

11th Annual International ULI Conference

# Reinventing Retail: Community, Lifestyle, and Entertainment



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**March 1–2, 2004**  
**The Beverly Hilton**  
**Beverly Hills, California**

**Urban Land  
Institute**



## Conference Chair



**James A. Ratner**  
Chairman,  
Chief Executive Officer  
Forest City Commercial  
Group  
Cleveland, Ohio

Ratner is chairman and chief executive officer of Forest City Commercial Group, the commercial real estate development and management division of Forest City Enterprises, Inc. Forest City Commercial Group is responsible for the development of all retail, commercial and mixed-use development at Forest City Enterprises. The current portfolio includes in excess of 25 million square feet of these uses. Forest City Commercial Group has offices in Cleveland, Los Angeles, New York, and Boston.

The company's strategy has emphasized development of urban retail and mixed-use properties and nonconventional regional and lifestyle centers. In the last year, Forest City opened four major retail centers and has four new properties under construction.

## Featured Speaker



**Virginia Postrel**  
Author,  
*The Substance of Style*  
Dallas, Texas

A brilliant analyst and an award-winning commentator, Postrel speaks and writes about social trends and their economic implications. Postrel's recent work, *The Substance of Style: How the Rise of Aesthetic Value Is Remaking Commerce, Culture, and Consciousness*, focuses on aesthetics and how fundamental they are to our personal, social, and economic lives. Postrel writes the "Economic Scene" column for the *New York Times* business section, and a column on the built environment for *D Magazine*, the Dallas city magazine. Postrel is an editor at *Reason* magazine where she has been for more than a decade, and she has been a columnist for *Forbes* and its companion technology magazine *Forbes ASAP*.

## Speakers

### **Denny Abrams**

Partner  
Abrams/Millikan & Associates  
Berkeley, California

### **Ronald A. Altoon**

Partner  
Altoon+Porter Architects LLP  
Los Angeles, California

### **Alan K. Benjamin**

Senior Vice President, Real Estate  
Loews Cineplex  
Los Angeles, California

### **James S. Bennett**

President/Tenant Advisory Services  
Madison Marquette Development  
Company  
Washington, D.C.

### **Jill Bensley**

President  
JB Research Company  
Ojai, California

### **Raymond E. Braun**

Senior Vice President  
Economics Research Associates  
Los Angeles, California

### **Donald K. Carter**

President  
Urban Design Associates  
Pittsburgh, Pennsylvania

### **Victor L. Castillo**

Chief Development Officer  
Century Theatres  
San Rafael, California

### **Normalynn Cutler**

President  
Cutler Enterprises  
Marina Del Rey, California

### **Brian Edwards**

President/CEO  
Edwards Technologies  
El Segundo, California

### **Terry D. Foegler**

President  
Campus Partners for Community  
Urban Development  
Ohio State University  
Columbus, Ohio

### **David Malmuth**

Managing Director  
Robert Charles Lesser & Co., LLC  
Los Angeles, California

# Conference Overview

Shopping centers are being reinvented as their growing obsolescence and oversupply, along with changing consumer demands, challenge their competitiveness. Consumers are demanding retail environments and experiences not found at most shopping centers. In response, commercial developers, retailers, and communities are experimenting with lifestyle and leisure-oriented retail strategies, experiential pedestrian formats, convenient urban locations, mixing of activities, and convenience-enhancing amenities that are revolutionizing the retail industry.

This year's conference will focus on the incredible array of imaginative retail and mixed-use projects that are emerging around the world as presented by the most creative movers and shakers in the industry. Some of these projects are new while others are reconfigurations of existing shopping centers, but in all cases, these centers have become destinations that reconnect with customers and that reintegrate the shopping environment with communities in more sustainable ways. Community-based anchors, innovative public/private development strategies, new tenant concepts, creative leisure retailing, urban lifestyle and entertainment concepts, and hybrids of all forms and sizes are reshaping the retail world and

bringing new dynamism to an industry that until recently had been for decades largely static.

## What You Will Learn

Join the most innovative doers and thinkers in the shopping center and entertainment industries to learn:

- Why these new concepts are not just for specialty markets and major metropolitan areas.
- How to strengthen your portfolio, your business, and your community by tapping into these exciting new trends.
- Discover which strategies are achieving success.
- See the industry's most innovative new plans and projects from around the world, and hear the insiders' success stories.

