medal and the recent international AECOM Thought Leadership Award, will provide creative direction for each the three alternative design teams.

Our project manager **Steve Larusso**, comes from a background of extensive experience in hotel design, with a particularly deep understanding of the complexities of functional relationships, operations, and infrastructure in large hotels.

Jane Chen, director of AECOM's Shanghai architectural operation, will be involved in the development of Project Bueno from the beginning and at all critical meetings to ground the design in the unique perspective of the Shanghai marketplace and construction practices..

Sustainable Design Approach

Environmentally conscious design is a commitment our firm makes on every project we design. Our commitment to sustainable design practices is demonstrated in our recognition as one of the leading sustainability firms in the industry. We are dedicated to incorporating sustainable design principles in all our projects regardless of whether we seek LEED certification. We will apply these attitudes and expertise to the design of the Project Bueno H2 hotel.

We are most appreciative of this opportunity to propose our professional services to assist Disney in successfully achieving all its goals and aspirations for the Project Bueno H2 Hotel. Please do not hesitate to contact me or any of our team if you have any questions or comments.

Sincerely,



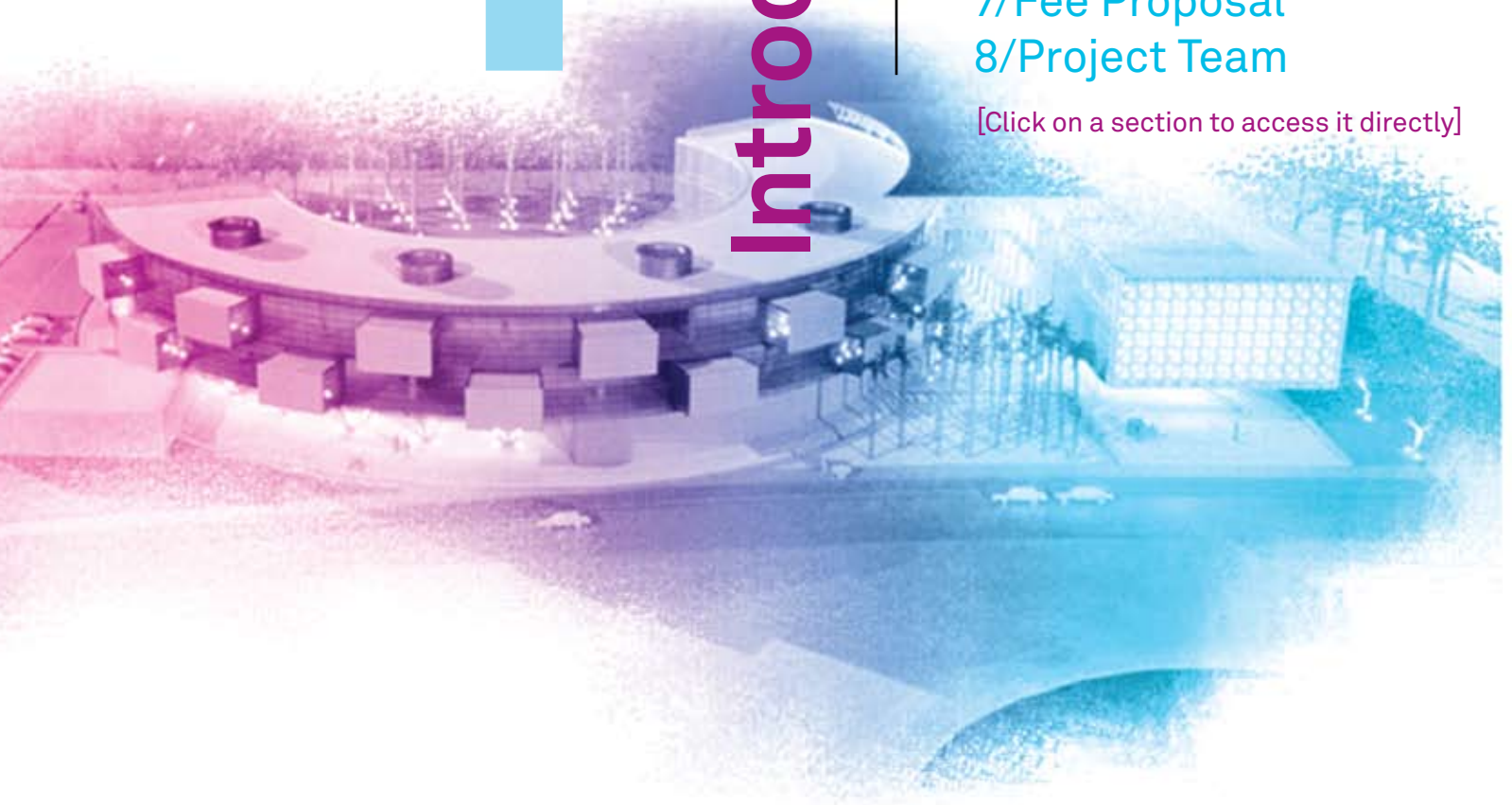
Thomas Fridstein, FAIA, RIBA, LEED AP
Executive Vice-President, Head of Global Architecture

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Introduction

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AECOM:
The big idea
“We look
beyond
practice
as usual.”

AECOM is a new kind of architectural consultancy: our culture is non-traditional, versatile, creative and collaborative. We look beyond practice as usual, and draw from an unprecedented breadth and depth of expertise available throughout the world.

Our design teams address every nuance of a program, every layer of a site and every phase of a project’s development through a creative, collaborative, systemic approach that assumes all design ends eventually in an experience.

For Project Bueno in Shanghai, we will bridge Disney’s concept and program ambitions to that guest experience. We will merge “outside the gate” hospitality with “inside the gate” entertainment, grey infrastructure and green infrastructure, land and buildings, economy and ecology, society and nature. AECOM helps clients create distinctive environments where architecture, landscape, entertainment, culture, and history merge into an unforgettable experience. Operations and maintenance factors will be considered at every stage of planning and implementation to create the level of service and quality that is the hallmark of a Disney destination. We also understand the challenges that hotel, resort, and entertainment developers such as Disney face in assembling land, gaining approvals, and creating projects that will stand out in fiercely competitive markets. Financing management and operations present additional and equally difficult development challenges; our global capabilities in these areas can bring a depth of background that will be of benefit to Disney in an integrated point of view about the project.

A Holistic Approach

In leisure and hospitality design, AECOM offers a holistic approach to place making: from building interiors, to urban fabric, to natural environment, to regional superstructure, AECOM helps clients and communities to create, enhance and sustain successful places. AECOM offers the latest thinking in design, and our fully integrated teams combine experience and skills in urban design, master planning, architecture and landscape design, economics, and ecology, as well as technical skills in site wide infrastructure design and engineering. AECOM’s approach is to learn from the landscape, respect cultures and heritage and always make careful use of natural resources. From beach resorts and golfing communities to bespoke hotels, our success is in creating memorable places where people enjoy their holidays and free time.

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Capabilities

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Capabilities: AECOM's global architectural capabilities

AECOM provides a unique global platform that delivers in an intensely localized, project-specific way. Our extensive integrated in-house resources can provide added value to a process like Disney's, but our main offer is a results-oriented, client-centered, idea-driven creative approach to architecture that focuses on the three dimensional possibilities inherent in a client's aspiration and business strategy. Our open design culture integrates with Disney's traditional intensively creative approach to hospitality environments.

Resources in Asia

A unique benefit to Disney is AECOM's presence in Asia – especially in Shanghai. With 4,200 staff in 31 offices across Asia, we offer our clients across the region a truly integrated suite of services that address complex project challenges, and deliver local service excellence that reflects our global knowledge and expertise.

AE operation in China: a unique advantage to Disney

Most importantly, *AECOM offers a wholly owned and fully licensed architecture / engineering practice within China as a part of our own organization.* This resource offers Disney multiple advantages, including an intimate understanding of the Chinese construction marketplace and the Chinese way of doing things.

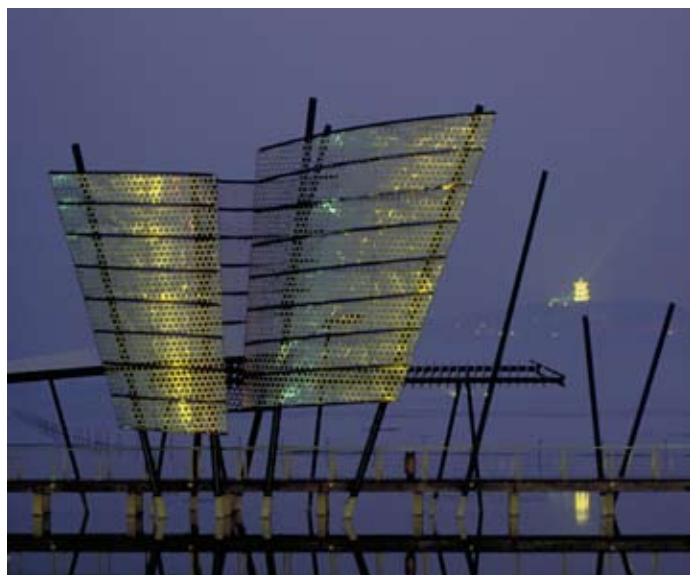
This in-house architecture / engineering operation – located in several cities in China *including in Shanghai only miles from the gate to Shanghai Disney*-- also offers Disney the alternative of a seamless delivery of all phases of Project Bueno – from cradle to cradle. This can contribute to several economies for Disney, from a simplicity of design and construction documents to the ability to maintain a strictly consistent design vision from the start of the project to completion.

We propose to integrate key personnel from our Shanghai team into the process from the beginning of the process, in order to bring knowledge of the local marketplace and construction / delivery methods into the conversation from the beginning.

In addition to architectural design, in China AECOM also offers

- Building Engineering
- Landscape Design
- Planning
- Economics
- Energy
- Environment
- Geotechnical Services
- Government Services
- Project and Program Management
- Transportation
- Urban Development
- Water

This combination of world-class skill sets provides a client like Disney the confidence that AECOM will understand *all* aspects of the project challenge – at all points along the process of programming, design, and construction.



Wuxi Gateway, Shanghai, China

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Project Approach

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Project Approach:

At AECOM we seek to balance art and technology, form and function, beauty and purpose, innovation and results.

AECOM is best qualified to deliver the Project Bueno H2 Hotel because:

- we propose a team with exemplary design skills and experience *with Disney and in China*
- we will provide Disney with the highest quality renderings and models (and other media) possible to aid in the development of a creative and successful solution
- we have a uniquely strong and comprehensive architecture / engineering presence in China, as well as an integrated offering of other related services
- we propose an approach to the work and a team that is structured to respond directly to the process that Disney has laid out

Understanding the Project

The Disney Project Bueno H2 Hotel will be a large moderately priced venue whose guest profile will be closely linked to attendance at the nearby theme park. The program's 800 suites and 312 parking spaces (whether below or on grade) on a tight 20 acres represent an architectural and urban challenge to the design team. The site's visibility to the gate and to the nearby highway is a particular advantage to the project vis a vis both Disney guests and passersby. Thus the project's design intentions will need to work at close range (from the pedestrian's point of view), *mid range* (the Disney guest either going to or coming from the gated venue and those parking for entry to the park), and *long range* (the passerby on the highway to the west). The large scale mass of the hotel will afford tremendous opportunities to communicate a powerful notion of Disney presence and develop a unique environment within the hotel and its open spaces.

The Disney – AECOM Process

We understand the key functionalities of Disney's ordered approach to the phasing of our work: Blue Sky and Concept phases followed up by our review



Celebration Town Center, Celebration, FL

role during the completion of design documents and construction. We have structured our team and our approach and our proposal directly around that Disney process.

Moreover, we concur with this precise and iterative design approach to the design of Project Bueno. We recognize that design success at each of the steps along the way will redound to design success on the overall project. Disney's organized design process implies a healthy cycle of *proposal / feedback / reaction / proposal*, with increasing detail at each step.

We have built our response around the particular components of the process that Disney has laid out:

- Phase I: Blue Sky (a.k.a. 25% Conceptual Design)
 - 30% Blue Sky (Developed Internally by Disney)
 - 65% Blue Sky (Developed by successful Design Architect)
 - 100% Blue Sky (Developed by successful Design Architect)
- Phase II: 50% Conceptual Design
- Phase III: 75% Conceptual Design
- Phase IV: 100% Conceptual Design
- Phase V: Document Review - Schematic Design
- Phase VI: Document Review - Design Development
- Phase VII: Document Review - Construction Documents
- Phase VIII: Construction Administration during design

Creative process

Designing for Disney



Disney's Boardwalk Resort, Orlando, Florida

Throughout the life of the project Tom Fridstein will bring Disney an organizational commitment, the perspective of his local experience on large complex projects in China and key design advice. Mike Reininger's participation and input will ensure an understanding of Disney thinking and a strategic approach to hospitality.

Early Phases: Blue Sky and Concept

We understand the significance of the fact that Disney Imagineers will develop the 30% Blue Sky package: it will be critical to the progress of the design that we develop the alternatives from that point forward with a full understanding of the background of thought that will have provided foundation up to that point. It is during this phase of the work that our three-part design team will produce the creative alternatives that will lead Disney to a successful concept. We also understand that while the development of the concept will focus on architecture, elements of landscape architecture and graphics will be important as well.

Work Plan: Three Design Teams

In order to produce authentically distinct alternatives, we propose to provide Disney with **three independent teams** – each individually responsible to develop a fully realized option for Project Bueno. Each of these teams will develop parallel but distinct proposals under the guidance and leadership of Michael Kerwin as Design Director, Steven Larusso as Project Manager and Julio Grabiell advising on hospitality concepts and functions. The teams will work to provide Disney with fully articulated and represented options that will drive the process to an optimal ultimate solution.

Each team will be made up of a design lead and a renderer who will work together to produce the documents as outlined in Disney's description of the work, and will incorporate Disney's input into each of the three options as the work moves through the various phases. The teams will work both independently and in concert – coming together at key moments between the designated project meetings to compare notes, share ideas and cross pollinate.

During these early phases Jane Chen will provide summary code review, general commentary and input on the design alternatives from Shanghai to ensure that each can meet local design conditions and regulations.

Later Phases: Schematic Design through Construction Administration

AECOM especially understands its responsibilities during the later phases of the work when we are reviewing the development of the project. Our partnership with the Local Design Institute that will be completing the work (if it is not AECOM) will be a critical component of the process to insure that the original ideas coming from Disney Imagineers – as well as the design ideas coming from AECOM – are delivered throughout all phases of design, and represented fully into the final product.

Jane Chen will play a key role during these phases, leading AECOM's interaction with the Local Design Institute.

