

ULI—the Urban Land Institute,  
the ULI Center for Balanced Development in the West,  
and the Utah ULI District Council present

# Rocky Mountain Development Trends: Strategies for Successful and Balanced Development



May 11, 2006   Salt Palace Convention Center   Salt Lake City, Utah

**Urban Land  
Institute**



## Conference Chair



### **Con Howe**

Director, Center for Balanced Development in the West  
ULI—the Urban Land Institute  
Los Angeles, California

As director of the ULI Center for Balanced Development in the West, Howe is responsible for guiding the center's work to ensure it is effective and relevant to ULI members in the western region of the United States. Before joining ULI, Howe served as Los Angeles's planning director for more than 12 years. During his tenure with Los Angeles, Howe completed the first comprehensive revision of the city's general plan in 20 years; updated 34 out of 35 city community plans; worked to implement the new city charter with the establishment of seven area planning commissions; and implemented the development of new housing along commercial corridors and the economic reuse of older buildings.



## Program Overview

The Rocky Mountain states form the great backbone of North America. The natural beauty, abundant wildlife, rich resources, and fresh water have attracted human inhabitants for centuries. Now, urban areas in these states are rapidly being redeveloped, and this expanding urbanization is taking place on greenfields, brownfields, and undeveloped land. The explosive growth occurring in the West—along with the unique physical, economic, demographic, cultural, and political characteristics of the region—pose a challenge to long-range land use and real estate development decisions.

This one-day program brings together the leaders from the public and private sectors who are actively engaged in this development and redevelopment to share their perspectives on such issues as:

- The West's infrastructure deficit.
- Sustainable development.
- The impact of rapid population growth on housing affordability, land consumption, land conservation, and the provision of public services.
- The need for regional problem solving, given the private property rights culture that resists growth management policies.
- Significant public landownership and its implications for planning and development.

Speakers will share case studies, lessons learned, and successful strategies for responsible development in the West.



## Speakers

Francisco Benavides  
Manager Sustainable Development and Environment  
Kennecott Land Company  
Murray, Utah

Bradley R. Cahoon  
Partner  
Snell & Wilmer, LLP  
Salt Lake City, Utah

Robert J. Grow  
Senior Counsel  
O'Melveny & Myers, LLP  
and  
Founding Chairman Emeritus  
Envision Utah  
Salt Lake City, Utah

Con Howe  
Director, ULI Center for Balanced Development  
in the West  
ULI – the Urban Land Institute  
Los Angeles, California

Jeff Medanich  
Special Projects Manager  
McStain Neighborhoods  
Louisville, Colorado

Benjamin R. Magelsen  
President  
Createrra, Inc.  
Orem, Utah

Kelly K. Matthews  
Executive Vice President and Economist  
Wells Fargo  
Salt Lake City, Utah

Kevin R. Murray  
Managing Partner  
Chapman and Cutler, LLP  
Salt Lake City, Utah

Stephen B. Smith  
Principal  
GSBS-PC  
Salt Lake City, Utah

# Program

**Thursday, May 11, 2006**

8:00 a.m. - 4:00 p.m.

Registration desk and bookstore open.

9:00 a.m. - 9:15 a.m.

**Welcome Remarks**

**Con Howe**

Director, ULI Center for Balanced Development  
in the West

ULI—the Urban Land Institute  
Los Angeles, California

9:15 a.m. - 10:15 a.m.

**Emerging Trends:  
Competing in the Competitive West**

What are the key factors influencing the rapid growth taking place in Utah, Colorado, Arizona, Nevada, and the rest of the Rocky Mountain states? How will western population growth, immigration trends, increased retirement flows, and market perspectives affect development? What will be needed to stay competitive in this ever-changing marketplace? A panel of leading experts will share their perspectives on the emerging trends in this region. Conference participants will have the chance to join in and debate the challenges and opportunities facing this marketplace over the next year.

10:15 a.m. - 10:30 a.m.

