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Commercial & Retail Development Council – Gold

Chair:	Dan Weaver	Phone: 312-819-4033	Email: weaver@sbfund.com
Assistant Chair:	Jeff Berkes	Phone: 408-551-4602	Email: jberkes@federalrealty.com
Membership Vice Chair:	David Birdsall	Phone: 513-746-2577	Email: dbirdsall@phillipsedison.com
Vice Chair:	Jodie McLean	Phone: 803-744-2459	Email: jmclean@edens.com
Vice Chair:	Eric Zimmermann	Phone: 404-487-1091	Email: ezimmermann@eastdil.com

Council Reception – October 21st 2014

Council Reception Location:	Porter House
Address:	TimeWarner Center - 10 Columbus Circle, 4 th Floor, New York, NY 10019
Time:	6:00 pm – 9:00 pm
Transportation:	None
RSVP contact and cost for guests:	Bjorn Thorstad bjorn.thorstad@cushwake.com Guests \$223

Council Day Agenda – October 22nd 2014 Sheraton Hotel and Towers - Time Square Conference Room D 811 7th Ave, New York, NY.

7:30-8:00 Joint CRC Networking Breakfast
 Sheraton Hotel & Towers Times Square (New York Ballroom West), 811 7th Ave.

8:00-8:45 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. The panel will bring a unique non-real estate perspective to CRC.

Moderators:

Schecky Schechner (f) (c)
Managing Director
Barclays
New York, NY

Michael Bilerman (c)
Managing Director
Citi
New York, NY

Speakers:

Dana Telsey (c)
CEO
Telsey Group
New York, NY

Meredith Adler (c)
Managing Director
Barclays
New York, NY

8:45-9:30 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.

Moderator:

Jeff Blau (f) (c)
CEO
Related Companies
New York, NY

9:45-10:15 **Sheraton Hotel & Towers Times Square (Conference Room D), 811 7th Ave.
Chair'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
- Announce Next Meeting:
 - ULI Spring Meeting – Houston, TX
 - Receptions on Wednesday May 13th, 2015
 - Council Meetings on Thursday May 14th, 2015

10:15-11:15 **Update on the Outlet Center Business**

Simon's (SPG) head of outlet centers will discuss the business, its history, maturation and the potential for future growth.

Speaker:
Mark Silvestri (c)
Chief Operating Officer
Simon Property Group
New York, NY

11:15-12:15 **The Non-Listed REIT Market**

ARC's CEO will discuss the macro view of the non-traded REIT space as well as his company's role as one of the leaders in this space, along with how they are viewing its growth and maturation going forward.

Speaker:
Nick Schorsch (c)
CEO
ARC
New York, NY

12:15-2:00 **Lunch at 21 Club**
(walk to / from lunch) 21 West 52nd Street
Ph: 212-582-7200

2:00-2:45 **Sheraton Hotel & Towers Times Square (Conference Room D), 811 7th Ave.**
“Retail Reversal”
Transition from e-commerce into a blended online / bricks and mortar retail experience. How Warby Parker and others have made the leap, along with how they make choices about the omni-channel approach and what they consider in location finding to optimize brand foundation.

Speaker:
Sarah Apgar (f) (c)
Director of New Stores and Facilities
Warby Parker
New York, NY

Kyle Ashley
Director of Retail
Warby Parker
New York, NY

2:45-3:15 **Networking Session**
Take this opportunity for 30 minutes of in-room Council Networking to catch up with colleagues, exchange ideas and meet someone new. We will follow it with a 15 minute discussion on some of the key topics we’ve covered today and anything else that is on your mind.

3:15-3:30 **Wrap Up Discussion / Adjourn**

Moderator:
Dan Weaver (f)
Managing Director
Stockbridge
Chicago, IL

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**

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.