## Who Should Attend

Commercial developers; retail, entertainment, and cinema executives; mayors and tourism and economic development specialists; architects and urban planners; shopping center owners and managers; real estate consultants and property advisers; and cultural facility directors.

**Morgan Dene Oliver**  
Chief Executive Officer  
Oliver McMillan  
San Diego, California

**Frederick Pierce III**  
Trustee, California State University  
San Diego State University  
San Diego, California

**Rick Poulous**  
Executive Vice President  
Jerde Partnership International  
Venice, California

**Paul S. Richardson**  
President, CEO  
Landmark Theatres  
Los Angeles, California

**Mark Rivers**  
President  
Brix and Company  
Bethesda, Maryland

**Michael S. Rubin**  
President  
MRA International  
Philadelphia, Pennsylvania

**Shaheen Sadeghi**  
President  
The LAB and The CAMP  
Costa Mesa, California

**Scott Selig**  
Associate Vice President, Capital Assets  
Duke University  
Durham, North Carolina

**Jay M. Shapiro**  
President  
JMS Advisory  
Waban, Massachusetts

**Charles P. Stille**  
President  
AMC Realty, Inc.  
Kansas City, Missouri

**Jay Valgora**  
Design Principal  
Walker Group/CNI  
New York, New York

Additional speakers to be announced.  
For updates, please visit ULI's Web site  
at [www.conferences.uli.org](http://www.conferences.uli.org).

# Monday, March 1, 2004

8:00 a.m.–5:30 p.m.

## Registration

9:15 a.m.–9:30 a.m.

## Welcome Remarks

### James A. Ratner

Chairman, Chief Executive Officer  
Forest City Commercial Group  
Cleveland, Ohio



9:30 a.m.–10:30 a.m.

## Opening Plenary Session

### New Strategies for Staying Alive

As the shopping center industry shifts gears from an emphasis on new construction to a focus on re-development and repositioning, is it any wonder that the cookie-cutter approach to shopping center development is becoming a thing of the past? While this new direction is good for maintaining portfolio value and for sustaining more livable communities, it brings up new challenges. What strategies are working best as shopping centers remake themselves into open-air centers, mixed-use developments, full-price/off-price hybrids, or lifestyle environments instead of traditional stand-alone, enclosed malls? Find out how the challenge of re-connecting shopping centers to the surrounding community in more urban configurations and retrofitting retail into nonpedestrian environments are being successfully met.

10:50 a.m.–12:00 noon

## Concurrent Sessions: New Opportunities!

### I. Leisure Retail Rising

Leisure retailing is a fast-rising new form of shopping environment that taps into consumers' growing desire to shop, dine, and be entertained while going out to play. Casinos, resorts, sports, and waterfront entertainment zones are incorporating shopping at a rapid clip into their mix of activities as developers and retailers try to capitalize on the growing crowds that gather in these places for a few hours, a few days, or a few weeks. Find out how developers are capitalizing on these "captive" audiences, what type of retailing seems to work best, and how communities large and small are leveraging their leisure-time assets to generate new sources of revenue and strengthen themselves as retail entertainment destinations.

### II. Creating Brandscapes

The appearance of new forms of branding is changing the retail environment. Brand-significant companies increasingly are looking for three-dimensional venues to showcase their brands, which has the potential to increase shopping center revenues, enhance the image of experiential retail environments, and open up a range of exciting new tenant options at a time when the well-known chain stores are all beginning to look the same. Will this trend change the way shopping centers operate and create vibrant new destinations for consumers? Or will it compete with centers' own efforts at brand enhancement? What's the inside story?



12:00 noon–1:45 p.m.

## Luncheon and Keynote Presentation

### Featuring Virginia Postrel

In *The Substance of Style*, Postrel shows how sensory appeal is so integrated into our lives that its absence can decrease the value and use of just about anything. In this session, she will share how the art of design has broken out of the beauty and luxury markets and become an important factor in all aspects of economic life. Hear why and how designers of all products and services, including retail, now must think beyond function to include meaning and pleasure in their designs as necessary in creating their economic value.



