



ULI Fall Meeting

Connect with the world of real estate

Program

October 5–8, 2015 | San Francisco, CA





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2015 ULI Corporate Partners

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Registration

Name badges, meeting materials, and tickets for tours and other optional events can be picked up at the ULI Registration Desk located on Level 1 of Moscone West.

Registration is open during the following hours.

Monday, October 5	7:00 a.m. – 6:00 p.m.
Tuesday, October 6	7:00 a.m. – 7:00 p.m.
Wednesday, October 7	7:00 a.m. – 7:00 p.m.
Thursday, October 8	7:00 a.m. – 5:00 p.m.

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WLI/Prologis Scholarship Program
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ULI Information Desk

ULI staff members are available to answer your questions and help you navigate the 2015 ULI Fall Meeting. The ULI Information Desk is located on Level 1 of Moscone West.

The Information Desk is open during the following hours.

Monday, October 5	7:00 a.m. – 6:00 p.m.
Tuesday, October 6	7:00 a.m. – 7:00 p.m.
Wednesday, October 7	7:00 a.m. – 7:00 p.m.
Thursday, October 8	7:00 a.m. – 5:00 p.m.

ULI Central

Stop by ULI Central in the Level 2 Lobby of Moscone West for the latest ULI publications, including *Emerging Trends in Real Estate*® and *Urban Land* magazine. Enjoy plentiful seating areas and special networking events with your peers and learn more about ULI's programs.

ULI Central is open during the following hours.

Tuesday, October 6	7:00 a.m. – 7:00 p.m.
Wednesday, October 7	7:00 a.m. – 7:00 p.m.
Thursday, October 8	7:00 a.m. – 5:00 p.m.

35% Discount on ULI Books

Fall Meeting attendees receive an exclusive 35% discount at ULI's online bookstore. Visit bookstore.uli.org and enter the code **2015FallSF** for your discount on a wide selection of new and classic books on real estate development and land use. This offer ends October 23, 2015.



Things to Know

Transportation Services

The ULI Fall Meeting is headquartered at Moscone West (800 Howard Street) at the corner of 4th and Howard Streets. All ULI Hotels, with the exception of the Ritz Carlton San Francisco and the InterContinental Mark Hopkins, are within a short walking distance to Moscone West. Transportation for Council receptions and dinners are noted within each Council agenda. Special event transportation is listed throughout the program when applicable.

Shuttle transportation will depart from Moscone North on Howard Street between 3rd and 4th Streets. Shuttles to and from the Ritz Carlton San Francisco and the InterContinental Mark Hopkins will operate based on the schedule below.

Tuesday, October 6 *8:00 a.m.–7:00 p.m.*
Between 8:00 a.m. and 10:30 a.m. and 3:30 p.m. and 7:00 p.m., buses will operate every 30 minutes on the hour (:00 and :30). Between 10:30 a.m.–3:30 p.m., buses will operate every hour.

Wednesday, October 7 *6:30 a.m.–8:00 p.m.*
Between 6:30 a.m. and 10:30 a.m. and 3:30 p.m. and 8:00 p.m., buses will operate every 30 minutes on the hour (:00 and :30). Between 10:30 a.m.–3:30 p.m., buses will operate every hour.

Thursday, October 8 *8:00 a.m.–5:30 p.m.*
Between 8:00 a.m. and 10:30 a.m. and 3:30 p.m. and 5:30 p.m., buses will operate every 30 minutes on the hour (:00 and :30). Between 10:30 a.m.–3:30 p.m., buses will operate every hour.

Things to Know

ULI Hotels

Clift San Francisco
*495 Geary Street
415-775-4700*

Courtyard by Marriott San Francisco Downtown
*299 2nd Street
415-947-0700*

Grand Hyatt San Francisco
*345 Stockton Street
415-398-1234*

Handlery Union Square Hotel
*351 Geary Street
415-781-7800*

Hotel Abri
*127 Ellis Street
415-392-8800*

Hotel Zelos (formerly Hotel Palomar)
*12 4th Street
415-348-1111*

Hotel Zetta San Francisco
*55 5th Street
415-543-8555*

InterContinental Mark Hopkins
*999 California Street
415-392-3434*

InterContinental San Francisco
*888 Howard Street
415-616-6500*

JW Marriott San Francisco Union Square
*515 Mason Street
415-771-8600*

Palace Hotel
*2 New Montgomery Street
415-512-1111*

Parc 55 San Francisco, A Hilton Hotel
*55 Cyril Magnin Street
415-392-8000*

San Francisco Marriott Marquis
*780 Mission Street
415-896-1600*

San Francisco Marriott Union Square
*480 Sutter Street
415-398-8900*

Serrano Hotel
*405 Taylor Street
415-885-2500*

Sir Francis Drake Hotel
*450 Powell Street
415-392-7755*

Taj Campton Place
*340 Stockton Street
415-781-5555*

The Marker Hotel (formerly Hotel Monaco)
*501 Geary Street
415-292-0100*

The Park Central San Francisco
*50 Third Street
415-974-6400*

The Ritz Carlton San Francisco
*600 Stockton Street
415-296-7465*

The St. Regis Hotel San Francisco
*125 3rd Street
415-284-4000*

W San Francisco
*181 3rd Street
415-777-5300*

Westin St. Francis
*335 Powell Street
415-397-7000*



Things to Know

Stay Connected While at the Fall Meeting

Wireless services are available in all public areas of Moscone West. The name of the network is “@blackrock” and no password is required.

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Luggage Storage

For your convenience, you can store your luggage with convention center staff at Moscone West. The storage area is located near the elevators closest to the general session doors (Moscone West, West Hall on Level 1) and will be open on Thursday, October 8, from 6:00 a.m. to 5:00 p.m.

Business Center

The Moscone West Business Center is located on Level 1, near the Howard Street entrance.

Press Office and Press Briefing Room

The Press Office—reserved for working members of the press—is located in Moscone West, 3000 and will have staff available between 7:00 a.m. and 7:00 p.m. on Monday, October 5 through Thursday, October 8.

Charging Stations

Charging Stations are located throughout Moscone West and are generously sponsored by Cushman & Wakefield. Come by to plug in and have a conversation while you bring life back to your mobile device.

Plan Your Fall Meeting with the ULI Events App

Optimize your experience at the Fall Meeting with the free ULI Events App. Plan your schedule, connect with leaders from across the real estate industry, and even find nearby restaurants.

Features include a customized schedule with your top picks from all sessions and events, lists of the speakers and attendees, and alerts about can't-miss extras at the meeting. Plus, you can share your experience via Twitter, Facebook, YouTube, and LinkedIn directly from the app.

Download the app for iPhone, iPad, and Android devices at uli.org/mobile.

Visit the iTunes Store or Google Play and download the ULI Events App today!



Things to Know

Follow the Fall Meeting on Twitter and Instagram



#ULIFall

Need Help? Have a Question?

ULI staff are wearing green lanyards and can help answer your questions. ULI meeting staff are also wearing “Let me help you” buttons. We’re here to help!



What's new at the Fall Meeting?

ULI Hub

This year's ULI Hub will be located throughout Moscone West! Join us in the foyers of Levels 2 and 3 to find out about all of ULI's programs. Grab a cup of coffee or a healthy meal and network with your friends in one of the many comfortable networking areas. Please stop by the many lounges and hospitality areas hosted by our sponsors. Go to ULI Central and find out about the latest reports and initiatives underway at ULI. Think of the ULI Hub as your office away from the office.

ULI Tech Hub

The ULI Tech Hub hosts technology companies solving real estate problems. As the utilization of technology increases by real estate owners, builders/developers, brokers and consultants, understanding the technology and the impact on the competitive landscape will be critical. Come visit these leading tech start up's on Level 3 of Moscone West and let them tell you what they are up to. Please be sure to share with them what you, as an industry leader, would like to see in the form of new technology.

ULI's Changing World Speaker Series

Our popular Changing World Speaker Series has been expanded to a day-long event on Tuesday, October 6! In a world that is moving faster than ever, thinking differently is essential for success. Visionaries and thought provocateurs from outside and inside the real estate and land use fields will share eye-opening ideas and concepts that are shaping and impacting the future of the industry in the areas of Global Trends and Demographics; Arts, Culture, and Entertainment; Sustainability, Resilience, and Health; and Disruption. During the networking breaks, join us for one-on-one Q&A sessions where you can meet the visionaries, ask questions and dive a bit deeper into how their ideas apply to your world.

ULI Developers Showcase

Join us on Tuesday, October 6, on Level 2 of Moscone West for a new networking event! The ULI Developers Showcase will feature project poster displays, and project representatives will be there to answer your questions. This is a unique opportunity for you to informally exchange information, hear lessons learned and best practices as you browse these graphic representations of development projects. Each project poster will be displayed for one hour. Check the ULI Events App or the onsite posted schedule for projects, presenters, and times.



New York by Gehry at 8 Spruce Street | New York

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PROGRAM FOCUS

The following is a list of concurrent sessions to help you find the program best suited to your interests. Program descriptions begin on page 27.

ULI'S CHANGING WORLD SPEAKER SERIES

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ULI's Changing World Speaker Series: Global Trends and Demographics

Moscone West, West Hall, Level 1

Tuesday, October 6, 9:45 a.m.–10:30 a.m.

ULI's Changing World Speaker Series: Global Trends and Demographics—Meet the Visionary Q&A Session with Charles Kenny

Moscone West, 2001

Tuesday, October 6, 10:35 a.m.–10:55 a.m.

ULI's Changing World Speaker Series: Global Trends and Demographics—Meet the Visionary Q&A Session with Jack Uldrich

Moscone West, 2003

Tuesday, October 6, 10:35 a.m.–10:55 a.m.

ULI's Changing World Speaker Series: Arts, Culture, and Entertainment

Moscone West, West Hall, Level 1

Tuesday, October 6, 11:00 a.m.–12:00 p.m.

ULI's Changing World Speaker Series: Arts, Culture, and Entertainment—Meet the Visionary Q&A Session with Jim Lasko

Moscone West, 2001

Tuesday, October 6, 12:05 p.m.–12:25 p.m.

ULI's Changing World Speaker Series: Arts, Culture, and Entertainment—Meet the Visionary Q&A Session with Shaheen Sadeghi

Moscone West, 2003

Tuesday, October 6, 12:05 p.m.–12:25 p.m.

ULI's Changing World Speaker Series: Arts, Culture, and Entertainment—Meet the Visionary Q&A Session with Jessica Goldman Srebnick

Moscone West, 2014

Tuesday, October 6, 12:05 p.m.–12:25 p.m.

ULI's Changing World Speaker Series: Sustainability, Resilience, and Health

Moscone West, West Hall, Level 1

Tuesday, October 6, 1:15 p.m.–2:15 p.m.



PROGRAM FOCUS

ULI's Changing World Speaker Series: Sustainability, Resilience, and Health—Meet the Visionary Q&A Session with Robert Swan

Moscone West, 2003

Tuesday, October 6, 2:20 p.m.–2:40 p.m.

ULI's Changing World Speaker Series: Disruption

Moscone West, West Hall, Level 1

Tuesday, October 6, 2:45 p.m.–3:45 p.m.

ULI's Changing World Speaker Series: Disruption—Meet the Visionary Q&A Session with Chip Conley

Moscone West, 2001

Tuesday, October 6, 3:50 p.m.–4:10 p.m.

ULI's Changing World Speaker Series: Disruption—Meet the Visionary Q&A Session with Mark Platshon

Moscone West, 2014

Tuesday, October 6, 3:50 p.m.–4:10 p.m.

ULI's Changing World Speaker Series: Disruption—Meet the Visionary Q&A Session with R. "Ray" Wang

Moscone West, 2003

Tuesday, October 6, 3:50 p.m.–4:10 p.m.

LEADERSHIP

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Next-Generation Leadership Talks: Succeeding at Succession

Moscone West, 2002/2004

Tuesday, October 6, 1:15 p.m.–2:30 p.m.

Meet the Authors: The Convergence of Leadership, Community Building, and Real Estate

Moscone West, 2016

Tuesday, October 6, 1:15 p.m.–2:30 p.m.

Larson Leadership Initiative Mentor Mart for Emerging Leaders

Moscone West, 2002/2004

Tuesday, October 6, 2:45 p.m.–4:00 p.m.

A View from the Top: Inclusive Leadership in the Real Estate Industry

Moscone West, 2016

Tuesday, October 6, 2:45 p.m.–4:00 p.m.



PROGRAM FOCUS

LEADERSHIP

Leading from the Top: A Conversation with Governor Jerry Brown

Moscone West, West Hall, Level 1

Tuesday, October 6, 4:15 p.m.–5:45 p.m.

Regionalism in a Global Economy

Moscone West, West Hall, Level 1

Wednesday, October 7, 12:15 p.m.–1:15 p.m.

Keynote with Condoleezza Rice

Moscone West, West Hall, Level 1

Wednesday, October 7, 4:45 p.m.–6:00 p.m.

FINANCE AND CAPITAL MARKETS

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Small-Scale Development Deals: Perspectives from the Capital Sources

Moscone West, 2001/2003

Wednesday, October 7, 9:30 a.m.–10:45 a.m.

Learning in Real Time: Experts Share Their Forecasts for Real Estate in '15, '16, and '17

Moscone West, 3005/3007/3018/3020

Wednesday, October 7, 11:00 a.m.–12:15 p.m.

