Urban Development/Mixed-use Council (Platinum)

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**NOTE: ALL TIMES IN EASTERN STANDARD TIME**

Council Day Agenda – October 20, 2020
Time: 3:00-7:00 PM EST

3:00-3:15pm  Chair’s Welcoming Remarks/Introductions/General Announcements/Business Session

- Introduction of Members and Guests
- Reminder to Complete Attendance Sheet
- Reminder to Complete Evaluation Form
- ULIF Announcement, new video available
- Review of ULI Priorities & Council Member Expectations (see back page of your agenda)
- Discussion re: Suggestions for Future Council and Concurrent Meeting Programs
- Announce Next Meeting:
  - Real Deal Session (San Francisco): November 20, 2020 via Zoom
  - ULI Spring Meeting 2021 – Denver, CO

3:15-3:50pm  Economist/Real Estate Outlook Session:

Note: Pre-recorded and distributed to UDMUC Platinum to be viewed in advance of Council Day.
Access recording, Here.
Ken Rosen will provide his economic and real estate outlook exclusively to UDMUC Platinum Members in a recorded session that will be available for viewing at your convenience during the week prior to our Council Day convening. During our Council Day Session, Doug Poutasse and Mark Eppli will each provide brief comments on Ken’s presentation and discuss the content with and among Council Members for a lively group discussion on the materials.

Moderators:
Doug Poutasse (fl)c
Executive Vice President, Head of Strategy & Research, Bentall Kennedy
Boston, MA
3:50-4:35pm  Product Spotlight in a Post-Pandemic World

A conversation about how the Covid-19 global pandemic has changed how we utilize space and how we work in the built environment with a focus on what changes are most likely to be permanent beyond 2020. We will focus specifically on multifamily, office and hospitality in this discussion.

Moderator:
Rick Price (f)(c)
Director – Raintree Partners
Dana Point, CA

Speaker(s):
Sharmilla Tankha (f)(c)
Founding Principal – STARQ inc.
Orange County, CA

Speaker(s):
Tyler Lavin (f)(c)
Vice President – Citizen M
New York, NY

Speaker(s):
Sofia Song (m)(c)
Global Cities Lead – Gensler
New York, NY

4:35-4:50  Break

4:50-5:20  Is Office Dead – The Tenants Point of View (Ernst & Young)

As tenants to more than 25 million square feet globally, EY’s head of facilities Trex Morris and council member Mark Grinis will speak to EY’s view of the future of office and how the firm plans to reposition the companies real estate footprint that servers the more than 350,000 people that come into the office every day. The conversation will focus on the US portfolio but also include observation of various trends occurring globally.

Moderator:
Full Name: Mark Grinis (f)(c)
Global Real Estate Hospitality and Construction Leader – Ernst & Young LLP
New York, NY

Speaker(s):
Trex Morris (nm)(c)
Global Real Estate Services Leader, Procurement - Real Estate Services – Ernst & Young LLP
Atlanta, GA
5:20-6:10  Hot Topics Table Discussions & Report Out

Breakout group discussions on today’s most pressing topics as determined by our Council members.

**Moderator:**
Dan Cohen (f)(c)
Principal – Urban Investment Group
Denver, CO

6:10-6:55pm  Capital Markets Panel

An interactive panel discussion led by JLL Capital Markets’ Coleman Benedict with institutional investors Mike Byrne (AEW) and Marshall Nevins (Blackstone). Coleman will lead with a brief overview of today’s capital market environment followed by a discussion on capital flows, risk appetite and return thresholds for various property types and markets.

**Moderator:**
Full Name: Coleman Benedict (f)(c)
Senior Managing Director – JLL
Boston, MA

**Speaker(s):**
Mike Byrne (f)(c)
Executive Managing Director – AEW Capital Management LP
Boston, MA

**Speaker(s):**
Marshall Nevins (f)(c)
Managing Director – Blackstone
New York, NY

6:55-7:00pm  Closing Remarks

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

For more information about ULI please visit [www.uli.org](http://www.uli.org)
3333 California Street (San Francisco – The Prado Group)
San Francisco’s west side neighborhoods of Pacific Heights, Presidio Heights and Laurel Heights are about to see its largest housing project in generations. The Prado Group and SKS Partners have received approvals to transform UCSF’s Laurel Heights office campus into 560 homes, 185 affordable senior units, 35,000 square feet of retail, and a childcare facility for 175 children. Never before has a project of this scale been proposed – much less approved - in this part of the City.

Join us to learn about the near-decade worth of work that went in to 3333 California Street that spans two District Supervisors, three Mayors, five architects, and more than one hundred fifty community meetings. From transaction to entitlement to politics, this is truly a project like none other.

80 Grand Avenue (Oakland – Seagate Properties)

80 Grand Ave. is a multifaceted value-add story of a 44,000 sq. ft. medical office building and multifamily entitlement of the adjacent parking lot. The property at the time of acquisition was 35% vacant, had debt maturing 3 months later, dysfunctional ownership, and would require substantial capital reinvestment. An added element includes the potential for significant value creation through the entitlement process of the adjacent vacant parking lot. Over a three-year term, Seagate executed on the value creation strategy, stabilized the asset, and created substantial value in both the existing building as well as the surface parking lot, via entitlements.

Speaker(s):
Cindy Park (f)(c)
SVP of Strategy and Operations – The Prado Group, Inc.
San Francisco, CA

Speaker(s):
Wick Polite (f)(c)
President & CEO – Seagate Properties, Inc.
San Rafael, CA

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ULI’s Priorities

1. Promoting Intelligent Densification and Urbanization
   - What are the most responsible ways to provide cost-effective housing for a rapidly increasing global population that is becoming increasingly urbanized?
   - How can we advance the understanding of the relationship between a high-quality of life and the built environment to create high-quality, appropriately-priced density that is attractive to users?
   - What is the relationship between a thriving economy and a thriving city (and vice versa)—the relationship between a dynamic society and the built environment?

2. Creating Resilient Communities
   - What are the best new business models in the real estate and land use industry and how can we support their development?
   - How can we best adapt and reuse existing real estate while eliminating obsolete space to create thriving communities?
   - How can we influence land use leaders locally and around the world as they reshape the process of community building and developing both social and physical infrastructure?

3. Understanding Demand and Market Forces
   - How can we best understand the demand (quantity, type, price, and location of the need) for real estate and discover what the market wants short-term versus what the market needs long-term?
   - How can we help balance local, regional, national, and global interests as well as public and private interests in terms of how they affect land use decisions and development?
   - How will changing technology influence building and buildings, and how will people’s use of technology influence how they interact with the physical environment?

4. Connecting Capital and Real Estate Through Value
   - How can we best generate value in the built environment that is greater than its cost?
   - What are the best ways to ensure the attractiveness of real estate as an investment as institutional capital allocators continue to change and become more global?
   - What is the most effective way to demonstrate and explain the relationship between investment in public projects and amenities and the impact on real estate value?

5. Integrating Energy, Resources, and Uses
   - How can we best reduce the negative impact of the built environment on our natural resources and climate?
   - What are the best ways to use the world’s energy resources and protect the built environment from volatile and unpredictable conditions?
   - How will trends in energy and resources impact the future best use of land?
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:** Council members are all highly successful real estate professionals. Self promotion and pitching do not add value for your fellow council members. Keep your presentations and discussions aimed at delivering real take home value for your peers, not your business.

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

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

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

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

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