

YORK CONSULTING GROUP, LLC provides real estate development consulting services to public and private real estate developers, institutional investors, cities and business districts. The firm's projects include master planned communities, resorts and mixed-use developments with a significant retail component:

- Retail, entertainment and resort projects
- Lifestyle and mixed-use developments
- Regional malls
- Downtown revitalization projects

YCG works as an integral part of the development team to assist in the planning and implementation of the development concept. YCG also works with the development team to determine and implement the project's retail leasing strategy.

Market intelligence, project positioning, strategy and implementation are among YCG's core services to its clients.

Market Analysis and Planning:

- Trade area, demographic and competitive analysis
- Strategic planning
- Concept development
- Master planning in collaboration with the project design and development team
- Tenant mix analysis
- Project repositioning and expansion alternatives

Implementation:

- Predevelopment assistance
- Tenant relocation strategy and implementation
- Lead tenant attraction and negotiation
- Ongoing development consulting and implementation services

York Consulting Group's extensive knowledge of the retail and development industries and firm understanding of finance and market forces enable it to develop creative yet practical approaches to retail and mixed-use real estate projects. The company applies experience, research and analytical skills to feasibility, concept development and planning studies.

ROBERT O. YORK

York Consulting Group, LLC
1901 Avenue of the Stars, Suite 200
Los Angeles, CA 90067
Phone: +1 (310) 277-9220
Fax: +1 (310) 277-9227
robbyork@yorkconsulting.com
www.yorkconsulting.com



Since 1989, Robert York has specialized in retail and mixed-use real estate development consulting. Mr. York has been involved in the planning and implementation of real estate projects throughout North America and the Caribbean. At York Consulting Group, Mr. York serves a wide range of new and long-standing clients.

Robert York received his Bachelor of Arts degree in political science from Tulane University and his Master of Business Administration degree from the A. B. Freeman School of Business at Tulane. Mr. York is a member of the Urban Land Institute and International Council of Shopping Centers.

Selected Projects



Port of Los Angeles
Los Angeles, California

Project Description: YCG is part of a consulting team assisting the Port of Los Angeles in the redevelopment of its waterfront commercial properties. The project will encompass several hundred thousand square feet of regional and visitor serving uses.



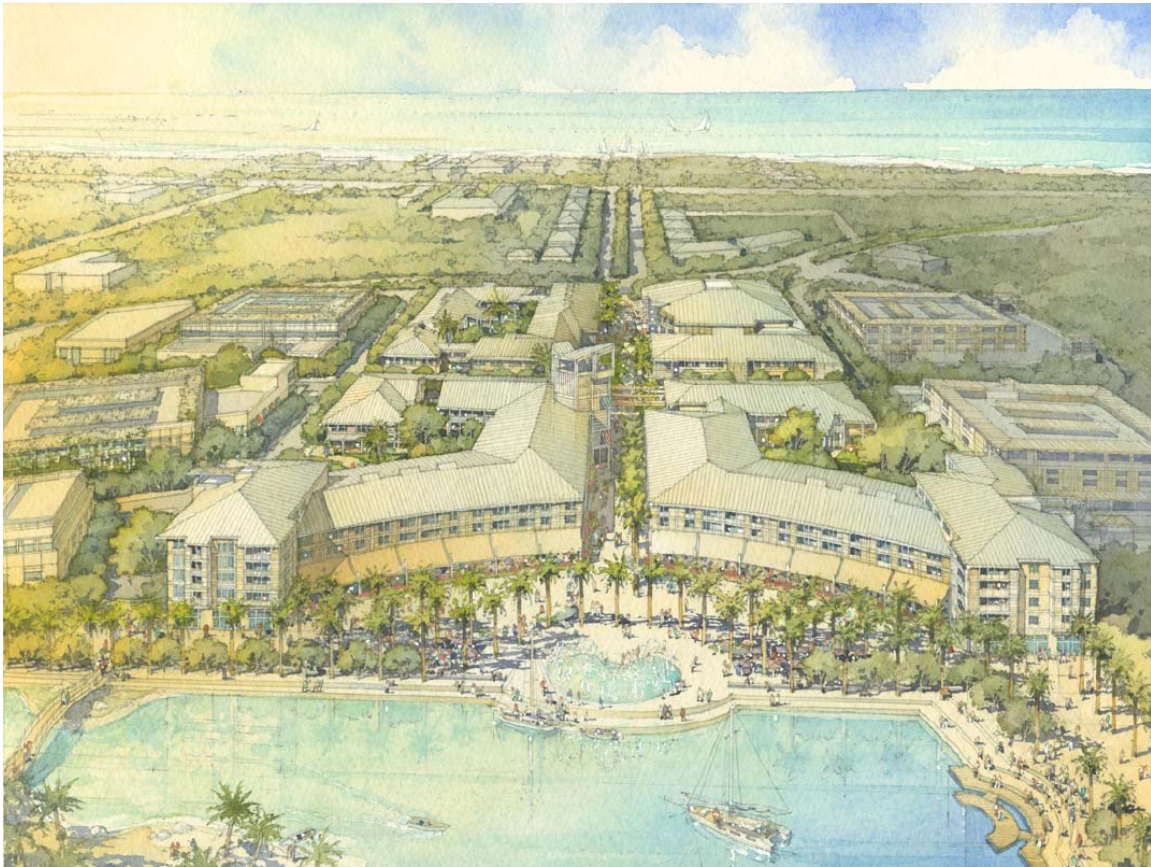
Third Street Promenade
Downtown Santa Monica, Inc.
Santa Monica, California

Project Description: Downtown Santa Monica has experienced a remarkable renaissance over the past two decades. The district has experienced a ten-fold increase in retail sales and several hundred million dollars in private sector development. YCG principal Rob York has been the district's development and retail advisor since 1991 including preparing the area's market assessment, development and marketing strategy. YCG continues to be actively involved in the development of the Downtown Santa Monica district and serves as advisor to Downtown Santa Monica Inc., Santa Monica's downtown management organization.



Lower Sproul Plaza
University of California, Berkeley

Project Description: YCG is assisting UC Berkeley in the redevelopment of its Lower Sproul Student Community Center. YCG is focusing on the configuration of commercial spaces, potential revenues, tenant mix and operational issues.



Camana Bay Mixed-Use Resort Development
Dart Realty Cayman Ltd./Dart Container Corporation
Grand Cayman, Cayman Islands, BWI

Project Description: Camana Bay is a 550-acre new urbanist community and resort development. Uses include a mixed-use town center featuring retail, office and residential uses. Future phases will include additional Class A office and retail, hotels, apartments, townhomes, single-family residences and custom estates. YCG has assisted in master planning, market analysis, branding, project positioning and implementation.



Jackson Street Entertainment District Mixed-Use Development
Jackson Street Development Company, LLC
Phoenix, Arizona

Project Description: Jackson Street Entertainment District is a proposed mixed-use urban infill development encompassing several blocks surrounding the US Airways Center basketball arena in Downtown Phoenix. The project's primary components include dining and entertainment uses, a boutique hotel and urban housing.