Unlocking Financing for Energy Efficiency and Renewables

Moscone West, 2001/2003

Wednesday, October 7, 1:15 p.m.–2:30 p.m.

Navigating Unpredictable Waters: Negotiating the Joint Venture Waterfall

Moscone West, 3001/3003

Wednesday, October 7, 3:00 p.m.–4:15 p.m.

Making Stone Soup: New Ways to Fund and Leverage Capital

Moscone West, 2001/2003

Wednesday, October 7, 3:00 p.m.–4:15 p.m.

The Great Wall of Capital: A Look at Trends in Asian Real Estate Investment Capital

Moscone West, 2014/2016

Thursday, October 8, 2:45 p.m.–4:00 p.m.



PROGRAM FOCUS

REAL ESTATE INNOVATIONS

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Disruptive Technology, the Sharing Economy, and Their Impact on Real Estate

Moscone West, West Hall, Level 1

Tuesday, October 6, 8:30 a.m.–9:30 a.m.

Emerging Trends in Real Estate® 2016

Moscone West, West Hall, Level 1

Wednesday, October 7, 8:00 a.m.–9:00 a.m.

Not Your Grandfather's Warehouse District: How Cities Are Reusing Industrial Land

Moscone West, 3001/3003

Wednesday, October 7, 9:30 a.m.–10:45 a.m.

18-Hour Cities Are Taking Off!

Moscone West, 3014/3016

Wednesday, October 7, 9:30 a.m.–10:45 a.m.

From Dismal to Great: How Underperforming Commercial Corridors Are Crafting a Healthier, Better Connected Future

Moscone West, 3005/3007/3018/3020

Wednesday, October 7, 9:30 a.m.–10:45 a.m.

Don't Get Sandbagged: Measuring Resilience and Mitigating Risks?

Moscone West, 2014/2016

Wednesday, October 7, 9:30 a.m.–10:45 a.m.

New Demands from Buyers at Resort and Second-Home Communities

Moscone West, 2001/2003

Wednesday, October 7, 11:00 a.m.–12:15 p.m.

Food Glorious Food: The Growing Power of Food in Cities and Real Estate Projects

Moscone West, 3001/3003

Wednesday, October 7, 11:00 a.m.–12:15 p.m.

Housing for All: New Strategies for Providing Housing for Low- to Middle-Income Households in High-Cost Cities

Moscone West, 3014/3016

Wednesday, October 7, 11:00 a.m.–12:15 p.m.



PROGRAM FOCUS

REAL ESTATE INNOVATIONS

Risky Business—Adapting to a Drier West: Development Impacts and Mitigation Strategies

Moscone West, 2002/2004

Wednesday, October 7, 11:00 a.m.–12:15 p.m.

Old Buildings, New Ideas for Adaptive Use

Moscone West, 2002/2004

Wednesday, October 7, 1:15 p.m.–2:30 p.m.

Shape Shifting the Future: How Cascading Disruptions Will Change Our World

Moscone West, 3001/3003

Wednesday, October 7, 1:15 p.m.–2:30 p.m.

Playing to Win in High-Cost Cities with (or Despite) Inclusionary Housing Policies

Moscone West, 3005/3007/3018/3020

Wednesday, October 7, 1:15 p.m.–2:30 p.m.

Turning the Tide: Innovation, Place Making, and Resilience at the Water's Edge

Moscone West, 2014/2016

Wednesday, October 7, 1:15 p.m.–2:30 p.m.

Changing Tenant Demands and the New Shape of Office Buildings

Moscone West, 3014/3016

Wednesday, October 7, 3:00 p.m.–4:15 p.m.

Demographic Reality Check

Moscone West, 2014/2016

Wednesday, October 7, 3:00 p.m.–4:15 p.m.

The Value of Accessing Cultural Assets through Urban Open Space

Moscone West, 2002/2004

Wednesday, October 7, 3:00 p.m.–4:15 p.m.

From Sprawl to Density: The Global Challenge of Urbanization

Moscone West, 3005/3007/3018/3020

Wednesday, October 7, 3:00 p.m.–4:15 p.m.

Real Estate and Technology: How a New Wave of Tech Upstarts are Transforming Commercial Property

Moscone West, 3008

Thursday, October 8, 9:00 a.m.–10:15 a.m.



PROGRAM FOCUS

SAN FRANCISCO STORY

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The Titans of San Francisco Technology Real Estate

Moscone West, 2002/2004

Wednesday, October 7, 9:30 a.m.–10:45 a.m.

Oakland: A Downtown for Everyone

Moscone West, 2014/2016

Wednesday, October 7, 11:00 a.m.–12:15 p.m.

Bay Area Catalysts for Technology Innovation and Urban Redevelopment

Moscone West, 3014/3016

Wednesday, October 7, 1:15 p.m.–2:30 p.m.

Transbay Transit Center District: Transforming Downtown San Francisco through Innovative Public/Private Partnerships

Moscone West, 3005/3007/3018/3020

Thursday, October 8, 1:00 p.m.–2:30 p.m.

REAL ESTATE DEALS

Sponsored by



Master-Planned Community Success Factors

Moscone West, 2014/2016

Thursday, October 8, 9:00 a.m.–10:15 a.m.

New Life from Old Bones: Case Studies of Transformative Projects

Moscone West, 3005/3007/3018/3020

Thursday, October 8, 9:00 a.m.–10:15 a.m.

Reemploying Urban Manufacturing Zones for the 21st Century

Moscone West, 3002/3004

Thursday, October 8, 9:00 a.m.–10:15 a.m.

Resorts Reimagined: From Urban to Destination

Moscone West, 2001/2003

Thursday, October 8, 9:00 a.m.–10:15 a.m.



PROGRAM FOCUS

REAL ESTATE DEALS

Making Sense of Your Retail Tenants in a Disruptive World

Moscone West, 3001/3003

Thursday, October 8, 9:00 a.m.–10:15 a.m.

Shark Tank

Moscone West, 2005/2007/2018/2020

Thursday, October 8, 1:00 p.m.–2:30 p.m.

Disrupting Industrial Sprawl: Reinvent, Reurbanize, and Repurpose Infill Industrial Sites for Industrial Use

Moscone West, 2001/2003

Thursday, October 8, 2:45 p.m.–4:00 p.m.

Mixed Use: Building in Flexibility in a Chaotic Environment

Moscone West, 3005/3007/3018/3020

Thursday, October 8, 2:45 p.m.–4:00 p.m.

Not Just a Coffee Shop: The Rise of Coworking Platforms

Moscone West, 3001/3003

Thursday, October 8, 2:45 p.m.–4:00 p.m.

The Next Best Bet in Multifamily

Moscone West, 3014/3016

Thursday, October 8, 2:45 PM–4:00 p.m.



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TUESDAY, OCTOBER 6

OPENING GENERAL SESSION

8:30 a.m.–9:30 a.m.

Moscone West, West Hall, Level 1

Welcome Remarks

Michael Jameson

Cochair, 2015 ULI Fall Meeting Host Committee, and Principal Prudential Mortgage Capital

Amy Neches

Cochair, 2015 ULI Fall Meeting Host Committee, and Partner TMG Partners

Disruptive Technology, the Sharing Economy, and Their Impact on Real Estate

Airbnb began in 2008 when two designers who had space to share hosted three travelers looking for a place to stay. Now, millions of hosts and travelers choose to create a free Airbnb account so they can list their space and book unique accommodations anywhere in the world. Hear from cofounder Brian Chesky about how using technology and the desire for a sharing economy have made a huge impact on the travel and tourism industry and what it means for “traditional” hotel development. Joining Chesky will be Connie Moore, former president and CEO of BRE Properties, who will tie this success and lessons learned to the real estate community.

Introduced by

Dan Spiegel

Executive Vice President, U.S. Operations, Colliers International

Keynote Speakers

Brian Chesky

Cofounder and Chief Executive Officer, Airbnb

Constance B. Moore

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NETWORKING BREAK

9:30 a.m.–9:45 a.m.

Moscone West, Level 2 Lobby and Level 3 Lobby

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TUESDAY, OCTOBER 6

ULI'S CHANGING WORLD SPEAKER SERIES

9:45 a.m.–10:30 a.m.

ULI's Changing World Speaker Series: Global Trends and Demographics

Moscone West, West Hall, Level 1

The world around us is changing faster than ever. Two visionaries will explore the technology trends and changing demographics that are transforming our world.

Moderator

Amy Neches

Partner, TMG Partners

Speakers

Charles Kenny

Senior Fellow, Center for Global Development

Learn about how demographic changes and progress toward the Millennium Development Goals are and will continue to transform the world.

Jack Uldrich

Global Futurist

Hear about transformational technology trends and the impact on business.

10:35 a.m.–10:55 a.m.

ULI's Changing World Speaker Series: Global Trends and Demographics—Meet the Visionary Q&A Session with Charles Kenny

Moscone West, 2001

ULI's Changing World Speaker Series: Global Trends and Demographics—Meet the Visionary Q&A Session with Jack Uldrich

Moscone West, 2003

Join us as each speaker from the Global Trends and Demographics session answers your questions and dives a bit deeper into how their ideas apply to your world.

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**WOODS
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NETWORKING BREAK

10:30 a.m.–11:00 a.m.

Moscone West, Level 2 Lobby and Level 3 Lobby

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TUESDAY, OCTOBER 6

ULI'S CHANGING WORLD SPEAKER SERIES

11:00 a.m.–12:00 p.m.

ULI's Changing World Speaker Series: Arts, Culture, and Entertainment

Moscone West, West Hall, Level 1

Arts, culture, and entertainment can play a powerful role in fostering community engagement and understanding. Three thought leaders will share how arts, culture, and entertainment can inspire and transform communities.

Moderator

Amy Neches

Partner, TMG Partners

Speakers

Jim Lasko

Founder and Artistic Codirector, Redmoon Theater

Hear how the arts can animate public space, create connections and engage communities.

Shaheen Sadeghi

President and Chief Executive Officer, LAB Holding

Explore how injecting culture into a project can transform real estate.

Jessica Goldman Srebnick

Chief Executive Officer, Goldman Properties

Learn about developing connections between art and public space.

12:05 p.m.–12:25 p.m.

ULI's Changing World Speaker Series: Arts, Culture, and Entertainment—Meet the Visionary Q&A Session with Jim Lasko

Moscone West, 2001

ULI's Changing World Speaker Series: Arts, Culture, and Entertainment—Meet the Visionary Q&A Session with Shaheen Sadeghi

Moscone West, 2003

ULI's Changing World Speaker Series: Arts, Culture, and Entertainment—Meet the Visionary Q&A Session with Jessica Goldman Srebnick

Moscone West, 2014

Join us as each speaker from the Arts, Culture, and Entertainment session answers your questions and dives a bit deeper into how their ideas apply to your world.



TUESDAY, OCTOBER 6

LUNCH

12:15 p.m.–1:15 p.m.

Several lunch options are available for purchase on Levels 2 and 3 of Moscone West. Grab a bite and join fellow meeting attendees to catch up on the latest real estate news.

CONCURRENT SESSIONS

1:15 p.m.–2:30 p.m.

Leadership Track

Next-Generation Leadership Talks: Succeeding at Succession

Moscone West, 2002/2004

A panel of next-generation real estate leaders (i.e., those under 50 years of age) talk about the challenges of leadership succession in mature organizations, including the challenge of taking the helm from an accomplished leader. We will explore the meaning of leadership in a mature company where the measure of success is building the business platform versus building a collection of transactions. What are the new challenges of building a real estate business for the long term given generational, cultural, and technology shifts?

Moderator

Matthew B. Slepik

Managing Partner, Terra Search Partners LLC

Discussion Leaders

Jason Kern

Chief Executive Officer, North America, LaSalle Investment Management

Christopher L. Payne

Managing Director, Sares Regis Group

Amy G. Price

Chief Operating Officer, Bentall Kennedy

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CAPITAL MANAGEMENT



TUESDAY, OCTOBER 6

CONCURRENT SESSIONS

1:15 p.m.–2:30 p.m.

Leadership Track

Meet the Authors: The Convergence of Leadership, Community Building, and Real Estate

Moscone West, 2016

Hundreds of authors have written and continue to write about the importance of leadership, but a few stand out as thought leaders in our field. Three authors with compelling perspectives will share highlights of their books and engage in open discussions with the audience about leadership strategies that are driving positive change in the fields of community building and real estate.

Moderator

Wendy Rowden

President, 42nd Street Development Corporation

Authors

Gordon Chin

Building Community, Chinatown Style (June 2015)

Roberta Brandes Gratz

We're Still Here Ya Bastards: How the People of New Orleans Rebuilt Their City (June 2015)

Gabe Klein

Start-Up City (October 2015)

Sponsored by



TUESDAY, OCTOBER 6

ULI'S CHANGING WORLD SPEAKER SERIES

1:15 p.m.–2:15 p.m.

ULI's Changing World Speaker Series: Sustainability, Resilience, and Health

Moscone West, West Hall, Level 1

Sustainability, resilience, and health are global challenges of a magnitude requiring deep understanding and knowledge in order to shape and inform meaningful solutions. Three provocateurs reveal their efforts to eliminate these challenges and their dedication to make the world a more sustainable, resilient, and healthier place.

Moderator

Constance B. Moore

Speakers

Risa Lavizzo-Mourey, MD

President and Chief Executive Officer, Robert Wood Johnson Foundation

Hear provide a call to action for building healthy communities.

