

Major Accomplishments and Outstanding Professional Activities:

Valencia, California – The assignment was to produce a general plan for a new city with an ultimate population of 250,000 persons and a specific plan for the initial phase including five villages and related commercial, educational and recreational facilities. Valencia has been highlighted in planning journals and books demonstrating exemplary master planning techniques.

Principal's Role: As Planning Project Manager of Gruen Associates, Mr. Ghaffari was the principal planner responsible for development of the overall concept of the Master Plan for Valencia and its specific components.

Impact/Significance: The innovative concept of Valencia's "paseo system" of green space pedestrian and bicycle pathways affords children within each neighborhood access to elementary schools and parks without having to cross a street. That system extends throughout the new town, separating pedestrian and vehicular traffic via bridges and underpasses, while also connecting villages with communities and the regional center. This unique connectivity has provided the basis for one of the nation's most memorable and most livable totally-designed new communities combining privacy and safety with traffic control. The term "paseo" – the separated pathway designed for Valencia -- is used today by planners to describe pedestrian pathways and green space in their projects.



The Comprehensive Plan for Tehran, Iran – As one of the largest planning project undertaken in the Middle East in the late 1960's, this master plan required studies and analyses of the social, economic, political, physical and environmental base of the City of Tehran. Issues included a lack of planning expertise in the country; a recent doubling of car ownership and use by citizens; and a need to blend ancient communities and their life styles with new urban growth and rejuvenation.

A 25-year planning horizon was chosen as the framework for devising alternative development strategies to guide urban growth and the rehabilitation of aging areas of the City. The Plan proposed that growth and development be fostered at three levels of self-supporting urban units: small neighborhood activity centers (5,000 people), community centers (20,000 to 30,000 people) and urban regions (300,000 to 500,000 population clusters). Each level of community structure would be integrated closely with their support services including residential, commercial, institutional and governmental developments as well as the educational system and recreational facilities.



Principal's Role: Mr. Ghaffari was Managing Director of a Joint Venture between Gruen Associates and Abdolaziz Farmanfarmaian & Associates. He directed and supervised a team of over 50 international staff in development of the Comprehensive Plan, including land use / transportation plans, concepts for renovation of older parts of the city, a phased capital improvement program, and recommended municipal structures for implementation of the Comprehensive Plan. He also was responsible for coordination of multi-discipline support studies, and reviews and approvals by municipal and national client representatives.

Impact/Significance: The Joint Venture and resulting Comprehensive Plan, which was approved by the municipal and national government, called for renewal of older, existing areas of the City via small, locally-phased renewal efforts to minimize disruption to established social and communal fabric of each area - so important to long-term community viability. An innovative aspect of the Plan was its recognition of the need for an integrated mass rapid transportation system at the same time that it sought to minimize the use of private cars for personal mobility within the City.

The Tehran Comprehensive Plan became a model and a guide for comparable plans prepared for other major cities in Iran, then an emerging nation. It was the first comprehensive planning project in the country, requiring that Mr. Ghaffari and his team create Iran's planning lexicon and process and train city planners with a new language for, and understanding of, city planning and development. This lexicon and process also became incorporated into subsequent planning in Iran. Mr. Ghaffari's passion for the project was evident – he moved much of his personal library of planning and architectural books and reports to Iran to support his team's educational efforts during the project. Mr. Ghaffari's personal library ultimately was incorporated into the official planning and architectural library of Iran.

Unitex Industrial Complex (Xiamen, China) – The master plan for development of a manufacturing and warehousing complex encompassed 2,000,000 square feet of industrial buildings, housing for 4,000 employees, and a diverse range of educational and recreation facilities.



Principal's Role: Mr. Ghaffari was the principal planner and consultant to architects. He was directly responsible to the client for all studies, alternative design scenarios, and the final recommended development design and plan. He made frequent visits to Xiamen to understand the local workforce and community requirements and to match planning goals and objectives with the unique challenges of this industrial complex and its employees.

Impact/Significance: The project was completed in 2005. Between 1999 and 2006, the project received five citations from the City of Xiamen recognizing its environmental sensitivity and sustainability. Particular attention was given to improvements on the properties' hillside to support passive recreation and to the environmental quality of the project including retention and inclusion of two existing 200-year old trees on the industrial site. Development plans were revised to ensure that the trees would not be cut down – but, rather, were preserved on hillocks with commercial buildings built around them. A third 200-year old tree was relocated to a residential area.

