



DOWNLOAD THE ULI EVENTS APP – FALL MEETING

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Industrial & Office Park Development Council - Silver

Chair: Christopher Hartung

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Vice Chair: Zeb Bradford

Phone: (404) 846-7020

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Vice Chair: Kevin Shannon

Phone: (310) 363-4910

Email: kevin.shannon@cbre.com

Council Reception – October 21st 2014

Council Reception Location: Keen's Steakhouse

Address: 72 West 36th St.

Time: 6:30-9:30

Transportation: None

RSVP contact and cost: Laura Galli (415) 281-4502 laura.galli@lazard.com

\$225 check payable to "Urban Land Institute" with "2154-840501" in the check memo box

Please send (or bring to the dinner) the check to:

Laura Galli, Lazard Asset Management

Three Embarcadero Center, Suite 1610

San Francisco, CA 94111

Council Day Agenda – October 22nd 2014

New York Hilton & Towers (Sutton Complex, Sutton South), 1335 Ave. of the Americas

7:30-8:00 Networking Breakfast

8:00-8:30 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

8:30-9:15am Council Roundtable: Goldilocks, The Perfect Storm, or just Frenzied? State of Real Estate
FULL COUNCIL PARTICIPATION

9:15-10:00am Real Deals from the Newest Members of IOPC Silver

Three IOPC Silver council members will present actual deals to the council. Under the philosophy that "what is in the council, stays in the council", we'll get Real deals, Real numbers, Real education.

Moderator:

Zeb Bradford (f)
Chief Investment Officer, Metzler
Atlanta, Georgia

Speakers:

Barry Howell (f) (c)
Principal, Prudential Real Estate Investors
Atlanta, GA

Mark Degner (f) (c)
Managing Director, Partners Group
San Francisco, CA

Todd Rich (f) (c)
Partner, JBG
Washington, DC

Mark Hamilton (f) (c)
Hamilton Partners
Chicago, IL

10.00-10:15am Networking Break

10:15-11:00am Millennials: Changing the way space is used? Or just a passing fancy?

Much has been written about the Millennial generation as to their wants, needs, and habits. Ultimately, as the largest generational cohort, whether the noise around this generation is fact or fiction has great ramifications on the long term value of commercial properties through migration patterns, work habits, and lifestyle choices. Coming from three different perspectives within real estate, the panel will probe into what change to space usage patterns the Millennials are causing.

Moderator:

Bryan Thornton (f)
Partner, PCCP
New York, NY

Speaker(s):

Peter Weingarten (c)
Principal, Gensler
San Francisco, CA

Andrew Levin (c)
Senior Vice President, Boston Properties
New York, NY

11:00-11:30 am National Office/Industrial Market Review

Speakers:

Jeffrey Spector (nm)(c)
Managing Director, BofA Merrill Lynch Global Research
New York, NY

Jamie Feldman (nm)(c)
Director, BofA Merrill Lynch Global Research
New York, NY

11:30-12:00 pm Around the World (Economy) in 30 minutes (or under).

Moderator:

Chris Hartung (f) (c)
Lazard Asset Management
San Francisco, CA

12:00-1:30 pm Lunch/Beyond Hudson Yards...The Totality of New York City's Transformation

Moderator:

Kevin Shannon (f) (c)
CBRE
Los Angeles, CA

Speakers:

Charlie Bendit (c)
Partner, Taconic Partners
New York, NY

1:30-2:15 pm Leadership Lessons

Moderator:

Cliff Booth (f) (c)
President
Westmount Realty Capital, LLC
Dallas, TX

Speaker:

Steven Green (c)
Chairman, SL Green
New York, NY

2:15-3:15 pm Reflections on the GFC: Lehman's Workout and the Council's Lessons

Moderator:

Bryan Thornton (f) (c)
Partner, PCCP
New York, NY

Speakers:

Jeffrey Fitts (c)
Managing Director, Highbridge
New York, NY

3:15-3:30 pm Wrapping up the Day

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



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.