Robert Swan

Polar Explorer and Founder, 2041

Learn about his work to preserve Antarctica, as well as the importance of sustainability and addressing the challenge of climate change.

2:20 p.m.–2:40 p.m.

ULI's Changing World Speaker Series: Sustainability, Resilience, and Health—Meet the Visionary Q&A Session with Robert Swan

Moscone West, 2003

Join us as a speaker from the Sustainability, Resilience, and Health session answers your questions and dives a bit deeper into how his ideas apply to your world.

Sponsored by





TUESDAY, OCTOBER 6

NETWORKING BREAK

2:15 p.m.–2:45 p.m.

Moscone West, Level 2 Lobby and Level 3 Lobby

Sponsored by

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CONCURRENT SESSIONS

2:45 p.m.–4:00 p.m.

Leadership Track

Larson Leadership Initiative Mentor Mart for Emerging Leaders

Moscone West, 2002/2004

The Robert C. Larson Leadership Initiative presents the third annual Mentor Mart for Emerging Leaders as part of Leadership Day. The highly interactive format will feature roundtables that create the opportunity for ULI's emerging leaders to connect with ULI trustees, Governors, and other senior members.

Moderator

Michael L. Horst

Discussion Leaders

Douglas D. Abbey

Toni Alexander

Mahlon Apgar IV

Mary C. Borgia

Suzanne H. Cameron

George E. Casey Jr.

Kathleen B. Cecilian

James J. Chaffin Jr.

James M. DeFrancia

Rosalind E. Gorin

John J. Healy Jr.

Patricia R. Healy

Clyde C. Jackson Jr.

Randal W. Jackson

Edward R. James

Christopher W. Kurz

Philip S. Payne

Richard B. Peiser

Jerome L. Rappaport Jr.

Dale Anne Reiss

John Ropes

Alex J. Rose

Robert N. Ruth

Gregory N. Senkevitch

Ronald I. Silverman

George von Liphart

David P. Waite

Sponsored by



TUESDAY, OCTOBER 6

CONCURRENT SESSIONS

2:45 p.m.–4:00 p.m.

Leadership Track

A View from the Top: Inclusive Leadership in the Real Estate Industry

Moscone West, 2016

The Women's Leadership Initiative of ULI has embarked on a research effort to understand the current state of women in leadership roles in the real estate industry. The study also spotlights ULI's members' companies that are doing an exceptional job in promoting women through the ranks. Hear from ULI research fellow Sally Colella about the study's findings, as well as a panel of business leaders in the industry who have found innovative ways to raise the profile of women.

Moderator

Kathleen B. Carey

Chief Content Officer, Urban Land Institute

Presenter

Sally Colella

Research Fellow, Women's Leadership Initiative
Urban Land Institute

Discussion Leaders

Andy P. Cohen

Cochief Executive Officer, Gensler

Stephanie L. Friese

Managing Partner, Pursley Friese Torgrimson

MaryAnne Gilmartin

President and Chief Executive Officer, Forest City

Stephanie Haynie Wiggins

Executive Vice President and Chief Investment Officer, AFL-CIO
Housing Investment Trust



TUESDAY, OCTOBER 6

ULI'S CHANGING WORLD SPEAKER SERIES

2:45 p.m. –3:45 p.m.

ULI's Changing World Speaker Series: Disruption

Moscone West, West Hall, Level 1

Disruption sparked by new technologies has affected the influence and value of a variety of industries, both positively and negatively. Three visionaries will share their stories of disruption and how they are continuing to position their companies for success.

Moderator

Constance B. Moore

Speakers

Chip Conley

Head of Global Hospitality and Strategy, Airbnb
Hear about the role disruption has played in the businesses he has been a part of over the course of his career.

Mark Platshon

Senior Advisor, BMW i-Ventures
Gain insight on the future of autonomous vehicles and better understand the challenges and opportunities they present to the future of transportation, planning, and infrastructure development.

R. "Ray" Wang

Principal Analyst, Founder, and Chairman, Constellation Research Inc.
Learn about the impact digital disruption can have on a company's influence and value.

3:50 p.m.–4:10 p.m.

ULI's Changing World Speaker Series: Disruption—Meet the Visionary Q&A Session with Chip Conley

Moscone West, 2001

ULI's Changing World Speaker Series: Disruption—Meet the Visionary Q&A Session with Mark Platshon

Moscone West, 2014

ULI's Changing World Speaker Series: Disruption—Meet the Visionary Q&A Session with R. "Ray" Wang

Moscone West, 2003

Join us as each speaker from the Disruption session answers your questions and dives a bit deeper into how their ideas apply to your world.

Sponsored by



TUESDAY, OCTOBER 6

NETWORKING BREAK

3:45 p.m.–4:15 p.m.

Moscone West, Level 2 Lobby and Level 3 Lobby

Sponsored by

Page/

GENERAL SESSION

4:15 p.m.–5:45 p.m.

Moscone West, West Hall, Level 1

Welcome Remarks

Michael Covarrubias

Cochair, 2015 ULI Fall Meeting Steering Committee, and Chairman and Chief Executive Officer, TMG Partners

George Marcus

Cochair, 2015 ULI Fall Meeting Steering Committee, and Chairman Marcus & Millichap

Hamid R. Moghadam

Cochair, 2015 ULI Fall Meeting Steering Committee, and Chairman and Chief Executive Officer, Prologis

ULI Global Awards for Excellence

Presented by

Michael Covarrubias

Awards Jury Chair, and Chairman and Chief Executive Officer TMG Partners

Chairman's Report

Randall K. Rowe

ULI Global Chairman, and Chairman, Green Courte, LLC



TUESDAY, OCTOBER 6

GENERAL SESSION

4:15 p.m.–5:45 p.m.

Moscone West, West Hall, Level 1

Leading from the Top: A Conversation with Governor Jerry Brown

Join us as the Honorable Edmund G. Brown, governor of California, talks candidly with George Marcus, chairman, Marcus & Millichap, about leadership challenges in a tough economy as well as preparing for the future and the possibilities he sees for his state as well as the United States and the world.

Introduced by

Robert O'Brien

Global Real Estate Sector Leader, Deloitte

Keynote Speakers

The Honorable Jerry Brown

Governor, State of California

George Marcus

Chairman, Marcus & Millichap

Sponsored by

Deloitte.



WEDNESDAY, OCTOBER 7

GENERAL SESSION

8:00 a.m.–9:00 a.m.

Moscone West, West Hall, Level 1

Emerging Trends in Real Estate® 2016

What are the key emerging trends that will shape the real estate market in 2016? What does the future hold for real estate investment and development? What do industry leaders say about the outlook for U.S. real estate property sectors, metro areas, finance and capital markets, and other real estate issues? What are the findings from the 37th annual *Emerging Trends in Real Estate®* 2016 survey and interviews? *Emerging Trends in Real Estate®*, undertaken jointly by PwC and the Urban Land Institute, is based on insights from hundreds of industry leaders and is the most highly regarded and widely read forecast report in the real estate industry. Come hear a lively, provocative, wide-ranging discussion and have the chance to ask your own questions.

Introduction

Kathleen B. Carey

Chief Content Officer, Urban Land Institute

Moderator

Mitchell M. Roschelle

Partner, PwC

Presenter

Andrew Warren

Director, PwC

Discussion Leaders

Mary K. Ludgin

Director of Global Investment Research, Heitman

Ralph F. Rosenberg

Member, Head of KKR Real Estate

Owen D. Thomas

Chief Executive Officer, Boston Properties

NETWORKING BREAK

9:00 a.m.–9:30 a.m.

Moscone West, Level 2 Lobby and Level 3 Lobby

Sponsored by

PERKINS+WILL



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

9:30 a.m.–10:45 a.m.

Finance and Capital Markets Track

Small-Scale Development Deals: Perspectives from the Capital Sources

Moscone West, 2001/2003

Raising capital can be especially tough for the small-scale developer. This unique and informative session will break down a small-scale deal and reveal how different capital sources assess the same opportunity, what gets their attention, and what makes or breaks the funding decision.

Moderators

Jim Heid

Founder, UrbanGreen

Howard Kozloff

Managing Partner, Agora Partners

Discussion Leaders

Nav Athwal

Founder and Chief Executive Officer, RealtyShares

Allan S. Glass

President and Chief Executive Officer, ASG Real Estate, Inc.

June Munshi

Managing Partner, The Center Cap Group, LLC

Sponsored by



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

9:30 a.m.–10:45 a.m.

Real Estate Innovations Track

Not Your Grandfather's Warehouse District: How Cities Are Reusing Industrial Land

Moscone West, 3001/3003

Dramatic shifts in industrial production have led cities around the world to examine how industrial land can be better used to create jobs, increase the tax base, and address community concerns and desired neighborhood amenities and services. Cities are repositioning former industrial districts as vibrant neighborhoods, with everything from beer to bespoke jewelry being produced there. At the same time, these neighborhoods will always have a character distinct from a traditional residential or mixed-use neighborhood, and some of the newer users will have to navigate conflicts or tensions with longstanding economically productive activity in or near the new "makerhood."

Moderator

Ilana Preuss

Founder and Chief Executive Officer, Recast City

Discussion Leaders

Alexa C. Arena

Senior Vice President, San Francisco, Forest City Enterprises Inc.

Adam D. Thies

Assistant Vice President, Capital Planning, Indiana University

Juvarya Veltkamp

Manager, Green Economy Initiatives, Vancouver Economic Commission



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

9:30 a.m.–10:45 a.m.

Real Estate Innovations Track

18-Hour Cities Are Taking Off!

Moscone West, 3014/3016

What are 18-hour cities and where are they going? What cities are first out of the box and have earned this title so far? What are the ingredients of their success in attracting interest of new residents, businesses, developers, and investors, even when they are midsized and noncoastal? Can this be replicated elsewhere? Hear developers talk about their projects that are on the forefront of change in their 18-hour cities and city officials who have helped put the long-term vision in place.

Moderator

David M. Adelman

Principal, AREA Real Estate LLC

Discussion Leaders

Robert Mathews III

President, the Mathews Company

Scott Selig

Associate Vice President, Capital Assets and Real Estate
Duke University

Sponsored by



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

9:30 a.m.–10:45 a.m.

Real Estate Innovations Track

From Dismal to Great: How Underperforming Commercial Corridors Are Crafting a Healthier, Better Connected Future

Moscone West, 3005/3007/3018/3020

Nearly every community in the country is home to an underperforming commercial corridor. Dismal, dirty, and disconnected, these places may yet represent the last great smart growth and infill opportunity. How can urban and suburban arterials be reenvisioned as healthy places, with more housing, better transportation options, appealing land use patterns, and reinvigorated retail centers? How can corridors work smarter to attract tenants and enhance walkability? This panel will feature key participants and takeaways from ULI's ongoing focus on healthy corridors.

Moderator

Melani V. Smith

Principal, Melendrez

Discussion Leaders

Ben Quintana

Council Member, City of Boise

Sharon Roerty

Senior Program Officer, Robert Wood Johnson Foundation

David Thorpe

Vice President, Shaw Construction

Joaquín Torres

Deputy Director, Office of Economic and Workforce
Development, City and County of San Francisco

John W. Vick

Division of Epidemiology and Research, Metro Nashville Public
Health Department



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

9:30 a.m.–10:45 a.m.

Real Estate Innovations Track

Don't Get Sandbagged: Measuring Resilience and Mitigating Risks

Moscone West, 2014/2016

In the wake of Katrina and Sandy, attention has increasingly focused on identifying and understanding the environmental vulnerabilities that are faced by cities. Which vulnerabilities are predictable, insurable, and preventable? Resilience can be broadly defined as the capacity to recover from or adjust easily to destructive events. How can cities' resilience be measured and explicitly incorporated into the decision process of property investors? How can governments employ this knowledge to improve safety and livability for their residents? What options, if any, are available for insuring these risks or otherwise mitigating their impacts? This panel will explore progress to date in this rapidly evolving area.

Moderator

Eileen E. Marrinan

Director of Research, Grosvenor

Discussion Leaders

Jake Albini

Manager, Real Estate Development, Jay Paul Company

Stephen Gaitley

Partner and Real Estate Practice Leader, Woodruff Sawyer & Co.

Aidan Hughes

Principal and San Francisco Group Leader, Arup



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

9:30 a.m.–10:45 a.m.

San Francisco Story Track

The Titans of San Francisco Technology Real Estate

Moscone West, 2002/2004

San Francisco is leading the nation in the transformation that is being caused by the technology boom, the competition for intellectual capital that drives technology growth, and the strong desire by such workforce members to work in an urban live/work environment as opposed to traditional suburban corporate office space. Hear from the head decision makers for the companies that are helping create and reacting to this transformation from both an ownership and a user perspective.

Moderator

Anton N. Natsis

Partner, Allen Matkins Leck Gamble Mallory & Natsis LLP

Discussion Leaders

Jay Bechtel

Real Estate Project Executive, Google Inc.

Matt Field

Chief Investment Officer, TMG Partners

MaryAnne Gilmartin

President and Chief Executive Officer, Forest City

Mike Sanford

Executive Vice President, Northern California, Kilroy Realty Corporation



NETWORKING BREAK

10:45 a.m.–11:00 a.m.

Moscone West, Level 2 Lobby and Level 3 Lobby

Sponsored by





WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

11:00 a.m.–12:15 p.m.