Educational and recreational facilities at the Unitex Industrial Complex included a library, reading rooms; dining rooms and cafeterias; jogging trails and sports facilities such as a soccer field, basketball and volleyball courts, creating an environment that supported a balance of work, health and education. This multi-purpose industrial facility became a model for subsequent industrial developments in China.

McCormick Ranch, Scottsdale, Arizona – A master plan was needed to guide the development of 4,200 acres of privately owned land to address the anticipated northward growth of the city.

Principal's Role: As Head of the Planning Department at Gruen Associates, Mr. Ghaffari led the firm's planning team in creating the development plan. The plan included five self-supporting villages. Each village was oriented toward a central recreational facility such as a lake, an equestrian center, or a tennis complex. The plan recognized the dual character of Scottsdale as both a community and a destination resort. It included permanent housing, hotels and a conference center.

Impact/Significance: During the planning process, Mr. Ghaffari and his team maintained a constant dialogue with city officials to ensure that the plan was responsive to the city's vision for the area. The team, led by Mr. Ghaffari, created a plan that linked residential communities and recreational areas together around a spine of open space. The open space was designed to include "Camelback Walk" – for both pedestrians and bicyclists.

Today, McCormick Ranch is regarded as one of the most successful mixed land use community development projects. The innovative model of open space connecting communities was a concept used by other developers. An explanation of the McCormick Ranch development plan and process was highlighted in the LAI Land Economics Weekend Mobile Workshop and tour of the Scottsdale area.

Waterwood on Lake Livingston – The project was a new planned resort city on the shores of Lake Livingston – a 140 square mile man-made lake located 76 miles north of Houston. The planning project covered 25,000 acres with 40 miles of lakefront. The objective was to create a community with the amenities of an urban center but with preservation of natural surroundings. Waterwood was an early example of a planned community which combined permanent residences with a golf course, second homes, and tourist and convention facilities.

Principal's Role: As Vice President in Gruen Associates, Mr. Ghaffari was responsible for the master planning of the property and for coordination with other disciplines such as engineers and golf course designers on behalf of the client.

Impact/Significance: Mr. Ghaffari applied his concept of hierarchical pattern of new town development combined with the latest and most innovative urban planning concepts to a totally wooded site, minimizing removal of trees to accommodate circulation and major developments such as the town center and lake-oriented facilities. In consideration of the dense vegetation on the site, a high percentage of the land was reserved in open space. Mr. Ghaffari assisted the firm of Pete and Roy Dye in routing the initial golf course, taking maximum advantage of the site characteristics and ensuring minimum disturbance to its natural elements.

Tejon Ranch Master Plan & Asset Management Analysis (Los Angeles/Kern Counties, CA) - The client needed to develop a long-term strategy for management of the 285,000 acre Tejon Ranch. A conceptual and General Plan were created to guide physical development for inclusion in Los Angeles and Kern Counties' General Plans. The objective was to determine the value of the property in light of development opportunities and constraints, both present and anticipated.

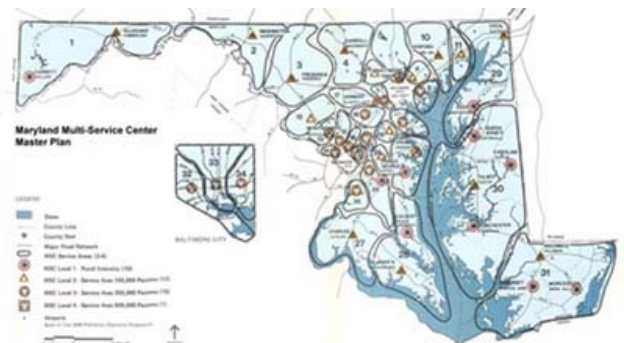
Principal's Role: Mr. Ghaffari was responsible for the development of the master plan for the property and use of the project's income/expense projections to determine a residual land value of the property based on completion of entitlements and development.

Impact/Significance: Innovations built into the plan include: a 25-year financial valuation program; detailed cost, revenue, and cash flow projections using some of the earliest computer modeling techniques; and one of the first customized residual land value estimates for a large-scale development plan. These financial models have since been used in other projects. The valuation program that calculated residual land value was the basis for one of the first courses offered in a micro-computers in real estate course at UCLA Anderson School of Business.

