



## DOWNLOAD THE ULI EVENTS APP – FALL MEETING

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## 2014 ULI FALL MEETING Industrial & Office Park Development Council (Green Flight) Agenda New York, NY

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<b>Vice Chair:</b> Ann Sperling	<b>Phone:</b> (303) 628-1742	<b>Email:</b> asperling@trammellcrow.com
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### IOPC Green Optional Program – Tuesday, October 21<sup>st</sup>, 2014

4:00-6:00 pm – High Line Tour and Hudson Yards Presentation  
6:00 pm – Dinner – The Park Restaurant - 118 10th Ave, New York, 10011

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

- 7:30-8:00**      **Networking Breakfast**  
Location: New York Hilton Midtown, 1335 Avenue of the Americas - Sutton Complex, Sutton North
- 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
  - Announce Next Meeting: ULI Spring Meeting – Houston, TX  
Receptions – Wednesday May 13<sup>th</sup>, 2015  
Council Meetings – Thursday May 14<sup>th</sup>, 2015
- 8:15-9:30**      **“Across the Country”**  
Each council member responds to the question; “What trends are you seeing in the marketplace regarding capital, pricing and demand? How do these trends inform your prognostication of where we are in the cycle?”  
**Moderator:**                      Ann Sperling – Senior Director, Trammell Crow Company
- 9:30-10:00**      **The IOPC Green Real Estate Performance Index**  
Discussion of leading indicators for office and warehouse sectors. We will highlight macro leading indicators and discuss the impact of those indicators on different metro areas by geography and asset type.  
**Speaker:**                              Hans Nordby – Managing Director, PPR

- 10:00-10:15      **Break**
- 10:15-11:00      **Real Deal: The War for Core**  
 The story of a core asset from land acquisition through speculative development, lease up and sale.  
**The Developer:**            Stanley Iezman – Chairman and CEO, American Realty Advisors  
**The Buyer:**                Mark Wilsmann – Managing Director, MetLife Real Estate  
**Miss Congeniality:**      Paul Boneham – Principal / EVP Transactions, Bentall Kennedy  
**The Instigators:**         Jeff Chiate – Executive Director, Cushman & Wakefield  
                                      George Eckard – Executive Director, Cushman & Wakefield
- 11:00-11:30      **Trends in Office Use**  
 How changing demographics of the labor force are impacting office tenant decisions concerning location and space use, resulting in a shift in investment value.  
**Guest Speaker:**            Kenneth McCarthy – Senior Managing Director, Cushman & Wakefield
- 11:30-12:00      **Industrial Investment Panel: Real Deals / Real Numbers**  
 “The Inland Empire East;” The emergence of the “1-81” corridor as a major East Coast industrial market. Discussion of recent acquisitions and developments.  
**Moderator:**                Patrick Ryan – Senior Vice President, Investments, Cabot Properties  
**Panelists:**                 Paul Loosmann – Co-Chief Investment Officer, IndCor Properties  
                                      Andrew Mele – Principal, Trammell Crow Company  
                                      Paul Torosian – Managing Director, Jones Lang LaSalle
- 12:00-1:30        **Buffet Lunch**
- 12:30-1:15        **Guest Speaker:**            Amanda Burden – Principal for Urban Planning at Bloomberg Associates  
 Amanda Burden, the former Planning Commissioner for the City of New York under the Bloomberg Administration, will discuss the story of how New York catalyzed private development in concert with a strategic vision of the city. She will share examples of the extensive rezoning undertaken and how public goals drove commercial and residential projects. In addition, she will talk about how New York identified its unique opportunities for the future and focused its resources to change the landscape of one the worlds’ most complex urban environments. Specific examples of successes, lessons learned, and opportunities for other cities will be addressed.
- 1:30-2:00         **Break**
- 2:00-2:45         **Office Investment Panel: Real Deals / Real Numbers**  
 Does pricing relate to fundamentals? Discussion of recent transactions and illustration of impact of fundamentals or lack thereof...  
**Moderator:**                Andrew Lax – Managing Director, Blackstone Real Estate Advisors  
**Panelists:**                 Adam Spies – Senior Managing Director, Eastdil Secured  
                                      Bob Underhill – Executive Vice President, Shorenstein  
                                      David Rubenstein – Senior Managing Principal, Rubenstein Partners