**Break**

10:30 a.m. - 12:00 Noon

**CONCURRENT SESSIONS**

Choose the concurrent session that interests you most

**Sustainable Development:  
Best Practices of the West**

Water and energy conservation, land stewardship, environmental constraints—these are just a few of the challenges facing those developing in the west. In this case study driven session, we will explore how a land developer, a builder, and a resort operator—Kennecott Land, McStain Neighborhoods, and Sundance Resort—are meeting these challenges and creating opportunities for sound sustainable development. Learn what sustainable practices have worked and why each organization feels it is worth the investment to develop using a sustainable model.

**Land Recycling:  
Building the Future on the  
Foundations of the Past**

Promoting economic development through the reuse of abandoned and underutilized properties is one approach to development in the west. In this session, we will explore different land recycling methods. Hear what unique approaches are being taken to facilitate redevelopment of brownfields, historic buildings, industrial and mining properties, and more. Learn how developers and communities are supporting smart growth and fostering economic development while at the same time conserving green space.



12:00 Noon - 1:30 p.m.

## Luncheon and Keynote Presentation

1:30 p.m. - 1:45 p.m.

### Break

1:45 p.m. - 3:00 p.m.

### CONCURRENT SESSIONS

Choose the concurrent session that interests you most

## Land Development in a Landscape Dominated by Public Lands

Unique to the West are the challenges inherent in trying to develop adjacent to federally and/or privately owned lands. Learn what these particular challenges are, how they are being overcome, and more important, what innovative development trends are being used to meet them. A panel of experts will share lessons learned and mistakes made while trying to work with government and private ranchers to develop high-end resorts, master-planned communities, and other projects adjacent to these lands.

## Providing Workforce Housing in Resort Communities

What are the implications for resort communities if the issue of workforce housing is not addressed? In this session, find out how the lack of workforce housing in resort locations will ultimately



impact their long-term success and profitability will affect the community in terms of traffic congestion, and poor design/planning. What does this lack of housing do to the communities' economic development efforts? We will explore examples of resort communities that have included workforce housing, how it worked for them, and how it results in positive changes to these communities as a whole.

3:00 p.m. - 3:30 p.m.

### Closing Remarks

Con Howe, Conference Chair

3:30 p.m. - 4:00 p.m.

### Break

*(Program continued on next page...)*



*Program (continued)*

4:00 p.m. - 5:30 p.m.

**CLOSING KEYNOTE SPEAKER**

**Capitalizing on the Strengths Revolution**



**Marcus Buckingham**

Author

Los Angeles, California



With over 1.6 million copies of his landmark bestseller in print, Buckingham, author of *First, Break All the Rules: What the World's Greatest Managers Do Differently and Now, Discover Your Strengths*, spent his 17-year career as a pioneering researcher at the Gallup Organization helping to build a practice with more than 1,000 clients, including Best Buy, Disney, Fidelity Investments, Toyota, and Wells Fargo. Buckingham has spent the last decade helping clients find and motivate their most talented employees. Buckingham's mission is, in his words, "to create a better marriage between the dreams of workers and the drive of companies to win." Buckingham will challenge conventional wisdom and show the link between engaged employees and productivity, profit, customer satisfaction, and the rate of turnover.

5:30 p.m.

**Conference Program Ends**

6:00 p.m. - 8:00 p.m.

**Spring Council Forum Welcome Reception\***

*\*Additional fee applies; see registration form.*



**Join Us for the Entire Spring Council Forum...**

This one-day program on May 11—Rocky Mountain Development Trends: Strategies for Successful and Balanced Development in the West—is being held in conjunction with ULI's annual Spring Council Forum, May 10-12, 2006.

Of course, if you would like to attend the entire Spring Council Forum, including the mobile workshops, welcome reception, Friday breakfast and lunch plenary sessions, and the Friday concurrent sessions, you are invited to do so.

Registration fees—including fees for ticketed events—are shown on our Web site: [www.uli.org/meetings](http://www.uli.org/meetings). Simply register on line at [www.uli.org/register](http://www.uli.org/register) or fill in the registration form with your preferred options and fax it back to ULI as instructed.

