

# 2019 PROGRAM AGENDA

**PREA Institute, June 19–20, 2019**  
Brookfield Centre in Real Estate and Infrastructure  
Schulich School of Business



**Brookfield Centre**  
in Real Estate & Infrastructure

**York University, Toronto**  
ON, Canada

**PREA Institute Committee Members:**

*Committee Chair, Dean Adler*, Lubert-Adler Partners

**Kevin Bassi**, Los Angeles County Employees Retirement Association

**Christy Fields**, Meketa Investment Group

**Randy Giraldo**, Nuveen Real Estate

**Matt Hershey**, Hodes Weill & Associates

**Steve Orbuch**, Och-Ziff Real Estate Advisors, LLC

**Melanie Schiff**, DWS

**David Sherman**, Metropolitan Real Estate Equity Management, LLC

**Eric Wurtzebach**, Macquarie Capital (USA) Inc.

# PREA Institute





Dean Adler

Jim Clayton

**DAY ONE, Wednesday, June 19, 2019****8:00 am – 8:45 am Check-In/Breakfast** (West Lounge, 5th Floor)**8:45 am – 9:00 am Welcome and Overview** (Lecture Room #1, 5th Floor)**Dean Adler** (PREA Institute Committee Chair), CEO, Lubert-Adler Partners**Jim Clayton**, *Timothy R. Price Chair and Director*, Brookfield Centre in Real Estate and Infrastructure, Schulich School of Business, York University

Blake Hutcheson

**9:00 am – 9:40 am** (Lecture Room #1, 5th Floor)**SESSION 1: A Canadian Pension Fund Welcome and Overview of the “Canadian Model”**

This session will provide an overview of the structure, investment approach, and strategy of one of Canada's leading pension fund investors. The Ontario Municipal Employees Retirement System (OMERS), along with its real estate subsidiary, Oxford Properties, is a major institutional investor globally in real estate, real assets, and other asset classes. The discussion will highlight OMERS' portfolio and strategy with focus on the allocations to real estate and infrastructure, including its global footprint and the logic behind it. Also included will be a discussion of innovation in real estate and the role of OMERS Ventures, as well as lessons learned during the development of the OMERS investment approach, views of the future, and leadership take-homes.

**Blake Hutcheson**, *President and Chief Pension Officer*, Ontario Municipal Employees Retirement System (OMERS), *former CEO*, Oxford Properties and CBRE Canada



Jim Clayton

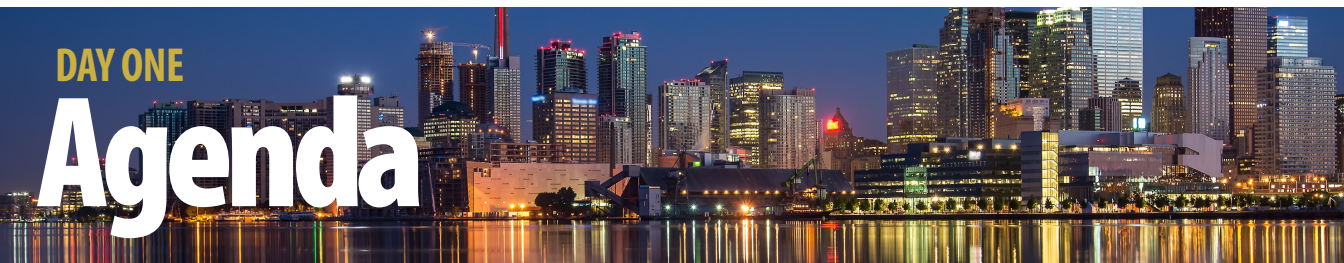
Greg MacKinnon

**9:45 am – 10:40 am** (Lecture Room #1, 5th Floor)**SESSION 2: Topics in Real Estate Portfolio Construction and Investment Strategy**

Recent academic and industry research provides new insights into the drivers of real estate portfolio returns, sources of outperformance, and risk. This session will discuss, challenge, debate, and rethink traditional views of diversification, attribution, and risk measurement at a more granular level. The session will also revisit the case for, and look at alternative approaches to the execution of, a global strategy.

**Jim Clayton**, *Timothy R. Price Chair and Director*, Brookfield Centre in Real Estate and Infrastructure, Schulich School of Business, York University

**Greg MacKinnon**, *Director of Research*, PREA

**10:40 am – 11:00 am BREAK****DAY ONE****Agenda**



Sherena Hussain Kevin Fahey

## **DAY ONE, Wednesday, June 19, 2019** (continued)

**11:00 am – 11:50 am** (Lecture Room #1, 5th Floor)

### **SESSION 3: The Rise of the Real Asset Portfolio: Real Estate + Infrastructure**

This session will look at the increasing popularity of real asset allocations, emphasizing a comparison of real estate and infrastructure. What are the similarities and differences of these two forms of real assets (including investment characteristics, execution and financing, and operational considerations); what role does each play in a portfolio; and how do they combine in an overall real asset allocation? The discussion will involve pension funds and other investors involved in both real estate and infrastructure.

