

## 101: Client Panel: Urban Development Market

- Gary Holtzer | Vice President / Global Sustainability Officer | Hines
- Uwe Brandes | Senior Vice President for Initiatives | Urban Land Institute (ULI)

### Gary's bio

26 years with Hines; 12 in NYC running operations before moving to San Francisco; currently sets corporate sustainability policy

### Urban Challenges

- Density
- Resources
- Affordability

### Driving Trends

- IT – access to information
- Environment – growth will have limits
- Demographics – Gen Y consumer preferences
- Capital – where are investments coming from, what countries and types of organizations

### Stats

- 2020: 50M “things” (devices) will be connected to the Internet
- 2050: 70% of world's population will live in urban area
- Next 10 years: only 25% of housing will be occupied by traditional families
- THERE IS NO NEXT MODEL

Gen Y: increased shame over non-sustainable practices / behaviors

Immediate feedback leads to behavioral change (i.e. tenant dashboards). Technology will support it wirelessly, immediately, and locally

First rule of marketing is know your audience; the second is learn their language; the third is follow the money – who are they and what's important to them?

### Sustainability

- Helps maintain long term value
- Users are demanding it
- Sustainability is not just energy
  - Environment: decreasing energy, water, waste
  - Social: Increased transparency; engaging stakeholders – listening to the communities you develop in, your projects will affect them for decades and decades
  - Government: regulations, codes

### Now RFPs from Pension Funds / Life Insurance Companies are asking how developers approach:

- Corporate governance
- Energy management
- Engaging communities

**Show clients you can solve their problems: Outline the challenges, solve each, combine into an idea**

**Essential things for urban companies working in urban areas:**

- Empathy
- Open dialogue
- Comfortable communication (if you stiffen up when facing opposition you won't succeed)

Uwe said:

- Neighborhood function must be optimized for policy change to be effective
- We have to get better at utilizing existing building stock

Gary: It's a challenge to turn buildings designed to make things into places to live and work

**What's next in urban design? (Gary)**

- Individuality
- Collaborative space (balanced with places for alone time)
- Small floor plates are working again for many companies (though there will always be large 25,000 SF+ users)
- How does youth behavior predict future office worker preferences?
- What is the definition of privacy?