Program updates, a list of speakers, and a registry of attendees can also be found on ULI's Web site. For additional information about the Spring Council Forum, visit our Web site at [www.uli.org/meetings](http://www.uli.org/meetings) or call ULI Customer Service at 800-321-5011.



## Conference Organizers



Richard M. Rosan  
President  
ULI—the Urban Land  
Institute

### About ULI

ULI—the Urban Land Institute is the preeminent, multidisciplinary real estate organization that facilitates the open exchange of ideas, information, and experience among industry leaders and policy makers dedicated to creating better places.

ULI sponsors education programs and forums to encourage the open, global exchange of ideas and sharing of experience; initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute has more than 29,000 members in 88 countries, representing every area of the real estate industry, including: developers, owners, investors, lenders, builders, architects, planners, lawyers, analysts, academics, public officials, young leaders, and students.

### About the ULI Center for Balanced Development in the West

The mission of the center is to advance the Institute's work in promoting more sustainable urban growth patterns throughout the western half of the United States. The goals of the Center are to:

- Enhance understanding among experts, advocates, and public and private practitioners of the implications of growth on Western lands and the conflicts among competing land use demands.
- Identify and publicize best practices for meeting the challenges to achieving balanced development in the West.
- Serve as a forum for dialogue and problem solving in reconciling these challenges.



Con Howe  
Director,  
Center for Balanced  
Development in the  
West  
ULI—the Urban Land  
Institute



### About ULI Utah

The ULI Utah District Council has more than 180 members, including community builders, the people who develop and redevelop, govern and manage neighborhoods, business districts and communities. Members represent the entire spectrum of land use and real estate development disciplines.

As the pre-eminent, multi-disciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among industry professionals and policy makers dedicated to creating better places. ULI believes everyone needs to be at the table when our future is at stake. ULI Utah neither lobbies nor acts as an advocate for any single industry. ULI examines land use issues, impartially reports findings, and convenes forums to find solutions to complex land use problems.

ULI collaborates with a variety of industry and stakeholder groups as it explores options and best practices related to land use and development issues.

## ULI Utah



Gerry P. Tully  
Chair  
Utah District Council

## Program Coordinators

### Laura Aldrete

Assistant Director  
Denver Urban Renewal Authority  
Denver, Colorado

### Con Howe

Director  
ULI Center for Balanced Development in  
the West  
ULI—the Urban Land Institute  
Los Angeles, California

### Quentin Knipe

Attorney  
Stoel Rivers LLP  
Boise, Idaho

### Benjamin R. Magelsen

President  
Createrra, Inc.  
Orem, Utah

### Edward T. McMahon

Senior Resident Fellow/Charles E. Fraser Chair  
for Sustainable Development  
ULI—the Urban Land Institute  
Washington, D.C.

### James W. Schulte

Vice President, Long Range Planning  
Kennecott Land  
Murray, Utah

### Wilford Sommerkorn

Director  
Davis County Community & Economic  
Development Department  
Farmington, Utah

### Gerry Tully

Senior Project Manager  
PSOMAS  
Salt Lake City, Utah

## Special ULI 2006 Advertising Offer



### *Urban Land, Urban Land Europe, and Multifamily Trends* Magazines

Inform and reach more than 29,000 influential members in the Americas, Europe, and Asia via your advertising in *Urban Land*, *Urban Land Europe*, and *Multifamily Trends* magazines. Active owners, investors, and developers of all property types will review your message. For more information about special 2006 offers to advertisers that include complimentary ULI meeting registrations, memberships and advertising rates, contact Laura Templeton at 202.624.7044 or ltempleton@uli.org.



## Related ULI Offering



### Urban Land Institute Award Winning Projects 2005

*David Takesuye*

Lavishly illustrated, this book profiles more than 35 top commercial and residential projects throughout the world. Each project includes photos, the development story, project data, and is a winner or finalist for the prestigious ULI Award for Excellence. The annual prize is based on financial viability, the resourceful use of land, design, relevance to contemporary issues, and sensitivity to the community and the environment.

**Order #A21** • \$39.95 ULI Members • \$49.95 Retail Price • Prices do not include shipping.  
Purchase your copy at the conference or order online at [www.bookstore.uli.org](http://www.bookstore.uli.org) or call 800-321-5011.

