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## Commercial & Retail Development Council – Blue

|                               |                    |  |  |
|-------------------------------|--------------------|--|--|
| <b>Chair:</b>                 | Cynthia Foster     | <b>Phone:</b> 212-841-5908 /917-767-9018 | <b>Email:</b> <a href="mailto:cynthia.foster@cushwake.com">cynthia.foster@cushwake.com</a>       |
| <b>Assistant Chair:</b>       | Joel Mayer         | <b>Phone:</b> 310-228-6258               | <b>Email:</b> <a href="mailto:jmayer@rockwoodcap.com">jmayer@rockwoodcap.com</a>                 |
| <b>Membership Vice Chair:</b> | Mark Katz          | <b>Phone:</b> 202-857-6260               | <b>Email:</b> <a href="mailto:katz.mark@arentfox.com">katz.mark@arentfox.com</a>                 |
| <b>Vice Chair:</b>            | Sheridan Schechner | <b>Phone:</b> 212-526-5639               | <b>Email:</b> <a href="mailto:schecky.schechner@barclays.com">schecky.schechner@barclays.com</a> |
| <b>Vice Chair:</b>            | Lawrence Casey     | <b>Phone:</b> 714-966-6418               | <b>Email:</b> <a href="mailto:lcasey@dsrg.com">lcasey@dsrg.com</a>                               |

## Council Reception – October 21st 2014

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|---|--|
| <b>Council Reception Location:</b>  | Porter House   |
| <b>Address:</b>   | TimeWarner Center - 10 Columbus Circle, 4 <sup>th</sup> Floor, New York, NY 10019                          |
| <b>Time:</b>  | 6:00 pm – 9:00 pm  |
| <b>Transportation:</b>  | None   |
| <b>RSVP contact and cost for guests:</b><br>(Guests and Non-Guests: RSVP Mandatory) | Bjorn Thorstad <a href="mailto:bjorn.thorstad@cushwake.com">bjorn.thorstad@cushwake.com</a> , Guests \$223 |

## Council Day Agenda – Wednesday, October 22<sup>nd</sup> 2014

**LOCATION: Sheraton New York, 811 Seventh Avenue (btw 52nd & 53rd Sts.)**

**7:30-8:00 am**      **Networking Breakfast**  
**Sheraton Hotel & Towers Times Square (New York Ballroom West),**  
**811 7th Avenue at 53rd Street**

**8:00 – 8:45 am**      **JOINT CRC SESSION Part 1 - *Wall Street's view of Retail***

A panel discussion with financial analysts covering the specialty store retailers, the department store retailers, the grocery stores as well as the internet angle to retail. This panel will bring a unique non-real estate perspective to CRC

Moderated by

**Schecky Schechner** (f)(c)                      and  
 Managing Director, Investment Banking  
 Barclays

**Michael Bilerman** (c)  
 Managing Director at Citi, Head of  
 Real Estate & Lodging Research Team  
 Citi

Speakers

**Dana Telsey** (c)  
 CEO and Chief Research Officer  
 Telsey Group

**Matthew McClintock** (c)  
 Director, Sr. Analyst Equity Research  
 Barclays, NY

8:45 – 9:30 am

**JOINT CRC SESSION Part 2 - Hudson Yards Project**

Hudson Yards is the largest private real estate development in the history of the United States. Related Companies CEO Jeff Blau will take attendees through plans for the 28-acre, 17 million square foot mixed-use development that is being built over active rail yards. Developed by Related Companies and Oxford Properties Group, Hudson Yards is located east to west between 10th and 12th Avenues and south to north between West 30th and West 34th Streets, and the development will include more than 100 shops and restaurants, class-A commercial space, approximately 5,000 residences, a unique cultural space, 14 acres of public open space, a 750-seat public school and a 150-room luxury hotel. The first tower of the complex opens in 2015.