Our Project Architect (who will have been involved from the beginning) will answer the 50 RFI's the RFP speaks of, and will work together during these later phases with Michael Kerwin and Steve Larusso to assure delivery of the original selected concept.

Michael Kerwin and Jane Chen will attend the meetings in Shanghai that will take place during Phases V, VI and VII. Jane will continue her involvement throughout Construction Administration as outlined in the RFP. This presence of Jane Chen and Michael Kerwin from the first moments of

design through completion of construction assures Disney a coordinated effort and the delivery of a final project that is the realization of the original idea.

Design and Cost Control

At AECOM we believe cost control begins as the first line is drawn and continues throughout the life of the design. As Disney has communicated in the RFP, “deliverables will be compared to base-line investment levels and deviations from these levels will be communicated to the Design Architect for consideration as Blue Sky and Concept design is developed.” This practical focus on containment of cost will put the design process on a path to success, with the knowledge that Disney’s investment target is a fundamental driver throughout the conversation.

AECOM commits to having all key teams members focused on providing a buildable concept, and to having the team work closely with Disney’s cost consultant and contractor throughout the life of the project.

Creative process – Designing for Disney

For leisure and hospitality design at AECOM we subscribe to an “experience-centered” design approach --one that assumes the simple truth that *all design eventually results in a human experience* and therefore that the process should start with that in mind.

As such design for leisure involves “*storytelling,*” “*narrative,*” “*scripting,*” and of course finally “*place making.*” All of the experiences of a hotel – *dining / relaxing / playing / sleeping / traveling to or from the gate of the entertainment venue* – should be the subject of this design process. We listen, research, inform, guide and innovate; we discuss, debate, collaborate, and balance the wisdom of expertise with new approaches to traditional challenges.

We believe that under this approach design is a non-hierarchical but organized process in which the deepest research and most rigorous exploration of program and function can uncover the most innovative narrative, and finally develop a design that leads to the richest human experience. Along the way we discover the spirit of a program and the poetry of a function.

AECOM proposes a process that is adapted to the unique qualities of the Disney Project Bueno hotel – one in which the team and the sequence of activities are built around the characteristics of Disney’s needs for this particular project. This engaged process that guarantees results marked by the way the experience is designed as much as in the way the materials and parts of the eventual building are assembled.

All of these design problems have people at their heart, since they are inherently complex and human-centered. We invite the design process to incorporate a variety of inputs from non-traditional sources into the conversation. Most importantly, we understand the process as a *fundamental partnership with Disney’s Imagineers* – starting with the substantial work that will have already been done -- to create a unique place with long term value.



Bengbu Longzi Park, Bengbu, China

We understand that the experience of a hotel starts with the guest’s first impression. With theming, proper selection and application of materials, architectural detailing, lighting, finishes, unique detailing, and bespoke uniforms, design can orchestrate the guest’s experience from the moment of arrival at the hotel’s portal.

Sustainability

We believe that capital investments in facilities should be aligned with measurable and sustainable business benefits. Sustainability is synonymous with good design, and principles of environmental awareness are fundamental to our design culture and integral to every discipline: our design process is based on energy-efficient building systems, appropriate selection of materials and form to maximize environmental conditions and long-term performance. AECOM’s approach is to learn from the landscape and the urban setting, respect culture and heritage, and always make careful use of natural resources.

For Disney a sustainable approach can ensure longer stays and repeat business, and for the guest there is reassurance that the resort or hotel is rooted in a responsible approach to management and has been designed and developed with sensitivity. For the client this adds to the appeal of the place, its brand strength and its longevity, while for Disney’s visitors it creates a healthy and beautiful destination.

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Representative Work

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Representative work:

Recent Work

Travel & Leisure



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- 1 **Celebration Town Center, Celebration, Florida, USA**
Client: Walt Disney Imagineering
Services: Public realm design; Landscape architecture
- 2 **Costa Rica Marriot , San Jose, Costa Rica**
Client: Tam Travel Corporation
Services: Master planning; Architecture; Building engineering; Interior design
- 3 **Disney's Boardwalk Resort, Orlando, Florida, USA**
Client: Walt Disney Imagineering
Services: Planning; Public realm design
- 4 **Eden Roc, Miami Beach, Florida, USA**
Client: Black Acre Corporation
Services: Interior architecture remodeling
- 5 **Universal City Walk , Los Angeles, California, USA**
Client: Universal Studios
Services: Program and construction management
- 6 **Le Meridien Shimei Bay, Wanning, Hainan, China**
Client: China Resources
Services: Landscape Architecture; Urban Design
- 7 **Windmark Beach, Florida, USA**
Client: St. Joe Towns and Resorts
Services: Master planning; Landscape architecture; Pedestrian hardscape; Design guidelines
- 8 **Ritz-Carlton Hotel, Shenzhen, China**
Client: Ritz Carlton Corporation
Services: Architecture with Rocco Design, Ltd. ; Building engineering
- 9 **San Francisco Marriott, San Francisco, California, USA**
Client: Marriott Corporation
Services: Interior architecture remodeling; Building engineering



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Representative work: Recent Work Travel & Leisure

- 1 **Ocean Park Redevelopment, Hong Kong**
Client: Ocean Park Corporation
Services: Landscape Architecture + Urban Design;
Site Infrastructure and Utility Engineering
- 2 **Sheraton Dameisha Resort, Shenzhen, China**
Client: King Key Group
Services: Architecture with Farrells; Building Engineering
- 3 **Le Meridien Shimei Bay, Hainan, China**
Client: China Resources, Starwood
Services: Landscape Architecture + Urban Design;
Masterplanning
- 4 **Hai River Embankment, Tianjin, China**
Client: Tianjin Planning Bureau
Services: Landscape Architecture + Urban Design;
Masterplanning
- 5 **Penny's Bay - Hong Kong Disneyland, Hong Kong**
Client: Hong Kong Civil Engineering Department
Services: Landscape Architecture + Urban Design;
Site Infrastructure and Utility Engineering
- 6 **Cotai Integrated Resort, Macau**
Client: Venetian Macau, Ltd.
Services: Landscape Architecture + Urban Design
- 7 **Four Seasons Troon North, Arizona, USA**
Client: Four Seasons
Services: Landscape Architecture + Urban Design
- 8 **Westin Colonnade, Florida, USA**
Client: Intercap Investments
Services: Architecture; Interior Design
- 9 **St. Regis Monarch Beach Resort, California, USA**
Services: Architect of Record; Program + Construction
Management



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Renderings

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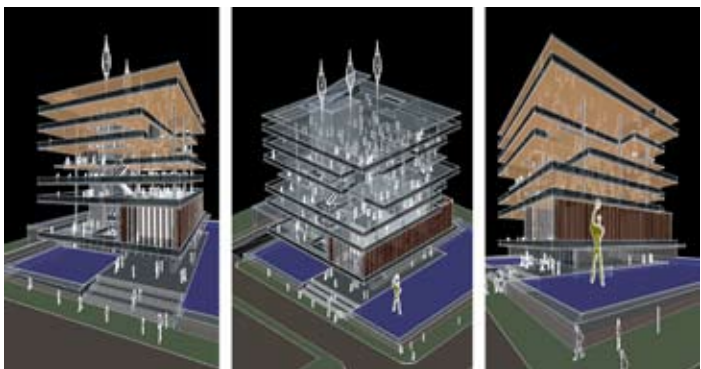
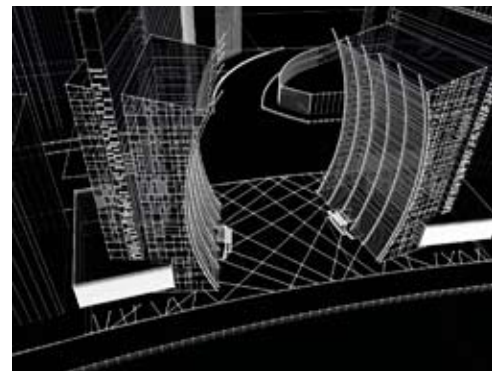
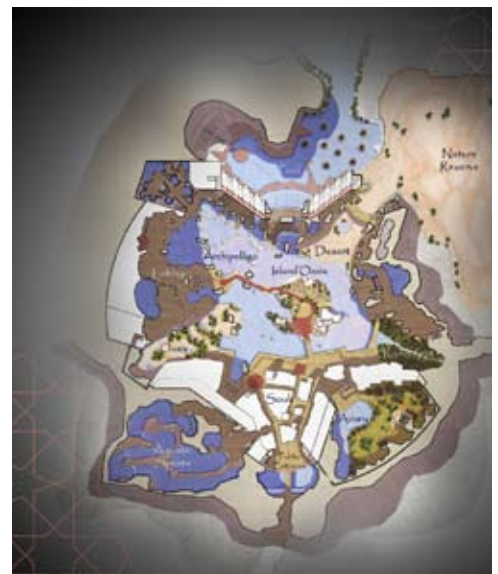
Renderings: 100% Blue Sky

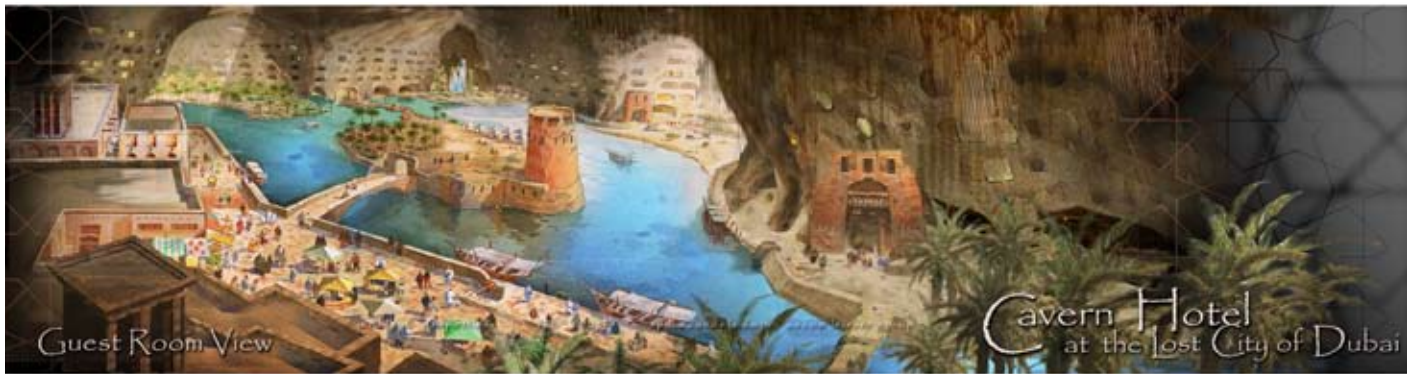
At AECOM we use renderings, animations and other media as analytical tools, exploratory devices and as a means to communicate fully fledged design ideas. We use both in-house resources and the best outside independent graphic resources to provide our clients with the fullest understanding of a design proposal.

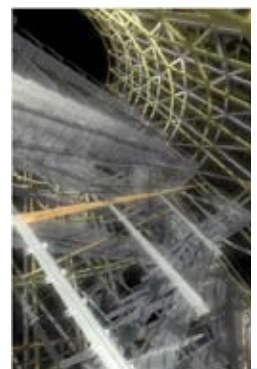
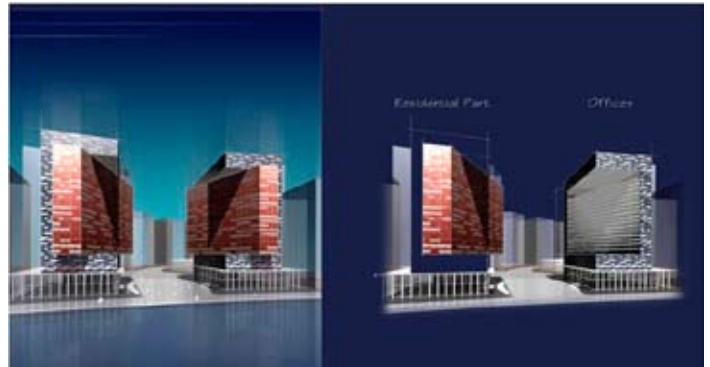
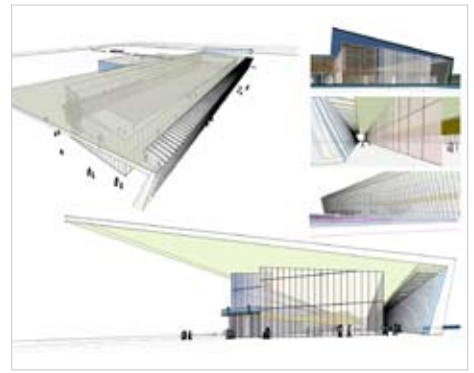
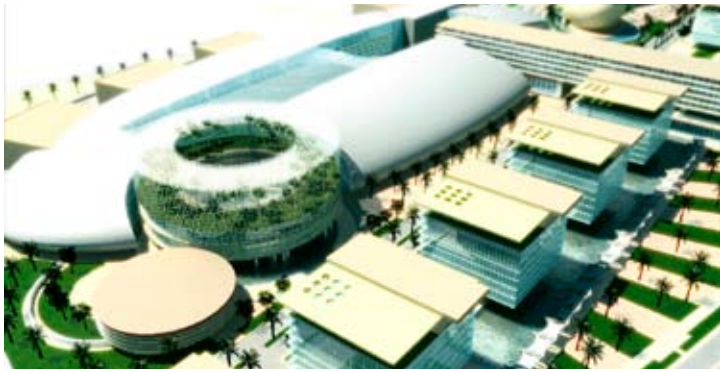
The best renderings can contribute to the “mythology” of a design – creating both a sense of anticipation and contributing to the foundational ideas about the project as it moves toward completion.

