



ERIC D. SWANSON, CRE

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CURRICULUM VITAE

Written information describing the work history and professional qualifications of Mr. Swanson.

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Work Experience

Senior Vice President
Project Management and Development Services
Avison Young - Florida
Boca Raton, FL
October 2018 – present

Avison Young is a different kind of commercial real estate company, where principals own the company and drive results for clients. AY provides a full range of integrated services for real estate owners and occupiers around the globe and are growing rapidly to help clients solve their most complex challenges. The Project Management and Development Services (“PMD”) division is created to provide services for the client that does not have the personnel in-house to manage large complex projects such as renovations, use analysis and ground-up development.

- *From site selection and entitlements to design coordination, construction management and financing, we advise clients through every step of the commercial real estate development process.*
- *Leading a team of professionals in use analysis for land, office, residential, retail, and industrial products throughout the state of Florida.*
- *Our team helps clients throughout the state including financial analysis, program management, and development services, including those clients involved in Public Private Partnerships (“PPP”).*
- *The relationship with AY allows personal investment in development projects as well as fee-based work in complex projects. The personal investment component includes industrial development in South Florida as well as Tampa, FL.*

Partner
Treadwell Franklin Infrastructure Capital, LLC
Portland, Maine
January 2016 – September 2018

Treadwell Franklin (“TFIC”) is a boutique development and advisory firm focused on adding value to the elements of real estate that are constituent to core infrastructure assets. Core infrastructure such as roadways, seaports, waterways, rail transport, and airports are the backbone of the economy and the country’s legacy and national trust. TFIC is focused on the development of near-infrastructure plant and assets like cargo facilities that service infrastructure assets such as seaports and airports throughout the east coast of the U.S., I specifically managed the Florida activity.

- *Created the development of 300,000 sf International Logistics Center, accentuating the growth of containerized and refrigerated cargo through Port Everglades, FL.*
- *Worked with Miami Dade Aviation Staff in the development of air cargo, hangar and associated improvements at MIA airport.*

Director of Real Estate Investment
Odebrecht USA, Coral Gables, FL
May 2013 – December 2015

Odebrecht is a diversified global organization with Brazilian origins. These global businesses include Engineering and Construction services for the sectors of transportation and logistics, energy, mining,

sanitation, irrigation and sports venues for public and private use; Real Estate Development; Industrial Engineering; Oil and Gas; and Environmental.

- Focused on mixed-use development of "Airport City" project at the Miami International Airport, Miami, FL including hotel, retail, office and warehouse development. This billion-dollar project was approved at local, state and federal levels – as well as within Odebrecht in Brazil, but ultimately was not developed due to significant changes in the master plan at the airport.
- I was tasked with developing a platform of Public-Private Partnership projects within the geographic concentration of Odebrecht USA market, specifically Florida, Louisiana, Texas, and Pennsylvania. With negative events in Brazil, developing this platform in the USA was not possible and several colleagues and myself left the company in December 2015.

Executive Vice President

Flagler – a subsidiary of Florida East Coast Industries ("FECI"), Coral Gables, FL

August 2007 – May 2013

A subsidiary of FECI that at one time owned over 12 million sf office and industrial properties in Florida, and 5,000 acres of land throughout the state. FECI is owned by Fortress Investment Group in NY.

- Developed business plans to monetize 5,000 acres of land owned within the state of Florida. Our efforts in this regard yielded \$40 million of land sold throughout the state in first year of our effort.
- Managed assets of six million sf office and industrial with consistent positive occupancy gains and profitability each year.
- Successfully developed over a million sf of industrial distribution product prior to and during the recession of 2008 – 2011, including attracting businesses to our product such as Medline Industries, Lagasse Sweet, Bullet Line, and Caterpillar.
- Developed preliminary plans for transit oriented development sites around the All Aboard Florida (now "BrightLine") project, including site selection, acquisition, and development.
- Led the service businesses of Flagler which included Flagler Real Estate (brokerage company), Flagler Real Estate Management (property management company) and Flagler Construction (construction company). Companies were all profitable and were all transitioned away from FECI.

President

Broe Land Company (a subsidiary of Broe Companies), Denver, CO

September 2004 – July 2007

A privately held investment company engaged in investment in land, real estate, transportation, and energy related companies. The company has assets exceeding \$1.3 billion with over 2,000 employees nationally.

- Directed the acquisition and entitlement of 1,600 acres of industrial, commercial and residential land in northern Colorado.
- Established revenue streams including oil and gas development, water rights development and joint venture opportunities in Colorado and New Mexico.
- Directed the due diligence, acquisition, and execution of development plan for a 300,000 acre land purchase in New Mexico.

- Worked closely with the railroad subsidiary to develop revenue streams for ownership associated with owned short line railroads across the country.

