UDMUC Purple 2020 Virtual Fall Meeting

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**Wednesday October 21, 2020 (3pm to 8pm EST)**

Note: All times noted are EST

**3:00 – 3:15 PM – Chair’s Welcoming Remarks, Introductions, Announcements & Council Business**
- Introduction of Members and Guests
- Discussion of agenda
- Explanation of Q&A process, we are very lucky to have great speakers with us and we will have a very interactive dialogue with them.

**3:15 to 3:45 PM  ULI’s vision and purpose emerging from the Pandemic, a conversation with ULI Americas Chair, Jonathan Brinsden**

Jonathan Brinsden serves as Chief Executive Officer of Midway and guides the company’s overall business strategy and operations. He has led the company’s growth and creation of a $2B portfolio of core mixed-use assets. Jonathan is a member of Midway’s Leadership Team and Investment Committee. Jonathan joined Midway in 2001, was named Chief Operating Officer in 2008 and Chief Executive Officer in 2013. Prior to joining Midway, Jonathan served as President and Chief Operating Officer of Hamm Corporation, a Houston-based development company. He is a member of Urban Land Institute (ULI); Chairman of ULI Americas; and a Global Board Director, Governing Trustee, ULI Foundation Governor, and past Chair of ULI Houston. Jonathan is active in a number of civic leadership and charitable organizations including serving as Chairman of Central Houston, on the Executive Committee and Board of Buffalo Bayou Partnership, on the Board of SEARCH Homeless Services and the Board of Coalition for The Homeless. Jonathan is a former adjunct professor at the University of Houston Bauer Graduate Real Estate Program and a frequent guest lecturer at Texas A&M University and Rice University. Jonathan holds a Master of Science in land and real estate development, a Bachelor of Science in construction science, and a Bachelor of Science in environmental design, all from Texas A&M University.
Facilitator
Tim Williamson, (f) (c)
EVP, Commercial Real Estate, Cadence Bank

Speaker
Jonathan Brinsden (c)
ULI Americas Chairman and CEO of Midway
Houston, Tx

3:45 – 4:45 PM The Economic and Real Estate Big Picture, an economic presentation by Dr. Peter Linneman, Founder of Linneman Associates

Linneman Associates is a premier consulting and research firm, specializing in commercial real estate investment strategy. Our clients represent a wide range of industries and countries, but primarily include institutional investors, REITs, developers, and opportunistic private equity firms seeking to implement thoughtful and disciplined investment strategies. Our clients value our market insights and analyses as well as our ability to assess and simplify the ever-changing macroeconomic, political, and capital market environments, particularly as they relate to commercial real estate investing. For over 40 years, Dr. Peter Linneman's unique blend of scholarly rigor and practical business insight has won him accolades from around the world, including PREA's prestigious Graaskamp Award for Real Estate Research, Wharton's Zell-Lurie Real Estate Center's Lifetime Achievement Award, Realty Stock Magazine's Special Achievement Award, being named "One of the 25 Most Influential People in Real Estate" by Realtor Magazine and inclusion in The New York Observer's "100 Most Powerful People in New York Real Estate". After receiving both his Masters and Doctorate in Economics under the tutelage of Nobel Prize winners Milton Friedman, Gary Becker, George Stigler, Ted Schultz and Jim Heckman, Peter had a distinguished academic career at both The University of Chicago and the Wharton School of Business at the University of Pennsylvania. For 35 years, he was a leading member of Wharton's faculty, serving as the Albert Sussman Professor of Real Estate, Finance and Public Policy as well as the Founding Chairman of the Real Estate Department and Director of the prestigious Zell-Lurie Real Estate Center.

Facilitator
Christine Kwak (f) (c)
Principal
KLR- ARIS Real Estate Ventures

Speaker
Dr. Peter Linneman (c)
Linneman Associates, Founder
Philadelphia, Pa

4:45 to 5:00 PM – Purple Reign Transition & Restroom Break

5:00 to 6:00 pm The Real Estate Investment Climate, a conversation with Ralph Rosenberg, Global Head of KKR Real Estate