For Project Bueno renderings will be used to deliver representations that Disney Imagineers will need to understand that its unique business concept is being delivered in architectural terms. We will produce renderings at every phase that will

- Clearly communicate the concept driving each of the alternative approaches
- Analyze the physical characteristics of the project – massing, materials, details
- Understand the characteristics of the proposal within its urban context
- Suggest solutions to issues of constructability and delivery within Disney’s investment goals

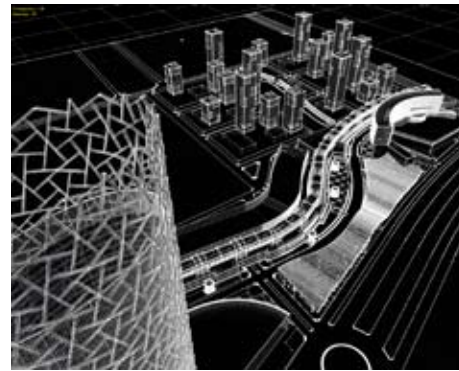
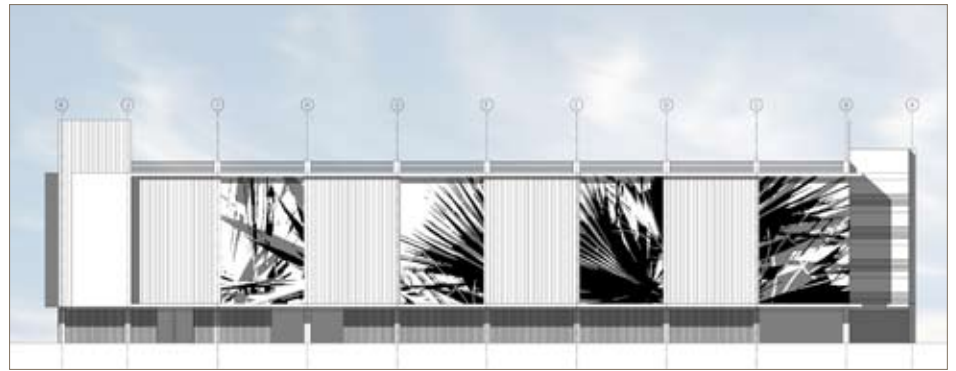




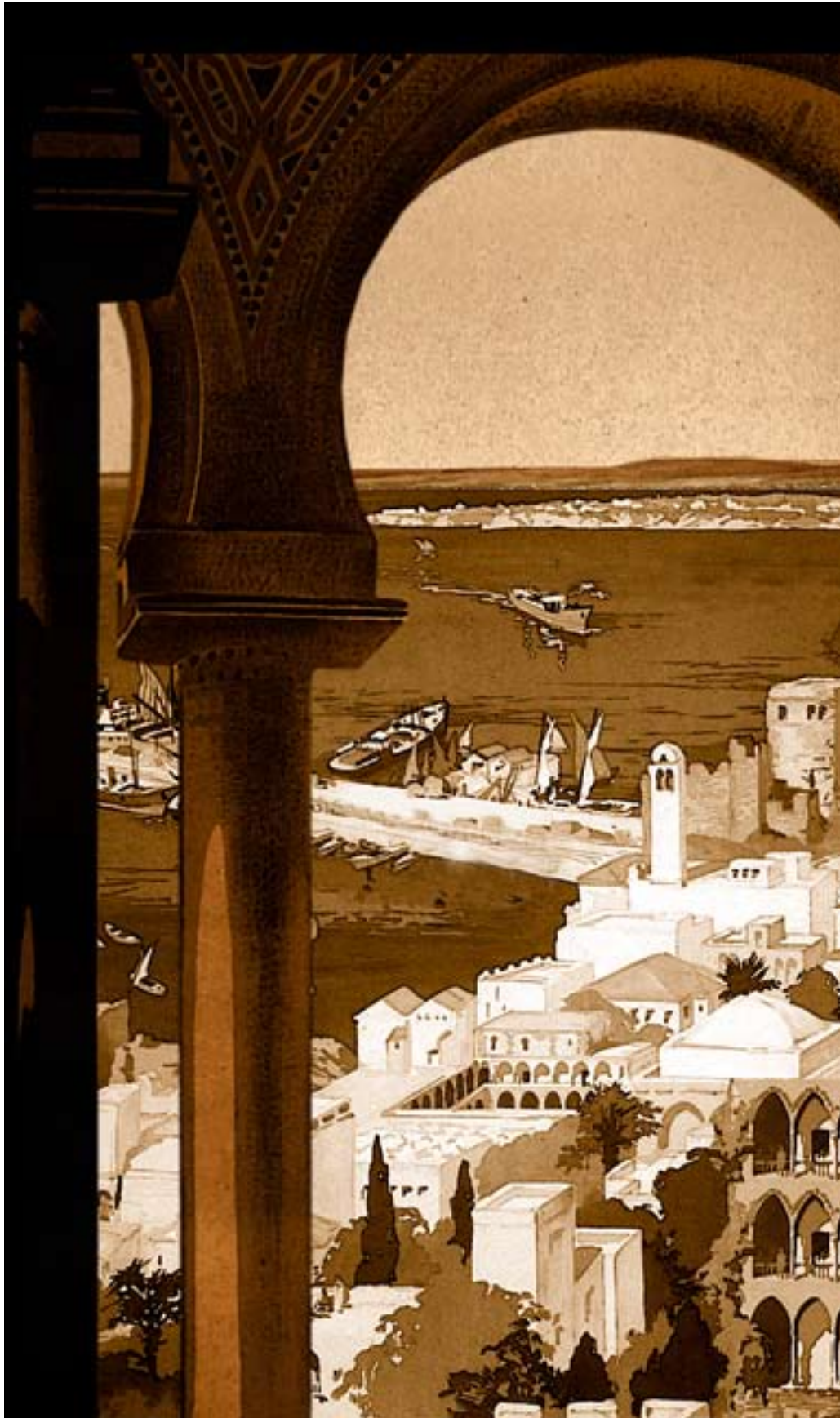


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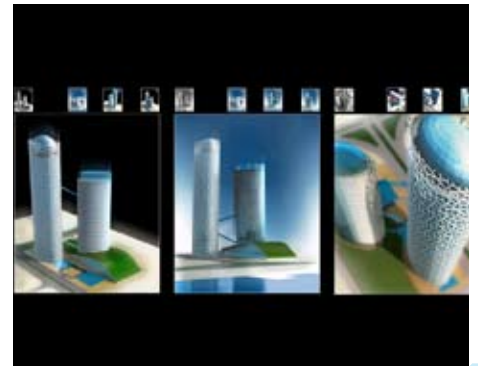
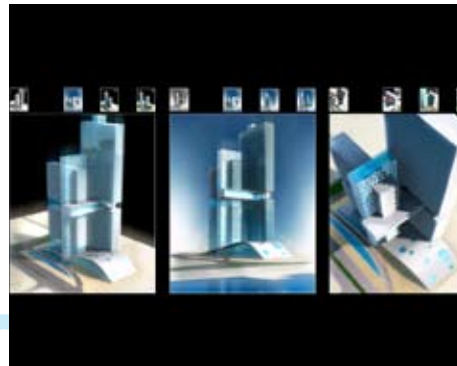
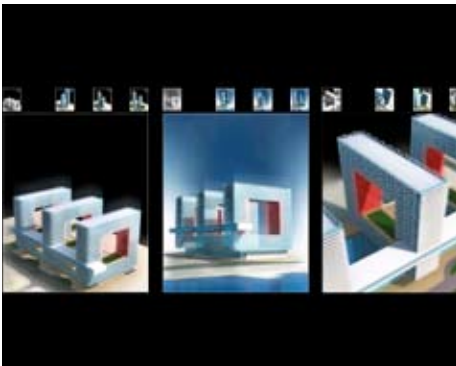
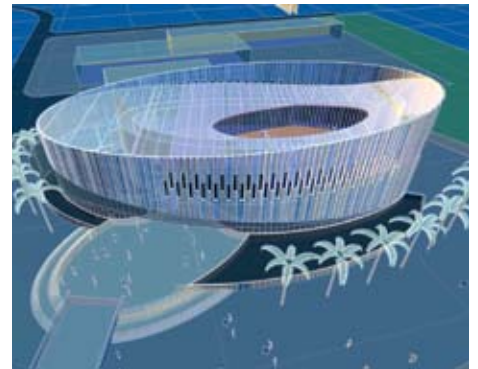
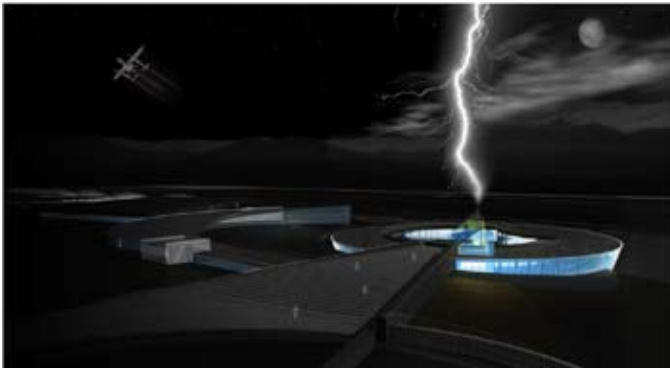
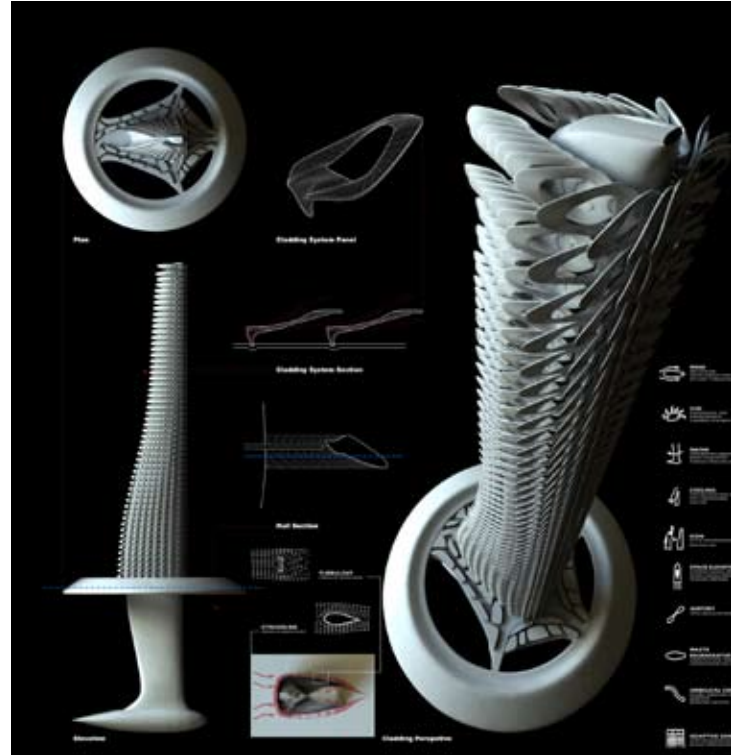




100% Blue Sky



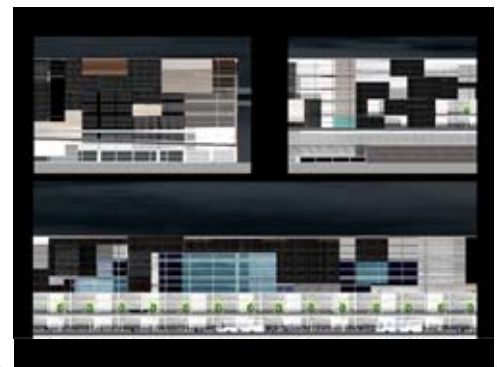
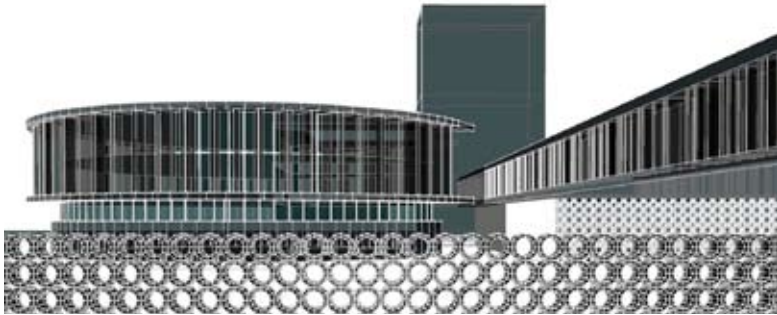
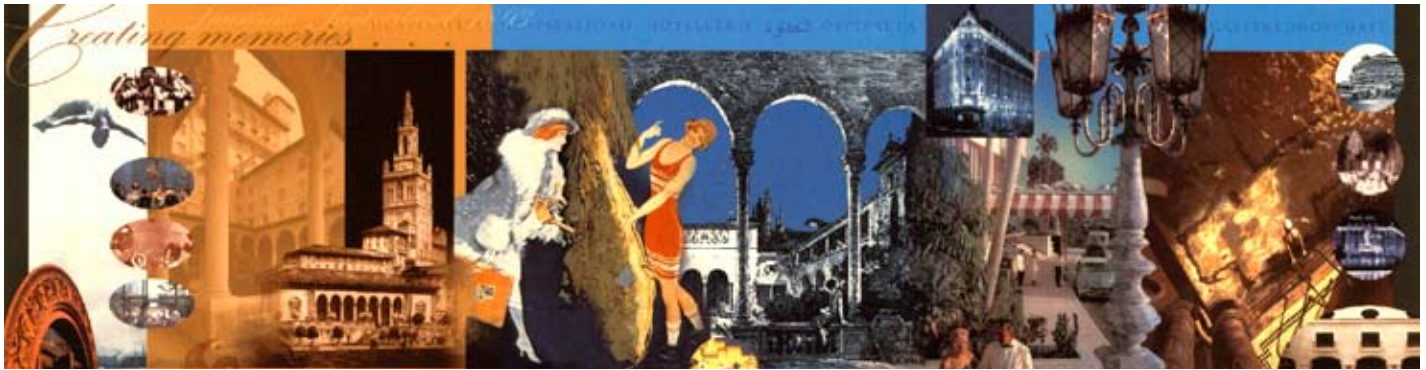
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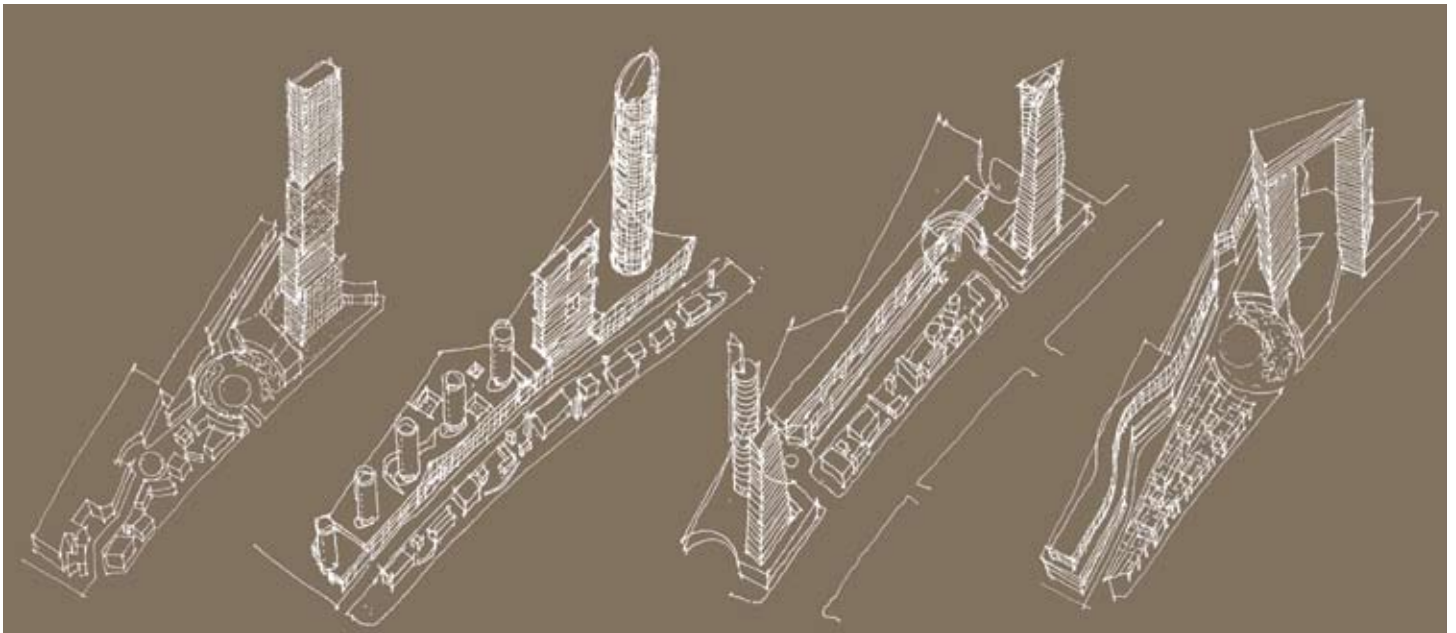
100% Blue Sky