Senior Vice President

LandBank Group (a subsidiary of Shaw Group), Centennial, CO

January 2001 – August 2004

A niche developer based in Colorado specializing in the acquisition, redevelopment, and disposition of Brownfield properties, owned by Fortune 500 Company the Shaw Group, Inc.

- Responsible for land acquisition and real estate activities of LandBank that included acquiring and developing contaminated properties around the country. Successfully acquired and developed land in New Jersey, Ohio, and California.
- Managed and developed due diligence process, financial systems and analytics for the organization.
- Acted on behalf of the Board of Directors of parent organization to manage and sell the LandBank assets and organization.

Executive Vice President

Codina Group, Coral Gables, FL

October 1993 – December 2000

A full-service real estate company offering site selection, development services, entitlement and permitting, construction, brokerage, and property management services. Assets included industrial, suburban office, high-rise, medical office, retail, and multi-family.

- Responsible for new business development for Codina Group for all aspects of the organization including development, construction, management and brokerage. Successfully expanded the company into Broward and Palm Beach counties.
- Part of a team that developed over 5 million sf of office and industrial assets in South Florida including land acquisition, business parks and build to suit facilities.
- Managed the development of the Baptist Medical Arts Building at Baptist Health campus in Kendall and the overall medical development strategy of Codina Group in South Florida.
- Responsibilities within the organization included marketing and public relations, successfully developing a protocol for all executives in dealing with the press, developed marketing material for projects and the company, and helped develop public speaking training for personnel.

General Manager

Koger Properties, Inc., Greensboro, NC

September 1989 – October 1993

An office park developer in the southeast United States. Koger built, managed and leased low-rise suburban office parks in over 23 cities in the southeast U.S.

- Responsible for the asset management of office park of 800,000 sf and the development of a new business park of 250,000 sf.
- Achieved 100% occupancy of the park in Greensboro despite Koger declaring Chapter 11 reorganization protection in 1992.

- Negotiated a 100,000-sf lease in three separate buildings with different creditors on each building.

Leasing Manager & Property Manager

Koger Properties, Inc., Miami, FL

May 1985 – September 1989

- The Koger Center in Miami included 1.5 million sf in 31 buildings, the largest park within the Koger U.S. portfolio.
- Part of the team that brought occupancy of the park from 82% to 98% within a two-year period through marketing and leasing efforts.
- Developed the protocol and standard procedures for property management division within the company and became the first property manager in company history.

Branch Manager

U.S. Elevator Company (a subsidiary of Cubic Corporation), Oklahoma City, OK; and Ft. Lauderdale, FL

February 1983 – February 1985

Fifth largest manufacturer and supplier in the United States of vertical transportation equipment.

- Managed autonomous profit centers in two separate branches at Oklahoma City and then when relocated to Ft. Lauderdale. Increased revenue in both branches.
- Managed over 50 employees in the construction operation, service/maintenance operation, new product and service sales, and purchasing material, tools, and equipment.
- Tripled the sales volume and improved the quality of service resulting in a +25% return with reduction of service callbacks by over 50%. Parent organization shut down elevator business in the state of Florida in 1985.

Sales Engineer - Sales Manager

Montgomery Elevator Company (today is Kone Corporation),

Moline, IL; Dallas, TX; and Chicago, IL

June 1978 – February 1983

Fourth largest manufacturer and supplier in the United States of vertical transportation equipment.

- Began career with extensive training in sales, engineering, and construction in Moline, IL corporate headquarters after graduation from University of Illinois.
- Transferred to Dallas, TX to work as sales engineer covering a territory from Shreveport, LA to El Paso, TX for two years. Promoted to sales manager and transferred to Chicago, IL.

Education & Licenses

- **Bachelor's Degree in Economics and Finance**
University of Illinois, Champaign-Urbana, Illinois
May 1978

- **Real Estate License**
Florida – Sales Associate License 2019
North Carolina – Broker License 1993 (expired)
- **Guest Lecturer**
Nova Southeastern University and University of Miami – graduate real estate program