## Upcoming ULI Events

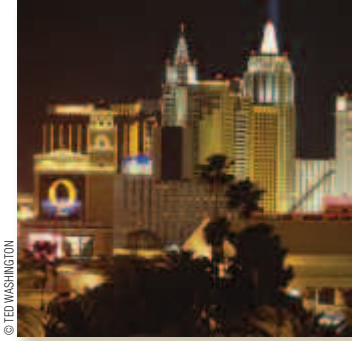
ULI ANNUAL CONFERENCE

### Developing Master-Planned Communities

**June 8–9, 2006**

Bellagio Hotel Las Vegas  
Las Vegas, Nevada

Visit [www.uli.org/conferences](http://www.uli.org/conferences) for updates.



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8th ANNUAL ULI CONFERENCE

### Place Making: Developing Town Centers, Transit Villages, and Main Streets

**September 11–12, 2006**

Omni Hotel and CNN Center  
Atlanta, Georgia

Visit [www.uli.org/meetings](http://www.uli.org/meetings) for updates.



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ULI ANNUAL MEETING

**2006**

### ULI Fall Meeting

**October 17–20, 2006**

Colorado Convention Center  
Denver, Colorado

Visit [www.uli.org/meetings](http://www.uli.org/meetings) for updates.



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## Conference Location

### Salt Palace Convention Center

100 S. West Temple, Salt Lake City, Utah

## How to Register

### Hotel Reservations

The Rocky Mountain Trends Conference will take place at the Salt Palace Convention Center in downtown Salt Lake City. Sleeping rooms are available at the Grand America Hotel and the Little America Hotel.

### Hotel Reservations, Rates, Changes, and Cancellations

To make your reservation, call the hotel's Group Reservations Desk at 800-437-5288. From outside the U.S., call the hotels at the numbers below. Indicate that you are attending the ULI Spring Council Forum to receive the discounted room rates. **The cutoff date for reservations is Monday, April 10, 2006.** Both hotels require a major credit card or a first night's deposit to guarantee a reservation. When making a reservation, be sure to obtain a confirmation number. The hotel will also send you a written confirmation. Call the hotels directly to make changes or to cancel your reservation. Cancellations must be made at least 72 hours prior to the date of arrival in order to receive a full refund. For room descriptions and photos go to Web link below. The listed rates below do not include room tax, which is currently 12.5%. Each additional guest is \$15 per room. Check-in at both hotels is 3:00 p.m., check-out is 1:00 p.m. You can also book your reservation online at [www.grandamerica.com/groups/uli/uli.html](http://www.grandamerica.com/groups/uli/uli.html).

### Grand America Hotel

555 S. Main Street, Salt Lake City, Utah 84111

Telephone (801) 258-6000

Guest Fax (801) 258-6911

[www.grandamerica.com](http://www.grandamerica.com)

Premier Room: \$210 (single/double occupancy)

One Bedroom Suite: \$225 (single/double occupancy)

### Little America Hotel

500 S. Main Street, Salt Lake City, Utah 84101

Telephone (801) 363-6781

Guest Fax (801) 596-5911

[www.littleamerica.com](http://www.littleamerica.com)

Deluxe Garden Room: \$145 (single/double occupancy)

Superior Tower Room: \$165 (single/double occupancy)

### Airline Discounts

Discounts up to 15 percent are available on United Airlines and its code-share partner, US Airways. Call the United Airlines Meeting Desk at 800-521-4041 and refer to ULI Meeting ID #581PT. Mileage Plus members receive credit for miles flown. Or, purchase your ticket online at [www.united.com](http://www.united.com) and receive a 10% discount off the lowest applicable fare. When online, in the promotion code section, enter 581PT in order

to see the available flights. Discounts will be calculated automatically. There are no fees to book at [united.com](http://united.com) and you earn 1,000 bonus miles on your Mileage Plus.