- 2:45-3:30**      **Debt Capital Markets Perspectives – “Is the next bubble forming?”**  
 Three leading lenders will share their insights into the bank, CMBS, life company, and Agency debt markets. Using recent deal examples they will compare the current market to that leading up to the 2007 credit bubble, including underwriting standards, structure, risk spreads, distribution models, and the regulatory environment.  
**Moderator:**                    John Devereux – EVP, Commercial Real Estate Group, OneWest Bank  
**Panelists:**                      Greta Guggenheim – Chief Investment Officer, Ladder Capital  
    David Durning – CEO, Prudential Mortgage Capital  
    Diana Reid – EVP & Head of Real Estate, PNC Bank
- 3:30-4:00**      **Wrap Up**                                    Jim Carpenter – Executive Director, Cushman & Wakefield
- End of Day Recap
  - Evaluation Form Reminder
  - ULIF Reminder
  - Invitation to Next Meeting: ULI Spring Meeting – Houston, TX  
    Receptions – Wednesday May 13<sup>th</sup>, 2015  
    Council Meetings – Thursday May 14<sup>th</sup>, 2015
- 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.

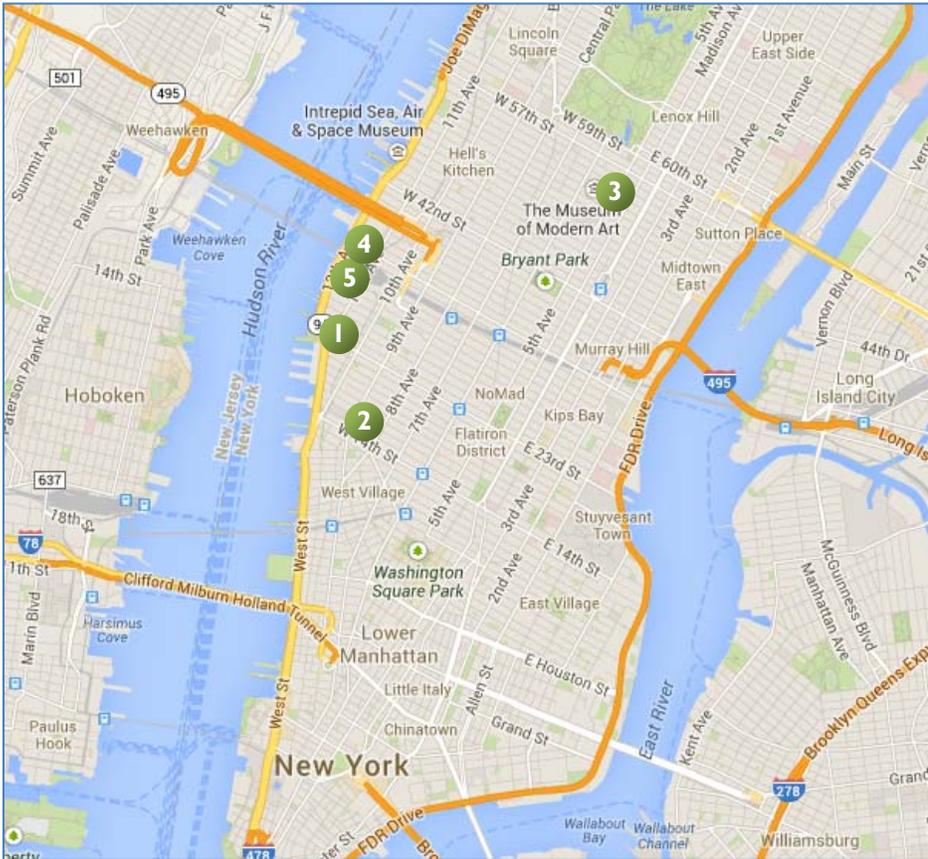
**ATTEND EVERY MEETING AND ATTEND ALL DAY:** Each Council member has been chosen for the value that their unique background and experience brings to the Council. Missing a Council meeting or part of a Council meeting reduces the value for every other member of your Council. Your empty seat could easily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

**2014 ULI FALL MEETING – New York, NY  
SIGNIFICANT SITES FOR IOPC GREEN COUNCIL  
MEMBERS AND GUESTS**



LEGEND	
1	The High Line
2	The Park Restaurant
3	Hilton Midtown
4	Javits Center
5	Hudson Yards