Finance and Capital Markets Track

Learning in Real Time: Experts Share Their Forecasts for Real Estate in '15, '16, and '17

Moscone West, 3005/3007/3018/3020

The semiannual ULI Real Estate Consensus Forecast, a survey of leading industry experts, was just released. Where do the experts agree or disagree? Why? How have forecasts changed from six months ago? Will 2017 be the turning point for the industry that everyone is talking about? What's the current thinking on shifting financial regulations' impact on real estate? Hear a lively debate between participating survey experts as they explain or defend their views. Ask questions or challenge consensus about what's ahead for the real estate industry in 2015 and beyond.

Moderator

Mark H. Wilsmann

Managing Director, MetLife Real Estate Investors

Discussion Leaders

Ben Breslau

Managing Director, Americas Research, JLL

Kenneth T. Rosen

Chairman, Rosen Consulting Group

Maria Sicola

Executive Managing Director, Research, Cushman & Wakefield



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

11:00 a.m.–12:15 p.m.

Real Estate Innovations Track

New Demands from Buyers at Resort and Second-Home Communities

Moscone West, 2001/2003

After a slow and sometimes painful period, real estate sales in resort and second-home locations are rebounding. However, potential buyers are coming back to the market with a more cautious and skeptical approach. The buyers are also a different generation than the buyers in the 2002–2006 era, when the market last boomed. What new second-home products and resort amenities are emerging in the market? What is the role of retail, restaurants, and “resort villages” in resort communities today? What kinds of locations are seeing the most new investment and development? The buyer in the current market is less willing to take chances and is spending more time scrutinizing the resort offering. What innovative and creative approaches are being used to position and market resort and second-home communities to meet the current needs and demands of prospective buyers?

Moderator

Kurt Culbertson

President and Chairman, Design Workshop

Discussion Leaders

Craig A. Ferraro

Managing Partner, East West Partners

Adam T. McAbee

Vice President, Advisory, Meyers Research LLC, a Kennedy Wilson Company

Richard P. Severance

Senior Vice President, the St. Joe Company

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WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

11:00 a.m.–12:15 p.m.

Real Estate Innovations Track

**Risky Business—Adapting to a Drier West:
Development Impacts and Mitigation Strategies**

Moscone West, 2002/2004

The existing pattern and pace of growth in the Intermountain West and Desert Southwest, coupled with the impacts of global climate change, is stretching the region's finite water resources to their limit. The long-term trend is clear—the region cannot continue to build “just add water” communities indefinitely. Difficult trade-offs will be required among the major users of water in the region: urban populations, agriculture, and energy production. The panel will address how we reduce demand; development techniques and case studies of projects that make water demand reduction and reuse a central consideration; and engage in a discussion of how we create regional solutions that make water sustainability a central part of urban growth.

Moderator

Charles E. Teal

Chief Executive Officer, Saussy Burbank

Discussion Leaders

David Chen

Chief Executive Officer, Equilibrium Capital

Thomas DiPrima

President, Southern California Urban Operations, KB Home

Matthew J. Diserio

President and Cofounder, Water Asset Management LLC

Thomas Iseman

Deputy Assistant Secretary for Water and Science, U.S.
Department of the Interior

Ryan Starck

Senior Vice President and Senior Credit Officer, Wells Fargo Bank

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WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

11:00 a.m.–12:15 p.m.

Real Estate Innovations Track

Food Glorious Food: The Growing Power of Food in Cities and Real Estate Projects

Moscone West, 3001/3003

Food innovation is emerging as a key differentiator in innovative real estate projects around the country. From rooftop gardens supplying food to adjacent restaurants, to edible landscaping, to industrial places that are hosting breweries, food has the potential to transform marginal and underused spaces in powerful ways. How can innovative approaches to food drive healthier and more sustainable outcomes? Explore trends in urban agriculture and the role of food as a place-making and revitalization strategy.

Moderator

Sandra Kulli

President, Kulli Marketing

Discussion Leaders

Amy Parsons

Executive Vice Chancellor, Colorado State University

Susan Watts

Vice President, Real Estate Development, WestRock

John Woodhead

Director, Community and Economic Development, City of Anaheim

Breakout Moderators

Stephen M. Antupit

Principal Urban Strategist, CityWorks, Inc.

Rachel MacCleery

Senior Vice President, Content, Urban Land Institute

Jack Skelley

President, JSPR



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

11:00 a.m.–12:15 p.m.

Real Estate Innovations Track

Housing for All: New Strategies for Providing Housing for Low- to Middle-Income Households in High-Cost Cities

Moscone West, 3014/3016

Successful knowledge-based cities are generating a historic number of new jobs. While unemployment rates are reaching new lows, income inequality is on the rise, as measured by numerous national studies. Despite historically high levels of new housing construction, supply is barely denting demand as home prices continue to zoom upward. Learn what high-cost cities such as San Francisco, Los Angeles, Seattle, New York, and Boston are doing to provide housing for all, including middle-income workers who have traditionally been ignored by both the market and by public policy. Innovative public tools, technological innovation, deal structures, and private-market efforts will be explored. This session will provide useful ideas and tools for policy makers, developers, and investors trying to address this issue and fill untapped markets.

Moderator

Douglas D. Abbey

Chairman, Swift Real Estate Partners

Discussion Leaders

Carol J. Galante

Faculty Director and Distinguished Professor, Terner Center for Housing Innovation, University of California, Berkeley

Patrick Kennedy

Owner, Panoramic Interests

James Patchett

Chief of Staff, Office of the Deputy Mayor for Housing and Economic Development, City of New York

Ann Silverberg

Executive Vice President, BRIDGE Housing Corporation

William A. Witte

Chairman and Chief Executive Officer, Related California

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WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

11:00 a.m.–12:15 p.m.

San Francisco Story Track

Oakland: A Downtown for Everyone

Moscone West, 2014/2016

Oakland has been described as unpretentious yet elegant. Its new mayor, Libby Schaaf, claims it has a “secret sauce.” Maybe so. Downtown Oakland today celebrates its lively cultural, maker, and arts scenes; rich transit infrastructure; diverse population; and world-renowned restaurant renaissance. Oakland’s civic, community, and industry leaders agree—there’s room to grow. Hear its leaders discuss their development vision, Oakland’s assets, and tremendous potential for additional jobs, housing, office, technology, transformative infrastructure, industry, and hotels in a city just one BART stop from the financial district of San Francisco. Can Oakland remain authentic, accessible, inclusive, and diverse in the midst of urban transformation?

Moderator

Robert Ogilvie

Director, SPUR Oakland

Discussion Leaders

Rachel Flynn

Director of Planning and Building, City of Oakland

Michael J. Ghielmetti

President, Signature Development Group

Richard Weinstein

Founder, Weinstein Local



WEDNESDAY, OCTOBER 7

LUNCHEON GENERAL SESSION

12:15 p.m.–1:15 p.m.

Moscone West, West Hall, Level 1

Regionalism in a Global Economy

Lunch provided.

The Bay Area is a great example of how true regionalism can result in the sum of the parts being greater than the whole. By working together, sharing experiences, and combining resources, San Francisco, Oakland, and San Jose are joining forces to ensure that the economy of the region stays strong and continues to flourish. Hear a candid conversation about the challenges each city faces and how as a region they are taking advantage of the opportunities that come their way.

Moderator

William A. Witte

Chairman and Chief Executive Officer, Related California

Discussion Leaders

The Honorable Edwin M. Lee

Mayor, City of San Francisco

The Honorable Sam Liccardo

Mayor, City of San Jose

The Honorable Libby Schaaf

Mayor, City of Oakland

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12:30 p.m.–1:30 p.m.

Media Lunch: Technology and Real Estate: Big Changes, Big Impact

Moscone West, 3000

Media and invited guests only. See page 104 for details.



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

1:15 p.m.–2:30 p.m.

Finance and Capital Markets Track

Unlocking Financing for Energy Efficiency and Renewables

Moscone West, 2001/2003

Increasingly, customers and regulators are demanding buildings with lower energy footprints, but getting the finances to pencil out has not always been easy. Now, new financial vehicles, new technologies, and new policy frameworks are making these investments economically viable and attractive. And, from lighting retrofits to distributed generation to rooftop solar, there is a growing body of experience in carrying out these projects that others can learn from. Whether you are focused on office, multifamily, or industrial space, gain insights and practical lessons from the investment community, public officials, and project implementers about navigating this brave new world of energy efficiency and renewable financing.

Moderator

Richard Chien

GreenFinanceSF Program Manager, Department of the Environment, City of San Francisco

Discussion Leaders

Ronald Herbst

Director, Asset and Wealth Management, Deutsche Bank

Pier LaFarge

Cofounder and Chief Executive Officer, SparkFund

John R. Rizzo

Head of Global Construction and Development Services, Prologis

Shannon Smith

Chief Executive Officer, Abundant Power Group



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

1:15 p.m.–2:30 p.m.

Real Estate Innovations Track

Old Buildings, New Ideas for Adaptive Use

Moscone West, 2002/2004

How can adaptive use create great cities and even greater development opportunities? Reuse of old buildings is becoming increasingly popular as developers and cities alike recognize the catalytic nature of well-done adaptive use. However, barriers still exist that can slow or even prevent successful and creative adaptive use projects. This session will explore the market, technical, and financial barriers to reusing older buildings and showcase solutions and success stories from Baltimore, Los Angeles, and other cities that have participated in the Partnership for Building Reuse.

Moderator

Stephanie Meeks

President and Chief Executive Officer, National Trust for Historic Preservation

Discussion Leaders

Charles B. Duff

President, Jubilee Baltimore

Nick Orton

Partner, Orton Development

Wayne Ratkovich

President, the Ratkovich Company



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

1:15 p.m.–2:30 p.m.

Real Estate Innovations Track

Shape Shifting the Future: How Cascading Disruptions Will Change Our World

Moscone West, 3001/3003

Technology is far from the only force disrupting real estate, but it is powerfully reshaping our world. The very notions of how, why, and where we live, work, and shop are being challenged by new technologies, modes of social interaction, and paradigms for individual and societal fulfillment. Beyond the next trend or newest product type, this session will engage some of the most provocative thinkers, futurists, and entrepreneurs to look “way out” in a boundary-pushing discussion of what an increasingly complex, technology-accelerated world means for the real estate community in the future.

Moderator

Peter Albers

Head of Market Development, Google Fiber

Discussion Leaders

Stephen DeBerry

Founder and Chief Investment Officer, Bronze Investments

Tod Desmarais

Director, Gensler

Wayne Fitzgerald

Managing Director, BlackRock

Karin Giefer

Associate Principal, Arup

Deborah L. Weinswig

Executive Director, Li and Fung/FBIC Global



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

1:15 p.m.–2:30 p.m.

Real Estate Innovations Track

Playing to Win in High-Cost Cities with (or Despite) Inclusionary Housing Policies

Moscone West, 3005/3007/3018/3020

As high-cost cities grapple with affordability issues, developers face new and changing rules and incentives for creating more affordable housing opportunities. San Francisco, New York, and London are classic examples, yet the challenges extend to smaller markets like Park City, Utah. Hear what's next in local housing policies, and learn strategies for maximizing profit and value in the new inclusionary game. Success means continued opportunities for urban development, and will be the key to ensuring that regions can house their workforce and remain economically competitive.

Moderator

Jeffrey Heller

President, Heller Manus Architects

Discussion Leaders

Richard Blakeway

Deputy Mayor for Housing, Land and Property, Greater London Authority

Sarah Dennis-Phillips

Office of Economic and Workforce Development, City and County of San Francisco

Carl Weisbrod

Director, New York City Department of City Planning, and Chairman, New York City Planning Commission



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

1:15 p.m.–2:30 p.m.

Real Estate Innovations Track

Turning the Tide: Innovation, Place Making, and Resilience at the Water's Edge

Moscone West, 2014/2016

Waterfront cities worldwide face substantial sea-level rise in the coming decades, which will have enormous economic, social, and environmental effects on real estate, the public realm, and urban life. Urban regions and cities like San Francisco, New York, and other global cities are taking innovative steps to deal with this new reality by leveraging innovative design and natural ecosystems to adapt urban forms and create multifunctional, protective open spaces. Join this interactive panel as we discuss groundbreaking projects that create value, mitigate risk, and tackle this great challenge of the 21st century.

Moderator

Cathy J. Simon

Design Principal, Perkins + Will

Discussion Leaders

Amy Chester

Managing Director, Rebuild by Design

Will Travis

Sea-Level Rise Planning Consultant and Former Executive Director, San Francisco Bay Conservation and Development Commission

J. David Waggoner III

President, Waggoner and Ball Architects



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

1:15 p.m.–2:30 p.m.

San Francisco Story Track

Bay Area Catalysts for Technology Innovation and Urban Redevelopment

Moscone West, 3014/3016

The San Francisco Bay area has long been viewed as a global center for technological innovation, and it continues to lead the nation in the number of patents issued. A significant part of this success is catalyzed by public/private partnerships among private industry, universities, and local communities that are transforming old, obsolete land uses into innovation centers. This session will feature three centers in various stages of development: San Francisco's Mission Bay, an established cluster of biotechnology and life science innovation anchored by UC San Francisco, QB3, and the Gladstone Industries; Berkeley's Global Campus at Richmond Bay, a visionary development where universities and companies from around the world will collaborate on energy, sustainability, and life science product development; and Fremont's Innovation District, an emerging East Bay employment center surrounding a new transit station, which has transformed a shuttered auto factory into an 800-acre cluster of high-tech manufacturing, including Tesla Motors, Seagate, and Boston Scientific.

