



National Investment Center
For the Seniors Housing & Care Industry

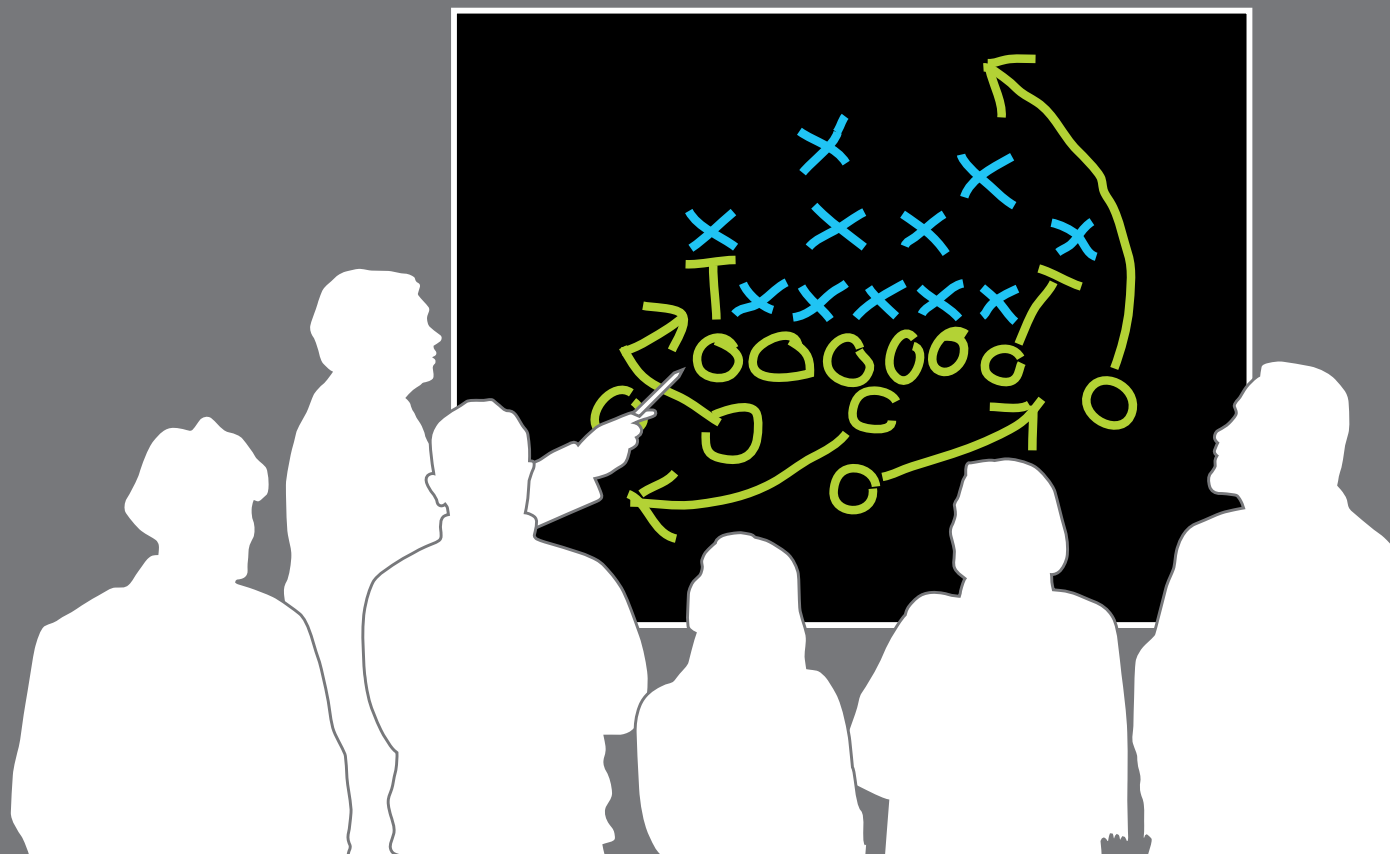
Register Early to Save \$200!
Rates increase after January 19.

The 2011 NIC Regional Symposium

Preliminary Program

New opportunities, New realities:
What's in your playbook?

