### Redevelopment and Reuse Council

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### Council Day Agenda – Wednesday 21 October 2020

11:00-11:20am Chair’s Welcoming Remarks; Introductions
- Summary introduction of members and guests (not individual)
- Introduce Planning Committee

General Announcements
- Reminder to confirm attendance in Zoom Chat
- Reminder to complete evaluation form after the meeting

Business Session
- Review of ULI Priorities & Council Member Expectations (see back page of your agenda)
- Discussion re: suggestions for future council and concurrent meeting programs
- Announce next meetings:
  - ULI Spring Meeting – Denver, CO | May 10-12, 2021
  - ULI Fall Meeting – Chicago, IL | October 11-14, 2021
11:20-12:10pm Building Technology and Design; Lessons for Re-occupying and Wellness

Never before has technology been so central to our lives and our work. The ability to integrate technology into the built environment is creating winners and losers as occupants expect more to mitigate the impact of Covid-19 and drive financial returns. These five speakers are all addressing this challenge in different ways. They will do a five-minute presentation of their work, after which we will break out with each panelist. You will be able to move virtually among the breakout rooms to learn more.

**Moderator:**
Dominic Ramos-Ruiz (f(c)
Director, Healthy Buildings, Green Generation
New York, NY

**Speakers:**
Ken Bayern (nm)(c)
VP, Global Technology Solutions, CallisonRTKL
Seattle, WA

Serene Almomen (nm)(c)
CEO, Senseware
Tysons Corner, VA

Ray Wu (nm)(c)
CEO, Wynd
San Francisco, CA

Mike Andrews (nm)(c)
CEO, Paper Airplane
San Francisco, CA

Joseph Hewlings (nm)(c)
Senior Engineer/Mechanical Services, ARUP
San Francisco, CA

12:10-12:25 Break

12:25-1:20 Iconic Ferry Building Renovation

A review of the plans and re-imaging both pre- and post-Covid

The panel will discuss three main topics related to The Ferry Building. First, how the historic restoration was addressed in the restoration of the iconic San Francisco landmark. The panel will then review the repositioning of the project and the strategy behind responsiveness to contemporary requirements of commuters, locals and tourists who are all active participants at the property. Finally, the panel will review how the ownership was aggressive and proactive in responding to the needs of the tenants and the city during the past seven months and will discuss efforts put into place to maintain the property’s vibrancy.

**Moderator:**
Peggy DaSilva (f(c)
Head of Loan & Asset Management, Allianz Real Estate of America LLC
New York, NY

**Speakers:**
Drew Gordon (m)(c)
SVP Northern California, Hudson Pacific Properties
San Francisco, CA

Armstrong Yakubu (nm)(c)
Senior Partner, Foster Partners
San Francisco, CA

1:20-1:25 Update on ULI Foundation

Jim Price (f(c)

1:25-1:35 Update on ULI’s Diversity Initiatives

Cheryl McOsker (c)
Executive Director, ULI District Council, Austin TX

1:35-1:45 Break-Out Room Catch Up (randomly assigned)
1:45-2:00  Member Survey and Discussion on Covid-19 Impacts
Brad Dockser (f)(c)

2:00-2:55  Pier 70 Transformation at Dogpatch
Design development both pre- and post-Covid

This panel will discuss the vision behind the repurposing/rehab of Pier 70’s Building 12, providing an overview on the larger neighborhood as context for how the developers created a sense of community through the building restoration. Participants will also discuss how design of new construction elements and rehab of existing elements in Building 12 were influenced by the vision, how they designed with sustainability in mind for a historic rehab structure, followed by a discussion on the use of technology in the design and construction.

Moderator:
Dwight Long (m)(c)
Principal, Perkins + Will
San Francisco, CA

Speakers:
Tim Bacon (nm)(c)                             Ariane Fehrenkamp (nm)(c)
Sr Director, Development, Brookfield          Sr Project Manager, Pier 70, Perkins + Will
San Francisco, CA                             San Francisco, CA

2:55-3:00  Wrap-up

KEY: (f)=Full Member (m)=Member (nm)=Nonmember (i)=Invited Speaker/Moderator/Panelist (p)=Proposed Speaker/Moderator/Panelist (c)=Confirmed Speaker/Moderator/Panelist

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ULI’s Mission

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to:

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI’s membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

ULI’s Content Pillars

The ULI Content Pillars provide a bridge between our broad mission and the programs that deliver it. The Pillars represent the timeless topics or concerns of the organization, within which the program of work must fit.