Moderator

Jay Sholl

Senior Vice President, CBRE

Discussion Leaders

Kelly Kline

Economic Development Director, City of Fremont

Robert J. Lalanne

Vice Chancellor Real Estate, University of California, Berkeley

Esther Morales

Assistant Vice Chancellor, Real Estate Services, University of California, San Francisco

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WEDNESDAY, OCTOBER 7

NETWORKING BREAK

2:30 p.m.–3:00 p.m.

Moscone West, Level 2 Lobby and Level 3 Lobby

Sponsored by



CONCURRENT SESSIONS

3:00 p.m.–4:15 p.m.

Finance and Capital Markets Track

Making Stone Soup: New Ways to Fund and Leverage Capital

Moscone West, 2001/2003

Creating innovative financing is a lot like making stone soup—diverse players must come together to leverage and pool resources to create something more effective than they could alone. This panel will highlight fresh ways to create innovative capital resources for housing and community facilities such as Social Impact Bonds, aligning funds for cobenefits, and structured loan funds and participations that use multilayered public and private capital sources to leverage favorable terms that have stimulated community development.

Moderator

Amy Chung

Director, Program Related Investments, The California Endowment

Discussion Leaders

Nancy O. Andrews

President and Chief Executive Officer, Low Income Investment Fund

Lindy Hahn

Executive Director, Global Sustainable Finance, Morgan Stanley

Julia Shin

Vice President, Innovation, Enterprise Community Partners



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

3:00 p.m.–4:15 p.m.

Finance and Capital Markets Track

Navigating Unpredictable Waters: Negotiating the Joint Venture Waterfall

Moscone West, 3001/3003

No real estate development venture will ever perform as projected. Ultimately, its financial performance will be better or worse—and perhaps markedly so. When negotiating a joint venture waterfall distribution, developers and capital partners use a variety of financial provisions (promoted profit interests, catch-ups, clawbacks) to align interests and protect against downside risk. But the question remains: What's a fair joint venture profit split, particularly when the future cannot be predicted? This session will feature a simple yet elegant joint venture framework that answers this question using standard investment underwriting practices and relevant economic theory. A panel of prominent developers and capital partners will discuss recent deals they have negotiated and completed, and whether this framework can help them negotiate better deals in the future.

Moderator

Tod McGrath

Lecturer, Center for Real Estate, MIT, and President of advisor LLC

Presenter

David Geltner

Associate Director of Research, Center for Real Estate, MIT

Respondents

Mark Darley

Senior Vice President, Development, Grosvenor

Robert Gifford

President and Chief Executive Officer, AIG Global Real Estate Investment Corp.

Alison Hill

Managing Director, Strategic Capital, Prologis

Amy G. Price

Chief Operating Officer, Bental Kennedy

Sponsored by



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

3:00 p.m.–4:15 p.m.

Real Estate Innovations Track

Changing Tenant Demands and the New Shape of Office Buildings

Moscone West, 3014/3016

The increasing proliferation of technology, innovation, and the importance of collaboration in the workplace has brought about a dramatic transformation of today's office environments. Across the globe, businesses of all sizes are experimenting with new ways of fostering collaboration, nurturing creativity, and attracting talent by developing innovative workplace designs that emphasize flexibility, community, and communication that are achieved in more densely populated workspaces. Employees' desire to incorporate daily exercise to offset the effects of sitting all day has resulted in new strategies for enlivening work areas, and promoting interaction among employees and the workspace community at large. Companies are also recognizing the importance of, and capitalizing on, the inherent value of amenity-rich neighborhoods that are transit-friendly and walkable and that offer a broad range of retail and recreational services. This session will showcase how leading-edge companies, developers, and designers are creating great workplaces that have transformed the way we work.

Moderator

Kay Sargent

Director of Workplace Strategies, Lend Lease

Discussion Leaders

Donald Davis

Senior Vice President and Global Head of Real Estate, Visa International

Jeremy Neuner

Founder, NextSpace

Todd Sklar

Senior Vice President, Head of Development, Shorestein Properties LLC

Peter Weingarten

Principal, Gensler

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WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

3:00 p.m.–4:15 p.m.

Real Estate Innovations Track

Demographic Reality Check

Moscone West, 2014/2016

Understanding changing populations and the related shifts in demand for housing products and features is essential to prepare for the coming era of real estate. While millennials and their desires are in the news these days, the aging of the baby boomers and generation X also will have a dramatic impact on our communities. Come hear what experts are saying about the latest projections of population growth and demographic shifts, and hear the results of new ULI consumer surveys for America as a whole and for the San Francisco Bay area.

Moderator

Michelle McDonough Winters

Senior Visiting Fellow, Urban Land Institute

Discussion Leaders

William H. Frey

Senior Fellow, Brookings Institution

Jed Kolko

Independent Economist

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nbbj



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

3:00 p.m.–4:15 p.m.

Real Estate Innovations Track

The Value of Accessing Cultural Assets through Urban Open Space

Moscone West, 2002/2004

Cultural initiatives and institutions play a critical role in activating community engagement and neighborhood investment. Urban open space as a cultural asset on its own, and through its association with cultural organizations, provides a valuable set of tools for urban development. This session will explore the link between these spaces and culture-oriented initiatives as a means to generate successful projects.

Moderator

Daniel A. Biederman

President, Bryant Park Corporation and 34th Street Partnership

Discussion Leaders

James D. Burnett

President, the Office of James Burnett

Tony Hanna

Executive Director, Bethlehem Redevelopment Authority

Will Rogers

President and Chief Executive Officer, the Trust for Public Land



WEDNESDAY, OCTOBER 7

CONCURRENT SESSIONS

3:00 p.m.–4:15 p.m.

Real Estate Innovations Track

From Sprawl to Density: The Global Challenge of Urbanization

Moscone West, 3005/3007/3018/3020

Rapid urbanization, demographic shifts, and infrastructure needs are challenging urban development and city competitiveness around the world. What are the needs and solutions in high-growth emerging markets? What role does urban regeneration play in mature markets? What about cities that are shrinking or slowly recovering? How do cities move forward to implement solutions that deliver long-term value? Join us, and contribute your expertise, at this interactive session that will provoke debate among our diverse global panel; articulate the dramatic differences in urban challenges across the planet; and reveal some common ground that can help cities with the social, economic, and environmental challenges faced today.

Moderators

John Fitzgerald

Chief Executive, Asia Pacific, Urban Land Institute

Lisette van Doorn

Chief Executive Officer, Europe, Urban Land Institute

Provocateur

Peter Calthorpe

Founder and President, Calthorpe Associates

Discussion Leaders

Alice Breheny

Global Cohead of Research, TIAA Henderson Real Estate (TH Real Estate)

John Carfi

Group Executive, Residential Development, Mirvac Group

Scott Dunn

Managing Director, AECOM

Michael Spies

Senior Managing Director, Europe and India, Tishman Speyer

NETWORKING BREAK

4:15 p.m.–4:45 p.m.

Moscone West, Level 2 Lobby and Level 3 Lobby

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WEDNESDAY, OCTOBER 7

GENERAL SESSION

4:45 p.m.–6:00 p.m.

Moscone West, West Hall, Level 1

Jack Kemp Excellence in Affordable and Workforce Housing Award and Robert C. Larson Housing Policy Leadership Award

Presented by

J. Ronald Terwilliger

Chairman, ULI Terwilliger Center for Housing

ULI Foundation Report

Geoffrey L. Stack

Chairman, ULI Foundation, and Managing Director Sares Regis Group

Keynote with Condoleezza Rice

Introduced by

Hamid R. Moghadam

Chairman and Chief Executive Officer, Prologis

Keynote Speaker

Condoleezza Rice

Former U.S. Secretary of State; Denning Professor in Global Business and the Economy, Stanford Graduate School of Business; Thomas and Barbara Stephenson Senior Fellow on Public Policy, Hoover Institution; Professor of Political Science, Stanford University; Founding Partner, RiceHadleyGates

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PROLOGIS.



THURSDAY, OCTOBER 8

CONCURRENT SESSIONS

9:00 a.m.–10:15 a.m.

Real Estate Deals Track

New Life from Old Bones: Case Studies of Transformative Projects

Moscone West, 3005/3007/3018/3020

Our cities are in a continual state of physical and economic reinvention. This process has been accelerated in the last decade by the desire of creative companies to locate within the urban core. This session will take an in-depth look at two major projects in which obsolete commercial properties have been transformed into market-leading anchors of now-thriving neighborhoods through visionary investment, design, and risk taking—TMG’s 680 Folsom Street in San Francisco, a former utility building, now home to two major tech companies, and Sterling Bay’s 1K Fulton in Chicago, transformed from a meat cold-storage facility into offices for Google and other firms.

Moderator

Gregory W. Hummel

Partner, Bryan Cave LLP

Discussion Leaders

Michael Covarrubias

Chairman and Chief Executive Officer, TMG Partners

Matt Field

Chief Investment Officer, TMG Partners

John Gavin

Investment Principal, Sterling Bay

Patrick O’Connor

Principal and Director of Construction, Sterling Bay

Sponsored by



THURSDAY, OCTOBER 8

CONCURRENT SESSIONS

9:00 a.m.–10:15 a.m.

Real Estate Deals Track

Master-Planned Community Success Factors

Moscone West, 2014/2016

Explore the dynamics of successful master-planned community (MPC) development, as well as the lessons learned from the conception, launch, and execution of MPCs located in disparate housing markets. Hear “real deal, real numbers” examples of communities that either opened recently or are at later stages of buildout, and what’s different and new. This interactive conversation will explore how the most creative MPC developers in the country are currently approaching community building under a variety of different housing market conditions. You won’t want to miss this discussion of the latest thinking on MPC land acquisition and sales, infrastructure funding, and lifestyle building and marketing.

Moderator

Gadi Kaufmann

Managing Director and Chief Executive Officer, RCLCO

Discussion Leaders

Mark E. Drumm

Chief Risk Officer, Stratford Land

Randall W. Lewis

Executive Vice President and Director of Marketing, Lewis Operating Company

Peter S. Rummell

Chairman, RummellMunz Partners

Susan Hebel Watts

Vice President, Real Estate Development, WestRock

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THURSDAY, OCTOBER 8

CONCURRENT SESSIONS

9:00 a.m.–10:15 a.m.

Real Estate Deals Track

Making Sense of Your Retail Tenants in a Disruptive World

Moscone West, 3001/3003

Retailers, always evolving, are a particular challenge for owners and developers today in a time of revolution rather than evolution. Some long-time retailers are disappearing, while others are downsizing their footprint and also launching new concepts and outlets. “Experiential” is a key word to support an omnichannel world where the store supports its online operations through brand building and creating a great customer experience. It is clearly a time for great innovation, experimentation, and change by this most dynamic of real estate sectors. This panel will look at what innovative and forward-looking retailers and owners are thinking about and doing as they feel their way through this shifting landscape.

Moderator

Julie Taylor

Executive Vice President, Colliers International

Discussion Leaders

Krista Di Iaconi

Vice President, Development, EDENS

Julien Pearl

Senior Director Global Real Estate Operations, Gap Inc.

Alex Shapleigh

Principal, Callison

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MerloneGeier
Partners



THURSDAY, OCTOBER 8

CONCURRENT SESSIONS

9:00 a.m.–10:15 a.m.

Real Estate Deals Track

Reemploying Urban Manufacturing Zones for the 21st Century

Moscone West, 3002/3004

In the past decade, new technology, shifting demographics, supply chain changes, and cost restructuring have spawned new manufacturing processes and needs in major U.S. cities. This program will explore how underperforming manufacturing assets can be repositioned to serve the needs of 21st-century manufacturers and property owners. The program will be moderated by a chief innovation officer of a San Francisco Bay area city that has positioned itself as a global center of advanced manufacturing. A leading economist will provide an overview of manufacturing/trends and asset reuse to kick off the program. A reuse case study of an existing Chicago-area property will conclude the program.

Moderator

Deborah Acosta

Chief Innovation Officer, City of San Leandro

Discussion Leaders

Christopher Brewer

Vice President, Economics, AECOM

Michael Damore

Executive Managing Director and President
Architecture and Interior Design, Epstein

Jim Solari

President, G&W Electric Company



THURSDAY, OCTOBER 8

CONCURRENT SESSIONS

9:00 a.m.–10:15 a.m.

Real Estate Deals Track

Resorts Reimagined: From Urban to Destination

Moscone West, 2001/2003

Architects are the rock stars of the resort development arena. They get to dream up the places that inspire us, excite us, and take resort life off the charts. Join five of the industry's best and brightest—EDSA, Gensler, Hart Howerton, WATG, and SB—to experience the next evolution in resorts. See the latest designs from their studios and the ones to watch across the globe. Hear what's buzzworthy in amenities and packaging to meet changing consumer tastes and move new generations to fandom. Get the big ideas on the next big thing, whether it's an urban sports stadium or a water world of pools. Forget the mainstream mix of your dad's day and step inside the future of architecture, design, and style with the star-makers who are redefining the resort scene.

Moderator

Toni Alexander

President and Creative Director, InterCommunications Inc.