100% Blue Sky

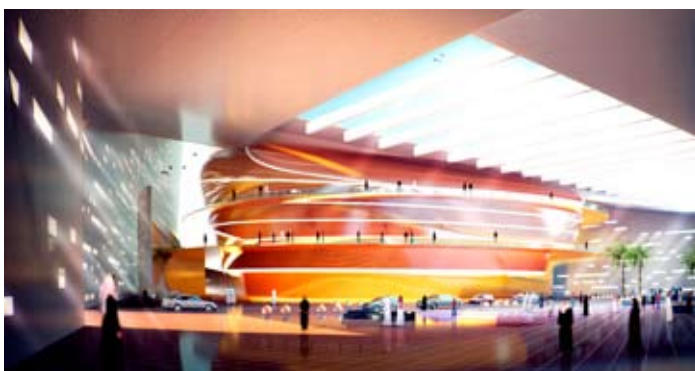


100% Blue Sky



100% Blue Sky

Renderings: 100% Conceptual Design Phases



100% Concept



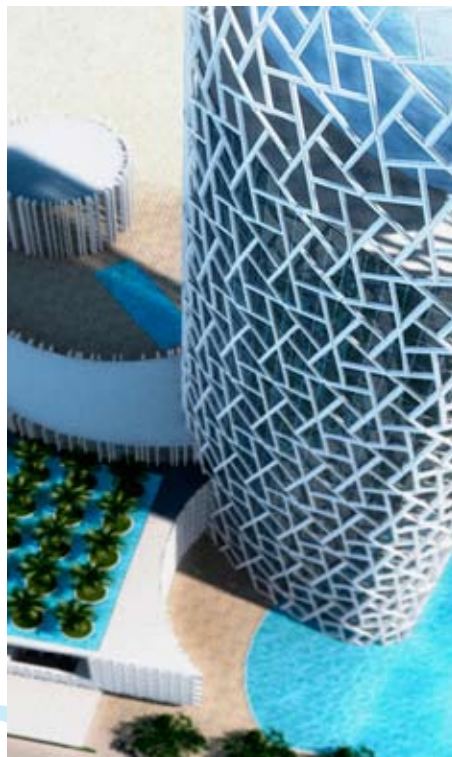
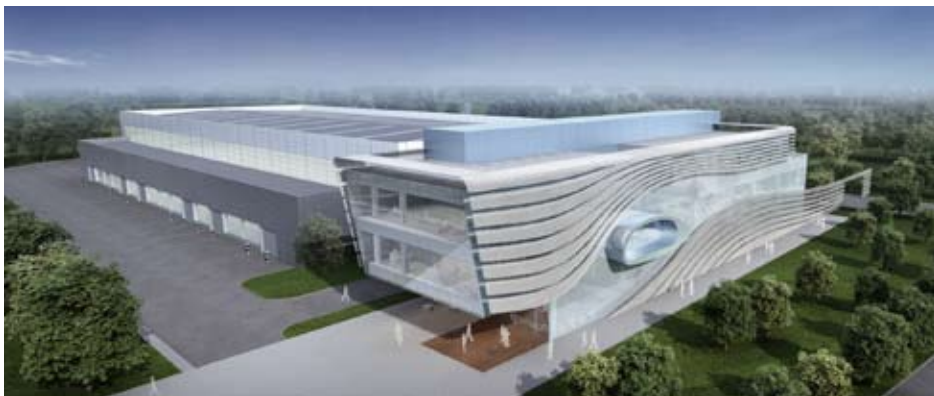
100% Concept



100% Concept



100% Concept



100% Concept



MEDITERRANEAN VILLA 200 M² - 250M²



TRADITIONAL VILLA 200 M² - 250M²



MODERN VILLA 250 M² - 300M²



100% Concept



100% Concept



100% Concept



100% Concept



100% Concept

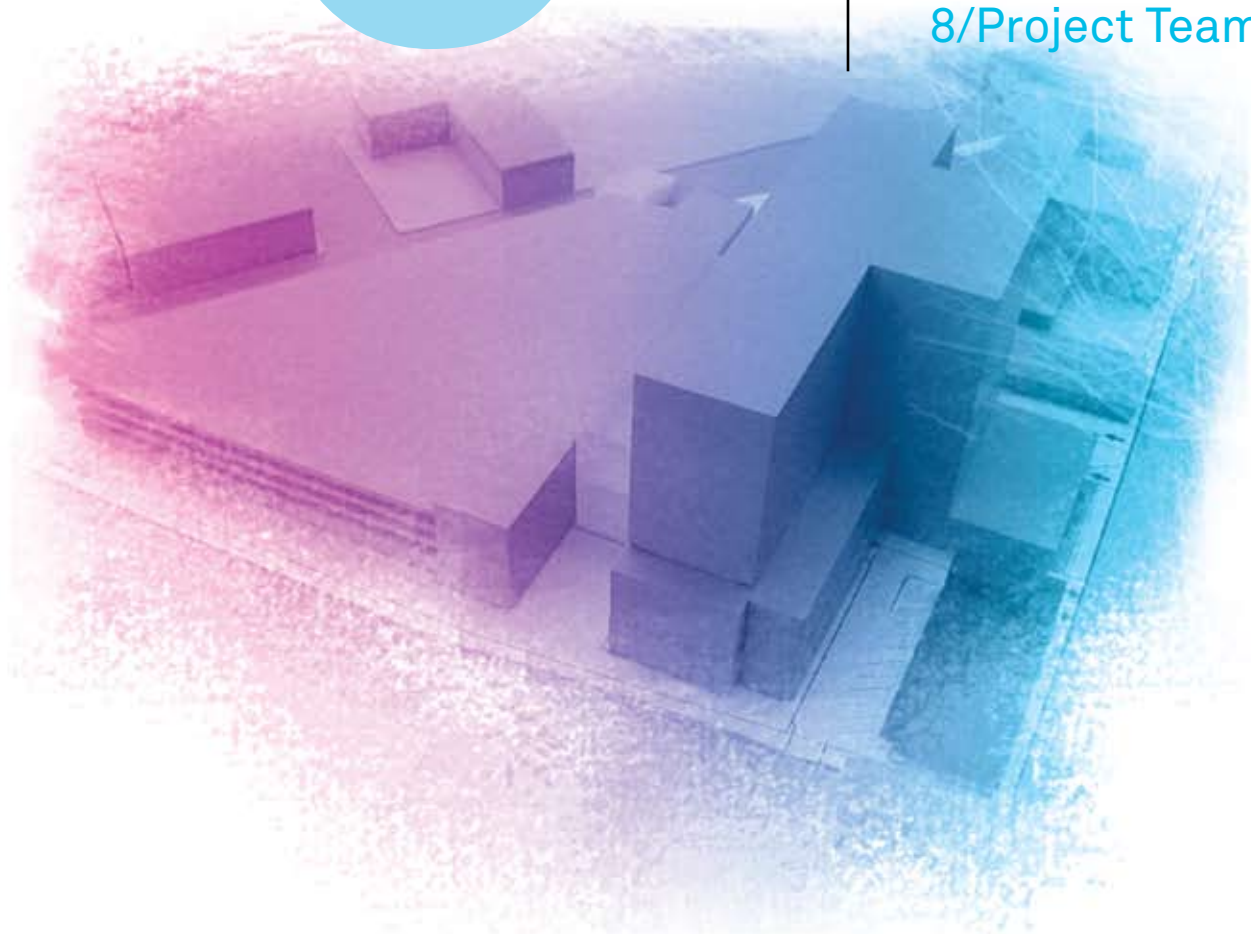


100% Concept

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Models

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- 8/Project Team



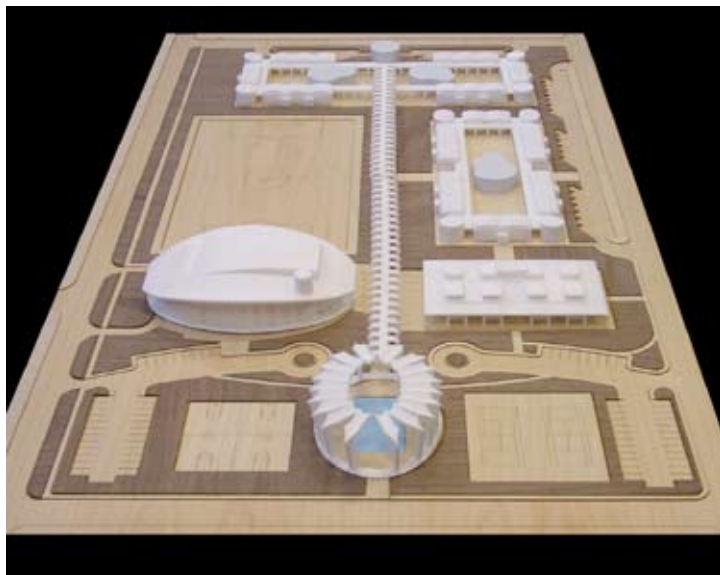
Models: 50%, 75% & 100% Conceptual Design Phases

Three-dimensional models offer an incomparable way to understand an architectural proposal in its context, and to express driving components of specific architectural ideas. Models also uniquely offer a way to understand the scale and proportion issues inherent in a design proposal. Disney's core idea of making models of each of the three alternative design approaches to Project Bueno through the design process will prove a powerful device to understand the inherent positives and negatives of design ideas as they unfold. AECOM has traditionally used models in this exploratory fashion, as well as to represent more finished ideas at the latter stages of a design event.

Within the Project Bueno process models will help the team understand the scale and proportion. These models will also

- Show the relationship of the building to the nearby highway and to the gate
- Provide a clear understanding of the vertical scale of the building and its relationship to the open spaces of the program
- Represent the "visibility" of the project within its surroundings
- Give a detailed fully three-dimensional understanding of the various design features inherent in each of the three alternative proposals

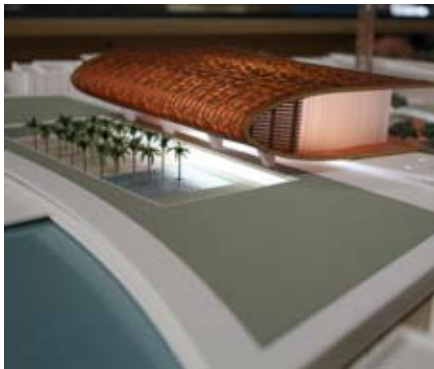


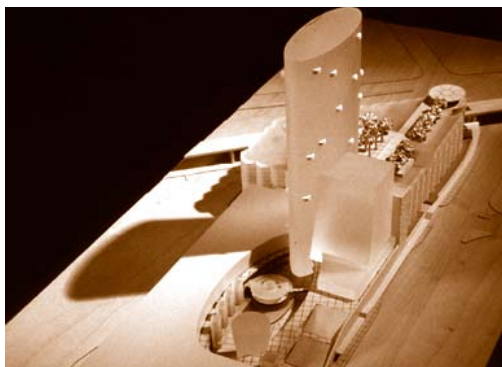


50%



75%







100%



100%

7

Fee Proposal

- 1/Introduction
- 2/Capabilities
- 3/Project Approach
- 4/Representative Work
- 5/Renderings
- 6/Models
- 7/Fee Proposal
- 8/Project Team



Exhibit B:
Fee Schedule



Legal:



800 Douglas Entrance,
North Tower, 2nd Floor
Coral Gables, Florida 33134
T 305.444.4691 F 305.447.3580

SENSITIVE DATA

Legal:

(continued)



8

Project Team

- 1/Introduction
- 2/Capabilities
- 3/Project Approach
- 4/Representative Work
- 5/Renderings
- 6/Models
- 7/Fee Proposal
- 8/Project Team



Exhibit C:
Project Team

Employee

Title

Hourly rate



Project Team: Our team



Thomas Fridstein, FAIA, is the global leader of AECOM architecture, and has been a key leader in the development of such landmark Chinese projects as the Jim Mao tower and the Shanghai Grand Hyatt. As Principal in Charge, Tom will bring that experience to bear in order to make Project Bueno a design success as well as a project of long term value for Disney.

P. Michael Reininger, AIA, an internationally recognized leader in tourism and hospitality and the mind behind many of the most renowned hospitality destinations, will provide key executive leadership and creative direction.

Michael Kerwin, AIA, Design Director, will lead the three alternative design teams.

Steve LaRusso, AIA, project manager, will insure that Disney receives services of the highest quality and consistency.

Jane Chen, AIA, a key representative from AECOM's Shanghai office will be involved from the beginning and present at critical early meetings to offer an understanding of the challenges of the Shanghai marketplace.



