Join NAIOP for three days of rich content, real-world applications, renowned speakers, robust networking and remarkable project tours – designed to give you the advantage in today’s dynamic and thriving commercial real estate industry.
There’s a reason why commercial real estate’s top professionals return year after year to NAIOP’s Development conference. From education sessions where even the most seasoned executives learn something new, to networking events giving attendees the opportunity to develop relationships with new colleagues, to invigorating keynote speakers with impressive experience and insight—the demand for insight into emerging topics, business issues and global trends is great.

Development ‘14 delivers all that and more and in a dynamic destination showcasing amazing development projects that have transformed Denver in recent years.

Of course, we’ll also reflect on industry happenings in 2014, explore what the future might hold and honor individuals and companies whose strategic vision fuel our industry to transform communities all over North America.

As NAIOP’s 2014 Chairman, I’ve had the opportunity to meet with developers, owners, investors and many others from retail, office and industrial sectors and see firsthand the creativity and energy evident in projects spanning all sizes and shapes and the passionate professionals who are so dedicated to improving their communities. Our industry is one of the most innovative around today, and I am certain that you will come away from Development ‘14 with that same experience.

I look forward to seeing you at Development ‘14 and engaging in lively discussion about what’s next for commercial real estate.

Best regards,

Jean Kane
2014 NAIOP Chairman of the Board
CEO
Welsh and Colliers International | Minneapolis St. Paul
**Development ‘14** gives you countless opportunities to network with the industry’s most active and influential professionals and expand your circle of industry connections more than a mile high.

Start your Development ‘14 conference experience off on the right foot and join us at the **Opening Welcome Reception** on **Monday, October 27, from 5 – 7 p.m.**

Are you a NAIOP Developing Leader? Plan to attend the **Developing Leaders Reception on Tuesday, October 28, from 5 – 5:45 p.m.,** to meet other DLs and rising stars of commercial real estate.

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**Development ‘14 in Denver Goes Digital**

**Coming soon… download the Development ‘14 conference app to:**

- Create your very own customized personal schedule
- Check out attendees, speakers and presentations
- Capture scenes to share on social media
- Connect with sponsors and colleagues

The conference app will be available for Apple and Android users.

**Thanks to CBRE for sponsoring the Development ‘14 conference app.**

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Hosted by NAIOP Colorado, this highly-anticipated event takes place in a perfect setting for commercial real estate. Having just reopened this summer after a massive development undertaking that transformed it into a mixed-use, bustling transit-oriented hub, Union Station showcases the energy, creativity and vision of our ever-evolving industry.

**Kick up your heels with NAIOP**

at one of Denver’s premier and most sought-after venues.

**Reception in the Rockies**

**Tuesday, October 28**

6 – 8 p.m.

**Atrium at Union Station**

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**REGISTER TODAY AT NAIOP.ORG/DEVELOPMENT14**
## Schedule at-a-Glance

### Monday, October 27

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
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<tbody>
<tr>
<td>7:30–9:30 a.m.</td>
<td>Corporate Committee and Subcommittee Meetings</td>
</tr>
<tr>
<td>8–9 a.m.</td>
<td>New Board Orientation</td>
</tr>
<tr>
<td>8 a.m.–5 p.m.</td>
<td>Commercial Leasing Pre-conference Course</td>
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<tr>
<td>9:30–11:45 a.m.</td>
<td>NAIOP Corporate Board of Directors Meeting</td>
</tr>
<tr>
<td>11:45 a.m.–noon</td>
<td>NAIOP Annual Meeting and Passing of the Gavel</td>
</tr>
<tr>
<td>Noon–2 p.m.</td>
<td>Joint Governors and Industry Trends Meeting</td>
</tr>
<tr>
<td>1–1:30 p.m.</td>
<td>NAIOP First Time Attendee Session</td>
</tr>
<tr>
<td>1–2 p.m.</td>
<td>New Forum Member Orientation</td>
</tr>
<tr>
<td>2–3 p.m.</td>
<td>Foundation Governors Meeting</td>
</tr>
<tr>
<td>2–5 p.m.</td>
<td>Project Tours <em>(ticketed event; separate fee)</em></td>
</tr>
<tr>
<td>4:30–5 p.m.</td>
<td>NAIOP First Time Attendee Session <em>(repeated)</em></td>
</tr>
<tr>
<td>5–7 p.m.</td>
<td>Opening Welcome Reception</td>
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<tr>
<td>7:30–10 p.m.</td>
<td>National Forums Dinners <em>(National Forums members only)</em></td>
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### Tuesday, October 28

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>7–7:30 a.m.</td>
<td>Distinguished Fellows Meeting</td>
</tr>
<tr>
<td>7:30–9:15 a.m.</td>
<td>Breakfast General Session: 2014 Sustainable Development Award and Interior/Build-out of the Future Design Competition Presentations</td>
</tr>
<tr>
<td>9:30–10:30 a.m.</td>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td>10:45–11:45 a.m.</td>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td>11:45 a.m.–1:45 p.m.</td>
<td>2014 Developer of the Year Luncheon with <em>Fox News’ Chris Wallace</em></td>
</tr>
<tr>
<td>2–3 p.m.</td>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td>3:15–4 p.m.</td>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td>3:15–5 p.m.</td>
<td>National Forums Converge <em>(National Forums members only)</em></td>
</tr>
<tr>
<td>4:15–5 p.m.</td>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td>5–5:45 p.m.</td>
<td>Developing Leaders Reception</td>
</tr>
<tr>
<td>5–6 p.m.</td>
<td>National Forums Advisory Committee Meeting</td>
</tr>
<tr>
<td>6–8 p.m.</td>
<td>Reception in the Rockies</td>
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### Wednesday, October 29