**Sherena Hussain**, *Assistant Professor and Academic Director of the Sustainable Infrastructure Fellowship Program, Brookfield Centre in Real Estate and Infrastructure, Schulich School of Business, York University*

**Kevin Fahey**, *Director, Investments, CAAT Pension Plan*

**Rene Lubianski**, *Managing Director, Infrastructure, Brookfield Asset Management*

**George Pappadopoulos**, *Director, Total Portfolio Management, Canada Pension Plan Investment Board*



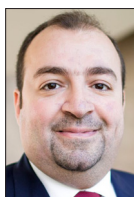
Rene Lubianski George Pappadopoulos

**11:55 am – 12:25 pm** (Lecture Room #1, 5th Floor)

### **SESSION 4: Faculty Quick Take – Strategic Thinking and Change Management**

This session will focus on new mind-sets and “seeing and thinking skills” needed for successfully navigating and making a difference in the current turbulent and complex global environment. Today’s leaders must have the capacity to accept and deal with unpredictability and be adept at recognizing and integrating multiple perspectives and priorities. They must be able to spot and anticipate emerging trends and patterns, ask and explore provocative questions about their organizations and the world at large, deal with challenging ethical issues, and think both inside and outside the box in a deep and probing way.

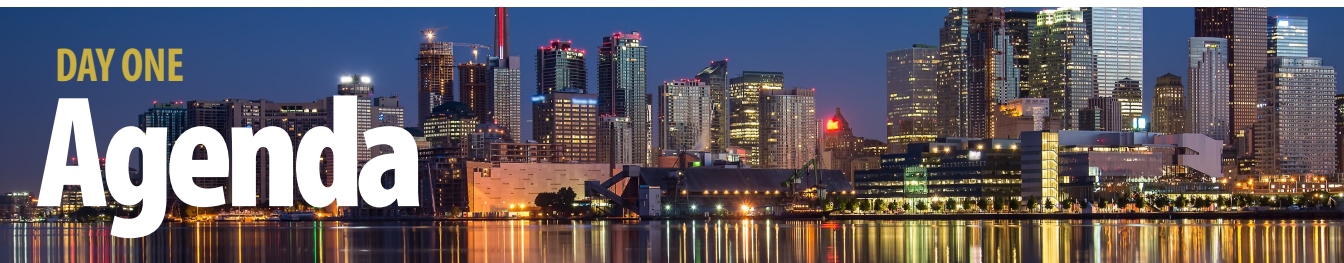
**Wissam AlHussaini**, *Adjunct Professor of Strategic Leadership, Schulich School of Business, York University*



Wissam AlHussaini

**12:30 pm – 1:30 pm LUNCH** (East Dining Area, 5th Floor)

DAY ONE  
**Agenda**







Joe Berridge

**DAY ONE, Wednesday, June 19, 2019** (continued)**1:30 pm – 2:15 pm** (Lecture Room #1, 5th Floor)**SESSION 5: Keynote Presentation – Toronto: The Accidental Metropolis**

This session will provide an insider's view of key global cities today and tomorrow from an influential planner, a city builder, and the author of *Perfect City: An Urban Fixer's Global Search for Magic in the Modern Metropolis*.

**Joe Berridge**, *Partner, Urban Strategies and Senior Fellow, Munk School of Global Affairs and Public Policy, University of Toronto*



Michael Brooks

Mark Ricks

**2:20 pm – 3:15 pm** (Lecture Room #1, 5th Floor)**SESSION 6: Technology, Transformation, and Urban Revitalization: Sidewalk Toronto**

The presenters of this session will describe Sidewalk Toronto, a joint effort by Waterfront Toronto and Alphabet's Sidewalk Labs to create a new kind of mixed-use, complete community on Toronto's Eastern Waterfront, beginning with the creation of Quayside. This new district is being designed to tackle the challenges of urban growth and aims to make Toronto the global hub for urban innovation. Sidewalk Toronto will combine forward-thinking urban design and new digital technology to create people-centered neighborhoods that achieve precedent-setting levels of sustainability, affordability, mobility, and economic opportunity.

**Michael Brooks**, *CEO, Real Property Association of Canada (REALPAC)*

**Mark Ricks**, *Head of Corporate Development, Sidewalk Labs*

**Steven Turell**, *Associate Director of Development, Sidewalk Labs*



Steven Turell

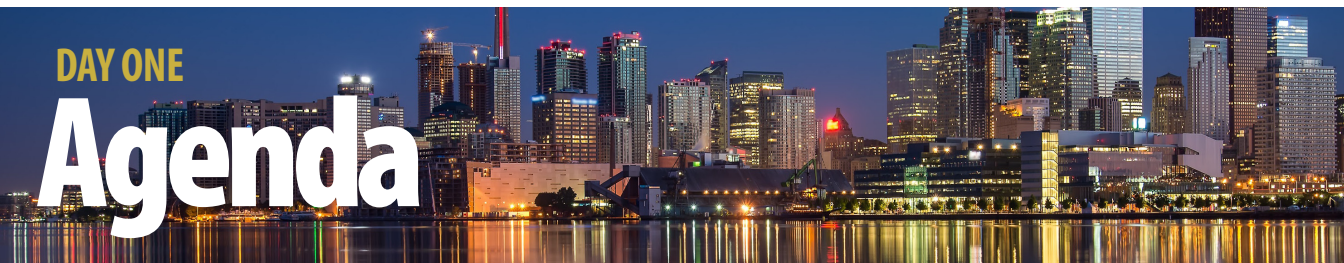
**3:15 pm – 3:30 pm BREAK****3:30 pm – 4:00 pm** (Lecture Room #1, 5th Floor)**SESSION 7: Faculty Quick Take – Economic Influence Activities**

Firms frequently make operational and strategy decisions to gain political influence. They locate plants, expand workforces, or choose suppliers with the aim of affecting the economy and the electoral success of politicians. This behavior constitutes a nontraditional form of influence, which the presenter refers to as economic influence activities (EIA). This session will show how such activities influence policymaking and why firms may prefer EIA to more-traditional influence activities such as campaign contributions. A firm's strategy choices affect the state of a local economy and, in turn, the evaluations that voters make of the performance of an officeholder.