Housing and Communities
This pillar is firmly grounded in the founding of the organization in 1936. References to housing products and policy, and specifically to the provision of affordable housing, are included in ULI’s Articles of Incorporation. ULI fundamentally believes that housing is a fundamental underpinning of healthy and thriving communities.

Real Estate Finance and Investment
A great deal of ULI’s value to our members and ability to meaningfully deliver our mission relates to our activities in real estate capital markets, including providing a forum for the providers and users of capital to convene. ULI’s traditional focus has been on connecting capital to real estate through the creation of value. This pillar also encompasses the market and economic factors that affect the supply and demand forces that drive land use change.

Sustainability and Economic Performance
Specifically referred to in ULI’s mission, and embedded in ULI’s dedication to the creation of long-term value, sustainability is more than energy efficiency or adaptation to climate change. It encompasses environmental, social, and governance issues as they relate to efficient use of resources and creating and maintaining a sustainable and resilient built environment.

Innovation in Development Practice
ULI’s applied research and education programs are based principally on best practices, on “what works,” and the process of real estate development remains central to the mission and to our members’ activities. We foster innovation, but look to practical experience and knowledge sharing to advance the state of the art. This pillar refers primarily to activities, at various scales, that are considered site-specific. ULI traditionally takes a case study approach, using real-world examples to illustrate broadly applicable principles and practices.

Shaping Successful Cities and Regions
Site-specific development occurs within a broader physical and policy context shaped by numerous actors and decision-makers. This larger context, from neighborhood to metropolitan region, is the subject of this pillar. Here, activities and issues transcend property boundaries and encompass land use planning and development policy, infrastructure, metropolitan growth strategies, and transportation issues.
ULI Council Member Expectations

Council membership is a privilege desired by many ULI members and the value of the Council experience is determined by the quality and participation of its members. Each Council member is therefore expected to be a committed and participating part of the Council, contributing as much value to the Council experience as they take home.

OPEN, HONEST, SPECIFIC INFORMATION AND EXPERIENCE: Come to Council meetings ready to participate openly and honestly with specific, detailed information and experience from your current real estate practice.

CONFIDENTIALITY: Everything discussed within a Council is kept completely confidential by all Council members. This is the foundation that makes open and honest sharing of detailed information and experience possible. Violation of confidentiality will result in immediate expulsion from your Council.

REAL DEALS, REAL NUMBERS: The key to truly valuable interaction between the Council members is the sharing of real deals and real number, successes as well as lesson learned.

RESPECT FOR OTHERS: Help make discussions productive and high value by engaging your fellow council members respectfully with your most relevant information and experience.

NO SELF-PROMOTION: Councils members are all highly successful real estate professionals. Self-promotion and pitching do not add value for your fellow council members. Keep your presentations and discussions aimed at delivering real take home value for your peers, not your business.

NO MOBILE DEVICES: It should go without saying that you cannot be fully engaged in your council while checking your email. Most Councils have breaks designed to allow members to check in and stay connected a few times during the day.

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

RECRUIT THE BEST AND BRIGHTEST: Council members often come into contact with new leaders in the industry, ULI members and non-ULI members, with exciting new products, ideas and best practices that will add greatly to the value of their Council. Bring these new leaders as guests to your Council, sponsor them for Council membership and work with your Council leadership to help them become future members of your Council.

PARTICIPATE IN ULI AND ULI LEADERSHIP: Council members are expected to be active participants in ULI’s mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Your involvement in ULI provides excellent opportunities to network and to learn both within and beyond the boundaries of your industry segment:

• Attend and participate as speakers and panelists at ULI Spring Council Forums and Fall Meetings
• Attend and participate as speakers and panelists at Council meetings
• Serve as panelists at Project Analysis Sessions held at Spring Council Forums and Fall Meetings
• Serve as panel members for Advisory Services assignments scheduled throughout the year
• Contribute to ULI publications through the contribution of articles and papers
• Contribute to the ULI Foundation
• Participate as Committee/Subcommittee/Task Force members
• Participate in research and education programs
• Participate in District Council programs in each member’s area