X March 7–8, 2011 **O** Hyatt Regency Century Plaza, Los Angeles, CA



New opportunities, New realities: What's in your playbook?

THE PLAYING FIELD HAS CHANGED FOR THE SENIORS HOUSING INDUSTRY,

and your strategies must also change if you want to score future success. At the 2011 NIC Regional Symposium in March, you'll gather with other private-pay operators and investors with locally—or regionally—focused portfolios to learn how you can adapt your playbook to position your team to take advantage of opportunities today and in the future. Whether you have 3 or 30 properties, this event will show you how to approach the industry's current challenges—and come out a winner!

This year's program will feature recognized experts and industry veterans who will present the strategies needed to overcome obstacles, attract consumers and access capital.

Ken Dychtwald, Ph.D. of Age Wave will describe the current psyche of the senior consumer, how it has changed, and what this means for seniors housing. Attendees will also hear lively economist **John W. Mitchell** discuss the current state of the housing and credit markets, prospects for job growth and the impact of financial reform.

This critical information will be illustrated with case studies presented by other real-life pros to help you adjust your game plan for the future.

Learn the latest tactics for increasing your bottom line. Whether you need to attract more customers, revitalize a property or improve expense management, the game-changing plays presented at this year's Symposium will help you enhance your long-term growth and success.

Discover fresh tactics for financing new opportunities. Lenders have changed their lending programs, and this change isn't temporary. Join us to learn how to bring your best game to capital providers and win financing from lenders who are actively originating and closing seniors housing deals.

To retain a more intimate networking atmosphere, the Symposium will once again be limited to 700 attendees, and attendance will be limited to five people per company*.

**sponsors may send additional attendees if space is available.*

Register Early to Save!

Rates increase by \$200 after January 19! Visit www.nic.org/symposium for more information.

Additional topics include:

- Strategies for recycling or repositioning older buildings
- Techniques for demonstrating your value with information metrics
- A look at the new playbook for sales and marketing
- Insights into who's actually lending and on what terms
- An analysis of what needs to be in today's loan package
- How to compete for capital in the current climate
- Plans for playing offense by sourcing growth capital
- Tactics for playing defense from companies who faced maturities in their capital structure
- New strategies to drive NOI

Who Should Attend?

- Owners, Operators and Developers of Private-Pay Seniors Housing Properties
- Lenders and Investors
 - Institutional Investors
 - Pension Fund Managers and Advisors
 - Real Estate Managers and Advisors
 - Commercial Finance Companies
 - Venture Capitalists
 - REITs
 - Regional and Community Banks
 - HUD/FHA Lenders
 - Other Debt and Equity Financiers
- Financial Intermediaries
 - Brokers
 - Investment Banks
 - Loan Servicers
- Securities Analysts and Research Professionals
- Association/Industry Groups

Regional Symposium Schedule-at-a-Glance

Monday, March 7

- 3:00 p.m. – 8:00 p.m. Registration Open
- 3:00 p.m. – 8:00 p.m. Networking Lounge Open
- 3:00 p.m. – 6:00 p.m. NIC Cyber Café & Data Center Open
- 4:00 p.m. – 6:00 p.m. NIC MAP Market Briefing
- 6:00 p.m. – 8:00 p.m. Opening Reception

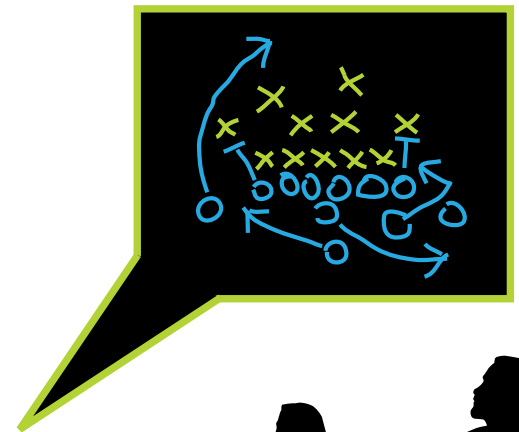
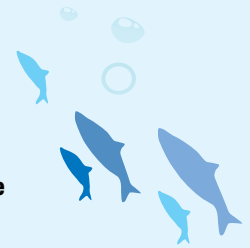
Tuesday, March 8