Discussion Leaders

Eron Ashley

Principal, Hart Howerton

Richard D. Centolella

Principal, EDSA

Scott A. Lee

President, SB Architects

Thomas Ventura

Architect, Gensler

Mark M. Yoshizaki

Vice President, WATG



THURSDAY, OCTOBER 8

CONCURRENT SESSIONS

9:00 a.m.–10:15 a.m.

Real Estate Innovations Track

Real Estate and Technology: How a New Wave of Tech Upstarts are Transforming Commercial Property

Moscone West, 3008

There is a new wave of technology companies tackling real estate problems. As technology permeates everything we do, real estate is no exception. Leaders of some of the most successful real estate tech start-ups will discuss the impact that technology is having on the ways owners, developers, brokers, occupiers, and investors think about commercial real estate.

Moderator

Dan Spiegel

Executive Vice President, Colliers International

Discussion Leaders

Mark Gilbreath

Founder and Chief Executive Officer, LiquidSpace

Nick Romito

Founder and Chief Executive Officer, VTS, Inc.

Michael Mandel

Cofounder and Chief Executive Officer, CompStak

Brandon Weber

Founder and Chief Executive Officer, Hightower, Inc.

NETWORKING BREAK

10:15 a.m.–10:45 a.m.

Moscone West, Level 2 Lobby and Level 3 Lobby

Sponsored by





THURSDAY, OCTOBER 8

GENERAL SESSION

10:45 a.m.–12:00 p.m.

Moscone West, West Hall, Level 1

ULI Urban Open Space Award

Presented by

M. Leanne Lachman

Chair, ULI Awards Jury, and President, Lachman Associates

Keynote with John Stumpf and Hamid Moghadam

Join us as John Stumpf, chairman and chief executive officer of Wells Fargo, one of the “big four” banks of the United States, and Hamid Moghadam, the chairman and CEO of Prologis, a global industrial real estate investment trust, and an S&P 500 company, share their views on the global economy, the flow of capital, leadership, philanthropy, and much more. The conversation will be moderated by Audrey Cooper, editor-in-chief of the *San Francisco Chronicle*.

Introduced by

Mark L. Myers

Executive Vice President and Head of Commercial Real Estate Group, Wells Fargo & Company

Moderator

Audrey Cooper

Editor in Chief, *San Francisco Chronicle*

Keynote Speakers

John G. Stumpf

Chairman, President, and Chief Executive Officer, Wells Fargo & Company

Hamid R. Moghadam

Chairman and Chief Executive Officer, Prologis

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LUNCH

12:00 p.m.–1:00 p.m.

Several lunch options are available for purchase on Levels 2 and 3 of Moscone West. Grab a bite and join fellow meeting attendees to catch up on the latest real estate news.



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When the Oakland Army Base was decommissioned in the '90s, thousands of jobs went away. A public private partnership between Prologis, the California Capital & Investment Group, and the City and Port of Oakland will create 2,800 construction jobs over the next 5 years. The city of Oakland estimates that when complete, the new Oakland Global Trade and Logistics Center will employ 2,000 permanent workers.

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THURSDAY, OCTOBER 8

CONCURRENT SESSIONS

1:00 p.m.–2:30 p.m.

Real Estate Deals Track

Shark Tank

Moscone West, 2005/2007/2018/2020

Shark Tank brings together real money and real deals with a celebrity panel of “sharks” to vet the deals and offer the audience a look behind the closed doors of an investment committee. The session will feature two to three investment proposals presented by real estate entrepreneurs who are seeking capital to a panel of investment professionals (“sharks”). The panelists will then critique the presentation using their experience and quick wit and possibly even express interest in an investment, if they so desire!

Sharks

Patricia R. Healy

Principal, Hyde Street Holdings LLC

Robert C. Lieber

Executive Managing Director, C-III Capital Partners

Cia Buckley Marakovits

Chief Investment Officer, Dune Real Estate Partners

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THURSDAY, OCTOBER 8

CONCURRENT SESSIONS

1:00 p.m.–2:30 p.m.

San Francisco Story Track

Transbay Transit Center District: Transforming Downtown San Francisco through Innovative Public/Private Partnerships

Moscone West, 3005/3007/3018/3020

The Transbay Transit Center is transforming downtown San Francisco by creating an architecturally inspiring transit hub in the heart of a vibrant new neighborhood. Previously dominated by underused properties and an abandoned freeway, the surrounding Transit Center District is the site of a comprehensive planning and redevelopment effort to create a dense, walkable employment center that also features housing at all levels of affordability, active retail, and abundant public open space. The substantial public infrastructure investment needed to undertake this project is being funded through a complex and innovative mix of public and private sources. The major rezoning of properties throughout the district has created substantial value and generated enthusiastic developer response. This panel will discuss the redevelopment challenges that were overcome and forward-thinking strategies that have created this new “Grand Central of the West” and its adjacent neighborhood.

Moderator

Elizabeth M. Seifel

President, Seifel Consulting Inc.

Discussion Leaders

Maria Ayerdi-Kaplan

Executive Director, Transbay Joint Powers Authority

Tiffany Bohee

Executive Director, San Francisco Office of Community Investment and Infrastructure

John D. Eudy

Co-Chief Investment Officer and Executive Vice President
Essex Property Trust Inc.

Mike Grisso

Senior Vice President, Development and Land Planning
Kilroy Realty Corporation

John S. Rahaim

Planning Director, City of San Francisco

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THURSDAY, OCTOBER 8

NETWORKING BREAK

2:30 p.m.–2:45 p.m.

Moscone West, Level 2 Lobby and Level 3 Lobby

Sponsored by



CONCURRENT SESSIONS

2:45 p.m.–4:00 p.m.

Real Estate Deals Track

Not Just a Coffee Shop: The Rise of Coworking Platforms

Moscone West, 3001/3003

The new, entrepreneurial economy has spawned a range of new business and operating models. One such prominent model is coworking, where otherwise unconnected and unaffiliated individuals gather to share workspace and benefit from communal amenities and a spirit of community. Because of increasing demand, providers of coworking space and services are exploding. These platforms exist for office space (including coffee-shop settings); light manufacturing; and networking. The panel will explore this exciting new business sector; and whether you are an owner of space, a coworking platform, or a business startup or just interested in coworking, you will benefit from attending this panel.

Moderator

Tom Poser

Senior Vice President, JLL

Discussion Leaders

Mark Dehner

Director of Real Estate, TechShop Inc.

Rich Menendez

Founder and Chief Executive Officer, Workshop Café

Zach Wade

Principal, MRP Realty



THURSDAY, OCTOBER 8

CONCURRENT SESSIONS

2:45 p.m.–4:00 p.m.

Real Estate Deals Track

The Next Best Bet in Multifamily

Moscone West, 3014/3016

The U.S. multifamily sector has been outperforming other sectors for much of the recovery and enjoying unprecedented capital flows from around the globe. In the face of mounting supply pipelines, cap rates continued to compress and rent growth continued to soar past pre-recession peaks in many MSAs in 2015, with the appetite for multifamily from both domestic and foreign capital showing few signs of abating. As values for core properties reach unprecedented heights and yields for value-add deals continue to compress, how do investors best deploy capital into the multifamily sector? Will core still be the safest bet? Will affordability or the resurgence of the for-sale residential market jeopardize future rent growth in some of the strongest-performing coastal primary markets? Will lower-quality properties or secondary markets offer the best rent growth and return prospects? How will the GSE pullback and rising interest rates affect values, and how are investors modifying their underwriting to account for those variables? Join us as our panel of industry-leading executives provides insight into how the investor landscape and capital markets continue to evolve and assess what could be—and perhaps should be— influencing investor strategies heading into 2016.

Moderator

Richard M. Gollis

Principal, the Concord Group LLC

Discussion Leaders

Jeffery Daniels

Managing Director, AIG Global Real Estate Investment Corporation

Mary Ann King

President, Moran & Company

David Olney

Managing Director, Head of Multifamily Investments, the Berkshire Group

Joe B. (Jody) Thornton Jr.

Executive Managing Director and President, HFF

Bill Nan Zhou

Managing Partner, U.S. China Real Estate Investment Center LLC

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THURSDAY, OCTOBER 8

CONCURRENT SESSIONS

2:45 p.m.–4:00 p.m.

Real Estate Deals Track

Mixed Use: Building in Flexibility in a Chaotic Environment

Moscone West, 3005/3007/3018/3020

The development of mixed-use and multiuse infill projects is growing as more people are drawn to urban places where they can live, work, and play. By incorporating flexibility and diversity into their projects, innovative developers and investors are creating spaces that are active throughout the day, more resilient to rapidly changing market trends, and draw a diverse range of people. These exciting projects require creativity and complex planning, zoning, design, operations, and communication coordination. Come hear the early success stories and challenges presented by several ambitious projects aiming to create a sense of place and strike a balance between deliberate and organic growth in an unpredictable world.

Moderator

Jeffrey Mandel

Managing Director, Acquisitions and Development, Tishman Speyer

Discussion Leaders

Alexa C. Arena

Senior Vice President, San Francisco, Forest City Enterprises Inc.

Peter David Cavaluzzi

Principal, Perkins Eastman

Fran Weld

Vice President of Strategy and Development, San Francisco Giants

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THURSDAY, OCTOBER 8

CONCURRENT SESSIONS

2:45 p.m.–4:00 p.m.

Real Estate Deals Track

Disrupting Industrial Sprawl: Reinvent, Reurbanize, and Repurpose Infill Industrial Sites for Industrial Use

Moscone West, 2001/2003

Urbanization and technology have not eliminated the need for industrial uses in the city proper. As rezoning and higher costs for land have driven many industrial businesses out, some urban leaders and developers are working to preserve locations for the necessities of urban dwellers. Listen to some of the strategies being implemented to ensure that local distribution, assembly and repair, and other providers of local needs have well-located sites and properties in which to better serve the urban community and its dwellers.

Moderator

Harvey B. Camins

President and Chief Executive Officer, CTK Chicago Partners

Discussion Leader

Kate Sofis

Executive Director, SFMade



THURSDAY, OCTOBER 8

CONCURRENT SESSIONS

2:45 p.m.–4:00 p.m.

Finance and Capital Markets Track

The Great Wall of Capital: A Look at Trends in Asian Real Estate Investment Capital

Moscone West, 2014/2016

Globalization of capital for the real estate industry is an established trend that continues at an ever-growing pace. Asian investors are an increasingly powerful force in the global real estate marketplace as their capital flows span the world in search of new opportunities and attractive returns. This panel will provide an overview of active sources of Asian real estate investment capital in the U.S. marketplace. Both emerging and established investors will share insights on their investment strategies and a perspective on how they can work with project sponsors and developers.

Moderator

Megan Walters

Head of Research, Asia Pacific Capital Markets, JLL

Discussion Leaders

Ryan R. Botjer

Senior Managing Director, China Country Head, Tishman Speyer

Kok Sun Lee

Regional Head, Real Estate, Americas, GIC

Richard T.G. Price

Chief Executive Officer, Asia Pacific, CBRE Global Investors

NETWORKING BREAK

4:00 p.m.–4:30 p.m.

Moscone West, Level 2 Lobby and Level 3 Lobby

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THURSDAY, OCTOBER 8

CLOSING GENERAL SESSION

4:30 p.m.–5:30 p.m.

Moscone West, West Hall, Level 1

Announcement of the 2016 Spring Meeting

Technology and the Future of Real Estate: A Practical Perspective

Paul Saffo, distinguished futurist, thought leader, and prescient provocateur, combines a rare ability to synthesize complex ideas with the practical implications of emerging trends and new technologies, guiding organizations in planning successful futures. As we finish up our meeting in what many consider to be the technology capital of the world, Saffo will untangle the future, underscore the difference between innovation and disinvention, and pick implausible certainties from a seemingly uncertain future.

A panel of your peers will then share their thoughts on what all this means for the real estate industry. Hear how you can turn all this “tech speak” and future talk into practical information for you and your business.

Introduced by
Hessam Nadji

Senior Executive Vice President, Marcus & Millichap

Keynote Speaker
Paul Saffo

Futurist and Chair of the Future Studies and Forecasting Track at Singularity University

Discussion Leaders

Michael Covarrubias

Chairman and Chief Executive Officer, TMG Partners

Daniel McQuade

Chief Executive, Tishman Construction Corporation

Simon Treacy

Managing Director, Global Chief Investment Officer and Head of U.S. Equity, BlackRock Real Estate

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Attorneys Burkland and Elrod are licensed to practice in Illinois. Attorney Freeman is licensed to practice in the District of Columbia and Pennsylvania. Attorney Hernandez is licensed to practice in California and the District of Columbia. Attorney Quin is licensed to practice in the District of Columbia and Montana. Attorney Spitzer is licensed to practice in New York.

MONDAY, OCTOBER 5

COMMITTEE MEETINGS

All committee meetings are by invitation only.