**Davin Raiha**, *Assistant Professor, Business, Economics and Public Policy, Ivey School of Business, University of Western Ontario*



Davin Raiha

**DAY ONE****Agenda**



Amy Erixon

**DAY ONE, Wednesday, June 19, 2019** (continued)**4:00 pm – 4:40 pm****SESSION 8: The Impact of Emerging Technologies on Corporate Real Estate** (Lecture Room #1, 5th Floor)

Amy Erixon, an industry expert in real estate technology, greening strategies, and smart cities, will lead a session to help us think about and imagine the future of the real estate industry over the next decade through the lens of new technology. She will take us on an exploration of five emerging technologies with the most potential to disrupt the status quo, drive transformation of buildings, communities, and cities and also deliver meaningfully improved health and environmental performance

**Amy Erixon**, *Principal*, Avison Young

Michael Emory

**6:30 pm – 9:00 pm**

**Reception and Dinner at the Cluny Bistro, Distillery District**, 35 Tank House Lane, Toronto  
*Cab/Uber drop-off at 55 Mill Street or at the corner of Cherry Street and Tank House Lane.*

**Michael Emory**, *President and CEO*, Allied Properties REIT, will join us at dinner and make a short presentation on topics hitting the conference themes.



Dean Adler

Jim Clayton

**DAY TWO, Thursday, June 20, 2019****7:45 am – 8:15 am Breakfast** (West Lounge, 5th Floor)**8:15 am – 8:30 am Day 1 Recap and Day 2 Overview** (Lecture Room #1, 5th Floor)**Dean Adler**, (PREA Institute Committee Chair), *CEO*, Lubert-Adler Partners

**Jim Clayton**, *Timothy R. Price Chair and Director*, Brookfield Centre in Real Estate and Infrastructure, Schulich School of Business, York University



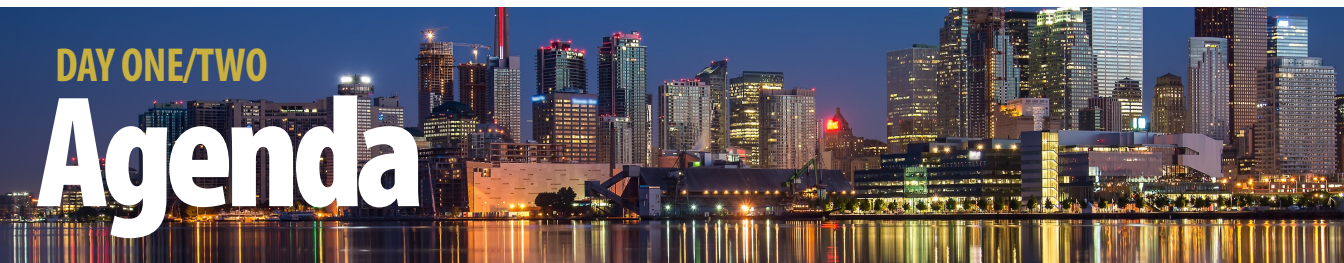
Murat Kristal

**8:30 am – 9:00 am** (Lecture Room #1, 5th Floor)**SESSION 9: Faculty Quick Take – Applications of Data Analytics and Artificial Intelligence**

Big data, data analytics, and artificial intelligence (AI) are at the cusp of a transformative revolution. As organizations adopt and invest in data analytic and AI technology, a new style of management is needed, one that pairs a leader's vision with a scientist's mastery over a growing body of specialized knowledge. The Schulich School of Business was a leader in introducing the Master of Business Analytics (MBAN), a 12-month, full-time program designed to provide

DAY ONE/TWO

# Agenda



**DAY TWO, Thursday, June 20, 2019** (continued)

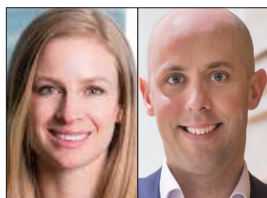
the tools and techniques to develop experts in this evolving, high-demand field, and is set to launch a new Master of Management in Artificial Intelligence (MMAI).

**Murat Kristal**, *Director, Centre of Excellence in Big Data and Analytics Leadership, and Program Director, Master of Business Analytics and Master of Management in Artificial Intelligence, Schulich School of Business, York University*



Avis Devine

Rogier Holtermans



Anna Murray

Darryl Neate

**9:05 am – 9:55 am** (Lecture Room #1, 5th Floor)

**SESSION 10: Doing Good and Doing Well: Innovations and Advances in Sustainability and ESG**

Green building certification has become mainstream in the CRE industry, supported by an extensive body of research that provides mounting evidence that environmentally certified buildings have a stronger financial performance in the form of higher transaction prices, higher rents, and higher and more stable occupancy rates. However, the vast majority of studies to date focus on the impact of environmental building certification programs, including Leadership in Energy and Environmental Design (LEED), Energy Star, and other related designations. While this type of environmental building intervention is important, in terms of both measuring and signaling environmental commitment, it is just one way energy efficiency and sustainability can impact commercial real estate assets. This session provides the key findings from two recent studies using unique building-level data and funded by the Real Estate Research Institute (RERI), Lawrence Berkeley National Laboratory, the US Department of Energy, and Bentall Kennedy. It also highlights recent initiatives and advances in ESG strategy from two leading Canada-based real estate firms.