2:00 p.m.–3:15 p.m.

### *Concurrent Sessions: Reclaiming the City!*

## I. Bringing Back Main Street

After years of ignoring neighborhood shopping streets, developers, retailers, and shoppers are taking another look. Demographics are on the upswing, crime is down, retailers are beginning to recognize untapped potential, and cities are using their powers and resources creatively to make something happen in partnership with the private sector. Hear about the latest strategies that are bringing retail back to Main Streets in neighborhoods across the country. See the latest success stories and learn how they did it!

## II. Town and Gown: The University as Urban Retail Catalyst, Anchor, and Entrepreneur

As cities continue their comeback, developers and retailers are taking notice. But the retail markets are unproven and the risks of retail reentry are high. As a result, universities are recognizing the key role they can play as catalysts, anchors, and entrepreneurs in creating shopping centers that serve both town and gown. They are taking the lead in many communities to fill in the retail gap, strengthen their urban neighborhoods, and provide needed retail goods and services for residents and students alike.

3:30 p.m.–5:00 p.m.

## Interactive Workshops

ULI's popular interactive workshops will continue where they left off at last year's conference in Beverly Hills. These expert-led sessions will focus on specific issues, challenges, and opportunities in the retail and entertainment development industry, and as always, they are designed to let you participate in the discussion and ask questions right from the start. Meet with a range of practitioners from the worlds of real estate, retailing, entertainment, and the public sector; share real-world experiences and insights; and get informed opinions about your specific interests, questions, and problems.

*Choose one of four interactive workshops.*

### Cinema Paradiso?

Are the cinema industry's troubles over? Have we entered a bold new cinema world without the problems and follies of the past? Where are the cinema operators heading and how does it affect the shopping center industry? Hear the inside story from the leaders of the cinema industry.

### Food, Food, Food!

Shopping centers belatedly have discovered that customers want more than fast food. As new shopping environments are created that tap into people's lifestyles, new anchors have appeared that in-

## **Interactive Workshops (continued)**

ventively incorporate myriad food concepts from food halls to specialty markets, restaurant clusters, gourmet takeouts, outdoor dining, revamped food courts, and food within shops themselves. The market for food couldn't be hotter!

## **Public/Private Partnerships**

Success in revitalizing urban shopping districts and creating new retail and entertainment destinations usually depends on public/private partnership. This partnership marries the public sector's planning, coordination, infrastructure, and public financing tools with the private sector's development expertise, retailing know-how, private capital, and entrepreneurial savvy. Discuss with the experts what the most effective strategies seem to be and how these partnerships are being structured.

## **Taming the Big-Box: The Impossible Dream?**

Stand-alone big-box stores like Wal-Mart and Target have been lethal competition for many traditional shopping centers, main streets, and tenants that cater to the vast middle class. Can big boxes be tamed? How successful are they as shopping center anchors or configured into multilevel urban environments? How successful are public

policies that try to integrate them with existing retail environments or prevent them from engaging in serial store abandonment? Discuss with the experts how big boxes can become community assets.

5:00 p.m.–6:15 p.m.

## **Networking Reception**

## **Tuesday, March 2, 2004**

8:30 a.m.–9:30 a.m.

## **The Retail Entertainment Zone: A Showcase Breakfast**

Senior executives from top retail and entertainment-related development companies, architects, designers, technology companies, and service providers will show and tell about their innovative projects, designs, opportunities, and capabilities. Displays will surround a buffet breakfast, and conference participants are invited to wander informally through the displays, schmooze with new and old friends, and discuss emerging development plans, ideas, projects, and strategies.

9:30 a.m.–10:30 a.m.

## **Concurrent Sessions: Over the Top!**

### **I. The Cutting Edge of Shopping Center Design: It Rocks!**

Top architect and designers will present the latest cutting-edge retail, entertainment, and lifestyle project plans and design concepts from around the world. Many of these plans are hot off the drafting boards and have not been presented in public before. Learning about these futuristic projects will put you ahead of the competition, open your eyes to new possibilities, and help you visualize new solutions for your own projects and communities.