- 1:30 p.m.–3:00 p.m. **District/National Councils Kitchen Cabinet**
Moscone West, 3003
- 2:00 p.m.–5:00 p.m. **District/National Councils CrossFit Group**
Moscone West, 2011
- 3:00 p.m.–4:30 p.m. **ULI Greenprint Center Advisory Board**
Prologis, Pier 1, Bay 1
- 3:00 p.m.–5:00 p.m. **District/National Councils Chairs**
Moscone West, 2007
- 3:00 p.m.–5:00 p.m. **Women's Leadership Initiative (WLI) Steering Committee**
Moscone West, 2022

TUESDAY, OCTOBER 6

- 7:30 a.m.–9:30 a.m. **ULI Terwilliger Center for Housing National Advisory Board**
Moscone West, 3022
- 7:30 a.m.–11:30 a.m. **ULI Board of Directors**
*InterContinental Hotel, Telegraph Hill
888 Howard Street*
- 8:30 a.m.–11:30 a.m. **District and National Council Chairs for Mission Advancement**
Moscone West, 3002
- 9:00 a.m.–11:30 a.m. **District/National Councils CrossFit Group**
Moscone West, 2011
- 9:30 a.m.–11:30 a.m. **Sustainability Center Advisory Board**
Moscone West, 3016
- 10:00 a.m.–11:30 a.m. **District/National Councils Governance Chairs**
Moscone West, 3003
- 10:30 a.m.–1:00 p.m. **ULI Large Landowners Cabinet**
Moscone West, 3010
- 11:30 a.m.–1:15 p.m. **ULI Investment Committee**
Moscone West, 3022
- 1:00 p.m.–4:00 p.m. **ULI Trustees**
Moscone West, 3005/3007
ULI Trustees are invited to network pre-meeting at 1:00 p.m.



TUESDAY, OCTOBER 6

COMMITTEE MEETINGS

(All committee meetings are by invitation only)

- 1:30 p.m.–3:00 p.m. **ULI Greenprint Center Performance Committee**
Moscone West, 2020
- 2:00 p.m.–4:00 p.m. **UrbanPlan Committee**
Moscone West, 3004
- 4:15 p.m.–5:30 p.m. **Building Healthy Places (BHP) Advisory Group**
Moscone West, 3018

WEDNESDAY, OCTOBER 7

- 7:30 a.m.–1:00 p.m. **Senior Housing Council-Active Adult Council Formation**
San Francisco Marriott Marquis Club Room
780 Mission Street
- 2:00 p.m.–4:00 p.m. **Global Strategy Committee**
Moscone West, 2005

THURSDAY, OCTOBER 8

- 7:30 a.m.–9:30 a.m. **Governance and Nominating Committee/Trustee Nominations Committee**
Moscone West, 2024
- 8:00 a.m.–9:30 a.m. **District Council Treasurers**
Moscone West, 2004
- 9:00 a.m.–10:15 a.m. **Leadership Conversations with District Council Centers for Leadership Alumni**
Moscone West, 2022
- 9:00 a.m.–11:00 a.m. **District/National Councils Executive Directors**
Moscone West, 2009
- 12:00 p.m.–1:00 p.m. **Public Sector Membership Working Group**
Moscone West, 3012
- 1:00 p.m.–3:00 p.m. **Operating Committee**
Moscone West, 2024

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FALL MEETING



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TUESDAY, OCTOBER 6

COUNCIL RECEPTIONS & DINNERS

(Council members only)

See Council agenda for specific times.

Affordable/Workforce Housing Council

*Farallon Restaurant
450 Post Street #4*

Commercial & Retail Development Council

*Foreign Cinema
2534 Mission Street*

Community Development Council

*St. Francis Yacht Club-San Francisco, Courtyard and Starting
Line Room
99 Yacht Road
6:00 p.m. bus departure from Moscone North (On Howard
Street between 3rd and 4th Streets)*

Entertainment Development Council

See Council agenda.

Global Exchange Council

*SEAGLASS Restaurant
Exploratorium, 698 Pier 9*

Healthcare & Life Sciences Council

*Bar Bocce
1250 Bridgeway, Sausalito, CA*

Hotel Development Council

*Clift Hotel
495 Geary Street*

Industrial & Office Park Development Council (Black)

*Dirty Water
1355 Market Street*

Industrial & Office Park Development Council (Blue)

*Swift Realty Partners Roofdeck, Top Floor
260 California Street*

Industrial & Office Park Development Council (Gold)

*Park Tavern, Eden Room
1652 Stockton Street*

Industrial & Office Park Development Council (Green)

*Trou Normand, Patio
140 New Montgomery Street*

Industrial & Office Park Development Council (Red)

*Wayfarer Tavern
558 Sacramento Street*

COUNCIL DINNERS



TUESDAY, OCTOBER 6

COUNCIL RECEPTIONS & DINNERS

(Council members only)

See Council agenda for specific times.

Industrial & Office Park Development Council (Silver)

*Waterbar
399 The Embarcadero*

Multi-Family Council

*The Olympic Club, 2nd Floor
524 Post Street*

Office Development Council

*Dirty Water
1355 Market Street*

Public Development & Infrastructure Council

*Arguello Restaurant at the Presidio Officers Club
50 Moraga Avenue*

Public/Private Partnership Council

*La Mar Cebichería-San Francisco, Patio
Pier 1.5 The Embarcadero*

Recreational Development Council

*E+O Kitchen
314 Sutter Street*

Redevelopment and Reuse Council

*Park Chalet, Sunset Lounge, Fireplace, and Greenhouse
1000 Great Highway
5:30 p.m. bus departure from Moscone North (On Howard
Street between 3rd and 4th Streets)*

Residential/Neighborhood Development Council

*The City Club of San Francisco, 11th Floor
155 Sansome Street*

Responsible Property Investment Council

*Restaurant Lulu, Bis Room
918 Folsom Street*

Senior Housing Council

*25 Lusk, PDR 1, Lounge Bay 1, and Lounge Bay 2
25 Lusk Street*

Small-Scale Development Council

*One Market Restaurant, Atrium Room and Club Room
1 Market Street*

Sustainable Development Council

*Blue Sky Penthouse
1550 Bryant Street*

TUESDAY, OCTOBER 6

COUNCIL RECEPTIONS & DINNERS

(Council members only)

See Council agenda for specific times.

Transit-Oriented Development Council

*Avalon at Mission Bay, 19th Floor Lounge
255 King Street*

University Development Council-Innovation

*Epic Steak, Enclosed Piazza and Inside Out Room
369 The Embarcadero*

University Development Council-Student Housing

See Council agenda.

Urban Development/Mixed Use Council

*The Bentley Reserve
301 Battery Street
6:00 p.m. bus departure from Moscone North (On Howard
Street between 3rd and 4th Streets)*

Urban Development/Mixed Use Council (Silver)

*Googleplex
1600 Ampitheater Parkway, Mountain View, CA
2:30 p.m. bus departure from Moscone North (On Howard
Street between 3rd and 4th Streets)*

Urban Revitalization Council

*Calavera
2337 Broadway Street*



WEDNESDAY, OCTOBER 7

COUNCIL MEETINGS

(Council Members only)

See Council agenda for specific times.

Affordable/Workforce Housing Council

*The City Club of San Francisco, Main Dining Room
Stock Exchange Tower, 155 Sansome Street*

Commercial & Retail Development Council

Moscone West, 2005/2007

Community Development Council (Blue)

*St. Francis Yacht Club-San Francisco, Starting Line Room
99 Yacht Road*

7:00 a.m. bus departure from Moscone North (On Howard Street between 3rd and 4th Streets)

Community Development Council (Gold)

*St. Francis Yacht Club-San Francisco, Golden Gate Room
99 Yacht Road*

7:00 a.m. bus departure from Moscone North (On Howard Street between 3rd and 4th Streets)

Community Development Council (Green)

*The Battery Club, Parlor
717 Battery Street*

Community Development Council (Silver)

*St. Francis Yacht Club-San Francisco, Northwest Room
99 Yacht Road*

7:00 a.m. bus departure from Moscone North (On Howard Street between 3rd and 4th Streets)

Entertainment Development Council

*Exploratorium, Observation Gallery
Pier 15 The Embarcadero*

Global Exchange Council

*Four Seasons Hotel, Veranda Ballroom A
757 Market Street*

Healthcare & Life Sciences Council

*UCSF Medical Center Mission Bay
Betty Irene Moore Women's Hospital and Bakar Cancer Hospital, William and Susan Oberndorf Auditorium
1855 4th Street*

7:15 a.m. bus departure from Moscone North (On Howard Street between 3rd and 4th Streets)

Hotel Development Council

*Clift Hotel, Velvet Room
495 Geary Street*

Industrial & Office Park Development Council (Black)

*Courtyard by Marriott San Francisco, Rincon Ballroom
299 2nd Street*



WEDNESDAY, OCTOBER 7

COUNCIL MEETINGS

(Council Members only)

See Council agenda for specific times.

Industrial & Office Park Development Council (Blue)

*InterContinental San Francisco, Union Square
888 Howard Street*

Industrial & Office Park Development Council (Gold)

*The Westin St. Francis, Elizabethan
335 Powell Street*

Industrial & Office Park Development Council (Green)

*St. Regis Hotel, Impressionist
125 3rd Street*

Industrial & Office Park Development Council (Red)

*InterContinental San Francisco, Telegraph Hill
888 Howard Street*

Industrial & Office Park Development Council (Silver)

*The Palace Hotel, Concert Grand Ballroom
2 New Montgomery Street*

Multi-Family Council

Moscone West, 3022/3024

Office Development Council

Moscone West, 3012

Public Development & Infrastructure Council

*St. Regis Hotel, Modernist
125 3rd Street*

Public/Private Partnership Council (Blue)

*Port of San Francisco, Bayside Conference Room
Pier 1 The Embarcadero*

Public/Private Partnership Council (Gold)

Moscone West, 3020

Recreational Development Council

*Golden Gate Club at The Presidio, Ventana
135 Fisher Loop*

7:00 a.m. bus departure from Moscone North (On Howard Street between 3rd and 4th Streets)

Redevelopment and Reuse Council

*The Box SF, Gate & Main Rooms
1069 Howard Street*

Residential/Neighborhood Development Council (Blue & Gold)

*The Presidio Officers' Club, Ortega Ballroom
50 Moraga Avenue*

7:00 a.m. bus departure from Moscone North (On Howard Street between 3rd and 4th Streets)



WEDNESDAY, OCTOBER 7

COUNCIL MEETINGS

(Council Members only)

See Council agenda for specific times.

Responsible Property Investment Council

*South Beach Harbor, Community Room
Pier 40 The Embarcadero*

Senior Housing Council

*San Francisco Marriott Marquis, Foothill G
780 Mission Street*

Small-Scale Development Council (Blue)

*The Marker, Athens Room
501 Geary Street*

Small-Scale Development Council (Gold)

*The Marker, Paris Room
501 Geary Street*

Small-Scale Development Council (Silver)

*The Marker, Vienna Room
501 Geary Street*

Sustainable Development Council

*The Presidio, Observation Post
211 Lincoln Boulevard
7:00 a.m. bus departure from Moscone North (On Howard
Street between 3rd and 4th Streets)*

Transit-Oriented Development Council

*Avalon Bay, Sport Court
301 King Street*

University Development Council-Innovation

*University of California San Francisco
7:30 a.m. bus departure from Moscone North (On Howard
Street between 3rd and 4th Streets)*

University Development Council-Student Housing

*W Hotel
181 3rd Street*

Urban Development/Mixed Use Council (Blue)

Moscone West, 2022

Urban Development/Mixed Use Council (Bronze)

*Four Seasons Hotel, Veranda Ballroom B
757 Market Street*

Urban Development/Mixed Use Council (Gold)

Moscone West, 3010



WEDNESDAY, OCTOBER 7

COUNCIL MEETINGS

(Council Members only)

See Council agenda for specific times.

Urban Development/Mixed Use Council (Green)

Moscone West, 2024

Urban Development/Mixed Use Council (Purple)

*The Palace Hotel, Rose Grand Ballroom
2 New Montgomery Street*

Urban Development/Mixed Use Council (Red)

*Transamerica Pyramid Center, 48th Floor
600 Montgomery Street*

Urban Development/Mixed Use Council (Silver)

*Salesforce Tower, Hines Transportation Marketing Center
50 Fremont Street, Suite 2110*

Urban Revitalization Council

*Mission Rock Resort, Fireside Room
817 Terry A Francois Boulevard
7:00 a.m. bus departure from Parc55 Hotel
55 Cyril Magnin Street*

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SUNDAY, OCTOBER 4

NETWORKING EVENTS & RECEPTIONS

3:00 p.m.–5:00 p.m. **Fall Meeting Volunteer Orientation and Reception**
(Invitation only)
Moscone West, 2005

MONDAY, OCTOBER 5

12:30 p.m.–5:00 p.m. **Building Healthy Places (BHP) Interest Forum**
(Invitation only)
Port of San Francisco, Pier 1

1:00 p.m.–3:00 p.m. **San Francisco Energy Benchmarking Report Launch**
(Invitation only)
Prologis, Pier 1, Bay 1

3:00 p.m.–5:00 p.m. **Full Member Tour: Salesforce Tower**
(Ticket required; Invitation only)
Refreshments provided
Tour meets at 50 Fremont Street
21st Floor

Sponsored by

 Boston Properties

4:00 p.m.–5:00 p.m. **ULI Florida District Councils–Summit Meeting**
(Invitation only)
Moscone West, 3012

4:30 p.m.–5:30 p.m. **ULI Greenprint Center Innovation Roundtable**
(Invitation only)
Prologis, Pier 1, Bay 1

5:30 p.m.–7:00 p.m. **District/National Councils Chairs for Mission Advancement Happy Hour**
(Invitation only)
Dirty Water Restaurant
1355 Market Street

5:00 p.m.–7:00 p.m. **New Member Reception**
(Invitation only)
Merchants Exchange Club
465 California Street



MONDAY, OCTOBER 5

NETWORKING EVENTS & RECEPTIONS

6:00 p.m.–7:30 p.m. **Kickoff Reception**
Hosted by Airbnb
(Invitation only)
 Airbnb Headquarters
 888 Brannan Street
 Bus departs Moscone North (on
 Howard Street between 3rd and 4th
 Streets) at 5:45 p.m.