Presenter

**Jeff Blau** (f)(c)

CEO

Related Companies

New York, NY

9:30 – 9:45 am

**Break**

9:45 – 10:00am

**Sheraton Hotel & Towers Times Square (Riverside Ballroom), 811 7th Avenue, at 53rd Street  
Chair & Retailer's Welcoming Remarks/Introductions/General Announcements/Business Session**

- Introduction of Members and Guests
- Reminder to Complete Attendance Sheet
- Reminder to Complete Evaluation Form
- ULIF Announcement
- Review of ULI Priorities & Council Member Expectations (see back page of your agenda)
- Discussion re: Suggestions for Future Council and Concurrent Meeting Programs
- ULI Spring Meeting
  - Houston, TX
  - Receptions on Wednesday May 13<sup>th</sup>, 2015
  - Council Meetings on Thursday May 14<sup>th</sup>, 2015

10:15 – 11:30 am

**What's on Your Mind?**

The latest installment of our council's popular group discussion format will be run using the "cold call." This technique popular at many American business schools features session leaders calling on participants without warning. Two questions you may want to ponder in advance: 1) Which retailer is hot and who is not? 2) What major trends in the world, the country and the industry could have the most impact on the retail real estate business in the future? Let's get ready to rumble.

Moderators:

**Brad Hutensky** (f)(c)

Principal

Hutensky Capital Partners

Hartford, CT

**Chris Niehaus** (f)(c)

Partner, Head of US

GreenOak Real Estate

New York, NY

**11:30 am – 12:00 pm** ***NYC Multi-Level Retail in the District between Times and Herald Squares***

Empire State Realty Trust has redeveloped the lower floors of several of its Manhattan office buildings for retail use and has two major projects underway. Tony will review a few of these redevelopments and share his views on the retail trends in the 34th Street and Times Square South submarkets.

Speaker

**Anthony E. Malkin** (f)(c)  
Chairman, President and CEO  
Empire State Realty Trust  
New York, NY

**12:00 – 2:30 pm**

**LUNCH** including walking to/from restaurant - 3 blocks uptown from Sheraton  
**Trattoria Dell'Arte 900 7th Avenue, at 56th Street - (212) 245-9800**

- Lunch will start at 12:15 and end promptly at 2pm.

**2:30 – 3:00 pm**

***Building a Luxury Brand - Location, Location, Location***

Entrepreneur Harry Slatkin Speaks to us about the importance of real estate to a brand's success.

Speaker

**Harry Slatkin** (c)  
Founder, Slatkin & Co  
Former CEO, Belstaff  
New York / London

**3:00 – 3:30 pm**

***South Street Seaport Project***

Rebirth of a Lower Manhattan Icon. Learn how Howard Hughes Corporation will transform this area into a modern thriving destination from Howard Hughes' CEO David Weinreb and CRC Blue member Adam Flatto. The re-envisioned South Street Seaport will create an unparalleled New York experience that is compelling to residents, local workers and tourists. Pier 17 will transform into a world-class shopping, dining and entertainment venue which will make the area even more popular and provide the rapidly growing residential population of Lower Manhattan with a much-needed community anchor.

Moderator

**Adam Flatto** (f)(c)  
President  
Georgetown Co  
New York, NY

Speaker

**David Weinreb** (c)  
CEO  
Howard Hughs Corporation  
New York, NY

3:30 – 4:00 pm

**Brooklyn Retail**

A world class location for Hipsters and wanna be hipsters from around the world. No longer is Brooklyn from the days of 70s TV show Welcome Back Kotter, Brooklyn is one of the most exciting real estate markets in the country and its rebirth has been led by its restaurant and retail evolution over the past several years. From Williamsburg to Dumbo to Downtown Brooklyn, learn from long time local Brooklynites, Jack and Michael Cayre, who along with their father Joe, have led Midtown Equities to several projects in Williamsburg and are under construction with a major renovation in Dumbo that will be a featured building in the popular Brooklyn Bridge Park area.

Speakers

**Jack and Michael Cayre (c)**

Principals

Midtown Equities

New York, NY

4:00 – 4:15 pm

**Chair's Closing Remarks and Adjournment**

4:30-6:00

**Jacob K. Javits Convention Center**

**General Session: Capital Markets: A Global Perspective**

Capital users and providers from across the globe will engage in a provocative conversation on where the money is coming from and how it is being used.

**Speakers:**

Jeff T. Blau

Chief Executive Officer

Related Companies

Kok Huat Goh

Chief Operating Officer and President

GIC Real Estate

6:00-7:30

**Cocktail Reception, Jacob K. Javits Convention Center**

KEY:

(f)=Full Member

(m)=Member

(nm)=Nonmember

(i)=Invited Speaker/Moderator/Panelist

(p)=Proposed Speaker/Moderator/Panelist

(c)=Confirmed Speaker/Moderator/Panelist

For more information about ULI please visit [www.uli.org](http://www.uli.org)

## ULI's Priorities

### 1. Promoting Intelligent Densification and Urbanization

- What are the most responsible ways to provide cost-effective housing for a rapidly increasing global population that is becoming increasingly urbanized?
- How can we advance the understanding of the relationship between a high-quality of life and the built environment to create high-quality, appropriately-priced density that is attractive to users?
- What is the relationship between a thriving economy and a thriving city (and vice versa)-the relationship between a dynamic society and the built environment?