- 8:00 a.m. – 8:00 p.m. Registration Open
- 8:00 a.m. – 8:00 p.m. Networking Lounge Open
- 8:00 a.m. – 7:00 p.m. NIC Cyber Café & Data Center Open
- 8:00 a.m. – 9:00 a.m. Continental Breakfast
- 8:00 a.m. – 9:00 a.m. Newcomers Breakfast *(invitation only)*
- 9:00 a.m. – 10:30 a.m. Opening General Session
- 10:30 a.m. – 11:00 a.m. Networking & Refreshment Break
- 11:00 a.m. – 12:00 p.m. Three Concurrent Breakout Sessions
- 12:15 p.m. – 1:45 p.m. Networking Luncheon with Ken Dychtwald, Ph.D.
- 2:00 p.m. – 3:00 p.m. Three Concurrent Breakout Sessions
- 3:00 p.m. – 3:30 p.m. Networking & Refreshment Break
- 3:30 p.m. – 5:00 p.m. Three Concurrent Breakout Sessions
- 5:00 p.m. – 6:30 p.m. Closing Session with John W. Mitchell
- 6:30 p.m. – 8:00 p.m. Joint Networking Reception
(with Skilled Nursing Investment Forum Attendees)
- 8:00 p.m. Regional Symposium Adjourns
- 10:00 p.m. – 12:00 a.m. “NIC Nightcap” Event
(to benefit Alzheimer’s Research)

STAY TO ATTEND THE NIC NATIONAL SKILLED NURSING INVESTMENT FORUM

The Regional Symposium will again be co-located with the NIC National Skilled Nursing Investment Forum – NIC’s networking and educational event for skilled nursing operators and capital providers to the sector. Based on feedback from last year’s post-event surveys, the Symposium will now **precede** the National Skilled Nursing Investment Forum, and there will be no session overlap between the two co-located events in order to allow us to limit the attendance at the Symposium. The Forum will begin in the evening on Tuesday, March 8.

See page 9 of this program for more information about the Forum.



Tuesday Opening General Session

9:00 a.m. – 10:30 a.m.

What's in Your Playbook?

Kick off your symposium experience with a high-level overview of today's fast-changing playing field. You have to consider the big picture before deciding the most effective strategies and tactics.

Playing for the offense: an executive-level panel of independent, assisted and memory care community CEOs, with moderator Marc Thompson calling the plays. Together they will discuss key topics of the conference program, providing an insightful overview of operational, financial, and other challenges operators face today. This energizing discussion will also tee up the day's timely breakout sessions. Topics include: new "plays" for driving NOI, how marketing and sales must adapt to the changing market, how to successfully reposition aging properties in a capital-challenged market, what metrics CEOs use to demonstrate value, working with loan packages and lenders, and how to prepare a borrower to finance a seniors housing transaction.

Game time is 9 a.m. Come ready to play hard!



Moderator: Marc Thompson, Senior Vice President, Bank of the West



Panelists:

- Paul W. Dendy, President, Milestone Retirement Communities, LLC
- Aaron Koelsch, CEO & President, Koelsch Senior Communities
- F. Fee Stubblefield, Jr., President, The Springs Living, LLC

Tuesday Morning Breakout Sessions

11:00 a.m. – 12:00 p.m.

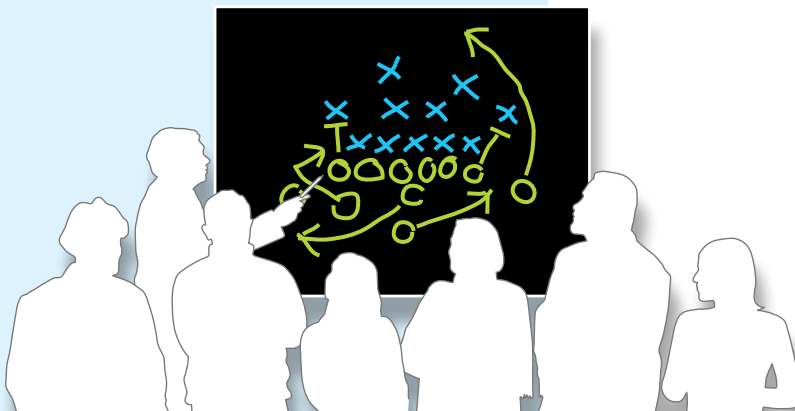
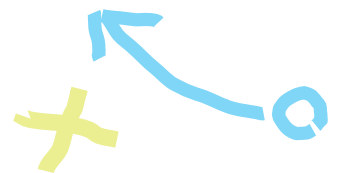
Who'll Finance My Deal? And on What Terms?