Maryland Multi-Service Center Plan for the State of Maryland –The Governor of Maryland commissioned a study for a multi-governmental service delivery concept spanning local, regional, state and national jurisdictions with overlapping areas of responsibilities in a single location. The objectives were to reduce traffic, increase convenience to residents and increase availability of services to all socio-economic strata. The challenge was how various levels of services could be provided to the population most effectively and efficiently.

Principal's Role: Mr. Ghaffari was Vice President of Planning at Gruen Associates and led the planning effort for the project. Mr. Ghaffari created a system of researching each different government service and estimating by population numbers the level of service required in each geographic area. He created a plan that supported the findings for the population while also providing for future growth.

Impact/Significance: The Maryland Multi-Service Center Plan was the first of its kind to combine services from different jurisdictions into one location for the convenience of citizens from all socio-economic levels. This innovative approach provided “one-stop shopping” for government services.



LAI Lecture Series – Beginning in 2000, the California State University, Northridge, Center for Real Estate, hosted a series of seminars that feature urban development panel discussions by distinguished practitioners in planning and provide an opportunity to augment students' study of theory with practical experience. The lectures were open to the public, CSUN real estate majors and faculty and Lambda Alpha International members.

Principal's Role: In his capacity as President of the Los Angeles Chapter of LAI, Mr. Ghaffari proposed the new lecture series in a letter to the L.A. Chapter colleagues. *"One of the most impressive things that happened to me, while I was completing my studies in Architecture, was the opportunity to listen to Victor Gruen give a lecture after classes one evening. He talked with us about his work, his philosophy, and how the two were merged together in his professional experience as an architect/planner and head of Victor Gruen Associates...."*

Impact/Significance: Mr. Ghaffari proposed and created this new LAI program, then recruited highly successful professionals in various disciplines related to planning and land economics as speakers and panelists. The Lecture Series was presented to students at CSUN and to interested members of the community. Mr. Ghaffari forecast the impact of the lecture series in his letter proposing the lecture series, when he wrote, *"...many years hence, another architect or urban planner or developer will think back and be grateful that a very busy, very talented professional took a couple of hours to talk about his/her work, philosophy, and how exciting it was to bring those two together 'in the real world.'"*

According to Dr. Donald Bleich, CSUN Professor and Director of the Center for Real Estate, *"The seminars fulfilled three objectives; to supplement the business curriculum at CSUN, to provide a link between the world of land use and land development and the classroom, and to provide an opportunity for distinguished members of LAI to share their insights with the community."* Due to popular demand, the LAI series of seminars has become a frequent event, with at least one or two series each term, continuing into its eleventh year.

In 2002 when Mr. Ghaffari was awarded LAI Member of the Year, the citation included these words: *"This past year, Fereydoon Ghaffari developed a series of lectures on the land development process and presented them at the College of Business at Cal State Northridge. The seminars were wildly successful, drawing over 750 participants to the six evenings. One of the keys to the success of the effort was that the presentations were open to students, faculty and the public. In the best spirit of Lambda Alpha, his project connected our distinguished membership to the public in order to foster better understanding of the city. The series continues this fall and we are delighted that it will continue."*

APA CM Registration – In response to APA's continuing education requirement for its AICP members, Mr. Ghaffari successfully registered Lambda Alpha International as a CM Provider and coordinated submission, secured approvals for, and administered a number of Lambda Alpha International headquarters and chapter educational events and functions for CM credit.

Principal's Role: Since establishing LAI CM Provider status in 2008, Mr. Ghaffari has made it possible for AICP members to choose from a host of academic, professional, and community-based symposia, lectures and seminars offered by professionals in a broad array of disciplines which interact with the planning profession. By bringing AICP and LAI members together in the educational venue, he has fostered the cross-discipline expertise that is valued in today's challenging planning environment.

Impact/Significance: Mr. Ghaffari's efforts resulted in the identification of over 150 credit hours of international educational seminars, workshops, and urban tours which provide AICP members with an insider's perspective on new and sustainable development projects, incubators supporting green business activities, adaptive reuse and historical preservation, and creative designs and community projects in major US and international cities.