### Ground Transportation

The Grand America and Little America hotels offer complimentary airport shuttle service. Hotel guests arriving at Salt Lake International Airport may meet the shuttle outside gates 6 and 10 every 20 minutes from 6:00 a.m. to 10:00 p.m. and every 30 minutes from 10:00 p.m. until midnight. This is an automatic service and reservations are not required. Taxi cab fares from Salt Lake City International Airport (SLC) to downtown are approximately \$14 one way.

### Conference Registration

We encourage you to register before **Monday, May 1, 2006.** (Registrations and full payment must be received by April 28 to be included in the registry of attendees). Please see the registration form for fees and instructions. Registrations will be confirmed when payment is received; a written confirmation will be sent. On-site registration at the conference will operate from 8:00 a.m. to 4:00 p.m. on Thursday, May 11, 2006, at the Salt Palace Convention Center.

### Cancellation Policy

Registration cancellation/refund requests must be made in writing to ULI's Meetings and Events Department and will be subject to a \$25 administrative fee. No refunds can be made for requests received after **Friday, April 28, 2006.** Fax requests to ULI at 202-624-7147, or mail to ULI at 1025 Thomas Jefferson Street, N.W., Suite 500 West, Washington, D.C., 20007.

### Transfer Policy

You may transfer your registration to another individual at your company or organization. A \$25 transfer fee will apply. If you transfer your registration to a ULI member, the ULI member fee will apply; if you transfer your registration to a nonmember, the nonmember fee will apply.

### ULI Membership

Membership in ULI is held by individuals, not companies. Therefore, membership benefits can not be transferred to another individual in the same company or organization.

### Questions or Special Needs

For questions about registration or special needs requests, please call ULI Customer Service at 800-321-5011 or at 410-626-7507 if calling from outside the United States.

# Rocky Mountain Development Trends: Strategies for Successful and Balanced Development

May 11, 2006 • Salt Palace Convention Center • Salt Lake City, Utah

## Four easy ways to register

**Online** [www.uli.org/register](http://www.uli.org/register)  
(Credit card payment only.)  
**Fax** 202-624-7147  
(Credit card payment only.)

**Mail** ULI, Department 188, Washington, D.C. 20055-0188  
(Check or credit card payment.)  
**Telephone** 800-321-5011 or 410-626-7505  
(Credit card payment only.)

Complete this form only if you are attending this one-day program. If you would like to attend the entire Spring Council Forum (which includes this one-day program), visit our Web site at [www.uli.org/meetings](http://www.uli.org/meetings) and complete the Spring Council Forum registration form.

Name		
Name for Badge		
Title		
Company		
Street		
City	State/Country	Zip/Country Code
Telephone	Fax	E-Mail (for registration confirmation)
Emergency Contact		Telephone

### Registration Fees

- ULI Member \$225
- Nonmember\* \$275
- Public Sector/Nonprofit ULI Member \$175
- Public Sector/Nonprofit Nonmember\* \$195
- Young Leader Member\*\* \$175
- Student\*\*\* \$150
- Welcome Reception (Ticket #13) \$125
- YES!** Sign me up as a ULI Member
  - Private Annual Membership \$350
  - Public Annual Membership \$215

ULI ID Number: \_\_\_\_\_

**Not a member?**  
Call ULI at  
1-800-321-5011 to  
learn about special  
membership rates  
and conference fees.

**Total \$** \_\_\_\_\_

\*Nonmembers: Join ULI now as a Member and pay the Member registration fee. Private Sector: Save \$50! Public Sector: Save \$20!  
\*\*ULI Members under age 35.  
\*\*\*Valid full-time student identification card is required.

Please indicate your payment option below. Registration cannot be processed without full payment.

- Check—Payable to ULI—the Urban Land Institute.
- Credit card
  - American Express
  - Diners Club
  - Discover
  - MasterCard
  - VISA

Cardholder Name \_\_\_\_\_

Card Number \_\_\_\_\_

Expiration Date \_\_\_\_\_



the Urban Land Institute  
1025 Thomas Jefferson Street, N.W.  
Suite 500 West  
Washington, D.C. 20007-5201

Do it the **easy** way...  
**register online** at  
[www.uli.org/register](http://www.uli.org/register).