<table>
<thead>
<tr>
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<th>Event</th>
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<tbody>
<tr>
<td>7–7:30 a.m.</td>
<td>National Forums Leadership Meeting</td>
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<tr>
<td>7:30–9 a.m.</td>
<td>Breakfast Session with Economy Keynote K.C. Conway</td>
</tr>
<tr>
<td>9 a.m.–3:30 p.m.</td>
<td>Chapter Executives Forum</td>
</tr>
<tr>
<td>9 a.m.–3:30 p.m.</td>
<td>National Forums Meetings</td>
</tr>
<tr>
<td>9:30–11 a.m.</td>
<td>Closing Session with Joel Kotkin and Mark Stapp</td>
</tr>
<tr>
<td>1–3:30 p.m.</td>
<td>Project Tours <em>(ticketed event; separate fee)</em></td>
</tr>
</tbody>
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*Non-members attending Development ‘14 may join NAIOP within 30 days of the event and receive up to $100 off their corporate dues.*
See firsthand how Denver continually reinvents itself, keeping its history in mind while using innovation and modernization to expand the built community.

**16th Street — Evolution of a Downtown**

**Monday, October 27 | 2–5 p.m.**

See the pedestrian corridor that’s become known as the “spine of the city” since it opened in 1982. This tree-lined, pedestrian promenade runs through the center of Downtown and is lined with renovated historic buildings, glass-walled skyscrapers, shops, restaurants and retail stores. Come experience this lifeline of the city and learn how it transformed downtown Denver. **Walking tour.**

**Wednesday, October 29 | 1–3:30 p.m.**

**Cherry Creek North**

**Monday, October 27 | 2–5 p.m.**

Cherry Creek North is seeing its biggest construction boom in decades, fueled by developers offering a live-work-play experience in the tony neighborhood. Five major projects are under construction or are in advanced planning stages for the areas just north and east of the Cherry Creek shopping center. The concept of urban infill development is laying the foundation for this to become a vibrant mixed-use district. Come see “The New North” and experience what the first business improvement district in Colorado is doing. **Bus and walking tour.**

**Coors–to–Pepsi**

**Monday, October 27 | 2–5 p.m.**

As one of Denver’s oldest business districts, LoDo has seen Colorado’s gold rush, the industrial era, skid row and finally the heart of the resurgent entertainment district anchored by Coors Field (home to the Colorado Rockies) and the Pepsi Center (home of the Colorado Avalanche). Learn how this historic district became the archway between downtown Denver and the Union Station redevelopment. **Walking tour.**

**Fitzsimons Life Sciences District**

**Monday, October 27 | 2–5 p.m.**

Located in Aurora, Fitzsimons is the center of Colorado’s bioscience practice and research community. Tour one of the largest bioscience real estate developments in the country, including Anschutz Medical Campus; The Colorado State Veterans Home; University of Colorado Hospital; The Children’s Hospital and Research Center; Veterans Administration Hospital (future). **Bus and walking tour.**

**RiNo — River North Art District**

**Monday, October 27 | 2–5 p.m.**

See Denver’s most creative neighborhood, an adaptive reuse, repurposed district with a strong commitment to preserving its former industrial identities. River North (RiNo) is a remarkable concentration of architects, galleries, breweries and studio spaces. TAXI is the former site of the Yellow Cab central office, now an innovative mixed-use development. The Source is an artisan food market in an 1880s brick foundry, home now to Denver’s best food artisans and retailers. **Bus and walking tour.**

**Stapleton Redevelopment**

**Monday, October 27 | 2–5 p.m.**

Experience the unique public/private partnership that Forest City Enterprises and the Stapleton Redevelopment Foundation forged in 1990 to create one of the country’s largest urban-infill redevelopment projects. See how this one-time international airport has transformed into a vibrant, thriving, live-work-play experience. **Bus and walking tour.**

**Wednesday, October 29 | 1–3:30 p.m.**

**Union Station and DaVita**

**Monday, October 27 | 2–5 p.m.**

A new city within a city is being constructed in LoDo with transit at its center. What used to be an abandoned rail yard is now a bustling urban environment, bursting with new businesses, a hotel, office and retail development and a complete transit experience—under one roof. See this transformation and walk through historic Union Station, capped by a visit to DaVita headquarters, a striking 14-story, 270,000-square-foot composition of glass, metal and stone. **Bus and walking tour.**

**Wednesday, October 29 | 1–3:30 p.m.**

Register today at naiop.org/development14

Tour slots fill up fast, so reserve your spot early. Select tours will be offered on both Monday, October 27, and Wednesday, October 29.
Award-winning journalist and anchor of Fox News Sunday, Chris Wallace has made a career of asking tough questions, getting direct answers and gaining politicians’ respect. Interviewing presidents, members of Congress, world leaders and CEOs, he’s developed a reputation as an “equal opportunity inquisitor” whose reporting style is sharp and solid. With an objective eye on public policy and an ability to separate rhetoric from reality, he’s covered the world around us through turmoil and triumph and will take the stage at Development ’14 to provide insight on the country’s upcoming congressional elections, changing political composition and international presence.

With more than 25 years of experience as an appraiser, underwriter, lender, credit officer and noted economist, K.C. Conway is a foremost economic thought leader, formerly with Colliers International. The author of numerous office, industrial and port analysis reports, Conway previously served five years with the Federal Reserve Bank, where he briefed Federal Reserve Chairman Ben Bernanke and the Board of Governors on the burgeoning subprime lending and housing crisis and its impact on the commercial real estate industry. A third-generation MAI and Counselor of Real Estate, Conway addresses government agencies, financial institutions and private entities, and will take to the stage at Development ’14 shedding light on market trends and activities.