Sponsored by



6:00 p.m.–8:00 p.m. **District/National Council Chairs
 and Governance Chairs Dinner**
(Invitation only)
 E&O Kitchen and Bar
 314 Sutter Street

6:30 p.m.–10:00 p.m. **Young Leaders Group (YLG)
 San Francisco Waterfront
 Development Boat Tour**
*(Ticket required; Open to all YLG
 members)*
 Boat will dock at AT&T Park at
 24 Willie Mays Plaza

6:00 p.m.–9:00 p.m. **Women's Leadership Initiative
 (WLI) Reception Hosted by
 Cushman & Wakefield**
 Contemporary Jewish Museum
 736 Mission Street

Sponsored by



7:00 p.m.–10:00 p.m. **2015 ULI Fall Meeting Gala**
(Ticket required)
 San Francisco City Hall
 1 Dr. Carlton B. Goodlett Place



MONDAY, OCTOBER 5

NETWORKING EVENTS & RECEPTIONS

7:30 p.m.–9:30 p.m. **District Council Membership
 Chairs Dinner**
(Invitation only)
 Credo Restaurant
 360 Pine Street

TUESDAY, OCTOBER 6

7:00 a.m.–8:00 a.m. **ULI Foundation Governors Breakfast**
(Invitation only)
 The Ritz Carlton, Salon 1
 600 Stockton Street

7:30 a.m.–10:30 a.m. **Council Chairs Breakfast and Tour**
(Invitation only)
 Tishman Speyer Project
 One Bush Street

7:30 a.m.–12:45 p.m. **Healthy Corridors: A New Life for
 Urban and Suburban Arterials
 Forum**
(Invitation only)
 Moscone West, 3024

8:30 a.m.–12:30 p.m. **ULI Foundation Governors Tour
 of the Prologis AirForce Base in
 Oakland**
(Invitation only)
 Bus departs The Ritz Carlton (600
 Stockton Street) at 8:00 a.m.

9:30 a.m.–10:30 a.m. **ULI Developers Showcase 1**
 Moscone West, Level 2 Lobby
 See ULI Events App for schedule of
 projects and presenters.

9:45 a.m.–11:30 a.m. **ULI NEXT Member-only Session:
 Tech/Disruptive Showcase**
(NEXT members only)
 Moscone West, 2024

11:00 a.m.–12:00 p.m. **ULI Developers Showcase 2**
 Moscone West, Level 2 Lobby
 See ULI Events App for schedule of
 projects and presenters.

11:30 a.m.–1:00 p.m. **WLI/Prologis Leadership Summit**
(Ticket required)
 Moscone West, 2005/2007

Sponsored by





TUESDAY, OCTOBER 6

NETWORKING EVENTS & RECEPTIONS

- 11:30 a.m.–1:30 p.m. **Crystal Lagoons Lunch**
(Invitation only)
Moscone West, 3001
- 11:45 a.m.–1:15 p.m. **Sustainability Luncheon**
(Invitation only)
Moscone West, 2022

Sponsored by

- 12:00 p.m.–1:45 p.m. **District/National Councils Leadership and Staff Lunch**
(Invitation only)
Moscone West, 3009/3011
- 12:00 p.m.–4:00 p.m. **Real Estate Research Forum**
(Invitation only)
Moscone West, 3016
- 12:15 p.m.–1:15 p.m. **Young Leaders Group (YLG) Leadership Summit**
(Invitation only)
Moscone West, 3018
- 12:30 p.m.–4:00 p.m. **ULI/Allen Matkins Capital Markets Roundtable**
(Invitation only)
Moscone West, 3020
- 1:15 p.m.–2:15 p.m. **ULI Developers Showcase 3**
Moscone West, Level 2 Lobby
See ULI Events App for schedule of projects and presenters.
- 2:00 p.m.–3:30 p.m. **District/National Councils Workshop on Sponsorship**
(Invitation only)
Moscone West, 2007
- 2:00 p.m.–3:30 p.m. **District/National Councils Workshop for ULI NEXT**
(Invitation only)
Moscone West, 3002
- 2:00 p.m.–3:30 p.m. **District/National Councils Workshop for Local Product Councils**
(Invitation only)
Moscone West, 2009
- 2:00 p.m.–3:30 p.m. **District/National Councils Workshop for Technical Assistance Panels**
(Invitation only)
Moscone West, 2005

TUESDAY, OCTOBER 6

NETWORKING EVENTS & RECEPTIONS

- 2:45 p.m.–3:45 p.m. **ULI Developers Showcase 4**
Moscone West, Level 2 Lobby
See ULI Events App for schedule of projects and presenters.
- 6:00 p.m.–7:30 p.m. **Full Member Reception**
(Full members only)
Novella
662 Mission Street

Sponsored by
 
 
- 9:00 p.m.–11:00 p.m. **Young Leader Group (YLG) Networking Reception**
(Ticket required)
111 Minna Gallery
111 Minna Street

Sponsored by

- 6:30 p.m.–9:00 p.m. **District/National Councils Staff Dinner**
(Invitation only)
Sens Restaurant, Embarcadero Center
4 Embarcadero Center
- 9:00 p.m.–11:00 p.m. **ULI NEXT Global Reception**
(Invitation only)
TRES
130 Townsend Street



WEDNESDAY, OCTOBER 7

NETWORKING EVENTS & RECEPTIONS

12:30 p.m.–1:30 p.m. **Media Lunch: Technology and Real Estate: Big Changes, Big Impact**
(Media and invited guests only)
Moscone West, 3000

Discussion Leaders

Randall K. Rowe, ULI Global Chairman, and Chairman Green Courte, LLC

Hamid R. Moghadam, Chairman and Chief Executive Officer, Prologis

Patrick L. Phillips, Global Chief Executive Officer Urban Land Institute

Mark Platshon, Senior Advisor, BMW i-Ventures

David Mandell, Chief Executive Officer and Cofounder PivotDesk

1:45 p.m.–3:30 p.m. **District/National Councils All Staff Meeting**
(Invitation only)
Moscone West, 2018

6:00 p.m.–7:30 p.m. **ULI Foundation Governors Reception**
(Invitation only)
Contemporary Jewish Museum
Grand Lobby
736 Mission Street

6:00 p.m.–8:00 p.m. **ULI Texas Networking Happy Hour**
(Separate registration required)
The City Club of San Francisco
Stock Exchange Tower
155 Sansome Street

6:30 p.m.–8:00 p.m. **Cocktail Reception**
(Open to all meeting attendees)
Yerba Buena Gardens
750 Howard Street

Sponsored by



WEDNESDAY, OCTOBER 7

NETWORKING EVENTS & RECEPTIONS

7:00 p.m.–10:00 p.m. **Urban Land Magazine Reception**
(Invitation only)
Offices of Field Paoli Architects
150 California Street

Sponsored by



7:30 p.m.–10:00 p.m. **ULI Trustees & Leadership Dinner**
(Invitation only)
Four Seasons Hotel, Veranda Ballroom
757 Market Street

Sponsored by



9:00 p.m.–10:30 p.m. **PASHA Party: Panel Advisory Services Honorary Association**
(Invitation only)
Local Kitchen & Wine Merchant
330 1st Street

THURSDAY, OCTOBER 8

7:30 a.m.–9:00 a.m. **District/National Councils Global Young Leaders Network**
(Invitation only)
Moscone West, 3006

8:00 a.m.–11:00 a.m. **Real Estate Marketing Forum**
(Invitation only)
Moscone West, 3012

8:00 a.m.–12:00 p.m. **Corporate Real Estate and Technology Formation**
(Invitation only)
Moscone West, 3010

8:30 a.m.–11:30 a.m. **Trans-Atlantic Capital Markets Forum**
(Invitation only)
Moscone West, 2011



THURSDAY, OCTOBER 8

NETWORKING EVENTS & RECEPTIONS

10:00 a.m.–10:45 a.m. **Publications Networking Break**
*Moscone West, ULI Central, Level 2
Lobby*

12:00 p.m.–2:00 p.m. **ULI Foundation Governors Luncheon**
*(Invitation only)
W Hotel, Social Terrace
181 3rd Street*

 **Boston Properties**

Enhancing the Skyline



680 & 690 Folsom
50 Hawthorne



535 Mission



Salesforce Tower



Embarcadero Center



MONDAY, OCTOBER 5

TOURS

Unless otherwise noted, tours depart from Moscone North, on Howard Street between 3rd and 4th Streets. At the bus terminal, there will be a check-in table and sign directing you to your bus or walking group. Please arrive 15 minutes prior to departure. Comfortable walking shoes are recommended for all tours.

7:30 a.m.–4:00 p.m. **Oakland: A Legacy of Opportunity**
(Sold out)
Lunch included; Ticket #1
Report directly to the San Francisco Ferry Building, South Terminal, Gate E (1 Ferry Building). The ferry will depart at exactly 8:05 a.m.

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DIVCOWEST
Real Estate Investments

7:45 a.m.–3:00 p.m. **Twitter and Airbnb at Mid-Market: San Francisco Office for Disruptive Economy** *(Sold out)*
Breakfast and lunch included; Ticket #3

Sponsored by

Allen Matkins
CHALLENGE. OPPORTUNITY. SUCCESS.

8:00 a.m.–12:30 p.m. **Office Reuse: Shining Up Old San Francisco Spaces for Creative New Uses** *(Sold out)*
No lunch; Ticket #2

Sponsored by

Allen Matkins
CHALLENGE. OPPORTUNITY. SUCCESS.

8:30 a.m.–2:30 p.m. **Mission Bay: Infill Development on a Massive Scale** *(Sold out)*
Breakfast and lunch included; Ticket #5
Tour will depart from Moscone North and take public transit to first site.

Sponsored by

PLANT



MONDAY, OCTOBER 5

TOURS

8:30 a.m.–3:00 p.m. **Reinventing a Neighborhood with Residential Development: Creative Luxury, Micro, and Adaptive Reuse in Mid-Market**
(Sold out)
Lunch included; Ticket #4

Sponsored by

AvalonBay
COMMUNITIES, INC.

8:30 a.m.–4:00 p.m. **A Tale of Two Residential Revival Stories: An Urban Master Plan and a Downtown Revival** *(Sold out)*
Lunch included; Ticket #6

Sponsored by

STOCKBRIDGE
CAPITAL PARTNERS

9:00 a.m.–1:30 p.m. **The Best of Condominium Living in San Francisco** *(Sold out)*
Lunch included; Ticket #10

Sponsored by

DLA PIPER

9:00 a.m.–3:00 p.m. **Experience Walnut Creek: A Hard-Hat Retail Development Walking Tour** *(Sold out)*
Lunch included; Ticket #9

9:00 a.m.–3:00 p.m. **The New Center of San Francisco: The Transbay District** *(Sold out)*
Lunch included; Ticket #11
Report directly to the tour's first site, 101 California Street.

Sponsored by

WEBCORBUILDERS

9:00 a.m.–3:45 p.m. **Large-Scale Urban Transformation: A Boat and Walking Tour of the Eastern Waterfront**
Lunch included; Ticket #7



MONDAY, OCTOBER 5

TOURS

- 9:00 a.m.–4:00 p.m. **Spin Old into Gold: Residential Adaptive Reuse** *(Sold out)*
Lunch included; Ticket #8
- 9:30 a.m.–3:30 p.m. **Everything Old is New Again: The Port of San Francisco Waterfront Walking Tour** *(Sold out)*
Lunch included; Ticket #12
- 9:45 a.m.–4:00 p.m. **Reimagining the Silicon Valley Campus: Facebook and Google** *(Sold out)*
Breakfast and lunch included; Ticket #13

Sponsored by



- 10:00 a.m.–2:00 p.m. **Historic to High Tech: The Transformation of Market Street** *(Sold out)*
Lunch included; Ticket #14
Report directly to the tour's first site, 140 New Montgomery (140 New Montgomery Street).

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- 10:30 a.m.–3:00 p.m. **Gruen and Sack Private Art Collections**
Lunch included; Ticket #15
Report directly to the tour's first site 1160 Mission Street.
- 2:00 p.m.–5:00 p.m. **San Francisco Hot Neighborhood: Hayes Valley**
No lunch; Ticket #16
Report directly to the tour's first site, Avalon Hayes Valley (325 Octavia Street).

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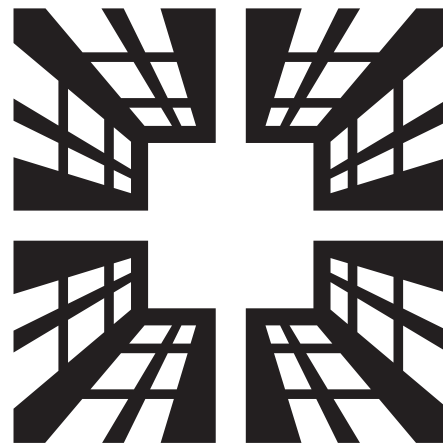
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