



**2014 FALL MEETING**  
**Industrial and Office Park Development Council (Black Flight)**  
**Wednesday, October 22, 2014**  
**New York, NY**

<b>Chair:</b>	Steve Grant	<b>Phone:</b> 415-713-6201	<b>Email:</b> <a href="mailto:stevegrant.cre@gmail.com">stevegrant.cre@gmail.com</a>
<b>Assistant Chair:</b>	Charlie Malet	<b>Phone:</b> 415-772-7059	<b>Email:</b> <a href="mailto:cmalet@shorenstein.com">cmalet@shorenstein.com</a>
<b>Vice Chair:</b>	Bob Savage	<b>Phone:</b> 212-710-5060	<b>Email:</b> <a href="mailto:rsavage@ktrcapital.com">rsavage@ktrcapital.com</a>
<b>Vice Chair:</b>	Jeff Cole	<b>Phone:</b> 949-955-7652	<b>Email:</b> <a href="mailto:jeff.cole@cushwake.com">jeff.cole@cushwake.com</a>
<b>Vice Chair:</b>	Mary Beth McCormick	<b>Phone:</b> 614-599-1100	<b>Email:</b> <a href="mailto:mccormick.marybeth@gmail.com">mccormick.marybeth@gmail.com</a>

**IOPC Dinner – Tuesday, October 21, 2014 6:00-10:00 pm.**

**Location:** Fig & Olive  
 10 East 52<sup>nd</sup> Street (Between 5<sup>th</sup> and Madison)  
 New York, NY 10022  
 (212) 319-2002

**RSVP contact:** Bob Savage [rsavage@ktrcapital.com](mailto:rsavage@ktrcapital.com)

**Member Cost:** Included in registration

**Guest cost:** \$275 payable to ULI, mail to Bob Savage

**Council Day Agenda – Wednesday, October 22, 2014**

**Location: New York Hilton Towers (Sutton Complex, Beekman Parlor), 1335 Ave. of the Americas**

- 7:30 - 8:00      **Networking Breakfast**
- 8:00 - 8:15      **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: Knife Fight and Shark Tank Format Changes and Council Competition
  - Announce Next Meeting:
    - ULI SpringMeeting – Houston, TX
    - Receptions on Wednesday, May 15, 2015
    - Council Meetings on Thursday, May 16, 2015

8:15 - 9:00      **Significant Economic Enigmas**

**Speaker:**

Mr. Jon Southard (f) (c)  
Managing Director  
CBRE Econometric Advisors  
260 Franklin Street, Suite 400  
Boston, MA 02110-3036  
(617) 912-5228 / jon.southard@cbre.com

9:00 – 10:00      **Primary Versus Secondary Markets-Chicago vs. Milwaukee/Minneapolis, San Francisco vs. Sacramento  
Washington DC vs. Suburban Maryland and Virginia and Houston vs. San Antonio**

**Moderator:**

Tucker Knight (f) (c)  
Senior Managing Director  
HFF  
9 Greenway Plaza, Suite 700  
Houston, TX 77046  
(713) 852-3500 / tknight@hfflp.com

**Speakers:**

Jaime Fink (c)  
Senior Managing Director  
HFF  
181 Madison Street, Suite 3900  
Chicago, IL 60602  
(312) 528-3683 / jfink@hfflp.com

Jeff Hollinden (c)  
Senior Managing Director  
HFF  
9 Greenway Plaza, Suite 700  
Houston, TX 77046  
(713) 852-3514 /jhollinden@hfflp.com

Michael Leggett (f) (c)  
Senior Managing Director  
HFF  
100 California Street, Suite 720  
San Francisco, CA 94111  
(415) 276-6924 / mleggett@hfflp.com

Andrew Weir (c)  
Senior Managing Director  
HFF  
1775 Pennsylvania Avenue NW, 5<sup>th</sup> Floor  
Washington, DC 20006  
(202) 533-2504 / aweir@hfflp.com

10:00 - 10:45    **Recapitalizing Major Office Holdings in New York City-Time Series Comparison**

**Speaker:**

Paul Fried (f) (c)  
Managing Director  
L&L Holding Company  
142 W. 57<sup>th</sup> Street, 16<sup>th</sup> Floor  
New York, NY 10019  
(212) 201-4083 / paul.fried@ll-holding.com

10:45 - 11:00    **Break**

11:00 - 12:00    **Black Talks to Black: Capital Markets**

**Moderator:**

Steve Grant (f) (c)  
Managing Principal  
PRA  
425 Bel Marin Keys Boulevard  
Novato, CA 94949  
(415) 713-6201 / stevegrant.cre@gmail.com

12:00 - 12:15    **Introduction of New Members**

12:15 – 1:15    **Networking Lunch**

1:15 – 1:45    **Stepping into a Recovering Market - 100 Broadway**

**Speaker:**

Shiva Viswanathan (c)  
Vice President  
Northwood Investors  
575 5<sup>th</sup> Avenue, 23<sup>rd</sup> Floor  
New York, NY 10017  
(212) 573-0839 / shiva@northwoodinvestors.com

1:45 - 2:30    **Black Talks to Black: Office and Industrial**

**Moderator:**

Charlie Malet (f) (c)  
CIO  
Shorenstein Properties LLC  
235 Montgomery Street, 16<sup>th</sup> Floor  
San Francisco, CA 94104  
(415) 772-7059 / cmalet@shorenstein.com

2:30 - 3:00 Knife Fight- Big Office Versus Big Industrial Council Competition

**Speakers:**

John Huguenard (f) (c)  
International Director  
JLL  
8755 West Higgins Road  
Chicago IL 60631  
(312) 228-3293 / john.huguenard@amjll.com

Steve Livaditis (f) (c)  
Senior Managing Director  
Eastdil Secured  
111 South Wacker Drive, Suite 3340  
Chicago, IL 60606  
(312) 601-9000 / slivaditis@eastdilsecured.com

3:00 - 3:15 **Break**

3:15 – 4:00 **Shark Tank**

**Presenters:**

Jeff Johnson (f) (c)  
CEO  
Dividend Capital Diversified Property Fund  
518 17<sup>th</sup> Street, 17<sup>th</sup> Floor  
Denver, CO 80202  
(303) 228-2200 / jjohnson@dc-dpf.com

Kevin Penn (f) (c)  
Chief Strategist  
Highwoods Properties  
3100 Smoketree Court, Suite 600  
Raleigh, NC 27604  
(919) 875-6662 / kevin.penn@highwoods.com

4:30 - 6:00 **General Session**

6:00 - 7:30 **Cocktail Reception**



## 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.