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Recreational Development Council - Gold

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Council Reception – October 21st 2014

Council Reception Location:
 Address:

Robert @ MAD
 2 Columbus Circle, 9TH Floor, NY, NY
 212-299-7730

Time:

6:30 – 9:30 pm

Transportation:

Walk or cab from hotels

Dinner Guest Instructions:

For council members your dinner fee is included in your annual dues billing. The dinner fee for RDC Alumni and Guests is \$175. Make check payable to Urban Land Institute. Include member name and dinner guest name on check. Send check to the attention of Ms. Monica Able c/o Brownstein Hyatt, Farber & Schreck, 410 Seventeenth Street, Suite 2200, Denver, CO 80202-4432 no later than October 10, 2014

Council Day Agenda – October 22nd 2014

Sheraton New York Times Square Hotel, 811 7th Avenue

7:00 – 7:30 Sheraton Hotel & Towers Times Square (Metropolitan East), 811 Seventh Ave.
 Combined RDC Council Networking – Continental Breakfast

7:30 – 8:30 Combined RDC Program Session – Trump International Presentation
 One of the most aggressive and prolific investor/operators today in luxury golf, resort repositioning and international branding will talk about their business strategy, acquisition parameters, and overall scope of their worldwide business.

Moderator: Tom Bennison, SVP, Business Development, Club Corp, Dallas, TX (f)

Speaker: Eric F. Trump, EVP of Development and Acquisitions, Trump Organization, NY, NY (c)

8:30-8:45 Sheraton Hotel & Towers Times Square (Empire Ballroom West), 811 Seventh Ave.
 Break / Move to RDC (Gold) Breakout Room

8:45-9:30 Council Programming

Council Introductions/General Announcements

- Introduction of New Members and Guests
- Reminder to Complete Attendance Sheet
- Reminder to Complete Evaluation Form
- ULIF Announcement
- Announce Next Meeting:
 - ULI 2015 Spring Meeting – Houston, TX
 - Reception on Wednesday, May 13, 2015
 - Council Meetings on Thursday, May 14, 2015

9:30-10:30 Breaking News, Recent Deals, New Initiatives – Part One

Hear from numerous RDC Gold Members as well as guests about a wide variety of happenings in the Resort industry. This first of two fast paced sessions is intended to cover various geographic areas, product types and a breadth of disciplines such as marketing, capital markets, acquisitions, restructurings and new projects. This session will allow selected members a very brief introduction/explanation of their topic with the intent of stimulating a conversational style participation from several other RDC Gold members on the various topics presented.

Moderator: Kenneth Lipschutz, Managing Partner, Brookside Companies, Birmingham, MI (f) (c)

10:30-10:45 Break

10:45-11:45 Breaking News, Recent Deals, New Initiatives – Part Two

Moderator: Kenneth Lipschutz

11:45-12:00 Combined RDC Break/Lunch Buffet - Sheraton Hotel & Towers Times Square (Metropolitan East), 811 Seventh Ave.

12:00-12:45 Combined RDC Program Session – Appetite for Investment in Resort Product

Where are we in the resort investment cycle? Are we still acquiring resorts... and when will the time come to build? Have the economics of resort investment changed or have the investment criteria changed? Panelists representing capital markets, brokerage and development discuss the appetite for investment in resorts, what is it that is sweet, savory or just plain sour from an investment perspective.

Moderator: Fern Kanter, CHM Capital Management, City, State (f) (c)

Speakers: Brian Kim, The Blackstone Group, City, State (nm) (c)
Kevin Davis, EVP, Jones Lang LaSalle Hotel Investment Banking Group, City, State (nm) (c)
Ruben Camiro, CFO, Grupo, Posadas, City, State (nm) (c)

**12:45-1:00 Sheraton Hotel & Towers Times Square (Empire Ballroom East), 811 Seventh Ave.
Break/Move to RDC (flight) Breakout Room**

1:15-2:00 Refresh, Renew, Reset in Resort Place Making

What's next? How is the wellness, healthy living, living-well trend impacting new development and uplifting existing places. As an industry we have created and programmed all sorts of trails, water, golf, tennis, fitness centers, open spaces, spas, village centers, events and activities. What mix of authentic experiences, technological advances, food movement and special alliances is generating now value for you and your consumers in your markets? What are forward thinking developers, owners and operators doing now to generate value and differentiate their communities? How are their consumers responding? How are healthy living trends impacting place making today? Join us as we begin our discussion with fellow council members Peter Rummel (who is developing "Healthy Town) and Jimmy Mulvihill (who is developing Tres Santos). Learn how the health and wellness trend has influenced their decision making and bottom line.

