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## Urban Development/Mixed-Use Council - Silver

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## Council Reception – October 21st 2014

**Council Reception Location:** 4 World Trade Center  
**Address:** 150 Greenwich Street, 57<sup>th</sup> Floor  
**Time:** 6:30PM – 10:00PM  
**Transportation:** On your own  
**RSVP contact and cost:** Serena Wolfe, [serena.wolfe@ey.com](mailto:serena.wolfe@ey.com)

## Council Day Agenda – October 22nd 2014

**4 World Trade Center, 54<sup>th</sup> floor**  
**150 Greenwich Street, New York, NY**  
**(Entrance on Liberty)**

**YOU MUST HAVE ID FOR ACCESS TO THE BUILDING**

**7:30-7:50**      **Networking Breakfast – 4 World Trade Center – 54<sup>th</sup> floor**  
**Come to meet and greet your fellow Council members and enjoy a delicious cooked buffet breakfast.**

**7:50-8:15**      **Chair's Welcoming Remarks/Introductions/General Announcements/Business Session**

- Member & Guest Introductions
- ULI Foundation presentation
- Announce Next Meeting:
  - ULI Spring Meeting – Houston, TX
  - Receptions on Tuesday May 12<sup>th</sup> 2015, Council Meetings on Wednesday May 13<sup>th</sup>, 2015

8:15-9:10

**The High Line Project: The Catalyst for the Real Estate Boom in Chelsea**

The High Line is a former elevated rail freight line built in the 1930s as part of a massive public-private infrastructure project called the West Side Improvement, which enabled the growth of industry in New York from Gansevoort Street in the Meatpacking District to West 34th Street, between 10th and 11th Avenues during middle part of the last century. By 2000 the historic rail line had fallen into disrepair, but a few visionary leaders saw the potential and again another public private partnership has redeveloped the elevated structure into one of the country's most innovative parks. Work began in 2006 and today the park has stimulated millions of square feet of new and renovated commercial space, apartments and condominiums. The Weitzman Group has evaluated several projects surrounding the park and will share their insights into the impact of this award-winning project.

**Moderator:**

Marilyn Weitzman, CEO (f)  
The Weitzman Group

**Speaker:**

Peter Bazeli, SVP,(NM)  
The Weitzman Group

9:15-10:30

**Hudson Yards: Redefining the West Side of Manhattan**

New York's future is rising in the heart of Manhattan, where the High Line ends and midtown begins. Hudson Yards, the largest private real estate development in U.S. history, will redefine the New York City skyline and bring to Manhattan's West Side more than 17 million square feet of commercial and residential space, more than 100 shops and restaurants, 5,000 new residences, a unique cultural space, 14-acres of public open space, a public school and a 175-room luxury hotel - all offering unparalleled amenities for residents, employees and guests. Jay Cross, President of Related Hudson Yards will present the project and update councilmembers on where each aspect of the neighborhood development stands.

**Moderator:**

Melvyn Blum, Director of Development (f)  
Vornado Realty Trust

**Speaker(s):**

Jay Cross, President (f)  
Related Hudson Yards

10:30-10:45

**Break**

**57<sup>th</sup> floor**

10:45-12:00

**A New World Trade Center rises from the ashes**

The new World Trade Center (WTC) is a vision of downtown New York that combines modern, safe and sustainable commercial space, convenient transportation, and a destination cultural center. The new WTC will include five new skyscrapers (1, 2, 3, 4 and 5 WTC); the National September 11 Memorial & Museum at the World Trade Center, the WTC Transportation Hub, 550,000 square feet of retail space, and a Performing Arts Center. The story told directly by the man whose determination made it all happen.

**Moderator:**

Marty Burger, CEO (f)  
Silverstein Properties, Inc

**Speaker(s):**

Larry Silverstein, Chairman and Founder  
Silverstein Properties, Inc

**Transportation** – 10 min. walk from 4WTC to Lunch at North End Grill, 104 North End Avenue

12:15-1:30

**Lunch – North End Grill** - Networking lunch with UDMUC Purple

1:30-2:30

**Brooklyn's Mega Mixed Use Atlantic Yards project is now Pacific Park**

Eleven years ago, Forest City Ratner conceived this mega 22-acre project in the heart of Brooklyn with 16 residential towers and a new arena. After a tumultuous permitting period, the arena is open and an innovative modular housing building is under construction, albeit with some recent difficulties. Last June a subsidiary of the Chinese development firm, Greenland Holding Group, became a partner and the development timetable has been escalated. EVP Melissa Burch will share insights into this complex project --- past, present and future.

**Moderator:**

Barbara Koz Paley, CEO (f)  
Art Assets

**Speaker(s):**

Melissa Burch, Executive Vice President (f)  
Forest City Ratner

**Transportation** – ULI Bus from North End Grill to 114 Fifth Avenue

**3:00-4:00**      **114 Fifth Avenue**  
L&L Holding Company owns, operates, and manages some of New York City's most prominent and distinctive buildings. 114 Fifth and 200 Fifth are two examples of successful mixed-use redevelopments the company has recently completed in the Flatiron District of Midtown South. Property presentations will be followed by a tour of 114 Fifth Avenue and then a short walk to 200 Fifth Avenue.

**Moderator:**  
Bruce Ganong, Senior Managing Director (f)  
HFF

**Speaker(s):**  
Paul Fried, Managing Director (f)  
L&L Holding Company

**4:00-4:30**      **200 Fifth Avenue**  
For those planning to attend the General Session, ULI Bus transportation will be available to take you back to the Javits Center. For those opting out of the General Session, we will have a happy hour at La Birreria at Eatly.

**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.