## II. Entertainment in the 21st-Century Shopping Center: It's Back!

In the 1990s, location-based entertainment was considered a stand-alone type of shopping center development or as a shopping center anchor that could be added like a department store to draw customers. Such concepts worked well in some specialized locations but faded as a new paradigm. Today, we recognize that entertainment in the shopping environment represents a broader and, in some ways, more subtle—and important—trend that permeates the entire shopping experience from strip centers to regional malls. Hear from the visionaries about what entertainment will look like in the near future, how it will add value to shopping centers, and what concepts will likely be hot!

10:50 a.m.–12:00 noon

### *Closing Plenary Session*

## The Frontier of Retailing: Making Innovation Work

As always, ULI's retail and entertainment conference will end with an unscripted, unpredictable, candid, and often surprising discussion about the

frontiers of the industry from some of its most provocative and innovative “doers.” This year, the topic will focus on the challenges faced by developers and communities as they try to make innovation work in a time of rapid experimentation and change. Too often the cliché that the second owner is the one who makes a profit on a new idea is true—but not always. What separates the brilliant retail development ideas that work financially from those that don't? How have innovative, industry-leading retail and entertainment projects gotten built when investors and stockholders are so impatient for profits, regulators are so rule-oriented, and residents are so development averse? What are the new secrets of success?

12:00 noon

## Conference Program Ends

## Optional Tour

*See next page for tour description.*

## Just Published!



## Dollars & Cents of Shopping Centers®: 2004

*ULI—the Urban Land Institute*

The only source of sales and operating data on shopping centers and tenants, the new edition of *Dollars & Cents* is packed with the latest information on neighborhood, community, regional, and super-regional shopping centers and nearly 200 tenant types. This edition is available as a book or in Excel format on CD and now includes convenience centers and Canadian centers.

Book: Order #DC19 • \$239.95 ULI Members • \$299.95 Retail Price (plus shipping)

CD: Order #DC20CD • \$399.00 ULI Members • \$499.00 Retail Price (plus shipping)

Book and CD Set: Order #DC21 • \$499.00 ULI Members • \$599.00 Retail Price (plus shipping)

Order online at [www.bookstore.uli.org](http://www.bookstore.uli.org) or call 800-321-5011.

# Optional Tour: Tuesday, March 2, 2004\*

## Envision Retail Like Never Before

12:30 p.m.–6:00 p.m.

### The LAB and The CAMP in Costa Mesa

Join us as we tour two innovative retail communities—the antimalls—of southern California. These two projects are definitely not your father's (or mother's) shopping center!

**The LAB** is a place of arts, commerce, community, and culture directly targeting the very hip, core youth culture. Refurbishing and refitting two old factory buildings, The LAB has taken all the characteristics of a mall and inverted them. The Lab has 25,000 square feet of space in old factory and renovated factory buildings. Instead of being anchored by big boxes, The LAB is anchored by Urban Outfitters and Black and Blue, two hot retailers that generally avoid malls. Only 60 percent of the space is devoted to retail business of any kind. The rest is used for events designed to fos-

ter a sense of community. Learn how this innovative concept in retailing is succeeding and why.

**The CAMP** opened in 2002 and offers the world's first concentration of specialty retailers catering to authentic outdoor sports. This 3.5-acre, \$13 million adventure-sports retail complex is part galleria, part town square (with a diving tank) and is designed to turn your next gear-buying trip into an all-day, full-contact expedition. The CAMP's wood, steel, and glass buildings house such tenants as Adventure 16, Patagonia, and Cyclewerks bike shop. Add to the retail an amphitheater, a fire pit, and landscaping featuring Zen rock-garden vibes, and the complex feels like a chic getaway. Come experience this innovative retailing experience and learn how this concept in retail is succeeding.

*\*An additional fee of \$95 applies; see registration form for details. Tour is limited to 50 registrants. A box lunch is included.*



# ULI Corporate Partners

## ULI Benefactors



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### Major Sponsor



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### Sponsors



## Sponsorship Opportunities

For information on sponsorships or showcase opportunities, contact Bennett Gray at 202-624-7062 or E-mail [bgray@uli.org](mailto:bgray@uli.org).