Professional Activities

- **South Florida Urban Land Institute (“ULI”) 2017 – 2019 Leadership Institute**
Involved in the creation of the Leadership Institute in our market to provide leadership real estate skills to mid-level professionals and public officials in the market. I am the current Chair for the Leadership Institute which includes the execution of Leadership Projects where Institute participants provide expertise in real estate issues to non-profit and municipal clients pro bono.
- **Member of the Year – NAIOP South Florida 2016**
Awarded this honor in recognition of work within the organization over the years, including guiding the chapter through their strategic plan initiative for 2016 – 2021. Continue to contribute to NAIOP primarily through the South Florida NAIOP Collegiate Challenge.
- **Vice Chair for Global District Councils ULI 2014 – 2015**
Responsible for management of and motivating the 75 ULI District Councils internationally in the administration, organization and activities of their DC related to the sustainability and creation of thriving communities. Elevated to Trustee status in 2015.
- **State of Florida ULI Chair – Statewide Conference 2012 – 2014**
Initiated and organized a two-day conference convening the five ULI District Councils in the state of Florida to provide value to ULI members statewide. Conference has now successfully increased revenue, content and value to members five years in succession, rotating venues throughout the state.
- **President NAIOP of South Florida 2012**
Continued to grow membership and stabilize the real estate trade organization through a difficult transition with new Staff, new Board of Directors, and complete reorganization. Continue to serve on the Board of Directors, and recognized as “Member of the Year” for 2016.
- **Chair Urban Land Institute (“ULI”) South Florida and Caribbean 2009 – 2011**
Grew membership, sponsorship and activities of the South Florida ULI District Council out of the recent recession. Accomplished a record number of Technical Advisory Panels (“TAPS”) throughout South Florida to assist communities in land use issues.
- **Nova Southeastern University Graduate School Real Estate Advisory Board 2008 – Present**
Help direct the MBA-RED Program in a way that will aid and assist NSU to teach students ethical behavior and fundamentals of real estate development. The Advisory Board provides advice to NSU on content and direction and provides ancillary services within the Program that will augment the content and educate the students to be fully capable of functioning in entry level positions within the real estate industry.
- **Mentor with NSU Real Estate Program 2010 – Present**
Created and developed a formal graduate school mentorship program for graduate real estate students with local real estate leaders. Have personally been a mentor each of the past 9 years.

Leadership & Organizational Skills

Leadership is a trait that has been a blessing to me my entire life. It is a quality that requires constant education, adjustment and improvement, and is not a quality that I take for granted. Different groups of people and demographics respond to different styles of leadership, and although one's personal style of leadership should not be drastically modified, it needs to be adjusted to fit the needs of the constituency, all the while maintaining one's principles and ethics. It is important to recognize the difference between a volunteer non-profit board/church group and staff/employees. Examples include:

- **ULI SE Florida & Caribbean Chair** – In taking the helm as volunteer Chair for the District Council, the first item of business was to put in place an organization of committees and reemphasizing the role of staff in these committees. This organization set the standard for future Chairs and became a model used nationally. Our board meetings went from “endless banter” to an organized free-flowing discussion that generated new ideas, but stayed on point.
- **Executive VP of Flagler Development** – Few people realized that the Codina Group sold to FECl, and in less than a year FECl was sold to Fortress. It was at this point I rejoined the organization and one of our principle tasks was to create an administrative organization that melded the Codina and FECl organization into one unified group – as they had never worked together. Roles and responsibilities were defined, accounting needs clarified, and checks and balances were instituted while still maintaining an entrepreneurial environment.
- **Executive VP of Flagler Development** – In my role at Flagler, I effectively managed a complex array of employees that included the management of our assets in our region, leading three different companies that included a Brokerage Company, Property Management Company and a Construction Company – all requiring separate P & L's. We also created a separate organization to manage our vacant land assets around the state, build a data base of information around this land, and determine the potential for sale or development.
- **Broe Companies** – Broe was the very definition of an entrepreneurial company, and while there I was responsible for creating a company to acquire, entitle and develop land holdings in New Mexico and Colorado; create a third party ranching organization that acquired and managed a 300,000 acre ranch that included land development and sales, cattle acquisition, management and sales, and third party elk hunting operations; created the Great Western Oil & Gas Company successfully drilled for oil and gas and ultimately sold; and created an organization that managed third party contracts on railroad right-of-way's we owned throughout the US. My job was to create the vision, the plan, and manage and execute the plan for each endeavor.
- **ULI Vice Chair for District/National Councils** – The position of Vice-Chair included the motivation and organization of each Council in the US, Europe and Asia. During my tenure, we increased revenue by over 25%, and more importantly, motivated and educated the leadership of the Councils to lead their 30,000-member constituency in delivering the ULI mission of creating and sustaining thriving communities worldwide, and providing leadership in the responsible use of land. Activities across the spectrum of our membership increased exponentially by sharing ideas and motivating leaders to be successful.

Current & Past Memberships and Affiliations

- Counselor of Real Estate, CRE
- Urban Land Institute (“ULI”) Trustee and Governor
- NAIOP South Florida Board of Directors
- Greater Miami Chamber of Commerce Board of Directors
- Rotary Club Miami West – Past President
- Greater Ft. Lauderdale (Broward) Alliance
- March of Dimes – fund raising activities
- Multiple Sclerosis of Miami Dade – fund raising activities
- United Way – fund raising activities
- Various Church memberships and activities in Florida, North Carolina, and Colorado