Internationally-recognized as an expert on global, economic, political and social trends, Joel Kotkin educates the next generation of developers, planners and critical thinkers at Chapman University in Orange, California, and informs the savvy business professional and engaged consumer through his weekly “New Geographer” column on Forbes.com and writings for the Daily Beast. He’ll take to the stage at Development ’14 sharing his vision of America’s evolution in the next four decades. Executive Director of the Master of Real Estate Development program and the Fred E. Taylor Professor of Real Estate in the W.P. Carey School of Business at Arizona State University, Mark Stapp has been a part of various business enterprises and development projects for more than 34 years and is managing member of Pyramid Community Developers, LLC.
Diane Barrett
Chief Projects Officer
City and County of Denver, Colorado
Craig Beam
Managing Director
Healthcare Services
CBRE
Thomas J. Bisacquino
President and CEO
NAIOP
Lawrence Bizjak
Managing Director of Real Estate Acquisitions
Garrison Investment Group LP
Jay Borzi
Senior Managing Director
Eastdil Secured
Wayne Brandt
Managing Director
Wells Fargo Bank
Robert Byron
Managing Principal
Blue Vista Capital Management, LLC
Chuck Carefoot, LEED AP
Vice President of Construction
Ryan Companies US, Inc.
Noble Carpenter
Executive Managing Director Principal
Cassidy Turley
Molly Ryan Carson
Vice President of Development
Ryan Companies US, Inc.
Angela Castleton
Principal/National Workplace Leader
DLR Group
Ed Coco
Senior Managing Director National Sales Leader
GE Capital Real Estate
K.C. Conway
Independent CRE Economist
Dan Cooperman
Managing Director Terra Capital Partners
Richard Coppola
Managing Director TIAA-CREF
John Crossman
President
Crossman & Company
Pat Duncan
Former CEO
USAA Real Estate Company
Amy Powell Erickson
Principal
Managing Director — Global Investments
Avison Young Commercial Real Estate
Jeffrey Fastov
Senior Managing Principal
Square Mile Capital Management LLC
Jaime Fox
CRE Banking Southwest Market Executive
Bank of America Merrill Lynch
Christopher Frampton
Managing Partner
East West Partners — Denver
James “Jim” Furr, FAIA
Managing Principal Emeritus
Gensler
Howard Gershon, FACHE
Principal
New Heights Group
William Hankowsky
Chairman, President & CEO
Liberty Property Trust
Fred Harmeyer
Senior Managing Director
Regional Head
U.S. Capital Markets — East
Cushman & Wakefield
Fiona Haulter, PE, LEED AP
Vice President of Development,
Shopping Center Division
GBT Realty Corporation
Philip Hawkins
CEO
DCT Industrial Trust Inc.
Douglas Howe
President
Touchstone
Ted Heisler, CIO IIDC
Principal
Interior Architecture and Design
Ware Malcomb
Thomas Hynes Jr.
CEO
Colliers International
Tim Johnson
Managing Director of Debt Strategies
Blackstone
Jean Kane
2014 NAIOP Chairman
CEO
Welsh and Colliers International Minneapolis — St. Paul
Keith Konkoli
Senior Vice President
Duke Realty Corporation
Joel Kotkin
Author/Researcher
Joel Kotkin Associates
Paul Lambert
Managing Principal
Lambert Advisory LLC
Gregg Macaluso
Faculty Director
Leeds School of Business
University of Colorado — Boulder
John MacNeil
President and COO
First Gulf
Craig Meyer
President
JLL Industrial
William Mosher
Senior Managing Director
Trammel Crow Company
Dirk Mosis III
Executive Managing Director
USAA Real Estate Company
Bradley Olsen
President
Atlantic Partners, Ltd.
Sujan Patel
Managing Director and Co-Head of Investments
NorthStar Realty Finance Corp.
Dean Patrinely
Managing Principal
Patrinely Group LLC
Jordan Ray
Managing Director
Mission Capital Advisors
Eugene Reilly
CEO, the Americas
Prologis
James Reinhardsen
Principal & Senior
Managing Director
Heartland, LLC
Jack Schultz
CEO
Agracel, Inc.
Curtis Spencer
President
JLL Worldwide, Inc.
Mark Stapp
Executive Director
Master of Real Estate Development School
Arizona State University
John Swanstrom
Senior Vice President
Sports Authority
Ariel Szin
Senior Vice President
Strategic Investments
Brookfield Asset Management
Daniel Taub
COO
DLC Management Corp.
Emily Thaler, LEED AP ID+C
Director/Licensed Interior Designer
Dekker/Perich/Sabatini
Owen Thomas
CEO
Boston Properties
Mark Thompson
Managing Director
Crossman & Company
Richard Thompson
Managing Director
JLL
Rod Vogel
Senior Managing Director
Principal Real Estate Investors
Phil Washington
General Manager and CEO
Regional Transportation District (RTD)
Jerry White
Senior Retail Advisor
Colliers International
Robert White, FRICS
Founder and Principal
Real Capital Analytics
Henry Williamson Jr.
Founder, Managing Director
InterCapital Advisors
Earl Wohlrab
Product Manager — Robotic
Inteligent
MONDAY, OCTOBER 27

7:30–9:30 a.m.
Corporate Committee and Subcommittee Meetings

8–9 a.m.
New Board Orientation

8 a.m.–5 p.m.
Commercial Leasing Pre-conference Course (see page 18 for details)

9:30–11:45 a.m.
NAIOP Corporate Board of Directors Meeting

11:45 a.m.–noon
Annual Meeting and Passing of the Gavel

The official start to the Annual Meeting begins with the time-honored tradition of the passing of the gavel from NAIOP 2014 Chairman Jean Kane, CEO Welsh and Colliers International | Minneapolis St. Paul, to Chairman-Elect Steve Martin, Managing Principal, SDM Partners. This event is open to all NAIOP members and conference attendees.