**P. Michael Reininger, AIA
AECOM Project Executive,
Chief Development Officer**

Education

Bachelor of Architecture- Design Specialization – 1984, Texas Tech University
 Graduate School of Design, Office of Executive Education “Resort & Hotel Planning and Design” - 1988, Harvard University
 Executive Development Program “The Transition from Functional to General Management” - 1992, Wharton School - University of Pennsylvania
 Executive Education, Focused Financial Management Series “Corporate Financial Engineering; Advanced Business Strategies” - 2001, Harvard Business School

Affiliations

Registered Architect- State of Florida AR0013067
 American Institute of Architects
 Urban Land Institute

Lectures + Instruction

Harvard Graduate School of Design- Lecturer-Office of Executive Education

Professional History

2009 – Present
 AECOM Planning, Design & Development
 Chief Development Officer

2008 - 2009
 MGM Mirage Hospitality
 Executive Vice-President Design and Construction

2006 - 2008
 Union Station Neighborhood Company
 Managing Partner

1998 -2006
 The St. Joe Company
 Senior Vice President

1994 -1998
 Walt Disney Imagineering/Walt Disney Attractions
 Vice-President

1992 -1994
 Disney Development Company
 Director- Real Estate Venture Development

1990 -1992
 EuroDisney S.A.
 Director of Hotel Development

**Walt Disney Imagineering/Walt Disney Attractions,
Orlando, FL**

Vice-President – Product Development

Responsible for all aspects of product development for Disney Cruise Line including strategic assessment and planning, business planning, creative development, negotiation, contract implementation and financial management of this \$1billion capital development program.

Areas of primary responsibility included:

Management of vessel design for two 85,000 GRT (2800 passenger) ships,

Implementation of all landside facilities including a \$30 million, first ever dedicated homeport terminal and new quay at Port Canaveral. Development of ground transportation and logistics facilities and systems including a fleet of 50 custom motor coaches for guest transport and a luggage handling operation between facilities at airport, port and Walt Disney World.

Identification, negotiation, acquisition and development of a \$45 million private Bahamian island,

Creation and implementation of all programming and entertainment development for shipboard and landside venues.

Coordination of all product development with business development, marketing, sales, distribution and operations divisions to ensure creation of systems and procedures pursuant to an integrated new business launch.

**Disney Development Company, Orlando, FL
Director- Real Estate Venture Development**

Responsible for investigating, initiating, and implementing new business opportunities for The Walt Disney Company. Efforts focused on regionally based entertainment projects

designed to expand the portfolio of locations for Disney family entertainment experiences.

Directed all efforts for development of Disney's America- a proposed outdoor attraction venue for suburban Washington, D.C. Responsible for management and coordination of all feasibility studies, financial analysis, conceptual design, budgeting, scheduling, entitlement strategy, real estate acquisition, fiscal benefit recapture, and government and public relations for this venture.

Successfully completed a covert 3000 acre real-estate assemblage, received favorable development entitlements and planning approvals via a comprehensive rezoning initiative, received state and local legislative approvals for a \$70 million fiscal benefit recapture package and garnered widespread political support for the proposed project before it was terminated due to extenuating circumstances

EuroDisney S.A., Paris, France

Director of Hotel Development- Real Estate Development
Responsible for a 50-person department of the Real Estate Division charged with conception, feasibility, design and construction of resort hotels and related real-estate amenities at EuroDisney (now Disneyland Paris).

Managed a collection of world class architects, designers and professionals to develop largest resort complex in Europe consisting of 5600 hotel rooms, 180 camping sites, 27 holes of championship golf and related infrastructure. Projects totaled over 4.5 billion French francs and were completed on-time and within budget on April 12, 1992 via the managed efforts of over 6000 construction personnel from 80 countries, speaking 13 languages on one consolidated site.

**Disney Development Company, Orlando, FL
Project Manager**

Responsible for development of resort hotel projects at Walt Disney World. Scope of activities included management of all aspects of projects from conception through turnover to operating divisions.

Developed Disney's first moderately priced resort product, Disney's Caribbean Beach Resort. This 2112-room facility and was followed by a second project- Disney's Port Orleans and Dixie Landings Resorts consisting of 3056 rooms on a 300 acre site.

Created product and implementation plan for Disney Vacation Club- a new business created by the Disney Development Company.

Member of core team charged with creation of Master Plan for entire 30,000 acre landholding of Walt Disney World.

**MGM Mirage Hospitality, Las, Vegas, NV
Executive Vice-President Design and Construction**

Wholly owned subsidiary of public parent company (MGM Mirage) conceived to create a stand-alone hotel management company deploying existing and new brands of hospitality products owned by the company, in mostly non-gaming formats to markets around the world.

Member of core executive team of start-up organization with global responsibilities for development and maintenance of brand standards, development protocols and procedures, and creation of regional offices in the U.S., Middle East, Asia and China to support development services functions in the various market areas. Position provides executive oversight of all program, design, development and construction activities pursuant to the creation of a global portfolio of hotels and resorts.

In addition to managed properties, certain assets will be created by providing direct development-management services to owner/clients on a fee basis. Primary example

of such activities is a landmark mixed-use facility in Abu Dhabi, UAE consisting of over 8.5 million square feet of area to include multiple hotel brands, over 1000 units of branded and non-branded residential in whole-ownership and condo-hotel formats, 600,000 sf of retail facilities, a 15,000 seat multi-use arena, marina facilities and various associated amenity and area development components. Expected project budget to exceed \$5.5B with a completion schedule of 2014.

**The St. Joe Company, Jacksonville, FL
Senior Vice President- Creative Services and Corporate Marketing**

Responsible for division of corporate staff that provided assistance and direction to various core business activities of the company. As largest private landholder in Florida, activities included large-scale development of residential communities, commercial and industrial development in all major Florida markets, hospitality development and large-scale timber and land resource management.

Specific areas of responsibility included:

Research and develop creative solutions and directions for new products, projects and marketing communication strategies.

Support for primary corporate strategic planning efforts with land planning, architecture, creative content and marketing expertise leading to fundamental decisions about asset allocation and development strategy for over 850,000 acres of land.

Establish creative direction for new projects by defining planning, architectural and programming constructs that inform specific development activities.

Assist project teams with integration of all planning, architecture and design, programming and marketing

strategies from conception through execution.

Assist with creation of brand identity and clarity at both corporate and project levels and provide oversight and quality control of activities and products across business unit lines.

Manage personnel and systems providing comprehensive G.I.S. services to company including maintenance of master land allocation and asset inventory documents.

Manage 27 person marketing organization with responsibility for all strategic and tactical marketing efforts for all projects and business lines of the company. Conceived, developed and art-directed creation of regional interest magazine SweetTea Journal published by Southern Progress as centerpiece of marketing outreach “from the porches of northwest Florida.”



Michael Kerwin, AIA Design Director

Education

BA English / 1977 / Loyola University
 Bachelor of Architecture / 1984 / University of Miami
 Masters in Architecture / 1989 / Harvard University
 Graduate School of Design

Affiliations

1989 / Architecture / AR0012800 / Florida

Professional History

1987 – Present
 AECOM Architecture
 Principal

Years With Other Firms

2

As Design Principal for the firm, Mr. Kerwin typically performs in the Lead Architectural Design role for the firm's higher profile projects. Mr. Kerwin is an award-winning design architect with more than 22 years of professional experience. He has been the recipient of many design awards from a variety of peer and industry groups including the American Institute of Architects. Mr. Kerwin's design awards have been for a variety of building types including Corporate, Transportation, Education, Governmental and others which demonstrates his ability to create award winning designs for a variety of project types. Of particular note is the fact that Mr. Kerwin has received the prestigious "Architect of the Year" Award by the South Florida Chapter of American Institute of Architects in 1999 for his continuous and consistent contributions to the architectural design industry. Mr. Kerwin is also the recipient of the American Institute of Architects, Silver Medal Award. The Silver Medal is the highest honor awarded by the AIA Miami Chapter and is given for an individual's distinguished design ability, commitment to the profession and loyalty to their firm.

In addition to his professional activities, Mr. Kerwin is currently a member of the Board of Directors of the Florida Association of the AIA, and the immediate past president of the AIA Miami Chapter, as well as the Miami Design Preservation League and Miami Design Alliance. He has served on juries at several universities and for professional architectural awards programs, and has taught architectural design at the University of Miami School of Architecture, Florida International University and for the Harvard University Graduate School of Design Career Discovery Program.

Island Gardens, Miami, Florida

A 2.5 million square feet mixed-use development combining a "five star" Shangri-La hotel and a "four star" Westin hotel, 200,000 square feet of upscale retail, dining,

entertainment, gardens and a selection of cultural facilities and public art as an intimate village, adjacent to what will be one of the finest built 52 slip mega yacht marinas in the world.

The Westin Colonnade, Coral Gables, Florida

A mixed-use development, expansion and renovation which includes a 4-star, 151-suite hotel, 210,000 SF office building, support retail and parking garage. The development includes three buildings occupying a downtown city block developed around a local historic landmark. The project incorporates retail space in an interior galleria, an office building, a luxury hotel and a parking garage, all associated with the existing historic structure. All new construction echoes the scale and detail of the original 1920's building.

Riyadh Mall & Office Park Master Plan, Riyadh, Saudi Arabia

The main mission of this mixed-use center is to create a link among three ideas; the academic and research function of the university, the processes and activities of advanced technology companies and their research, and the cultural entertainment and urban demands of a cosmopolitan city in the Middle East. Advanced companies and institutions would come to the Center and would benefit from the resources of the university's programs because of the proximity and availability of world-class resources such as the exhibition center, museums, convention center, hotels and retail opportunities.

Jeddah Corniche Tower, Jeddah, Saudi Arabia

The tower is a mixed-use urban project on a compact site close to downtown Jeddah. The project contains a substantial complement of major uses, including, Class 'A' Office Space, Five-Star Hotel Suites, Retail Functions and a Rooftop Restaurant. The scheme proposes an iconic elliptical tower simultaneously supported and shaded by a

steel exoskeleton recalling the form of a traditional Islamic ornamental pattern.

Horizon Tower, Jeddah, Saudi Arabia

A mixed-use center that features a landmark high-rise and a shopping mall district. This 70-story tower, the tallest in the city, symbolizes the economic potential of the region and will incorporate sustainable design attributes. The combination of traditional Saudi Arabian design and a 21st Century American vocabulary makes the shopping district a unique experience for any patron.

Dubai Tech Park, Dubai, United Arab Emirates

The entrance to the Dubai Tech Park will act as a new urban gateway complex, and thus represent the quality and advancement in technology that have characterized the United Arab Emirates especially in oil, natural gas, and desalinization industries. In addition to creating a unique site for development, the park will provide all necessary supporting amenities, including a club, a fitness center, and dining facilities.

Wuhan Master Plan, Wuhan, China

An urban design of a large sector within the historical core of the city of Wuhan is characterized by maximum density and maximum openness. Located between the older city center of Wuhan and the Hankou railway station, the sector is unique in being bordered by major north-south boulevards. Neighborhoods are formed by the roads, and are developed with a combination of multi-family housing, retail / office buildings, schools, community centers, and formal, landscaped open spaces.

General Electric International Learning Center, Munich, Germany

The mission for the International Learning Center is to provide an appropriate, up-to-date, state of the art setting for the delivery of the GE international learning curriculum

in the context of a high quality residential environment. The facility allows for the seamless delivery of GE curriculum and an environment that enables and encourages learning, interaction, dialogue, and collaboration among the GE employees engaged in training and to create an image for world-class facility to reflect the international GE culture and values to users and to the community.

General Electric Nuclear Headquarters, Wilmington, North Carolina

The new headquarters design process is to provide a world-class, high-performance facility to support the strategic activities of the executives and other staff involved in this innovation, future-oriented business. The complex will be design to allow a phased approach to the construction of the projected program, as well as a planned approach for future expansion.

General Electric Nuclear Fuels GLE, Wilmington, North Carolina

The project consists of a Nuclear Fuels Plant with administrative support buildings and prefabricated plant support buildings. The Plant and administrative support buildings will house approximately 300 plant workers, executives, administrative staff, and other professionals in surroundings commensurate with the innovation and high-technology that their business represents.

Downtown Dadeland, Miami, Florida

Carved from existing anonymous strip shopping centers, this new village within the city consists of seven new city blocks in a traditional urban grid. The project features 416 condominium units in buildings up to 7 stories high and 112,000 leasable SF of retail neighborhood-oriented shops and national brands. The 1,000 car parking garage was designed partially below grade, a unique attribute to parking garages built in South Florida.

Galaxy, Miami, Florida

Planning and design for a mixed-use project on a 7.79-acre site. The Galaxy has three major components: the main retail/entertainment building; the garden courtyard; and parking structure. The project contains 345,000 leasable SF which can accommodate tenants ranging in size from 3,000 SF to 125,000 SF. The parking garage accommodates 1,473 cars on six levels.

United Services Automobile Association Southeast Regional Headquarters, Tampa, Florida

This 550,000 SF facility houses up to 2,000 employees, while preserving the wooded wetlands surrounding it. The facility consists of seven floors which provide open office areas, a data/voice center, a clinic, a credit union, a fitness center, a drive-in claims department and a full facilities maintenance center. The design also incorporates a high-tech, 300-seat auditorium, a 1,700-car garage and a 550-seat cafeteria with spectacular wooded views. This headquarters has received six prestigious industry awards and has been widely published.

Blue Cross Blue Shield of Florida Corporate Headquarters Expansion, Jacksonville, Florida

A new 775,000 SF expansion to the Blue Cross Blue Shield Headquarters, the new expansion will include four buildings: three 200,000 SF office buildings and a 175,000 SF multi-purpose building to house a campus conference center and new employee cafeteria. The new expansion will complement the existing 5 building, ±1,000,000 SF complex, also designed by AECOM. The firm provided all basic Architectural, Engineering and Interior Design services inclusive of programming and master planning for this single user office complex.



**Steven LaRusso, AIA, LEED AP
Project Manager**

Education

Bachelor of Architecture / 1976 / University of Miami

Affiliations

AR0009205 / Architecture / 1982 / Florida

Accreditation

NCARB
LEED AP

Professional History

2001 – Present
AECOM Architecture
Associate Principal

Years With Other Firms
24

Steven LaRusso is a registered Architect with over 30 years experience, including such positions as senior project director of hospitality, a principal of his own firm, and a project manager/project architect for many respected architectural companies. While his strength is in the hospitality sector, he has also been involved in many other large commercial and residential projects throughout the US, Middle East, and the Caribbean.

Island Gardens, Miami, Florida

A 2.5 million square feet mixed-use development combining a “five star” Shangri-La hotel and a “four star” Westin hotel, 200,000 square feet of upscale retail, dining, entertainment, gardens and a selection of cultural facilities and public art as an intimate village, adjacent to what will be one of the finest built 52 slip mega yacht marinas in the world.

