Growing Smarter at the Edge:
Las Vegas to Tucson

11:00 a.m.—12:00 p.m.
Thursday, April 21, 2005
Sturm Hall, Davis Auditorium

Moderator: Thomas J. Ragonetti, Esq.
Senior Shareholder/Director
Otten, Johnson, Robinson, Neff & Ragonetti
Denver, Colorado

Panelists: Albert Ratner
Co-chairman of the Board
Forest City Enterprises, Inc.
Cleveland, Ohio

Al Scavo
Formerly with the Rouse Company
Columbia, Maryland
Growing Smarter at the Edge: Las Vegas to Tucson

Al Scavo

United States Growth Estimate (25 Years)

- 200 billion square feet
- Double existing built environment

Western Growth Estimate (25 years)

- Arizona
- California
- Colorado
- Idaho
- Montana
- Nevada
- New Mexico
- Oregon
- Utah
- Washington
- Wyoming

Western Growth Estimate (25 years)

- 50 billion square feet
- 16 million residential units
- 2000 square miles or 1.3 million acres

The Appeal of the West

- Opportunity
- Land
- Environment
- Attitude
- Image
- American Dream

Management of Growth

- Property Rights
- Public Welfare
- Investors Value
Columbia’s Value Creation

<table>
<thead>
<tr>
<th></th>
<th>Columbia Assessed Value Per Unit</th>
<th>Howard County Excluding Columbia Per Unit</th>
<th>Columbia Premium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-family Detached</td>
<td>$317,600</td>
<td>$398,500</td>
<td>11%</td>
</tr>
<tr>
<td>Apartments</td>
<td>$285,500</td>
<td>$346,500</td>
<td>22%</td>
</tr>
<tr>
<td>Retail</td>
<td>$56,370</td>
<td>$66,370</td>
<td>18%</td>
</tr>
<tr>
<td>Office</td>
<td>$94 psf</td>
<td>$128 psf</td>
<td>45%</td>
</tr>
<tr>
<td>Industrial</td>
<td>$66 psf</td>
<td>$94 psf</td>
<td>109%</td>
</tr>
<tr>
<td>Assessable commercial</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>base per capita</td>
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Columbia’s Smart Growth

<table>
<thead>
<tr>
<th>Preservation of Open Space (% of total acres)</th>
<th>Columbia</th>
<th>Howard County Excluding Columbia</th>
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<tbody>
<tr>
<td>28%</td>
<td>4%</td>
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<table>
<thead>
<tr>
<th>Balanced mix of household types</th>
<th>Columbia</th>
<th>Howard County Excluding Columbia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-family - Detached</td>
<td>28%</td>
<td>27%</td>
</tr>
<tr>
<td>Single-family - Attached</td>
<td>28%</td>
<td>38%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jobs to Household Ratio</th>
<th>Columbia</th>
<th>Howard County Excluding Columbia</th>
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<tr>
<td>1.6</td>
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<table>
<thead>
<tr>
<th>Commercial SF per developed acre</th>
<th>Columbia</th>
<th>Howard County Excluding Columbia</th>
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<tr>
<td>2022</td>
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<thead>
<tr>
<th>Population density per acre</th>
<th>Columbia</th>
<th>Howard County Excluding Columbia</th>
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<td>3,000</td>
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Community Development Requirements

- Patience
- Regulatory Flexibility
- Results
- Control
- Big Idea
- Potential
- Attention
- Belief
- Staying Power
Thoughts

- Heritage
- Regulatory
- Objective
- Stay The Course

Positioned for Success

- Lesson of others
- Evolution of options
- Land area & ownership pattern
- Strength of demographics
- Market demand
- Attitude to succeed

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