noon–2 p.m.
Joint Governors and Industry Trends Meeting

1–1:30 p.m.
NAIOP First Time Attendee Session

2–5 p.m.
Project tours (ticketed event, separate fee)
  - 16th Street – Evolution of a Downtown
  - Cherry Creek North
  - Coors-to-Pepsi
  - Fitzsimmons Life Sciences District
  - RiNo - River North Art District
  - Stapleton Redevelopment
  - Union Station and DaVita

4:30-5 p.m.
NAIOP First Time Attendee Session (repeated)

5–7 p.m.
Opening Welcome Reception
Kick off Development ‘14 by connecting with old friends, meeting new colleagues, making deals and interacting with exhibitors.

7:30–10 p.m.
National Forums Dinners
(National Forums members only)

TUESDAY, OCTOBER 28

7:30–9:15 a.m.
Breakfast General Session: 2014 Sustainable Development Award and Interior/Build-out of the Future Design Competition Presentations
Before the session starts, we’ll present The JBG Companies with the 2014 Sustainable Development Award for its outstanding National Cancer Institute project that incorporated sustainable solutions, resulting in an environmentally-efficient and economically-successful property.

Following that presentation, step into the future of interior office space design as we unveil winning selections of the Interior Design/Build-Out of the Future Competition. This year, NAIOP’s design challenge asks architects to conceptualize the optimal interior build-out for Class “A” office space within a multitenant building in a growing market. See the cutting-edge creativity and practical usability on display and learn how our winners incorporated adaptive reuse and redevelopment to make this property unique.

Moderator:
Molly Ryan Carson, Vice President, Development, Ryan Companies US, Inc.

Speakers:
Angela Castleton, Principal and National Workplace Leader, DLR Group
Ted Heisler CID, IIDA, Principal, Interior Architecture & Design, Ware Malcomb
Emily Benet Thaler, LEED AP ID+C, Director/Licensed Interior Designer, Dekker/Perich/Sabatini

9:30–10:30 a.m.
Beyond the Border: Foreign Investment in U.S. Real Estate
Foreign investors continue to pour capital into the U.S. for a reason. Experts who move real estate capital from in and out of Canada, Europe and the Middle East will examine characteristics of the U.S. market, identify opportunities and risks encountered by foreign investors and explain how foreign investment is affecting our market—beyond the initial infusion of capital.

Moderator:
Amy Powell Erixon, Principal, Managing Director—Global Investments, Avison Young Commercial Real Estate
Speakers:
John MacNeill, President and COO, First Gulf
Bradley A. Olsen, President, Atlantic Partners, Ltd.
Henry M. Williamson Jr., Founder, Managing Director, InterCapital Advisors

CEO Insight: Office Market Outlook
Boston Properties’ CEO, Owen Thomas, sits down for a fireside chat on everything from emerging trends to business opportunities with Thomas Hynes Jr., Co-Chairman and CEO of Colliers | Boston—a leading provider of real estate data throughout New England. Under Thomas’s tenure, Boston Properties has become one of the largest owners and developers of Class A office properties in the U.S.

Moderator:
Thomas J. Hynes Jr., CEO, Colliers International | Boston
Speaker:
Owen D. Thomas, CEO, Boston Properties

Today’s Capital Markets—Senior Debt Panel
A distinguished panel of professionals covering the senior, first mortgage component of the debt capital structure will discuss current lending parameters and trends for permanent, bridge and construction lending for the different property types, regions and situations. Many lenders have become more aggressive for new originations as they have been searching for yield in a low interest rate environment, driven in large part by the federal stimulus. Gain insight on recent and projected underwriting standards, interest rates and whether or not the lending environment will continue to improve.

Moderator:
Jordan Ray, Managing Director, Mission Capital Advisors

Speakers:
Wayne Brandt, Managing Director, Wells Fargo Bank
Ed Coco, Senior Managing Director, National Sales Leader, GE Capital Real Estate
Richard C. Coppola, Managing Director, TIAA CREF
Jamie Fox, CRE Banking Southwest Market Executive, Bank of America Merrill Lynch

10:45–11:45 a.m.

Avoiding the Hidden Cliff: Succession Planning for Sustainability & Success
As 50 to 65 percent of baby boomers expect to retire or substantially reduce their workloads within the next decade, analysts warn that companies without succession plans can be at great financial risk. Learn why modern day succession planning at all management levels is a must and how it helps develop talent, provide confidence to internal and external parties, create business and financial continuity and mitigate risk for the inevitable unexpected circumstances.

Moderator:
Richard Thompson, Managing Director, JLL

Speakers:
Gregg Macaluso, Faculty Director of MS Programs in Supply Chain Management & Business Analytics, Leeds School of Business, University of Colorado — Boulder
John Swanstrom, Senior Vice President, Sports Authority

Second to None: The Role, Value and Potential of Secondary Markets
Having squeezed current investment returns to historic lows on core assets in primary markets, secondary markets appear poised to become more attractive to investors searching for higher yielding returns. As investors search for more lucrative real estate alternatives, will this transaction velocity increase leading to compression of yields in secondary markets? Our esteemed panelists address the current state of secondary markets and debate future opportunities within these areas across the country.