Capital at Brickell, Miami, Florida

Originally conceived as a two tower residential condominiums, the developer decided later to re-conceptualize the project so that one of the towers could become a hotel. The hotel tower houses 352 guestroom/suites, meeting rooms, two ballrooms and a banquet room, and incorporates a business center and retail area. A triple height space on the eleventh floor features a restaurant with impressive views of Miami’s Financial District area and nearby Biscayne Bay.

The Biltmore Hotel Spa, Coral Gables, Florida

The new spa has a total of 12 spacious treatment rooms including two couple suites and two wet rooms, relaxation areas, lounges with dressing rooms, lockers, steam and sauna, retail, reception area and a salon. The design of the new spa blends the traditional Mediterranean style of the historic Biltmore Hotel with a contemporary Zen quality that creates a relaxed and elegant environment.

Buffington Harbor Hotel and Exposition Center, Gary, Indiana

A master plan for a 55 acre mixed development made up of an 80,000 square foot - 7000 seat amphitheatre, a 300 room hotel and a 140,000 square foot exposition center.

Royal Oasis Resort Hotel, Casino and Convention Center, Freeport, Grand Bahama Island

Master planning and full design services of the existing 300,000 SF, 400 room hotel, 45,000 SF casino and 55,000 SF convention facility along with an addition of a new hotel tower of 350,000 SF, 250 rooms including a new lobby, spa and fitness center, new residential 1, 2, and 3 bedroom and 650 timeshare units.

Grand Bahamas Riviera Resort, Grand Bahamas

A master plan to include a hotel, casino, and apartment complexes comprised of studios, one bedroom, and two bedroom individual units.

Baha Mar Atlantic Drive, Bahamas

A master plan of a 71-acre property to include 200 townhouses and condo, spaces for retail shops and restaurants.

Anguilla Golf Resort, Anguilla Island, British West Indies

This property consists of approximately 235 pristine acres of land with 800 feet of virgin sand beach shoreline to be developed as a world destination resort with an 18 holes championship golf course. The resort consists of residential scaled structures which house 97 hotel rooms and suites, 32 condo units, 20 ocean front villas, 46 courtyard golf villas, open air restaurants and lobby, golf club house, and luxurious spa and pools.

Radisson Aruba Caribbean Resort Spa, Aruba, Netherlands Antilles

A new 14,000 square feet free-standing exclusive spa and

fitness center located on the ocean within the existing Radisson resort, this facility is a true tropical retreat with high roofs, open courtyards, 10 treatment rooms with private courtyards, exterior relaxation areas, seaside exercise terrace, salon, tropical landscape and water features.

Moon Grand Entertainment Village, Cancun, Mexico

Moon Resorts expanded their master plan to integrate its two existing four star hotel resort complexes in Cancun Mexico. With the addition and expansion of a third hotel this resort, spa, 18 hole golf course and adjunct amenities will transcend any destination tourist property in the Yucatan peninsula. An initiative for this strategic plan will amass a total of over 3,000 rooms within the three complexes.

Mandarin Oriental Hotel, Miami, Florida

Project Manager and field project representative The five star luxury 329-room business hotel including luxury suites. Features a two story lobby with Asian accents. Floor-to-ceiling glass allows for dramatic waterfront views of Biscayne Bay and the city's skyline. The property is Mandarin's first on the U.S. East Coast and features two specialty bay view restaurants and a 15,000 SF health spa and fitness center. (Individual Experience)

Barclays Financial Center and J.W Marriott Hotel, Miami, Florida

Project Manager for a new Class "A" 30-story office tower and 21-story, 300-key luxury hotel. The mixed-use property features five star accommodations for business and vacation travelers, a nine story garage podium, atrium gallery and rooftop plaza, and 525,000 SF of rentable bay view office space. This property is located on Brickell Drive

in downtown Miami. (Individual Experience)

Miami Airport Intercontinental Hotel, Miami, Florida

Project Manager on a new 250 room airport hotel.
(Individual Experience)

Marriott “Frenchmen’s Reef” Resort Hotel, St. Thomas, U.S. Virgin Islands

Project Architect for renovation and addition to existing resort facility. (Individual Experience)

Design Center of the Americas, Dania, Florida

Project Manager for Nichols Brosch Sandoval and Associates. Created as a showplace for the nation’s interior design industry, the 31-acre DCOTA includes some 1 million SF of showrooms in 4 buildings, a 250-room Sheraton hotel and an office plaza with two 4-story buildings. (Individual Experience)

Sheraton Gateway Miami International Airport, Miami, Florida

The Sheraton Gateway, which caters to the international business traveler, consists of 350 keys with 15,800 SF of meeting facilities, a 120-seat restaurant and a 75-seat lounge. The hotel is equipped with the state-of-the-art information technology equipment. (Individual Experience)

Ras Al Hadd Resort Master Plan, Ras Al Hadd, Oman

The master plan for the Ras Al Hadd development is a program that will lay the guidelines for a mixed-use urban experience resort. The Town Center provides Ras Al Hadd with a mixed use development vital to the character of a typical Arabian town. Within it The Civic Center is the geographic and programmatic nucleus of this site where the mosque, clinic, post office, fire and police departments, library, sales center, and general parking are located. Residents and visitors are ensured a variety of experiences as these civic buildings intertwine with the shopping and

recreational areas.

Al Jazayer, Bahrain

Master plan of mixed-used neighborhood which includes three unique hotels. The first is a 350 room three-star water themed hotel designed in the spirit of Venetian architecture. In the center of Al Jazayer beach is the Moroccan themed Courtyard Island Hotel. Guests at this 150 suite, four-star resort will experience the beauty of island living. Located in the north end of the beaches, is the 75 five-star villa resort which is comprised of individual units offers a private escape to its guests.

Al Menaa Hotel & Resort, Sharjah, United Arab Emirates

A beach resort in a ziggurat-shaped tower, Al Menaa features modern and traditional Arabian architectural styles. The resort will house two restaurants, a complete spa and fitness center, and a beach front pool with an open restaurant.

Horizon Tower, Jeddah, Saudi Arabia

A mixed-use center that features a landmark high-rise and a shopping mall district. This 70-story tower, the tallest in the city, symbolizes the economic potential of the region and will incorporate sustainable design attributes. The combination of traditional Saudi Arabian design and a 21st Century American vocabulary makes the shopping district a unique experience for any patron.

Jeddah Corniche Tower, Jeddah, Saudi Arabia

The tower is a mixed-use urban project on a compact site close to downtown Jeddah. The project contains a substantial complement of major uses, including, Class ‘A’ Office Space, Five-Star Hotel Suites, Retail Functions and a Rooftop Restaurant. The scheme proposes an iconic elliptical tower simultaneously supported and shaded by a steel exoskeleton recalling the form of a traditional Islamic ornamental pattern.



Jane Chen, AIA
Shanghai Project Coordination

Education

Master of Architecture, University of Arizona
Bachelor of Landscape Architecture, Tongji
University

Affiliations

Architecture / Arizona
Member, American Institute of Architects

Professional History

2003 – Present
AECOM Architecture
Associate Principal

Ms. Chen has over fifteen years of professional experience in architectural design, master planning and landscape design. Her extensive experience includes the design of corporate office headquarters, industrial buildings, hotels, mixed-use retail complexes, and high-rise residential buildings. Prior to joining AECOM, Ms. Chen worked for AECOM group's sister company Maunsell in Shanghai and AECOM in the United States. In 2003, after serving for 6 years as a lead designer in AECOM's Phoenix office, Ms. Chen was offered the opportunity to work as a technical support person in the office of internationally renowned architect Rem Koolhaas (OMA) in Rotterdam, The Netherlands. AECOM was retained to provide technical and management assistance to OMA in the execution of the new 5.5 million square foot headquarters for the Central China television (CCTV) Network.

Upon completing the one year assignment in Rotterdam, Ms. Chen relocated to Shanghai to lead AECOM's Shanghai studio. For the past four years she has successfully overseen the expansion of the firm's studio from one person to a team of ten architectural designers. Her ability to combine architectural skill with unique problem solving enables her to achieve success with the most complex project requirements, delivering a distinctive design that meets the needs of the client in scope, schedule, and budget. Ms. Chen is currently bringing her talents to bear as the lead local architect on the new China Headquarters for General Electric (GE) which is being jointly designed with the AECOM's Los Angeles. Ms. Chen completed her Masters of Architecture at the University of Arizona with the foundation of her thesis based on "High Density Urban Housing in China – the Living Environment." Ms. Chen's post graduate experience includes her work as an architectural designer at the University's Environment Research Laboratory for one year, and as an associate architect of Fujian Province Architectural Design Institute in China for two years.

On the Boards

Shenergy Headquarters: Shanghai, PRC

Beijing Copyright Headquarters: Shanghai, PRC

Yangzhou Mixed Use Development: Shanghai, PRC

Concord Mixed Use Development: Chongqing, PRC

Park Plaza Mixed Use Development: Chongqing, PRC

The Wanxiang Group Headquarters Office and Private Apartment, Pudong, Shanghai

Leading local architect on the interior design for the new headquarters and private apartment for The Wanxiang Group - one of the top 500 companies in China whom is the countries biggest supplier for the automotive market. The 280,000 SF office building is 19-levels with the 18th and 19th floors and rooftop terrace reserved as the private apartment for the owner.

GE Shanghai Headquarters Office Campus, Pudong, Shanghai

Leading local architect on the new China Headquarters for GE which is jointly designing with AECOM Los Angeles office. The new General Electric Corporate Headquarter campus located in Zhangjiang Park, is approximately 62,000 square meters in total building area. It is comprised of eight buildings. The initial phase of design was to develop a comprehensive master plan for the site that would support GE's needs until 2015.

Zhengjiang City Walk

Master planning and building design of a pedestrian shopping mall in the heart of Zhenjiang City with over 50,000 m2 of retail, F&B area and 20,000 m2 of service apartment. The project is currently under construction and will be finished by 2007.

Changsha Riverside City Center

Master Planning and building design of a 30ha river side civic center with a concert hall, museum, library and a five star hotel of conference center.

Shaogang New Town Master Plan

Master planning of a 550ha site on an old steel plant outside downtown of Shaoxin city. The purpose of the redevelopment is to establish a new town center outside the historical town. The project includes a civic center, retail malls, commercial and business center and a water park.

Shaoxin Ski Resort and Youth Camp

Master planning and building design of a 100ha hill side site with a 25,000m2 Ski facility & 15,000 m2 retail shops, 60,000m2 hotels and resorts and a 15,000 youth camp facility.

Jining Wetland resort master planning

Master planning of a 16000ha wetland resort to preserve the landscape and create a new park with retails, hotels and conference center.

CCTV, Beijing, China

AECOM representative involved in the development of cores for the unique 50 stories high rise building. The unique shape of the building brings a big challenge to the design of the building core and building technology.

Wells Fargo Chandler Campus, Tempe, Arizona

Project designer for the master planning of 66 acres site with 9 office buildings, a total of 885,000 S.F. office space, a amenity center, a daycare and two parking garages.

Charles Schwab and Company Inc. South Mountain Campus, Phoenix, Arizona

Project designer for the master planning of a 37 acres site and two class A, two-story corporate office buildings with 84,000 SF each, a central courtyard and a parking garage. Project included a worldwide command center, large cafeteria, and large public lobbies. The first building was awarded with the Crescordia 2001 Environmental Excellence Award.

Denver Block 74, Denver, Colorado

Project designer for a conceptual land use plan, elevation study and site plan for a multi-use project in Downtown Denver. The overall project included a 14-story, 100,000 SF hotel with 250 rooms; a 34-story, 250,000 SF apartment condo with 300 units; and a 28-story, 350,000 SF office and retail building. In addition, the project is comprised of a 420,000 SF parking garage with 7 levels up and 2 levels below grade. Site and facility layout was of major importance. The design study required the consideration of open, public and common areas, including an extension of Skyline Park, as well as considerations related to maximized density versus optimal public and private utility for Block 74.

Symetrix Corporation, Colorado Springs, Colorado

Project designer for this global semiconductor manufacturer's headquarters and production showcase facility. Design scope included a library, cafeteria, auditorium, open office space, and Class 1/10 cleanroom showcase facility. The overall facility utilizes the company logo for a building shape thereby offering separate buildings for the administrative functions and the production and research tasks for the cleanroom. The administrative building reflects a traditional style (three-stories of concrete) while the production facility reflects a more contemporary style (glass curtainwall with exposed steel structure).

Cox Corporate Campus - Administrative Center, Phoenix, Arizona

Project designer for a new 96,000 SF, three-story office building designed to allow for horizontal expansion. After expansion, this structure will be approximately 128,000 SF. The building is located at Cox Communication's new Corporate Campus in North Phoenix and is currently in the Design Development Phase.

Cox Asc Prototype, Phoenix, Arizona

Project designer for a 20,000 SF, one-story Area Service Center. This Prototype is to be adapted to different sites in the Phoenix Area in the future.

Pima County Jail Expansion, Tucson, Arizona

Project Designer for the 500 bed expansion of the existing Pima County Jail. The project includes a new medical treatment area, infirmary, booking and intake area, replacement kitchen, and a consolidated main entry with video visitation center. Also include will be a fire alarm and security system upgrade for the existing jail complex with a new consolidated central control room.

UNLV - The University of Nevada, Las Vegas, Nevada

Assistant project designer of a 37,000 SF state-of-the-art distance learning classroom/office building. Architectural features of this building include a 200-seat auditorium with distance education capabilities. The design allows interactive computer, audio and video links throughout the facility, the university and around the globe. The overall project includes renovation of the existing 61,000 SF multi-use office/classroom complex.



Julio Grabiell, AIA Hospitality Lead

Education

Bachelor of Science in Architecture / 1968 /
Lawrence Institute of Technology

Affiliations

AR0005460 / Architecture / 1971 / Florida
Capitol Center Planning Commission
State of Florida Leadership Florida, 1989-1990
Historical St. Augustine Preservation Board
Board of Architects, City of Coral Gables

Professional History

1968 – Present
AECOM Architecture
Principal

In his 41 years with AECOM, Julio Grabiell has served as Principal-in-Charge for many of the firm's major projects. His practice encompasses master planning, architectural design and renovation / adaptive reuse. As Leisure Market sector leader his portfolio includes wide experience in hospitality, residential, festive retail and mixed-use projects. Mr. Grabiell has overseen the team on a number of relevant hospitality and leisure projects, including:

Island Gardens, Miami, Florida

A 2.5 million square feet mixed-use development combining a "five star" Shangri-La hotel and a "four star" Westin hotel, 200,000 square feet of upscale retail, dining, entertainment, gardens and a selection of cultural facilities and public art as an intimate village, adjacent to what will be one of the finest built 52 slip mega yacht marinas in the world.