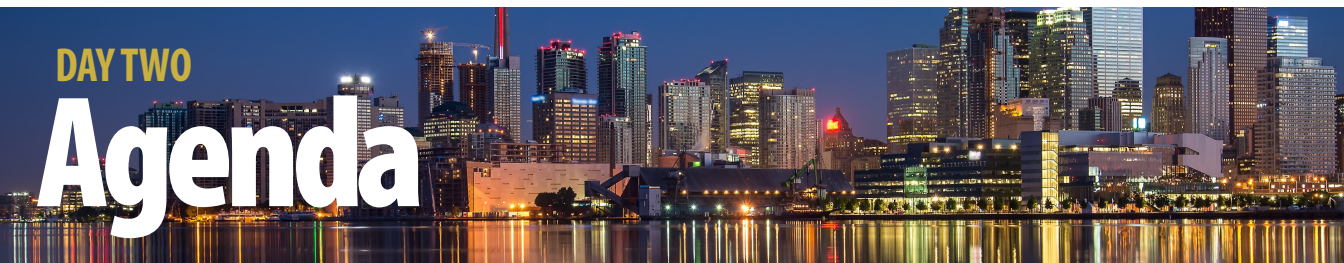
**Avis Devine**, *Associate Professor, Brookfield Centre in Real Estate and Infrastructure, Schulich School of Business, York University*

**Rogier Holtermans**, *Assistant Professor of Real Estate Finance, Gordon S. Lang School of Business and Economics, University of Guelph*

**Anna Murray**, *Vice President of Sustainability, Bentall Kennedy*

**Darryl Neate**, *Director of Sustainability, Oxford Properties*

**9:55 am – 10:10 am** **BREAK**







Andre Kuzmicki   John Koke

**DAY TWO, Thursday, June 20, 2019** (continued)**10:10 am – 10:55 am** (Lecture Room #1, 5th Floor)**SESSION 11: Planning Healthy and Sustainable Cities of the Future**

This session will focus on suburban communities of the future. Loneliness and isolation is a rising epidemic in today's digital- and social media-obsessed world. How do we plan and design for community engagement and social interaction in our suburbs? How can we foster healthier lifestyles and environmental practices through planning? How do we future proof our communities to ensure flexibility in an era of rapid change?

**Andre Kuzmicki**, *Executive in Residence and Former Executive Director*, Brookfield Centre in Real Estate and Infrastructure, Schulich School of Business, York University

**John Koke**, *Vice President*, Dorsay Development Corporation

**11:00 am – 11:50 am** (Lecture Room #1, 5th Floor)**SESSION 12: Office Investment: Challenges & Opportunities in an Era of Technological, Societal, and Demographic Transformation and Change**

This session will focus on the changing nature of work and implications for what tenants want in office space and how they want to use and lease it. The rise of coworking companies is demonstrating that there is significant tenant demand for a higher level of office space experience and a strong demand for shorter, more flexible terms, and tenants are willing to pay for it. The changing demands of tenants are not restricted to tech companies, as more traditional accounting, financial, engineering, and law firms are also seeking different space options and increased optionality. The session will use Toronto as a case study and also involve group discussion of the Harvard Business School Case on office development and design with WeWork, "Reworking Office Space," that will be sent to participants before the Institute.

**Jim Clayton**, *Timothy R. Price Chair and Director*, Brookfield Centre in Real Estate and Infrastructure, Schulich School of Business, York University

**Andrew Garret**, *Director, Development*, Cadillac Fairview

**Wendy Waters**, *Senior Director for Research Services and Strategy*, GWL Realty Advisors

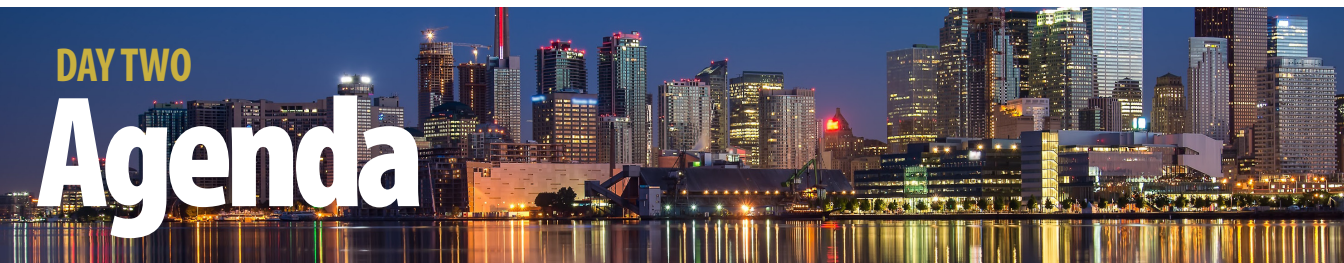


Jim Clayton   Andrew Garret



Wendy Waters

DAY TWO  
**Agenda**





Dean Adler

Jim Clayton

**DAY TWO, Thursday, June 20, 2019** (continued)**11:50 am – 12:15 pm** (Lecture Room #1, 5th Floor)**Closing Session: Recap and Takeaways**