Moderator:
Noble Carpenter, Executive Managing Director, Principal, Cassidy Turley

Speakers:
Lawrence Bizjak, Managing Director of Real Estate Acquisitions, Garrison Investment Group LP
Robert Byron, Managing Principal, Blue Vista Capital Management, LLC
Rod Vogel, Senior Managing Director, Principal Real Estate Investors
Robert White, FRICS, Founder and Principal, Real Capital Analytics

The Weakest Link: Benefits of Understanding the Supply Chain
Logistics costs make up as much as 80 percent of the operating costs of a distribution center. What’s going on behind-the-scenes in the global supply chain is becoming more important as changes in consumer demand continue to impact industrial real estate and goods movement. This interactive session modeled after the popular TV game show Jeopardy will engage and challenge the audience to better understand supply chain management and its influence on real estate decisions.

Moderator:
Richard Thompson, Managing Director, JLL

Speakers:
Gregg Macaluso, Faculty Director of MS Programs in Supply Chain Management & Business Analytics, Leeds School of Business, University of Colorado — Boulder

John Swanstrom, Senior Vice President, Sports Authority
11:45 a.m.–1:45 p.m.

**Developer of the Year Luncheon**

**Keynote with Chris Wallace**

Join us to honor NAIPC’s 2014 Developer of the Year, Brandywine Real Estate Trust. Brandywine CEO Gerard Sweeney will share how the company surpasses the competition through innovation, strategic development and social responsibility.

Following that, reflect on the world around you with award-winning journalist and anchor of *Fox News Sunday*, Chris Wallace, who has made a career of asking tough questions, getting direct answers and gaining politicians’ respect. Having covered the world through turmoil and triumph, Wallace will shed light on the country’s upcoming congressional elections, changing political composition and international presence.

2–3 p.m.

**CEO Insight: Heavy Lifting of Industrial Real Estate**

There’s no doubt the industrial real estate sector is getting hotter as the months go by. While that surge in interest translates to positive demand, it also leaves many scratching their heads. With eight times as many buyers as sellers pushing cap rates to historical lows and pricing to near peak, how is one able to invest in industrial real estate? In this rare opportunity to hear directly from some of industrial real estate’s biggest power players and top executives, you’ll come away with distinct perspective on growth, investment and strategic positioning strategies for the remainder of 2014 and beyond.

**Moderator:** Craig Meyer, President, JLL Industrial

**Speakers:**
- Bill Hankowsky, Chairman, President & CEO, Liberty Property Trust
- Phil Hawkins, CEO, DCT Industrial Trust Inc.
- Gene Reilly, CEO, the Americas, Prologis

**The Changing Face of Office Space**

With more businesses today transitioning to electronic filing systems, creating open work spaces and allowing employees to telecommute, the current need for office space is not like it was two decades ago. Where does this overall market currently stand? Which professions, in particular, are experiencing a rapid decline in the need of space? Our panel of users, office brokers and construction industry professionals will share real-world examples and provide insight on how the evolving workforce is changing commercial real estate.

**Moderator:**
- Dirk Mosis III, Executive Managing Director, USAA Real Estate Company

**Speakers:**
- Chuck Carefoot, LEED AP, Vice President of Construction, Ryan Companies US, Inc.
- Angela Castleton, Principal and National Workplace Leader, DLR Group
- Jim Furr, FAIA, Managing Principal Emeritus, Gensler
- Dean Patrinely, Managing Principal, Patrinely Group, LLC

**Debt, Equity and Structured Finance: Capital Sources in a Changing Market**

When traditional first mortgage debt does not meet your financing needs, a growing number of other real estate capital sources have evolved to fill the gap. Higher leverage/subordinate debt, equity or preferred equity, and structured transactions with material flexibility could be the right route for funding projects. A panel of financial and economic analysts details how this niche market has evolved, identifies common structures and pricing parameters and forecasts future trends while addressing the need for flexibility.

**Moderator:**
- Fred Harmeyer, Senior Managing Director, Regional Head, U.S. Capital Markets — East, Cushman & Wakefield

**Speakers:**
- Dan Cooperman, Managing Director, Terra Capital Partners
- Jeffrey Fastov, Senior Managing Principal, Square Mile Capital Management LLC
- Tim Johnson, Managing Director of Debt Strategies, Blackstone
- Sujan Patel, Managing Director and Co-Head of Investments, NorthStar Realty Finance Corp.

3:15–4 p.m.

**Profiting from Public/Private Partnerships: The Success of Union Station**

The redevelopment of Denver’s Union Station (DUS) has resulted in one of America’s most active investment sub-markets in the country. Learn how $500 million in public investment in a regional hub of the bus and rail transportation system has resulted in the investment of more than $1 billion (to date) in private sector investment within a three block radius.

**Moderator:**
- William Mosher, Senior Managing Director, Trammel Crow Company

**Speakers:**
- Diane Barrett, Chief Projects Officer, City and County of Denver, Colorado
- Christopher Frampton, Managing Partner, East West Partners – Denver
- Phil Washington, General Manager and CEO, Regional Transportation District (RTD)

**Switching Gears from Traditional to Alternative Investment Options**

The current market environment is leading investors across the globe to seek an alternative to traditional equity and fixed income investments. Real asset investing is focused upon long-lived, hard assets that generate stable and growing cash flow streams—a universe including property, infrastructure and more.
Hear firsthand from long-term asset players on why they are increasing their allocation to industrial real estate.

**Moderator:** Jay Borzi, Senior Managing Director, Eastdil Secured  
**Speaker:** Ariel Szin, Senior Vice President, Strategic Investments, Brookfield Asset Management

**What's Trending in the Retail Sector?**

Beyond the newest fashion or latest electronic devices for consumers, more significant and complex business trends involving the retail sector are taking shape behind the storefront window. Join an executive level discussion on the current state of retail, with emphasis on capital markets, demographic trends, popular retailers and innovation in development and learn where this thriving segment is expected to see growth in the years to come.