Sandy Lane Hotel, St. James, Barbados, West Indies

Sandy Lane Hotel is a five-star luxury resort. Project incorporates a 112-key luxury hotel with two penthouses, a 40,000 square foot spa with multi-level swimming pools, restaurants, kitchen operations, and support facilities. A central plant supports the complex and staff residences. The challenge to completely modernize the resort was to create a new world-class facility that retained the charm and intimacy that distinguished the original.

Capital at Brickell, Miami, Florida

Originally conceived as a two tower residential condominiums, the developer decided later to re-conceptualize the project so that one of the towers could become a hotel. The hotel tower houses 352 guestroom/suites, meeting rooms, two ballrooms and a banquet room, and incorporates a business center and retail area. A triple height space on the eleventh floor features a restaurant with impressive views of Miami's Financial District area and nearby Biscayne Bay.

Eden Roc Renaissance Resort, Miami Beach, Florida

A historical mid-century gem, the 350-room resort has been a luxury destination since its heyday in the 1950's. AECOM completed a two-phased sensitive restoration to update the accommodations to present-day hospitality standards.

The Westin Colonnade, Coral Gables, Florida

A mixed-use development, expansion and renovation which includes a 4-star, 151-suite hotel, 210,000 SF office building, support retail, and structured parking garage.

Costa Rica Marriott Hotel, San José, Costa Rica

A 250-room resort with complete convention facilities was developed on an existing coffee plantation overlooking a scenic valley. The resort's Spanish Colonial architecture was inspired by the client's desire to make a contribution to the Costa Rican heritage by emphasizing the country's Spanish origin. The resort includes two restaurants, pool and spa, and a golf driving range.

Royal Oasis Resort Hotel, Casino and Convention Center, Freeport, Grand Bahama Island

Master planning and full design services of the existing 300,000 SF, 400 room hotel, 45,000 SF casino and 55,000 SF convention facility along with an addition of a new hotel tower of 350,000 SF, 250 rooms including a new lobby, spa and fitness center, new residential 1, 2, and 3 bedroom and 650 timeshare units.

Ras Al Hadd Resort Master Plan, Ras Al Hadd, Oman

The master plan for the Ras Al Hadd development is a program that will lay the guidelines for a mixed-use urban experience resort. The Town Center provides Ras Al Hadd with a mixed use development vital to the character of a typical Arabian town. Within it The Civic Center is the geographic and programmatic nucleus of this site where the mosque, clinic, post office, fire and police departments,

library, sales center, and general parking are located.

Residents and visitors are ensured a variety of experiences as these civic buildings intertwine with the shopping and recreational areas.

Al Jazayer, Bahrain

Master plan of mixed-used neighborhood which includes three unique hotels. The first is a 350 room three-star water themed hotel designed in the spirit of Venetian architecture. In the center of Al Jazayer beach is the Moroccan themed Courtyard Island Hotel. Guests at this 150 suite, four-star resort will experience the beauty of island living. Located in the north end of the beaches, is the 75 five-star villa resort which is comprised of individual units offers a private escape to its guests.

Al Menaa Hotel & Resort, Sharjah, United Arab Emirates

A beach resort in a ziggurat-shaped tower, Al Menaa features modern and traditional Arabian architectural styles. The resort will house two restaurants, a complete spa and fitness center, and a beach front pool with an open restaurant.

Dubai Tech Park, Dubai, United Arab Emirates

The entrance to the Dubai Tech Park will act as a new urban gateway complex, and thus represent the quality and advancement in technology that have characterized the United Arab Emirates especially in oil, natural gas, and desalinization industries. In addition to creating a unique site for development, the park will provide all necessary supporting amenities, including a club, a fitness center, and dining facilities.

City Beach Resort Hotel, Al Madina Al Zarqa, The Blue City, Al Sawadi, Oman

This five star hotel presents luxury accommodations for tourists, business travelers, and extended stay guests to

the Blue City. The resort is located on 30,958 square meters and will include such amenities as a pool, spa, restaurants, and meeting spaces.

City Beach Apartments, Al Madina Al Zarqa, The Blue City, Al Sawadi, Oman

Apartment complex to be included in the Blue City master plan. Situated on 30,400 square meters of the development, these apartments will house residents and extended stay guests to the City while providing easy access to all of the features of the area.

Horizon Tower, Jeddah, Saudi Arabia

A mixed-use center that features a landmark high-rise and a shopping mall district. This 70-story tower, the tallest in the city, symbolizes the economic potential of the region and will incorporate sustainable design attributes. The combination of traditional Saudi Arabian design and a 21st Century American vocabulary makes the shopping district a unique experience for any patron.

Jeddah Corniche Tower, Jeddah, Saudi Arabia

The tower is a mixed-use urban project on a compact site close to downtown Jeddah. The project contains a substantial complement of major uses, including, Class 'A' Office Space, Five-Star Hotel Suites, Retail Functions and a Rooftop Restaurant. The scheme proposes an iconic elliptical tower simultaneously supported and shaded by a steel exoskeleton recalling the form of a traditional Islamic ornamental pattern.

Bneid al Gar Hotel, Kuwait City, Kuwait

Bneid Al Gar Boutique Hotel is located in the Business Center of the City of Kuwait. The hotel design centers on a tower element that was placed along the east-west axis to create a tall, thin iconic element and exaggerate the sense of height at the main corner of the property. The tower design incorporates 90 standard guest rooms and 7 luxury

suites above and the service and parking access are located on this side away from the main traffic arteries.

The Lost City, Dubai, United Arab Emirates

A themed master planned community embraces spacious villas, townhouses, apartment/condos and retail shops (souk), all surrounding the new, luxury "Cavern Hotel". The Garden Concept uses the formal Islamic gardens as anchor for all the neighborhood communities. These themed environments are linked by linear gardens designed for both pedestrians and automobile traffic.

The Cavern Hotel at the Lost City, Dubai, United Arab Emirates

A 400-room themed resort that appears to be buried into the Jebel Ali hillside, the development objective was to complement the sun filled beach experience of tourists visiting Dubai with a contrasting cool and memorable subterranean cultural experience. The 1.3 million square foot luxury resort design will take on the external appearance of a mountain with internal caverns that house spacious rooms with cavern lagoon or desert views, Souk retail shopping, 7 themed restaurants, botanical, zoological, and aquatic environmental encounters, archeological dig site, a "state of the art" water sports center, cavern lagoon with boats for guests, nature preserve, and a health spa.

Business Bay Towers, Dubai, United Arab Emirates

The Business Bay Towers are part of the new Business Bay Master Plan located near Dubai's Creek and the downtown district. The project comprises two mixed-use towers (a 20-story office tower and a 20-story residential tower), sited to act as a visual gate to this new part of the city. The towers accentuate and hinge the heart of the canal that connects them to the entire project.



Nilo Puentes, AIA Project Architect

Education

Master of Architecture / 1979 / Harvard Graduate School of Design
Bachelor of Architecture / 1977 / University of Florida

Affiliations

AR0010471 / Architecture / 1984 / Florida

Professional History

2006 – Present
AECOM Architecture
Senior Associate

1984 - 1988
AECOM Architecture (formerly Spillis Candela & Partners)

Years With Other Firms
23

Nilo Puentes has over 30 years of experience in the fields of architecture and construction. A Senior Associate at AECOM, Mr. Puentes was also principal of his own firm for over 10 years and has extensive experience in all phases of architectural services work. He has managed in some of the firm's most complex projects, including numerous hospitality and residential developments.

Saadiyat Island Cultural District, Abu Dhabi, United Arab Emirates

As part of the Global Design Management Team for the multi-billion-dollar development of the Saadiyat Island Cultural District in Abu Dhabi, United Arab Emirates, coordinating the efforts of the Architectural review team provided by the AECOM Design Miami office in coordination with other AECOM offices in London and Abu Dhabi. When completed, the Saadiyat Island Cultural District will include some of the world's most significant museums, including the Guggenheim Abu Dhabi Museum designed by Frank O. Gehry, the Louvre Abu Dhabi by Ateliers Jean Nouvel and the Sheikh Zayed National Museum by Foster + Partners.

Island Gardens, Miami, Florida

A 2.5 million square feet mixed-use development combining a "five star" Shangri-La hotel and a "four star" Westin hotel, 200,000 square feet of upscale retail, dining, entertainment, gardens and a selection of cultural facilities and public art as an intimate village, adjacent to what will be one of the finest built 52 slip mega yacht marinas in the world.

Doral Golf Resort and Spa, Miami, Florida

The remodeling and expansion of the existing facilities will be conducted in phases, with Phase I consisting of the remodeling of the spa's second floor totaling 10,500 SF. The existing treatment rooms, relaxation areas, men's and women's locker areas and the main building's atrium will be remodeled based on the original mix of European design in a

tropical setting surrounded with green and water features. A second Phase will include the remodeling of the Main and Basement floor public areas. A future phase will include the addition of new spa suites and the remodeling of the existing lodge buildings

Casa del Mar, Bayahibe, Dominican Republic

The design of this project keyed on relating to the magnificent beachfront location and the Caribbean-tropical attitude desired by the owner. The project is designed to be a self-contained rest and relaxation destination resort. Development is low density and low scale: no buildings taller than the palm trees. Along with the beach, the resort features a multi-level pool with grotto, cascades, and a waterfall. This facility is a 354-room resort hotel, with restaurants and retail shops.

Costa Sur Resort Hotel, La Romana, Dominican Republic

Project Architect, involved in the project from Schematic Design to Working Drawings for the Golf Club House and Caddy Shack.

Caribbean Beach Resort, Corozal, Belize, Central America

Project Architect, involved in the project during Master Planning and Conceptual Design.

Aruba Concorde Casino Hotel, The Bahamas

Project Design/Drafting for the schematic design of a 440-room, 294,000 SF, casino/resort hotel. (Individual Experience)

Boca Raton Hotel, Boca Raton, Florida

Project Design/ Drafting for the schematic phase of a 32,000 SF addition to an existing hotel complex for Arvida. (Individual Experience)

Conference Center of the Americas at the Biltmore Hotel, Coral Gables, Florida

Senior Project Manager for all project phases from

Schematics to Project Closeout phase of construction. The project consisted of the exterior restoration of the existing Country Club Building at the Biltmore Hotel, designed in 1925 by Schulze and Weaver Architects and the addition of 2 state-of-the-art lecture halls, a kitchen and mechanical support spaces. (Individual Experience)

The Peabody Hotel, Orlando, Florida

Project Architect/Design involved in the Schematic Design Phase for a 27-story, 916-room convention hotel adjacent to the Orange County Civic Center in Orlando, including 50,000 SF of convention facilities within the hotel and a 23,000 SF grand ballroom. Total construction area was 850,000 SF. (Individual Experience)

Sheraton Hotel Fort Lauderdale Airport, Dania, Florida

Project Architect/Designer involved in the Schematic Design Phase for a 12-story, 310-room airport hotel adjacent to the DCOTA (Design Center of the Americas) and near the Ft. Lauderdale International Airport. This project included 130,000 SF of office facilities. It was also designed to function with the adjacent design center. (Individual Experience)

Miami Airport Hilton and Marina, Miami, Florida

Job Captain/Project Architect involved in all phases, except construction, of a 14-story, 500-room airport resort hotel situated on 12 acres of landscaped grounds surrounded on 3 sides by a 100-acre lake, across from the Miami International Airport. The facility included 25,000 SF of convention facilities, 3 restaurants, a lobby bar and a club. (Individual Experience)

Service Center Complex and Royce Hotel, West Palm Beach, Florida

Project Design/ Drafting for design and construction documents phase of a 250-room, 15-story hotel component of a conglomerate of two 5-story office buildings located around a central atrium space. (Individual Experience)

Radice Park Hotel, West Palm Beach, Florida

Project Design/ Drafting for the schematic design of a 300-room, 225,000 SF hotel. (Individual Experience)

development/construction documents, bidding and negotiation and construction administration phases.

Hilton at Lexington Center Hotel, Lexington, Kentucky

Project Design/ Drafting, involved in the schematic design of a 378-room, 303,000 SF hotel. (Individual Experience)

Marriott Resort Hotel, Lexington, Kentucky

Project Design/ Drafting, involved in the schematic design of a 378-room, 303,000 SF hotel. (Individual Experience)

Hilton Hotel La Guardia, La Guardia Airport, New York, New York

Project Design/ Drafting for the schematic design of a 320-room, 232,000 SF hotel. (Individual Experience)

Sarasota Hyatt, Sarasota, Florida

Project Architect/ Drafting for the schematic design of a 225-room, 196,000 SF remodeling/expansion of existing hotel. (Individual Experience)

Sheraton Grand Hotel, Dallas/Fort Worth Airport, Irving, Texas

Project Design/ Drafting for the schematic design of a 302-room, 198,000 SF hotel. (Individual Experience)

Marriott Hotel, Tampa, Florida

Project Design/ Drafting for the schematic design of a 304-room, 198,000 SF hotel. (Individual Experience)

South Terminal Expansion, Miami International Airport, Miami, Florida

The South Terminal building is a 1 million square foot, \$280 million, terminal facility that is a part of the overall \$830 million South Terminal Program owned and operated by the Miami-Dade Aviation Department (MDAD). Directly responsible for directing a team of 10 architects at Rizo Carreno and Partners. Took project through design



Carlos Alberto Fleitas
Design Lead

Education

School of Art & Design / 1988 / Pratt Institute
 Bachelor of Architecture / 1995 / University of Miami
 1994, Cooper Union - The Irwin S. Chanin School of
 Architecture
 1995, Bauhaus, Dessau Germany

Professional History

1993 – Present
 AECOM Architecture
 Associate

Carlos Fleitas has 16 years of experience in the design and management of a variety of projects for the United States, Central and South America and the Middle East. His experience includes architectural design, interior design, master planning, and project management and coordination for projects that include entertainment, hospitality, retail, office, institutional, multi-family and single-family residential. Mr. Fleitas has lectured at several higher education institutions and has occasionally served as instructor and guest critic at the University of Miami School of Architecture and Florida International University School of Architecture.

Ras Al Hadd Resort Master Plan, Ras Al Hadd, Oman

The master plan for the Ras Al Hadd development is a program that will lay the guidelines for a mixed-use urban experience resort. The Town Center provides Ras Al Hadd with a mixed use development vital to the character of a typical Arabian town. Within it The Civic Center is the geographic and programmatic nucleus of this site where the mosque, clinic, post office, fire and police departments, library, sales center, and general parking are located. Residents and visitors are ensured a variety of experiences as these civic buildings intertwine with the shopping and recreational areas.