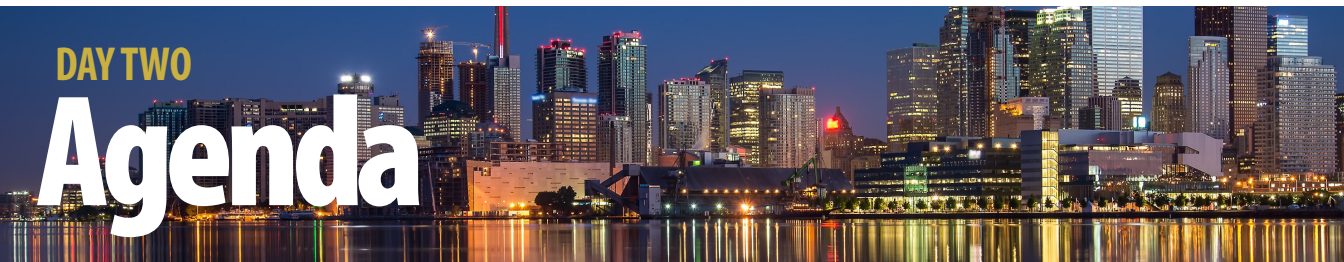
A closing discussion will highlight the takeaways from each session of the Institute and how they fit together. The entire group will discuss these highlights and their implications for investment strategy and portfolio structure going forward.

**Dean Adler** (PREA Institute Committee Chair), *CEO*, Lubert-Adler Partners

**Jim Clayton**, *Timothy R. Price Chair and Director*, Brookfield Centre in Real Estate and Infrastructure, Schulich School of Business, York University

**PROGRAM CONCLUDES:** Grab-and-go lunches will be provided.

DAY TWO  
**Agenda**





**PROGRAM LOCATION:****MILES S. NADAL MANAGEMENT CENTRE**

Schulich School of Business  
 Toronto Dominion Centre  
 East Tower, Suite 500 (5th Floor)  
 222 Bay St., Toronto, ON M5K 1K2

**HOTEL**

Sheraton Centre Toronto Hotel  
 123 Queen Street West, Toronto, ON M5H 2M9

**WALKING DIRECTIONS FROM THE HOTEL TO THE MILES S. NADAL MANAGEMENT CENTRE**

Sheraton Centre Toronto Hotel  
 222 Bay St, Toronto  
 1. Head east on Queen St. W (230 m)  
 2. Turn right onto Bay St. (500 m)

**RECEPTION/DINNER LOCATION**

Cluny Bistro, Distillery District  
 35 Tank House Lane  
 Toronto, ON M5A3C4

**CAB/UBER DROP-OFF:**

Streets in the Distillery are pedestrian only.

*Cab/Uber drop-off at 55 Mill Street or at the corner of Cherry Street and Tank House Lane.*



# Information



**Dean S. Adler** is CEO and Cofounder of Lubert-Adler Partners, L.P., and Head of the Investment Committee and is responsible for leading the strategic direction of the team. Adler is also a partner in Independence Capital Partners. Adler graduated magna cum laude from the Wharton School of the University of Pennsylvania. He also holds a JD degree with honors from the University of Pennsylvania Law School and was an instructor at the Wharton School between 1981 and 1983. Subsequently, he worked at Ernst & Young, Baker and Hostetler and CMS. Currently, he is an Executive Committee Member and Research Sponsor for the Zell/Lurie Real Estate Center at the Wharton School and serves on the board of directors of Bed Bath & Beyond. He has been a keynote speaker for national real estate organizations such as the Urban Land Institute and the International Council of Shopping Centers. Adler has served on numerous community boards and has served on the City of Philadelphia's Economic Development Summit.

**Wissam AlHussaini** is an Adjunct Professor of Strategic Leadership at the Schulich School of Business, teaching strategic management and leadership. Over the years, he has designed and delivered numerous training programs for major companies around the world, including the United Nations, Koodo Mobile-Mastercom, Chevron-Philips, UK Technology Hub, Mastercard, and Shell Petrochemicals. In 2016, AlHussaini received the Excellence in Teaching award at the American University of Beirut for his impact and inspiration on executive, graduate, and undergraduate students. He is a Founding Member and Vice President of Strategy for the Canadian Business Strategy Association, which aims to provide a knowledge portal for Canadian business strategists. AlHussaini holds a PhD in Business Administration from the John Molson School of Business at Concordia University and an MBA from Suliman S. Olayan School of Business at the American University of Beirut.

**Joe Berridge** is a Partner in Urban Strategies. He is an urban planner and a city builder who has had an integral role in the development of complex urban planning and regeneration projects in Canada, the US, the UK, Europe, and Asia. He has been a strategic advisor for the development of the city centers of Manchester, Belfast, and Cardiff and for the waterfronts of Toronto, Singapore, Sydney, Cork, London, and Governors Island in New York City. Berridge has prepared campus master plans for the University of Manchester and Waterloo, Queen's, and Western in Canada and is now planning the new hub for Toronto Pearson International Airport. He teaches at the University of Toronto and is a Senior Fellow at the Munk School of Global Affairs and Public Policy. Berridge is the author of the book *Perfect City*.