**Moderator:** John Crossman, President, Crossman & Company  
**Speakers:** Paul Lambert, Managing Principal, Lambert Advisory LLC  
Daniel Taub, COO, DLC Management Corp.  
Mark Thompson, Managing Director, Crossman & Company  
Jerry White, Senior Retail Advisor, Colliers International

4:15–5 p.m.  

**The E-commerce Effect: How and Where Commercial Real Estate Will Next Develop**

Changes in the way consumers purchase goods and how those items are delivered means inevitably there will be changes to industrial building design, retail location, transportation and manpower. Even though more business functions these days are automated and performed electronically, there still is a need for people power. This panel will touch on a variety of elements spanning the e-commerce spectrum, from human resources to building specification, supply chain dynamics and large-scale trends.

**Moderator:** Curtis Spencer, President, IMS Worldwide, Inc.  
**Speaker:** Earl Wohlrab, Product Manager – Robotic, Intelligrated

**Prescription for Change: New Look of Aging Medical Office Buildings**

As the country's health care delivery system continues to undergo restructuring, and more medical institutions are acquiring individual private practices, the overall design needs of medical office space are changing, leaving us to question how the leased environment will change. This session seeks to explain how the current trend of acquisitions and shared services literally translates into numbers and sense for commercial real estate development.

**Moderator:** Craig Beam, Managing Director, Healthcare Services, CBRE  
**Speakers:** Howard Gershon, FACHE, Principal, New Heights Group  
Keith Konkoli, Senior Vice President, Duke Realty Corporation

5–5:45 p.m.  

**Developing Leaders Reception**  
5–6 p.m.  

**National Forums Advisory Committee Meeting**  
6–8 p.m.  

**Reception in the Rockies**  
(Hosted by NAIOP Colorado)

WEDNESDAY, OCTOBER 29

7:30–9 a.m.  

**Breakfast Keynote with K.C. Conway**

Join us to honor 10 young visionaries with the 2014 Developing Leaders Award for their insight, contributions to, and accomplishments within, commercial real estate.

After the awards presentation, the vibrant K.C. Conway, foremost economic thought leader formerly with Colliers International and former advisor to the Federal Reserve Bank, will speak on the economic variables impacting the commercial real estate industry and what we can expect moving forward.

9:30–11 a.m.  

**Closing General Session — The New World: The Influence of Social Trends, Workforce Issues and Population Growth on Development**

As younger and older generations live and work in metropolitan communities with mixed-use and transit oriented development (TOD), the composition and structure of where and how people live and work are shifting, creating a greater need for commercial real estate to understand, monitor and capitalize on generational and social trends that are steering interest and generating greater demand for development. Speakers will illustrate their observations with practical scenarios that will enable your mind to envision the future.

**Speakers:**  
Joel Kotkin, Author/Researcher, Joel Kotkin Associates  
Mark Stapp, Executive Director, Master of Real Estate Development School, Arizona State University

1–3:30 p.m.  

**Project Tours** *(ticketed event; separate fee)*

- 16th Street-Evolution of a Downtown
- Stapleton Redevelopment
- Union Station and DaVita

REGISTER TODAY AT NAIOP.ORG/DEVELOPMENT14
Members of NAIOP’s National Forums have access to all conference events in addition to several exclusive opportunities specific to Forums members.

**MONDAY, OCTOBER 27**

2–5 p.m.  
Project tours or additional Forum meeting time

5–7 p.m.  
Opening Welcome Reception

7:30–10 p.m.  
National Forums Dinners

**TUESDAY, OCTOBER 28**

7:30–9:15 a.m.  
General Session and Breakfast

9:30–10:30 a.m.  
Concurrent Sessions

10:45–11:45 a.m.  
Concurrent Sessions

11:45 a.m.–1 p.m.  
2014 Developer of the Year Luncheon with Fox News’ Chris Wallace

2–3 p.m.  
Concurrent Sessions

3:15–5 p.m.  
Forums Converge

Exclusive Event for Forums Members Only

**Demographics to Densification: Shifts that Will Transform Where We Live and How We Work**

A renowned demographer, a real estate academician and practitioner, a CEO and author, and a rising CRE professional—it’s not the opening line of a bar joke. Rather, it’s a distinct and exclusive opportunity called Forums Converge, where all 520+ National Forums members convene.

Experts will kick-off a dynamic gathering with views on how demographics and densification will drive demand and development, illustrating their observations with real-world examples and setting your minds to work as you envision the future. Lend your voice to the discussion, as two catalysts will ask provocative questions, moderate debate and draw you in.

**Hear from:**

- **Joel Kotkin**  
  Internationally-recognized authority on global, economic, political and social trends, Kotkin has published reports on the future of class in global cities and the rise of growth corridors in the U.S. economy. He is the author of “The Next Hundred Million: America in 2050,” which explores how he believes the nation will evolve in the next four decades.

- **Mark Stapp**  
  Executive Director of the Master of Real Estate Development program and the Fred E. Taylor Professor of Real Estate in the W.P. Carey School of Business at Arizona State University, Stapp has been a part of various business enterprises and development projects for more than 34 years and is managing member of Pyramid Community Developers, LLC.

And be driven to debate by these two catalysts:

- **Jack Schultz**  
  CEO of Agracel Inc., author of “Boomtown USA” and founder of the Boomtown Institute

- **Fiona Haulter, PE, LEED AP**  
  Vice President of Development, Shopping Center Division GBT Realty Corp.
6–8 p.m.

**Reception in the Rockies**
Make history with NAIOP and join us for the Reception in the Rockies at one of Denver’s premier and most sought-after venues. Hosted by NAIOP Colorado, this highly-anticipated event takes place in a perfect setting for commercial real estate — the Atrium at Union Station. Having just reopened this summer after a massive development transformation, Denver’s Union Station is now home to a hotel, restaurants, retail and transportation and showcases the energy, creativity and vision of our evolving industry.