### 2. Creating Resilient Communities

- What are the best new business models in the real estate and land use industry and how can we support their development?
- How can we best adapt and reuse existing real estate while eliminating obsolete space to create thriving communities?
- How can we influence land use leaders locally and around the world as they reshape the process of community building and developing both social and physical infrastructure?

### 3. Understanding Demand and Market Forces

- How can we best understand the demand (quantity, type, price, and location of the need) for real estate and discover what the market wants short-term versus what the market needs long-term
- How can we help balance local, regional, national, and global interests as well as public and private interests in terms of how they affect land use decisions and development?
- How will changing technology influence building and buildings, and how will people's use of technology influence how they interact with the physical environment?

### 4. Connecting Capital and Real Estate Through Value

- How can we best generate value in the built environment that is greater than its cost?
- What are the best ways to ensure the attractiveness of real estate as an investment as institutional capital allocators continue to change and become more global?
- What is the most effective way to demonstrate and explain the relationship between investment in public projects and amenities and the impact on real estate value?

### 5. Integrating Energy, Resources, and Uses

- How can we best reduce the negative impact of the built environment on our natural resources and climate?
- What are the best ways to use the world's energy resources and protect the built environment from volatile and unpredictable conditions?
- How will trends in energy and resources impact the future best use of land?

## **ULI Council Member Expectations**

Council membership is a privilege desired by many ULI members and the value of the Council experience is determined by the quality and participation of its members. Each Council member is therefore expected to be a committed and participating part of the Council, contributing as much value to the Council experience as they take home.

**OPEN, HONEST, SPECIFIC INFORMATION AND EXPERIENCE:** Come to Council meetings ready to participate openly and honestly with specific, detailed information and experience from your current real estate practice.

**CONFIDENTIALITY:** Everything discussed within a Council is kept completely confidential by all Council members. This is the foundation that makes open and honest sharing of detailed information and experience possible. Violation of confidentiality will result in immediate expulsion from your Council.

**REAL DEALS, REAL NUMBERS:** The key to truly valuable interaction between the Council members is the sharing of real deals and real number, successes as well as lesson learned.

**RESPECT FOR OTHERS:** Help make discussions productive and high value by engaging your fellow council members respectfully with your most relevant information and experience.

**NO SELF PROMOTION:** Councils members are all highly successful real estate professionals. Self-promotion and pitching do not add value for your fellow council members. Keep your presentations and discussions aimed at delivering real take home value for your peers, not your business.

**NO CELL PHONES OR BLACKBERRIES:** It should go without saying that you cannot be fully engaged in your council while checking your email. Most Councils have breaks designed to allow members to check in and stay connected a few times during the day.

**ATTEND EVERY MEETING AND ATTEND ALL DAY:** Each Council member has been chosen for the value that their unique background and experience brings to the Council. Missing a Council meeting or part of a Council meeting reduces the value for every other member of your Council. Your empty seat could easily be filled by someone else who has value to bring to the table.

**RECRUIT THE BEST AND BRIGHTEST:** Council members often come into contact with new leaders in the industry, ULI members and non-ULI members, with exciting new products, ideas and best practices that will add greatly to the value of their Council. Bring these new leaders as guests to your Council, sponsor them for Council membership and work with your Council leadership to help them become future members of your Council.

**PARTICIPATE IN ULI AND ULI LEADERSHIP:** Council members are expected to be active participants in ULI's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Your involvement in ULI provides excellent opportunities to network and to learn both within and beyond the boundaries of your industry segment:

- Attend and participate as speakers and panelists at ULI Spring Council Forums and Fall Meetings.
- Attend and participate as speakers and panelists at Council meetings.
- Serve as panelists at Project Analysis Sessions held at Spring Council Forums and Fall Meetings.
- Serve as panel members for Advisory Services assignments scheduled throughout the year.
- Contribute to ULI publications through the contribution of articles and papers.
- Contribute to the ULI Foundation.
- Participate as Committee/Subcommittee/Task Force members.
- Participate in research and education programs.
- Participate in District Council programs in each member's area.