Professional Practice

Founder and Principle, Ghaffari Associates, Urban Development Consultants - 1980 to present International Planning Projects:

- Unitex Industrial Complex (1997: Xiamen, China)
- Forest Hills Development Conceptual Plan (1996: Pune, India)
- Intex Industrial Park (1995: Fuqing, China)
- Canal Residential Development (1994: Hwaxi, China)
- Hwaxi Resort Community Master Plan (1994: Hwaxi, China)
- Huangguoshu Falls Regional Master Plan (1994: Guizhou, China)
- Grand Metro Development Master Plan (1994: Jakarta, Indonesia)
- Golden Dragon/Northern Jade Residential Communities (1994: Taipei, Taiwan)
- Tenjo New Community Comprehensive Plan (1993: Jakarta, Indonesia)
- Chang-Le Residential Community (1993: Fuzhou, China)
- Intex Industrial Park and Residential Community (1991: Guanzhou, China)
- Hacienda Miraflores Resort/Residential Community (1983: Malaga, Spain)

Domestic Projects:

- Financial analyses of Center West Tower & Multi-Use Complex/Indivest, Inc. (1983-2006: Westwood, CA)
- Permanente Master Plan (1992: Cupertino, CA)
- Eastgate Commercial Center (1992: Henderson, NV)
- Site Selection and Criteria Matrix for the Goodwill Games (1990: Los Angeles, CA)
- Nipomo Mesa Master Plan (1990: San Luis Obispo, CA)
- The Legendary Tennis Center (1989: Long Beach, CA)
- Longview Farm Re-Use Studies (1987: Kansas City, MO)
- World Cycling Championship Facilities (1986: Colorado Springs, CO)
- Tejon Ranch Master Plan & Asset Management Plan (1983: Los Angeles/Kern Counties, CA)
- Crossroads Business Center (1981: City of Industry, CA)

Partner in Charge of Planning, Abdolaziz Farmanfarmaian & Associates (Tehran, Iran & Athens Greece): 1975 - 1979

- Master Plan, working drawings and specifications for 50 support buildings of the new International Airport, Tehran, Iran
- Master Plan for Toseh Lavizan New Community, Tehran, Iran
- Toseh Lavizan Comparative Land Value Analysis, Tehran, Iran
- Plan for Employees' New Town, Khuzistan, Iran
- Master Plan for Kan New Community, Tehran, Iran
- Khaneh Community Development Plan, Mazanderan, Iran
- Master Plan for the Central Fruit and Vegetable Market, Tehran, Iran
- Khaneh Residential Development, Farahzad, Iran
- Established the Planning Department for AFFA, Tehran, Iran
- Established, managed and phased out the Athens, Greece branch office of AFFA

Gruen Associates, Vice President in Charge of Planning (Los Angeles, CA): 1970 - 1975

- Multi-Service Centers (State of Maryland)
- Waterwood on Lake Livingston (North Houston, TX)
- Waterwood Town Center & National Golf Course (North Houston, TX)
- Community Renewal Plan (Fresno, CA)
- New Town of Rio del Oro (Albuquerque, NM)
- Mountain Shadows Community (El Paso, TX)

Joint Venture, Gruen Associates & Abdolaziz Farmanfarmaian & Associates (Tehran, Iran): 1966 - 1969

- The Comprehensive Plan, including a phased Capital Improvement Program
- Abbassabad Center Specific Plan, one of 10 proposed regional centers in the Comprehensive Plan
- Reconfiguration of Street Geometry & Signalization for two major urban arterials to ease traffic congestion
- Managing Director of the Joint Venture of Victor Gruen Associates and AFFA

Gruen Associates, Head of the Planning Department (Los Angeles, CA): 1961 – 1966

- New Town of Valencia (Los Angeles, CA)
- McCormick Ranch (Scottsdale, AZ)
- East Bay Shores (San Francisco, CA)
- Rancho California General Plan (Temecula, CA)
- Campus Crusade Facilities (San Bernardino, CA)
- Bicentennial Amphitheater (Riverside, CA)
- Sports/Resort Community (Quayaquille, Ecuador)

Gruen Associates, Planning Project Manager, Associate, and Planner (Los Angeles, CA): 1955 - 1961

- Master Plan for Palos Verdes Peninsula (Palos Verdes, CA)
- Master Plan for Arvida Land Holdings (South Florida)
- Cabrillo Marina (Los Angeles, CA)
- Urban Renewal Plan (Boston, MA)
- Revitalization Plan (Westwood Village, CA)
- Urban Renewal Project (Santa Monica, CA)