WEDNESDAY, OCTOBER 29

7:30–9 a.m.

**Breakfast Keynote with K.C. Conway**
Foremost economic thought leader formerly with Colliers International and former advisor to the Federal Reserve Bank during the subprime lending and housing crisis.

9 a.m.–3:30 p.m.

**National Forums Meetings**

1–3:30 p.m.

**Project Tours**
(optional)
Select tours will be repeated on Wednesday to give National Forums members additional opportunities to see firsthand some of the dynamic development projects recently completed and currently underway in Denver.

NAIOP’s coveted National Forums program provides commercial real estate industry professionals the unique opportunity to advance their careers by gaining insight from, and networking with, other seasoned professionals. Forums members openly discuss project challenges, business opportunities, best practices and lessons-learned, among other items, with industry leaders in a collaborative and exclusive environment.

Development ‘14 is a “who’s who” of commercial real estate, drawing diverse attendees from office, industrial, retail, mixed-use development and more—making it the optimum place to make deals, establish new relationships and grow your business.

Visit www.naiop.org/development14 for a full list of sponsorship plans and packages designed for every budget. Contact Christopher Ware at ware@naiop.org or 800-666-6780, ext. 127, to reserve your sponsorship today.
Development ‘14 SPONSORS As of July 15, 2014

Premier level

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PROLOGIS

USAA Real Estate Company

Platinum level

AVISON YOUNG

Bank of America Merrill Lynch

CBRE

CenterPoint

Colliers International

JLL

Marcus & Millichap Real Estate Investment Services

The Rockefeller Group

Trammel Crow Company

Gold level

Cassidy Turley

CoStar Group

PDT Industrial

Silver level

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PASCO Economic Development District

realogic

STI

TRILEAF

Turner

VIEW THE SPACE
Special thanks to these industry leaders who contributed expertise, knowledge and talent to making Development ‘14 a success:

Jim Neyer, Chairman
Al Neyer LLC

Gregg Applefield
Mission Capital Advisors, LLC

Molly Ryan Carson
Ryan Companies US, Inc.

Jay Cornforth
Brookfield Property Group

John Crossman
Crossman & Company

Fred Harmeyer
Cushman & Wakefield

Larry Harmsen
Prologis

Bill Lawrence
Transwestern

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Bo Mills
JLL

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Cassidy Turley Colorado

Bill Mosher
Trammel Crow Company

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USAA Real Estate Company

Jim Mulligan
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Jodie Poirier
Colliers International

Mike Ruen Jr.
DCT Industrial Trust

Brian Sutton
Duke Realty Corporation

Christopher King
DPC Development Company

William Lawrence
Transwestern

James Mansfield
Cushman & Wakefield

Kevin McCabe
Newmark Grubb Knight Frank

Kathryn Miller
First American Title Insurance Company

Ian Nichols CPA
Gart Properties, LLC

Timothy Reilly Esq.
Fairfield and Woods, P.C.

Jeffrey Riggs
Essex Financial Group

Doris Rigoni
First National Denver

John Shaw
Retired

Celeste Tanner
Confluent Development, LLC

Kathie Barstnar
NAIOP Colorado

Jayma File
NAIOP Colorado
The Sheraton Denver Downtown is the conference hotel and the location of all conference sessions and events (unless otherwise noted). Space at this hotel is limited, so NAIOP has secured additional room blocks at two nearby hotels.

**Sheraton Denver Downtown Hotel**

1550 Court Place | Denver, Colorado 80202 | 303-893-3333

- Identify yourself as part of the NAIOP Development ‘14 room block.
- Special rate of $229 single/double, exclusive of taxes, offered until October 3, 2014, or until the room block has been filled, whichever occurs first.
- One-night room and tax deposit due at time of reservation. Deposits will be refunded for rooms canceled more than 72 hours prior to arrival and a cancellation number is obtained. Name changes to room reservations may be made prior to arrival at no charge, if there is no change to the arrival and departure dates.
- Rate will be extended for three days before and after the room block dates (October 24–November 4), subject to availability.

**Hilton Garden Inn Denver Downtown**

1400 Welton street | Denver, Colorado 80202 | 800-HILTONS or 303-603-8000

Located three blocks (.3 mile) from the conference hotel, the Hilton Garden Inn Denver Downtown is an approximate six minute walk.

- Identify yourself as part of the NAIOP Development ‘14 room block.
- Guaranteed hotel rate available for October 27–28. Rate of $199 single/double, exclusive of taxes, offered until October 6, 2014, or until the room block has been filled, whichever occurs first.
- One-night room and tax deposit due at time of reservation. Deposits will be refunded for rooms canceled more than 72 hours prior to arrival. Name changes to room reservations may be made prior to arrival at no charge, if there is no change to the arrival and departure dates.

**The Brown Palace Hotel and Spa**

321 17th street | Denver, Colorado 80202 | 800-321-2599 or 303-297-3111

The Brown Palace Hotel and Spa is located one block (.2 mile) from the conference hotel and is an approximate five minute walk.

- Identify yourself as part of the NAIOP Development ‘14 room block.
- Guaranteed hotel rate available for October 27–28. Rate of $209 single/double, exclusive of taxes, offered until October 6, 2014, or until the room block has been filled, whichever occurs first.
- One-night room and tax deposit due at time of reservation. Deposits will be refunded for rooms canceled more than 72 hours prior to arrival and a cancellation number is obtained. Name changes to room reservations may be made prior to arrival at no charge.
Arriving early for the conference? Go the extra mile in the “Mile-High City” and learn why there’s more to commercial leasing than location and tenant incentives.