We will have a discussion with Ralph Rosenberg covering:
- The big picture view on industry risks and opportunities
- Working virtually and the impact on investment process and staff
- Day to day operational impacts to the portfolio
- Description of how the investing strategy is evolving
Ralph F. Rosenberg joined KKR in 2011 and is the Global Head of KKR’s Real Estate Platform. Prior to joining KKR, Mr. Rosenberg was a partner at Eton Park Capital Management and also managed his own firm, R6 Capital Management, which later merged into Eton Park. Previously, he was a partner at Goldman Sachs. He holds an undergraduate degree from Brown University where he graduated magna cum laude and holds an M.B.A from the Stanford Graduate School of Business. Mr. Rosenberg is Chairman of the Board of Directors of KKR Real Estate Finance Trust Inc., Chairman of the Board of Directors of KKR Real Estate Select Trust, a Global and U.S Trustee of the Urban Land Institute, a Governor of the Urban Land Institute Foundation, Chair of the Board of Directors of the Pension Real Estate Association and a member of the Board of Directors of the PREA Foundation. He is an Emeriti Member of the Brown University Corporation and is an Honorary Trustee of the Francis W. Parker School in Chicago, Illinois. He is also a former Trustee of the Stanford Graduate School of Business Trust and a former Trustee and former Vice-Chair of the Board of Directors of the Masters School in Dobbs Ferry, New York.

Facilitator
Lynn Jerath (f) (c)
President, Citrine Investment Group and UDMUC Purple Chair

Speaker
Ralph Rosenberg (c)
Partner and Global Head of KKR Real Estate
New York, NY

6:00 to 7:00 PM – A conversation on Affordable Housing Challenges and Solutions

6:00 to 6:30 PM A discussion on the issues and policies impacting the housing crisis in California with California State Senator Scott Wiener

Senator Scott Wiener represents San Francisco and northern San Mateo County in the California State Senate. Elected in 2016, Senator Wiener focuses extensively on housing, transportation, civil rights, criminal justice reform, clean energy, and alleviating poverty. He chairs the Senate Housing Committee and also chairs the California Legislative LGBTQ Caucus. Before being elected to the Senate, Senator Wiener served as a member of the San Francisco Board of Supervisors, representing the district previously represented by Harvey Milk, and chaired the San Francisco County Transportation Authority. Before being elected to office, Senator Wiener practiced law for 15 years, including nearly a decade as a Deputy City Attorney in the San Francisco City Attorney’s Office. He also served in a number of community leadership roles, including co-chair of the San Francisco LGBT Community Center and on the national Board of Directors of the Human Rights Campaign. Senator Wiener has lived in San Francisco’s Castro neighborhood since 1997. He received degrees from Duke University and Harvard Law School and spent a year in Chile on a Fulbright Scholarship.

6:30 to 7:00 PM A discussion on an affordable housing solution – Micro Pads, with Patrick Kennedy, San Francisco Developer

In San Francisco, approximately 7,000 people live on the street without a permanent home, and one man believes he has a solution. Patrick Kennedy and his team at Panoramic Interests developed MicroPAD, a tiny, prefabricated housing unit that can be used alone or stacked into 200-unit complexes to provide efficient shelter for those who currently have none. Each identical MicroPAD unit is a compact, portable home that is fully self-contained and actually pretty stylish. Tempered glass offers privacy while taking advantage of natural light, and the unit’s smart design is minimalist without skimping on necessities.

Patrick Kennedy is the owner of Panoramic Interests, a development firm that has been building housing, live-work space, and commercial property in the Bay Area since 1990. The firm has focused on dense, mixed-use, mixed-income, infill developments, typically financed with private funds. All of the multi-family housing projects include below market rate units. The firm’s projects incorporate the Smart Growth principles designed to discourage auto use, mitigate sprawl, encourage local business, and enhance the pedestrian streetscape. Mr. Kennedy grew up in the
East Bay, and attended Claremont McKenna College, majoring in Economics and English. After college, he worked as a contractor, and then attended Harvard Law School and MIT, graduating with a J.D. and a Masters in Real Estate Development. Early development work included building his own house, and renovating several small commercial properties.

Facilitator
David Israel, (f) (c)
Principal, BAR Architects

Speakers
Scott Wiener (c)
California State Senator
San Francisco, Ca

Patrick Kennedy (c)
Owner of Panoramic Interests, Bay Area Developer
San Francisco, Ca

7:00 to 8:00 Virtual Happy Hour
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 CELL PHONE USE DURING THE MEETING: It should go without saying that you cannot be fully engaged in your council while checking your email or responding to text messages. 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.