Moderator: Mary Borgia, The Borgia Company, Newport Beach, CA (f) (c)

Panelists: Peter Rummell, Rummell Company, Jacksonville, FL (f) (c)
James Mulvihill, Black Creek Group, Denver, CO (f) (c)

2:00-2:15 **Break/ Move to RDC Concurrent Sessions Breakout Rooms**

2:15-3:15 **Combined RDC Concurrent Sessions:**
RDC members may select on of the sessions listed below. RDC Memebers are encouraged to join the session that most interests them. A total of three sessions will be offered.

Choose One of the following Three Sessions (A, B or C):

2:15-3:15 **Sheraton Hotel & Towers Times Square (Metropolitan West), 811 Seventh Ave.**
Session A – The Multi-Generational Market for Resorts and Second Home Communities
Presentation by representatives of the Entertainment Council of the recent ULIF-funded study of Multi-Generational Consumer Demographics, followed by a Discussion of Implications for the Resort and Second-Home Community Markets. This recent study presents fascinating information regarding the gracefully-aging Boomers and how their spending power is now increasingly being exercised on behalf of the younger generations of their families. What are the trends and implications for our industry as this generation enters the generative stage of their lives and desires to provide both entertaining activities and character-building experiences for their progeny?

Moderator: Jill Bensley, President, JB Research Company, Ojai, CA (f) (c)
Norma Lynn Cutler, Principal, Cutler Enterprises, Marina Del Ray, CA (f) (c)

2:15-3:15 **Sheraton Hotel & Towers Times Square (Empire Ballroom East), 811 Seventh Ave.**
Session B – New Demands from Second Home Buyer Prospects
After years of a slow and sometimes painful period, real estate sales are rebounding in real and solid ways. Second home, resort, and highly amenitized communities sales are showing signs of life. Potential buyers are returning. However, they are coming back to the market with a more cautious and skeptical approach to their buying needs. Developers can no longer depend solely on big ads, promises, and products alone to produce sales. The buyer in the current market is less willing to take chances and is spending more time scrutinizing the integrity of the developer and his company. In other words, today's buyers want a great buying experience, a developer they can trust, and a sales and marketing team that lets them make up their own mind about the purchase. A fresh, innovative and creative approach to sales and marketing of our communities is required to meet the current needs and demands of prospective buyers. This panel will explore the sales and marketing approaches that are proving most effective in today's dynamic environment.

Moderator: Matt Walker, EVP, Lowe Destination Development, Los Angeles, CA (f) (c)

Panelists: Richard Albrecht, President, Kukui'ula Development Company, City, HI (f) (i)
Craig Lawn, President, Craig Lawn & Associates, CITY, STATE (f) (c)
Dan Collins, CEO and Principal Partner – Sales, IMI, Greenville, SC (nm) (c)
Mark Pordes, CEO, Pordes Residential, Miami, FL (nm)(c)

- 2:15-3:15 **Sheraton Hotel & Towers Times Square (Empire Ballroom West), 811 Seventh Ave.**
Session C – Condo Hotels –A Way Forward?– Room TBD
 Condominium-hotels were all the rage from 2002-2007 when the complexities around sales, operations and marketing this asset class (and a RE Crash) led to a largely broken model. Recent provisions in the JOBS act, however, may help clear up some of the key complexities and allow for revenue/expense pooling, mandatory participation and greater ability to share information. Will that revive the concept? This session will focus on lessons learned and what went wrong, as well as a discussion on what the new provisions and economic environment could mean for this hybrid.
- Moderator:** Mark Lunt, Principal, EY Global Services, Miami, FL (f) (c)
- Panelists:** Andy Robbins, Chairman Lodging & Lifestyle practice, Akerman Senterfit, Boca Raton, FL (f)(c)
 Mark Keiser, Vice president of Development, Starwood Hotel and Resorts, Stamford, CT (f) (c)
 Ben Davison, Vice President, RFR Holdings, New York, NY (nm) (c)
 Rick Ross, Partner, Dentons, Phoenix, AZ (f) (c)
- 3:15-3:30 **Adjourn Meeting – Move to Afternoon Council Reception**
- 3:30-4:15 **Afternoon Council Reception – Faces and Names – 159 West 54th Street**
- 4:15 **Move to Jacob Javits Convention Center for General Session**
- 4:30 **OPTIONAL WALKING TOUR- The High Line Park**
 Hosted by Keith Morrow and _____, The High Line Park is a public park built on a historic freight rail line elevated above the streets on Manhattan’s West Side. Keith and _____ will provide a guided tour that will discuss the history and challenges over decades to create what has become one of the most visited sites in New York. Meet at 4:30 at the south entrance at the intersection of Gansevoort and Washington Street two blocks south of West 13th Street.
- 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.