# How to Register

## Hotel Reservations

The Beverly Hilton Hotel  
9876 Wilshire Boulevard  
Beverly Hills, California 90210  
1-800-Hiltons or 310-274-7777 (telephone)  
310-285-1313 (guest fax)

Room rate: Single/double \$189

The deadline for hotel reservations is Monday, February 16, 2004. When calling to reserve your room, identify yourself as a ULI conference registrant to receive the discounted group rate. The hotel requires a one-night deposit (credit card or check) to confirm a reservation. Contact the hotel directly for details on its cancellation policy. Check-in time is 3:00 p.m., and check-out time is 12:00 noon.

## Airline Discounts

Savings of 5 to 15 percent are available on United Airlines and its code-share partner, US Airways. Call, or have your travel agent call, United Airlines Meeting Desk at 800-521-4041 and refer to ULI Meeting ID #581PT. Dedicated reservationists are on duty daily from 8:00 a.m. to 10:00 p.m. eastern standard time. Book early to take advantage of promotional fares that give you the greatest discount. Mileage Plus members receive full credit for all miles flown to this meeting. Discounts apply on United, United Express, and United code-share flights (UA\*) operated by US Airways, US Airways Express, and Air Canada.

## Conference Registration

Follow the instructions on the attached registration form. We encourage you to register by Friday, February 20, 2004. Written confirmation will be sent to participants who register by February 20, 2004. After this date, you can fax your registration to 202-624-7147, or register on site. There will be an additional \$100 charge for registrations received after February 20, 2004, and for on-site registration.

*Registrations can be confirmed only when payment is received.*

## Cancellation Policy

Cancellations, which must be made in writing to ULI's Events Management Department, will be subject to a \$100 administrative fee. No refunds can be made for requests received after Friday, February 20, 2004. You may, however, transfer your registration to another member of your organization. A \$50 transfer fee and member/non-member fees will apply.

## Transfer Policy

You may transfer your registration to another member of your organization. A \$50 fee will apply. If a registration is transferred to a ULI member, the ULI member fee applies. If registration is transferred to a nonmember, the non-member fee applies.

## ULI Membership

Membership in ULI is held by individuals, not companies. Membership benefits therefore cannot be transferred to other individuals with the same company or public agency. For information on ULI membership, call 800-321-5011 or 410-626-7500, or visit our Web site at [www.joinuli.org](http://www.joinuli.org).

## Questions or Special Needs

**Content of conference program:** Contact Michael Beyard at [mbeyard@uli.org](mailto:mbeyard@uli.org) or 202-624-7093.

**Registration or special needs:** Contact ULI Customer Service at 800-321-5011, or at 410-626-7505 if calling from outside the United States.

# Reinventing Retail: Community, Lifestyle, and Entertainment

**MARCH 1–2, 2004 • THE BEVERLY HILTON HOTEL • BEVERLY HILLS, CALIFORNIA****You can register four ways.** For registrations received after February 20, 2004, an additional \$100 fee will apply.

-  Fax your form with credit card information to ULI at 202-624-7147.
-  Mail completed registration forms to ULI at Department 188, Washington, D.C. 20055-0188.
-  Call 800-321-5011 with credit card information.
-  Visit the ULI Web site and register online at [www.conferences.uli.org](http://www.conferences.uli.org).

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**Registration Fees**

- |  |         |                      |
|--|---------|----------------------|
| <input type="checkbox"/> ULI Member                          | \$995   | ULI ID Number: _____ |
| <input type="checkbox"/> Nonmember*                          | \$1,145 |                      |
| <input type="checkbox"/> Public Sector/Nonprofit Member      | \$375   |                      |
| <input type="checkbox"/> Public Sector/Nonprofit Nonmember*  | \$475   |                      |
| <input type="checkbox"/> Associate Elect Member**            | \$375   |                      |
| <input type="checkbox"/> Student***                          | \$125   |                      |
| <input type="checkbox"/> Optional Tour: The LAB and The CAMP | \$95    |                      |

\*Nonmembers who join ULI now pay the ULI Member registration fee. Check box below to join.

- YES!** Sign me up for ULI Associate Membership \$320 **Save \$150 on your conference registration fee.**

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

\*\*ULI Members 30 years of age or under.

\*\*\*Valid full-time student identification card is required.

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Registrations will be processed only when full payment is received.

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