# Speaker

## BIOGRAPHIES

**Michael Brooks** is the CEO of Real Property Association of Canada (REALPAC) and is responsible for the association's strategic planning, policy formulation, and government relations and is the national and international liaison with associations in the US, the UK, Asia, and Australia via membership in the Real Estate Securitization Alliance and has been the catalyst to REALPAC's growth over the past 15 years. In 2012, Brooks stepped down as CEO of REALPAC to focus on his role as Group Leader of Aird & Berlis's Real Estate Group; he returned to the association in January of 2014 with a fresh perspective and renewed sense of ambition for the future of REALPAC. In addition to being CEO of REALPAC, Brooks maintains his law practice with Aird & Berlis and is an Adjunct Professor at Ryerson University, where he teaches real estate development, finance, and sustainability at the Ted Rogers School of Management. He is a former Associate Professor at Ryerson University. Brooks has led in market and regulatory transformation in Canada, with effective representation for the REIT vehicle, on cross-border and domestic tax issues and capital market and regulatory issues nationally and internationally. He is the former Treasurer and Executive Committee and Board member of the Canada Green Building Council.

**Jim Clayton** is a Professor, the Timothy R. Price Chair, and Director of the Brookfield Centre in Real Estate and Infrastructure in the Schulich School of Business at York University. Clayton returned to academia, and Canada, in 2018 from the Alternatives Investment group of global multi-asset investment manager Barings in Hartford, CT, where he was Head of Real Estate Investment Strategy and Analytics. At Barings and its predecessor, Cornerstone, Clayton was responsible for monitoring and forecasting real estate investment and capital market trends; advising on fund and client investment, risk analytics, and portfolio strategy; and delivering applied research and strategic thought pieces. He was also an active member of the equity and debt Investment Committees and the Valuation Committee. Prior to joining Cornerstone Real Estate Advisers, he was Director of Research at the Pension Real Estate Association (PREA) and before that had faculty positions at the University of Cincinnati and Saint Mary's University in Halifax, Nova Scotia. Clayton is the Coeditor of the special biannual real estate issue of *The Journal of Portfolio Management*, a Fellow and former President of the Real Estate Research Institute (RERI), and a Fellow of Weimer School of Advanced Studies in Real Estate and Land Economics. He is a member of the PREA Research Committee and previously chaired the PREA Research Affinity Group. Clayton also teaches professional development programs for NAIOP and the Real Property Association of Canada (REALPAC). He has a PhD from UBC, an MA from Western, and an Honours BA from Queen's University.

**Avis Devine** is an Associate Professor of Real Estate with the Brookfield Centre in Real Estate and Infrastructure. Her previous appointment was as an Assistant Professor of Real Estate with University of Guelph's College of Business and Economics. Prior to her academic career, she was the Assistant Vice President in charge of commercial real estate underwriting and valuation for Dollar Bank, FSB in Pittsburgh, PA. Devine has a BS from Westminster College, an MBA from Duquesne University, and a PhD in Finance from the University of Cincinnati. Her research interests include sustainable and energy-efficient real estate, commercial real estate, multifamily housing, and emerging markets. Devine's body of research largely focuses on the financial impacts of sustainability and energy



# Speaker

## BIOGRAPHIES



efficiency on real estate. Her research garners much industry support, and she has won several research awards, most recently the 2017 Nick Tyrrell Research Prize in Real Estate Investment. Devine's work has been featured in the *Globe and Mail*, the *Financial Post*, the *Business Mirror*, *Commercial Property Executive*, and *Business in Vancouver*, among others.

**Michael Emory** is the Founder, a Trustee, the President, and the CEO of Allied, a leading owner, manager, and developer of distinctive urban workspace in Canada's major cities and network-dense urban data centers in Toronto that form Canada's hub for global connectivity. Allied's business is providing knowledge-based organizations with distinctive urban environments for creativity and connectivity. Allied went public in February of 2003 with assets of \$120 million, a market capitalization of \$62 million, and a local urban-office portfolio of 820,000 square feet. Allied now has assets of \$7 billion, a market capitalization of \$5.3 billion, and a national urban-office platform of 11.4 million square feet. Emory is also a Director of Equitable Group Inc. and Equitable Bank. He is a graduate of Queen's University (BA, Hons.) and the Faculty of Law, University of Toronto (JD).

**Amy Erixon** is a Principal and Managing Director–Investments with Avison Young and is an industry expert in real estate technology, greening strategies, and smart cities. She leads Avison Young's Global Investment Management practice, which is active across all major and select specialty property types in North America and Europe. Prior to joining Avison Young, she was CEO of IGRI, a full-service development and investment firm that built the first LEED-certified projects across Canada in the mid-2000s. With more than 35 years of industry experience, Erixon has acquired, developed, and repositioned portfolios and completed large-scale rezoning and development projects in numerous North American cities. She serves as an educational counselor for MIT, sits on the Ontario Board of the Nature Conservancy of Canada, and is a member of Avison Young's Executive Committee. A graduate of MIT in city planning and real estate development, Erixon is an active speaker, blogger, and publisher of topical reports and white papers.

**Kevin Fahey** is a Director, Investments, at the Toronto-based Colleges of Applied Arts and Technology (CAAT) Pension Plan, which serves employees and retirees at Ontario's community colleges and certain related employers. Since 2010, Fahey has been responsible for oversight and strategy initiatives associated with CAAT's private equity, infrastructure, and real estate investment programs. Prior to joining CAAT, Fahey worked for several years at the employee pension fund of a Canadian bank. He is a CFA charterholder and holds a Bachelor of Commerce from Queen's University and a Bachelor of Laws from Osgoode Hall Law School.