APA and AICP Activities

- Established Lambda Alpha International as an APA CM Provider providing CM credits for LAI's semiannual Land Economics Weekends in cities such as Toronto, Chicago, Vancouver, Los Angeles, Phoenix, Santa Fe and Glasgow as well as for monthly events at LAI chapters.
- Charter Member, American Institute of Certified Planners: 1978
- Charter Member, American Planning Association: 1978
- Member, American Institute of Planners: 1972

Awards, Honors and Recognitions

- Elected Fellow Member of Lambda Alpha International (LAI), the honorary land economics society.
- International Historian, LAI: 2006 to 2010

- Chairman of the International Awards Committee, LAI: 2005 and 2007
- International Member of the Year, LAI: 2003
- Chapter Member of the Year, Los Angeles Chapter, LAI: 2002
- Certificate of Appreciation, Los Angeles Chapter, LAI: 2001
- President, Los Angeles Chapter, LAI: 2000-2001
- Scotty Award of the L.A. Leggers_{sm} in recognition of his long-standing support: 1992
- City of Los Angeles Certificate of Commendation for Service to the L.A. Leggers_{sm}: March 1991
- Certificate of Appreciation for Service to the Games of the XXIIIrd Olympiad: 1984

Public Service

Venue Planner, U.S. Olympic Organizing Committee, XXIII^d Olympiad (Los Angeles, CA): 1983-1984

- Los Angeles Biltmore Hotel headquarters and meeting facilities for the International Olympic Committee and the administration of all sports federations
- Los Angeles International Airport Athletes' Arrival & Processing Facilities
- Los Angeles Convention Center Press Facilities
- Santa Anita Equestrian Dressage event venue
- Fairbanks Ranch, North San Diego Equestrian Endurance event venue
- Velodrome Cycling Competition event venue
- Los Angeles City College Field Hockey event venue
- Post Olympic Reconstruction of all sports venues back to original status

Health-Oriented Training Program of the L.A. Leggers_{sm}: 1989-1992

- **Charter Member** – incorporated the L.A. Leggers_{sm}

Educational Contributions at LA Chapter, LAI:

- The LAI Lecture Series in Land Economics in collaboration with Dr. Donald Bleich at California State University at Northridge's Center for Real Estate.
- The University of Southern California panel of experts discussing the challenges and opportunities within the contemporary development process in Southern California.

Membership in Allied Organizations

- **Westside Urban Forum** – Member since 2005
- **California State University at Northridge, Center for Real Estate**, Member of the Board of Advisors, 2002
- **Lambda Alpha International (LAI), Los Angeles Chapter**, Member since 1994; Historian, Los Angeles Chapter 2006; Member LAI Executive Committee 2005; Member LAI International Awards Committee 2001
- **Urban Land Institute**, Associate Member: 1975 – 1999; Supporting Member: 1975

Major Reports

- Planning and Design Guideline for Henderson Commercial Center, Nevada - 1992
- Residual Land Value of a 3,700 Acre New Community Development, Cupertino, California – 1990
- Legendary International Sports Complex, Submitted to the City of Long Beach, California - 1989
- Proposal for Development of Telecommuting Centers in Metropolitan Los Angeles Area - 1986
- Long Term Planning and Asset Management Study – Rancho el Tejon - 1980
- Comparative Land Value of 1,200 Parcels of Residential and Commercial Land in the Proposed New Community of Lavizan, Tehran, Iran - 1978
- State of Maryland, Multi Service Center Study, Summary Report - 1976
- General Plan for Rancho California - 1973
- Capital Improvement Program for Implementation of Comprehensive Plan for Tehran – 1968
- Report on Interrelation of Land Use and Transportation – Density as Related to Transportation Modes – Comprehensive Plan for Tehran – 1967
- Community Support Facilities as a Function of Population Growth – Quantity and Location – 1960
- Plan for Revitalization of Westwood Village – 1958

Education

University Programs

- Graduate Studies, City and Regional Planning, University of Southern California, 1955-1956
- Bachelor of Architecture degree (a Master's 5 year equivalent), USC, 1951-1955
- General Studies (Science & Math), UCLA, 1948-1951

Continuing Education: Continuing studies: computer technology, graphic design, financial planning, University of California Los Angeles (Extension), 1980-1990