Al Jazayer, Bahrain

Master plan of mixed-used neighborhood which includes three unique hotels. The first is a 350 room three-star water themed hotel designed in the spirit of Venetian architecture. In the center of Al Jazayer beach is the Moroccan themed Courtyard Island Hotel. Guests at this 150 suite, four-star resort will experience the beauty of island living. Located in the north end of the beaches, is the 75 five-star villa resort which is comprised of individual units offers a private escape to its guests.

Al Menaa Hotel & Resort, Sharjah, United Arab Emirates

A beach resort in a ziggurat-shaped tower, Al Menaa features modern and traditional Arabian architectural styles. The resort will house two restaurants, a complete spa and fitness center, and a beach front pool with an open restaurant.

The Lost City, Dubai, United Arab Emirates

A themed master planned community embraces spacious villas, townhouses, apartment/condos and retail shops (souk), all surrounding the new, luxury “Cavern Hotel”. The Garden Concept uses the formal Islamic gardens as anchor for all the neighborhood communities. These themed environments are linked by linear gardens designed for both pedestrians and automobile traffic.

The Cavern Hotel at the Lost City, Dubai, United Arab Emirates

A 400-room themed resort that appears to be buried into the Jebel Ali hillside, the development objective was to complement the sun filled beach experience of tourists visiting Dubai with a contrasting cool and memorable subterranean cultural experience. The 1.3 million square foot luxury resort design will take on the external appearance of a mountain with internal caverns that house spacious rooms with cavern lagoon or desert views, Souk retail shopping, 7 themed restaurants, botanical, zoological, and aquatic environmental encounters, archeological dig site, a “state of the art” water sports center, cavern lagoon with boats for guests, nature preserve, and a health spa.

Hillside Villas at the Gardens, Dubai, United Arab Emirates

A Master Plan for a two hundred unit luxury villa community designed on the slopes of Jebel Ali, the Complex is designed to incorporate the traditional Dubai style.

Corniche Beach Hotel Master Plan, Abu Dhabi, United Arab Emirates

The development of a 250-unit luxury resort featured one, two, and three-bedroom villas nestled within a lush tropical environment. Catering to tourists and business markets, the resort was appointed with a private club and spa, four quality restaurants, and a conference center.

Downtown Jebel Ali, Jebel Ali, United Arab Emirates

Downtown Jebel Ali is a mixed use commercial and residential high rise development intended to provide a self servant community for the exploding commercial market and work force. The Master Plan provides the integration of the urban settings for high-rise, high density concepts with the open space pedestrian friendly central plazas. The central plazas present the core for all business activities, and hubs for the Dubai Rail Transit. Since the Downtown Jebel Ali stands as the gateway from Abu Dhabi into the City of Dubai; the presence of the Rail Transit maintains the artery between the two cities and the future developments of JAFZA, Techno Park and the Free Port.

City Beach Resort Hotel, Al Madina Al Zarqa, The Blue City, Al Sawadi, Oman

This five star hotel presents luxury accommodations for tourists, business travelers, and extended stay guests to the Blue City. The resort is located on 30,958 square meters and will include such amenities as a pool, spa, restaurants, and meeting spaces.

City Beach Apartments, Al Madina Al Zarqa, The Blue City, Al Sawadi, Oman

Apartment complex to be included in the Blue City master plan. Situated on 30,400 square meters of the development, these apartments will house residents and extended stay guests to the City while providing easy access to all of the features of the area.

Jeddah Corniche Tower, Jeddah, Saudi Arabia

The tower is a mixed-use urban project on a compact site close to downtown Jeddah. The project contains a substantial complement of major uses, including, Class 'A' Office Space, Five-Star Hotel Suites, Retail Functions and a Rooftop Restaurant. The scheme proposes an iconic elliptical tower simultaneously supported and shaded by a steel exoskeleton recalling the form of a traditional Islamic ornamental pattern.

Eden Roc Renaissance Resort, Miami Beach, Florida

A historical mid-century gem, the 350-room resort has been a luxury destination since its heyday in the 1950's. Spillis Candela DMJM completed a two-phased sensitive restoration to update the accommodations to present-day hospitality standards.

The Village of Merrick Park, Coral Gables, Florida

A mixed-use development on 17 acres with 792,000 SF of retail space including: hotel, department stores, galleries, restaurants, retail shops, theater, residential units, and 80,000 SF of office space.

Royal Oasis Resort Hotel, Casino and Convention Center, Freeport, Grand Bahama Island

Master planning and full design services of the existing 300,000 SF, 400 room hotel, 45,000 SF casino and 55,000 SF convention facility along with an addition of a new hotel tower of 350,000 SF, 250 rooms including a new lobby, spa and fitness center, new residential 1, 2, and 3 bedroom and 650 timeshare units.

Grand Bahamas Riviera Resort, Grand Bahamas

A master plan to include a hotel, casino, and apartment complexes comprised of studios, one bedroom, and two bedroom individual units.

Estrella del Mar Resort, Mazatlán, Mexico

A master plan of this world-class 200-key luxury resort takes advantage of a prime oceanfront site on the Pacific coast of Mexico.



Carlos Vilato, AIA Design Lead

Education

Bachelor of Arts in Architecture / 1992 / University of Miami

Affiliations

AR93303 / Architecture / Florida / 2007

Professional History

1991 – Present
AECOM Architecture
Senior Associate

Carlos Vilato has 16 years of architectural experience. A Senior Associate at AECOM, Mr. Vilato has been involved in many of the firm's major projects. His background includes design, schematic drawings, design development and working drawings for educational, institutional, commercial, office, residential, and mixed-use projects. Among his academic merits are the National Dean's List, University of Miami President's List, University of Miami Provost's List, University of Miami Dean's List and graduating cum laude.

Island Gardens. Miami, Florida

A 2.5 million square feet mixed-use development combining a "five star" Shangri-La hotel and a "four star" Westin hotel, 200,000 square feet of upscale retail, dining, entertainment, gardens and a selection of cultural facilities and public art as an intimate village, adjacent to what will be one of the finest built 52 slip mega yacht marinas in the world.

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Solivita, Poinciana, Florida

The completed Master Plan calls for a total of 8,500 residential units and 540,000 SF for non-residential uses. The initial phase introduces 427 residential units, 90,000 SF of recreational facilities and a sales center. The 18,000 acre site includes an 18-hole Ron Garl golf course that incorporates wetlands and other natural features into its layout. A 12,000 SF multipurpose ballroom accommodates approximately 900 people, with an additional 7,800 SF of recreational and arts and crafts facilities.

Verano Village, Port St. Lucie, Florida

This 3,000 acre site, when completed will include 6,000 residential units, 150,000 square feet of amenities program for the village center and 36 holes of golf course. Verano will set the standard for active adult community living.

The Biltmore Hotel Spa, Coral Gables, Florida

The new spa has a total of 12 spacious treatment rooms including two couple suites and two wet rooms, relaxation areas, lounges with dressing rooms, lockers, steam and sauna, retail, reception area and a salon. The design of the new spa blends the traditional Mediterranean style of the historic Biltmore Hotel with a contemporary Zen quality that creates a relaxed and elegant environment.

Sandy Lane Hotel, St. James, Barbados, West Indies

Sandy Lane Hotel is a five-star luxury resort. Project incorporates a 112-key luxury hotel with two penthouses, a 40,000 square foot spa with multi-level swimming pools, restaurants, kitchen operations, and support facilities. A central plant supports the complex and staff residences. The challenge to completely modernize the resort was to create a new world-class facility that retained the charm and intimacy that distinguished the original.

Radisson Aruba Caribbean Resort Spa, Aruba, Netherlands Antilles

A new 14,000 square foot free-standing exclusive spa and fitness center located on the ocean within the existing Radisson resort. This facility is a true tropical retreat with high roofs, open courtyards, 10 treatment rooms with private courtyards, exterior relaxation areas, seaside exercise terrace, salon, tropical landscape and water features.

Al Jazayer Community, Bahrain

Master plan of mixed-used neighborhood which includes three unique hotels. The first is a 350 room three-star

water themed hotel designed in the spirit of Venetian architecture. In the center of Al Jazayer beach is the Moroccan themed Courtyard Island Hotel. Guests at this 150 suite, four-star resort will experience the beauty of island living. Located in the north end of the beaches, is the 75 five-star villa resort which is comprised of individual units offers a private escape to its guests.

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Corniche Beach Hotel Master Plan, Abu Dhabi, United Arab Emirates

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the resort was appointed with a private club and spa, four quality restaurants, and a conference center.

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Dubai Tech Park, Dubai, United Arab Emirates

The entrance to the Dubai Tech Park will act as a new urban gateway complex, and thus represent the quality and advancement in technology that have characterized the United Arab Emirates especially in oil, natural gas, and desalination industries. In addition to creating a unique site for development, the park will provide all necessary supporting amenities, including a club, a fitness center, and dining facilities.

Jameel Center, Jeddah, Saudi Arabia

A mixed use facility consisting of underground parking, two levels of boutique retail shops, open air restaurants, and prime office space conveniently located in the heart of downtown Jeddah.

Moon Grand Entertainment Village, Cancun, Mexico

The Moon Grand Entertainment Village will be a centralized venue which both “borrows entertainment” programs from

the three resort hotels as well as adds new and innovative entertainment program elements to ultimately create a uniquely “signed” entertainment resort destination. This development will be a new and visually appealing icon within the resort landscape – an integrated but separate destination.

The Village of Merrick Park, Coral Gables, Florida

A mixed-use development on 17 acres with 792,000 SF of retail space including: hotel, department stores, galleries, restaurants, retail shops, theater, residential units, and 80,000 SF of office space.

Galaxy at Dadeland, Miami, Florida

Situated on a 7.79 acre site which consists of three major components the main retail / entertainment building, the garden courtyard and parking structure. The project contains 345,000 leasable square feet which can accommodate tenants ranging in size from 3,000 SF to 125,000 SF. The parking garage accommodates 2,000 cars on six levels.

Anguilla Resort, Anguilla, West Indies

A new resort hotel on 235 acres of land with 800 feet of sand beach shoreline. The property is to be developed as a resort with an 18-hole championship golf course. The resort includes a 91-key hotel, condominium units, villas, common facilities, golf club house, a spa, and three service buildings.

Baha Mar Atlantic Drive, Bahamas

A master plan of a 71-acre property to include 200 townhouses and condo, spaces for retail shops and restaurants.



**Evan Siegel, LEED AP
Design Lead**

Education

Masters of Architecture / 1997 / Tulane University

Accreditation

LEED AP

Professional History

2005 – Present
AECOM Architecture

Years With Other Firms

10

Mr. Siegel has 14 years of experience in project management and design supervision for education, mixed use, and transportation projects. His responsibilities include oversight of staff, drawing production, project coordination with consultants, project schedule and budget analysis. Mr. Siegel is is proficient in AutoCAD 2006, Revit, Abode Photoshop, 3d Max, Google Sketchup, Woodworking, multimedia work, and precise models

Capital at Brickell, Miami, Florida

Originally conceived as a two tower residential condominiums, the developer decided later to re-conceptualize the project so that one of the towers could become a hotel. The hotel tower houses 352 guestroom/ suites, meeting rooms, two ballrooms and a banquet room, and incorporates a business center and retail area. A triple height space on the eleventh floor features a restaurant with impressive views of Miami’s Financial District area and nearby Biscayne Bay.

**General Electric International Learning Center,
Munich, Germany**

The mission for the International Learning Center is to provide an appropriate, up-to-date, state of the art setting for the delivery of the GE international learning curriculum in the context of a high quality residential environment. The facility allows for the seamless delivery of GE curriculum and an environment that enables and encourages learning, interaction, dialogue, and collaboration among the GE employees engaged in training and to create an image for world-class facility to reflect the international GE culture and values to users and to the community.

**General Electric Nuclear Headquarters,
Wilmington, North Carolina**

The new headquarters design process is to provide a world-class, high-performance facility to support the strategic activities of the executives and other staff involved in this in

this innovation, future-oriented business. The complex will be design to allow a phased approach to the construction of the projected program, as well as a planned approach for future expansion.

**General Electric Nuclear Fuels GLE,
Wilmington, North Carolina**

The project consists of a Nuclear Fuels Plant with administrative support buildings and prefabricated plant support buildings. The Plant and administrative support buildings will house approximately 300 plant workers, executives, administrative staff, and other professionals in surroundings commensurate with the innovation and high-technology that their business represents.

Doral Golf Resort and Spa, Miami, Florida

The remodeling and expansion of the existing facilities will be conducted in phases, with Phase I consisting of the remodeling of the spa's second floor totaling 10,500 SF. The existing treatment rooms, relaxation areas, men's and women's locker areas and the main building's atrium will be remodeled based on the original mix of European design in a tropical setting surrounded with green and water features. A second Phase will include the remodeling of the Main and Basement floor public areas. A future phase will include the addition of new spa suites and the remodeling of the existing lodge buildings

**LAX Consolidated Rental Car Facility,
Los Angeles, California**

AECOM was selected by Los Angeles World Airports (LAWA) to provide Advanced Planning for the Master Plan at Los Angeles International Airport (LAX) including design and program criteria development. Also, AECOM was selected to manage and provide preliminary design for the Consolidated Rental Car facility, one of the eight major components of the master plan. As part of the advanced planning, AECOM led the effort with site analysis, airfield

restrictions analysis, program verification, alternatives analysis and comparative conceptual designs incorporating temporary bus service and a future automated people mover interface.

Zayed University, Abu Dhabi, United Arab Emirates

A Design-Built project. This new University located in Abu Dhabi, United Arab Emirates, initially designed for 6,000 students and provisions to expand to 10,000 students. This University consisted of 24 free standing buildings such as Classrooms, Labs, Faculty Offices, Conference Center, Dining, Residential and Service. A Promenade was also included to connect the entire campus.

**Middle School Prototypes MM-1, UU-1, & PP-1,
Miami, Florida**

Architectural and Engineering services for the development of a Middle School prototype, this project will include an initial 6-week research and development phase, with the intent to re-examine the school district design parameters and fully develop the overall program for the prototype facilities district-wide. Phase I of Middle School project is design and construction of an 116,612 SF prototype facility, to be planned with future expansion in mind. The prototype will subsequently be adapted for new Middle Schools on a minimum of three further sites.

**Miami Carol City Senior High School Replacement - State
School 'LLL', Miami, Florida**

Spillis Candela DMJM was hired to undertake the task of replacing an existing school by constructing new facilities in phases on the existing open spaces (playing fields) while keeping the school fully operational. This will be the first senior high school constructed by Miami-Dade County Public Schools using Academy components to create small learning communities that encourage student interaction within each related academic area, and reduce the need for students to engage the whole student body.

Contact

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