# Speaker

## BIOGRAPHIES

**Andrew Garret** is Director of Development at Cadillac Fairview (CF) and is a commercial real estate executive with 20+ years experience specializing in mixed-use developments across Canada and Mexico, particularly in Toronto, Vancouver, Montreal, and Calgary. He acts as an owner representative on behalf of CF, in projects developing long-term relationships with condo developers, hotel developers, financial institutions, and pension funds in completing over \$4B of development. In addition to retail redevelopments, Garret has played a leadership role in hotel investment and development for CF, including the recent acquisition of the Ritz Carlton Toronto and development of Hotel Germain MLSQ. Garret holds a Global Executive MBA from Kellogg School Management and Real Estate Development Certification from MIT Centre for Real Estate.

**Rogier Holtermans** is an Assistant Professor of Real Estate Finance at the Gordon S. Lang School of Business and Economics at the University of Guelph. Prior to becoming a faculty member with the real estate group at Guelph, he was a Postdoctoral Scholar–Research Associate at the University of Southern California Lusk Center for Real Estate. His research interests include the financial implications of information asymmetry and sustainability in real estate markets. His research papers have been published in *Energy Policy*, the *Journal of Economic Geography*, and *Real Estate Economics*, and he regularly presents his findings at academic conferences. Holtermans received the Real Estate Research Institute's 2017 dissertation research award. He holds a bachelor's and master's in International Business and a PhD in Finance from Maastricht University, the Netherlands. Holtermans was also involved in the management and acquisition of two projects for the European Commission and multiple research projects in cooperation with Bentall Kennedy, CBRE, and Measurabl. During the doctoral program, he held visiting researcher positions at the US Green Building Council, the MIT Center for Real Estate, and the Lusk Center for Real Estate at the University of Southern California.

**Sherena Hussain** is an Assistant Professor in the Program in Real Estate and Infrastructure at the Schulich School of Business, York University, and Academic Director of the Sustainable Infrastructure Fellowship Program. She is also an accomplished legal professional, having practiced tax and infrastructure law at a first-tier North American business law firm. She has worked at Infrastructure Ontario and in several North American cities, where she was involved in the execution of new business models. Hussain is actively involved in the development and delivery of the infrastructure and real estate curriculum at the Schulich School of Business. Hussain has taught several courses and conducted research related to infrastructure development, project finance, urbanization, and the negotiation of real estate and infrastructure development transactions. To enrich the classroom experience, she utilizes her network of industry experts, off-site negotiation simulations, and case studies derived from her experience with the development of Canadian, South American, and African infrastructure deals. In addition to her research in infrastructure financing and transaction models, Hussain is a contributor to the World Economic Forum's work groups on sustainable infrastructure and is coauthoring the book *The Business of Infrastructure*.



**Speaker**  
BIOGRAPHIES

**Blake Hutcheson** is the President and Chief Pension Officer at the Ontario Municipal Employees Retirement System (OMERS) and is responsible for the strategy, government relations, communications, legal, pension services, technology, and operations of the pension plan. Previously, he was the Chief Investment Officer of Real Estate and Platform Investments at OMERS. Prior to OMERS, Hutcheson was President and CEO of Oxford Properties Group. Prior to that, he was Head of Global Real Estate Investing for a multi-strategy private equity firm. Prior to that, he was the Chairman and President of CB Richard Ellis Canada. Hutcheson has also served on the Senior Executive Team of OMERS; as Director of Algoma Central Corporation; as a Member of the Toronto Mayor's Task Force on Affordable Housing 2015 and Premier's Transit Advisory Panel; as Chair of Build Toronto, the Mayor of Toronto's Fiscal Advisory Committee, and the Canadian Real Estate Forum (2005 and 2016); as President of the University Club of Toronto; as Director of RealNet Canada; and as Director of REALPAC. He is a graduate of the University of Western Ontario and the London School of Economics (with distinction) and has an MSc in Real Estate Development from Columbia University.

**Murat Kristal** is an Associate Professor of operations management at the Schulich School of Business at York University. He teaches in the areas of business operations strategy, channel management, and customer modeling. Kristal's research interests focus on the areas of supply chain, operations, and service management strategy. He has helped diverse companies, including Johnson & Johnson, Moneris Solutions, and Global Payments Inc., manage their customer relationships using predictive analysis techniques. Kristal earned a PhD from the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill.

**Rene Lubianski** is a Managing Director in Brookfield's Infrastructure Group, responsible for strategic initiatives including capital-raising, co-investment, and investor relations and communications for both Brookfield Infrastructure partners and private infrastructure funds. After joining Brookfield in 2010, Lubianski was part of Brookfield's Private Funds Group, where he oversaw product development and fundraising for the firm's infrastructure, private equity, and sustainable resource investment strategies. Previously, Lubianski spent more than nine years at a global investment bank in its financial advisory group working on infrastructure transactions and capital-raising for private funds from institutional investors in the US and Canada. Lubianski holds a Bachelor of Commerce degree with honors in Finance, with a minor in Economics, from McMaster University and is a CFA charterholder.

**Greg MacKinnon** is the Director of Research for the Pension Real Estate Association (PREA). His role includes providing information, research, and thought leadership on real estate investment issues. Prior to joining PREA, MacKinnon was Professor of Finance at Saint Mary's University in Halifax, Nova Scotia. His research on real estate investment has been published in the top academic journals, he writes extensively in industry publications, speaks frequently at industry events, and has been widely quoted in the media. MacKinnon is a Fellow of the Homer Hoyt Institute, serves on the Board of the Real Estate Research Institute, is the coeditor of the special biannual real estate issue of *The Journal of Portfolio Management*, and was previously coeditor of the *Journal of Real Estate Portfolio Management*. He is a past board member of the Atlantic Canada CFA Society. MacKinnon holds a PhD in Finance from the University of Alberta and is a CFA charterholder.