**Commercial Leasing**

Monday, October 27  |  8 a.m.–5 p.m. *(ticketed event; separate fee)*

E-commerce, global trade and telecommuting are changing the appearance of typical workspace and, as a result, the components of a traditional commercial lease. While location remains a key factor in why tenants lease particular space, these days there’s much more involved in getting tenants to sign the dotted line. Designed for entry to intermediate-level commercial real estate development professionals, this eight hour course is ideal for leasing agents, developers, asset managers, owners and those interested in a better understanding of the leasing process. Commercial Leasing provides participants with the basic knowledge necessary to gain greater value for every commercial lease, and the course objective is to provide increased knowledge for managing an efficient and cost effective lease structure.

Completion of this course earns participants eight hours toward a Certificate of Advanced Study in Commercial Real Estate Development. Discounted registration is extended to Development ’14 attendees. For more details and to register, visit naiop.org/development14.

**CONTINUING EDUCATION (CE) CREDITS**

NAIOP will apply for CE hours with Real Estate Commissions and for CEs/LUs with the American Institute of Architects. In general, applying for credit does not guarantee approval.

Please visit naiop.org/development14 for requirements and procedures to obtain continuing education credits.
# Registration Form

**Development ‘14**
The Meeting for Commercial Real Estate  
October 27-29, 2014 | Sheraton Denver Downtown | Denver, Colorado  

**Early Bird Deadline:** September 12, 2014

The Development ‘14 Full conference registration fee includes education sessions, access to exhibits and meal functions, including receptions, Developer of the Year luncheon and breakfasts. Additional fees apply to special project tours and pre-conference course.

## Attendee Information
*(Please print or type all information clearly. One person per registration.)*

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<thead>
<tr>
<th>Name</th>
<th>Nickname (For Badge)</th>
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<td>Title</td>
<td>NAIOP Member ID</td>
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<td>Address</td>
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<td>State/Province</td>
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<td>Phone</td>
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- Please do not list my name on the “Who’s Coming” section of the conference website.
- Please contact me about sponsorship opportunities.
- I require special assistance to participate in this meeting. Please attach a written description.

## Registration Fees *(Payable in U.S. $)*

**Early Bird Deadline:** September 12, 2014

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<tr>
<th>Category</th>
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**Total Payment Due (U.S. Dollars): $__________**

## Registration Payment *(Must accompany registration form to be registered)*

- Visa
- MasterCard
- American Express
- Check (payable to NAIOP)

## Credit Card Number

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<th>Name on Credit Card</th>
<th>Billing Address</th>
<th>Signature</th>
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*Registration is confirmed via email after payment is received and processed.*

## Tours
*Optional ticketed event for full conference attendees only. Each tour is a separate additional fee. No additional fee for National Forums members.*

**MONDAY, October 27**
- 16th Street - Evolution of a Downtown $50
- Cherry Creek $50
- Coors-to-Pepsi $50
- Fitzsimmons Life Sciences District $50
- RiNo - River North Art District and Taxi $50
- Stapleton $50
- Union Station and Davita $50

**WEDNESDAY, October 29**
- 16th Street - Evolution of a Downtown $50
- Stapleton $50
- Union Station and Davita $50

**RECEPTION**
No additional cost. Included in registration fee.

**TUESDAY, October 28**
- Reception in the Rockies Hosted by NAIOP Colorado

**What Prompted You to Register for Development ‘14?**

- Email
- NAIOP website
- Brochure
- Postcard
- Social Media
- Other

## Cancellation Policy

All cancellations must be in writing. Cancellations of full conference registrants received after October 3, 2014, will be charged a fee of $100 per attendee. Cancellation fee for the pre-conference education course registrants is $35. Substitutions are permitted. Nonmembers substituting for a member will pay the fee difference. Cancellations received after October 17, 2014, will forfeit the registration fee. No refunds will be made for no-shows. Special events (tours) are non-refundable. Cancellation notices should be sent to education@naio.org or faxed to 703-904-7003.

## Exhibitors and Sponsors

**Questions?** Contact Patty Miller | 703-674-1416 | miller@naio.org

Online: naio.org/development14  Mail: NAIOP, P.O. Box 333354, Chantilly, VA 20153-3354  Fax: 703-904-7003  Questions: 800-666-6780

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**Additional Events**

- **MONDAY, October 27**
  - 2 – 5 p.m.
  - 16th Street - Evolution of a Downtown $50
  - Cherry Creek $50
  - Coors-to-Pepsi $50
  - Fitzsimmons Life Sciences District $50
  - RiNo - River North Art District and Taxi $50
  - Stapleton $50
  - Union Station and Davita $50

- **TUESDAY, October 28**
  - 1 – 3:30 p.m.
  - 16th Street - Evolution of a Downtown $50
  - Stapleton $50
  - Union Station and Davita $50

- **MONDAY, October 27**
  - 8 a.m. – 5 p.m.
  - Commercial Leasing $195 member / $295 non-member

- **TUESDAY, October 28**
  - 6 – 8 p.m.
  - Reception in the Rockies Hosted by NAIOP Colorado

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  - Reception in the Rockies Hosted by NAIOP Colorado
Development ‘14
The Meeting for Commercial Real Estate

DEVELOPMENT ‘14 Highlights You Can’t Afford to Miss

- Countless opportunities to engage with top executives and key decision-makers
- Dynamic tours of development projects in the “Mile High City”
- Futuristic interior design concepts
- Insightful education sessions touching on issues that impact the business of commercial real estate
- Recognition of today’s top performers and tomorrow’s leaders
- Renowned speakers challenging attendees to think strategically, reflect on the global marketplace and act locally

October 27–29, 2014
Denver, Colorado | Sheraton Denver Downtown | naiop.org/development14