# Speaker

## BIOGRAPHIES



**Anna Murray** is Vice President of Sustainability at Bentall Kennedy and leads the North American sustainability strategy for the company. She has dedicated her career to advancing corporate sustainability at major multinationals around the world. Murray is the Co-Chair of the United Nations Environment Programme Finance Initiative (UNEPFI) Investment Committee Property Working Group and the Founder of the nonprofit Young Women in Energy. Murray's commitment to making positive change has been recognized with the Making a Difference for Women Award, the United Way Culbert Family Award for Philanthropy, and Top 100 Women in Canada. She holds a Master of Business Administration and a law degree.

**Darryl Neate** is Director of Sustainability at Oxford Properties. He is responsible for Oxford's industry-leading Sustainable Intelligence program and was the driving force behind Oxford's leadership as the first real estate owner in Canada to publicly report on its sustainability performance and set—and achieve—corporate reduction targets for greenhouse gases, energy, water, and waste. Neate is active across a range of real estate industry associations and advisory groups in Canada and globally. He has extensive experience in green building certification schemes, corporate sustainability and reporting, project management, training, and standards development—including the ISO 14064 Greenhouse Gas Accounting and GRI Construction & Real Estate Sustainability Reporting standards. He has an undergraduate degree in Environmental Studies from the University of Waterloo, earned an MBA from the Schulich School of Business at York University, and is a LEED Accredited Professional.

**George Pappadopoulos** is a Director at the Canada Pension Plan Investment Board (CPPIB) and the Head of the Active Program Management team within Total Portfolio Management. His focus is on coordination and better implementation of investment strategies and emerging opportunities across all asset classes within the framework of CPPIB's Total Portfolio Approach. Before joining CPPIB, Pappadopoulos spent several years investing on behalf of major university endowments at Realty Financial Partners (RFP) as Managing Director and Principal. Prior to RFP, he spent 11 years advising major institutional investors on commercial real estate debt and equity as Director of Risk Management and Debt Research at Property and Portfolio Research. Pappadopoulos was also previously Director of Operations at Princeton Properties Inc. and built his own multifamily portfolio as a Principal at Abacus Asset Management. Pappadopoulos earned an MS in Real Estate from MIT, and his work has been published in *The Journal of Portfolio Management* and numerous other finance publications.

**Davin Raiha** is a Faculty Member in Business, Economics, and Public Policy and a Fellow at the Lawrence National Centre for Policy and Management at the Ivey Business School at the University of Western Ontario. Raiha's research focuses on the economic impact of government and real estate policies, as well as how businesses engage in the public policy environment. His research has been published in recognized outlets such as the *Harvard Business Review* and the *Journal of Economics and Management Strategy* and has been featured by a variety of media outlets such as the *Globe and Mail*, CBC, and the Canadian Press. Raiha earned a PhD from the Graduate School of Business at Stanford University and a B.Com from the University of Toronto.



# Speaker

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**Marc Ricks** is Head of Corporate Development at Sidewalk Labs, where his primary role is to help define and execute on the commercial strategy that will enable the company's innovation agenda to achieve the greatest possible impact on urban life around the world. He served as Senior Policy Advisor and Chief of Staff to New York City's Deputy Mayor for Economic Development and Rebuilding, where he played an active role in major projects such as the development of the High Line and the transformation of the Far West Side of Manhattan into Hudson Yards. In the aftermath of Superstorm Sandy, Ricks returned temporarily to government service to help create a plan to protect New York City from the impacts of extreme weather events and climate change. In the private sector, Ricks has advanced major public-private real estate and infrastructure projects, including the expansion of New York's Penn Station into the former Farley Post Office as part of the development team at Vornado Realty Trust. He also led transportation and energy investments as a member of the Infrastructure Investment Group at Goldman Sachs. He has worked in commercial strategy for Bloomberg LP's web-based businesses and as a consultant at McKinsey & Company.

**Steven Turell** is an Associate Director, Development, on the real estate team at Sidewalk Labs. Prior to joining Sidewalk, he was a Consultant at Deloitte, where his work focused at the intersection of the public and private sectors, specifically regional economic competitiveness and economic growth driven by innovation. Turell began his career as part of the Teach for America Hawaii corps, where he taught seventh grade on Wheeler Army Airfield in Wahiawa, Oahu. Turell graduated with a degree in American Studies from Cornell University.

**Wendy Waters** is the Senior Director for Research Services & Strategy at GWL Realty Advisors (in the US, GWLRA operates as EverWest). She leads the North American research function, with responsibilities including providing economic, demographic, and market-trend analysis to support acquisition and development strategies as well as longer-term portfolio optimization and asset-level decisions. She and her team publish on key real estate trends and present this information to clients. Most recently, Waters wrote an article on coworking for the *PREA Quarterly*. She is a member of the Urban Land Institute, where she is the Chair of Mission Advancement and Research Committee and has roles on the British Columbia chapter's management committee. She is a regular speaker and panelist at industry conferences and events including the Toronto Real Estate Forum and the ULI Emerging Trends event in Vancouver, Calgary, and Edmonton. She has been a guest on the Toronto-based Commercial Real Estate podcast. Waters has been working in real estate research since 2002, first with Avison Young and for the past 13 years with GWL Realty Advisors. She holds a PhD in History from the University of Arizona, where she specialized in 20th-century economic and social development in emerging economies.



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