Of all the factors affecting how well you play, the "money game" is fundamental to your offensive strategy. Led by an experienced coaching team, this interactive, play-by-play session will help you prepare to finance a seniors housing transaction. You'll examine three winning case studies on construction financing, acquisition financing, and refinancing. Like learning from instructive "game films," you'll gain detailed insight to the latest lender underwriting practices, terms of recent loans, and pick up a roster of lenders actively originating and closing seniors housing deals.

Moderator: Peter Delmage, Senior Vice President, GE Capital, Healthcare Financial Services

Panelists:

- Steve Blazejewski, Sr. Origination Manager, Health Care REIT, Inc.
- Dan Hill, Chief Financial Officer, Seasons Management, LLC
- Jung Park, Director, CapitalSource
- Jeffrey C. Ringwald, Director- Seniors Housing & Health Care, Red Mortgage Capital, LLC



Extreme Makeover: Recycling Older Communities Offers Cost-Effective Alternative to New Construction

In today's capital-challenged environment for new construction, growth through acquisition may be a more plausible strategy for operators and investors. But existing inventory for seniors housing is often out of date and may not reflect the preferences of today's customers. Learn how to acquire older communities for less than replacement costs and transform them into successful, vibrant communities. This team of architects and designers, operator/developers will present real-life case studies to illustrate the techniques they used successfully to renovate otherwise antiquated communities. Recycling could be the tactical end-around play you need to face this defensive market.

Moderator: **Ryan Frederick**, *Senior Vice President, Erickson Living*

Panelists:

- **Phil Downey**, *Principal, Senior Housing Analytics*
- **Beth Viner**, *Associate Partner, IDEO*

Playing Offense: The Growth Play

A whole new playing field brings an entirely different set of strategic challenges. If growth is your strategy, what is the best game plan for success without compromising quality? Is it a conservative ground game? A more aggressive passing attack? Or a mix of both, using a balanced spread offense? Bring your clipboard and learn from a team of industry pros including two operators, a REIT executive, and a private equity professional, with the discussion quarterbacked by a debt and equity capital-raising veteran. Absorb insights on sourcing and employing growth capital at the enterprise and property levels, and hear incisive commentary on these game-changing times.

Moderator: **David Caleca**, *Senior Director, CS Capital Advisors, LLC*

Panelists:

- **Dave Boitano**, *Senior Vice President & Senior Investment Officer, Nationwide Health Properties, Inc.*
- **Ryan Novaczyk**, *Chief Financial Officer, New Perspective Senior Living*
- **Greg Roderick**, *CEO, Frontier Management, LLC*
- **Jordan Socaransky**, *Principal, Westport Capital Partners, LLC*

Tuesday Luncheon & Keynote Address

Sponsored by: *Greystone Servicing Corporation*

12:15 p.m. – 1:45 p.m.

Today's Consumer, Tomorrow's Consumer



Keynote Speaker: **Ken Dychtwald, Ph.D.**, *President & CEO, Age Wave*

Over more than 35 years, Dr. Ken Dychtwald has emerged as a leading visionary and original thinker on the lifestyle, marketing, healthcare, and workforce implications of the age wave. During this exclusive luncheon program, he will reveal the mysteries of the senior consumer psyche—how it has changed, and what it means for seniors housing and care. Here's your chance to look deeper at the human behaviors that can open new opportunities for you.

Psychologist, gerontologist, documentary filmmaker, and best-selling author of 16 books on aging-related issues, Dr. Dychtwald is also the founding president and CEO of Age Wave, a firm that specializes in providing guidance to Fortune 500 businesses and government groups in product/service development for boomers and mature adults. His explorations and innovative solutions influence a broad spectrum of industry sectors from vitamins and cookies to automotive design, retail merchandising to mutual funds, health insurance and more.

His books include *Bodymind*; *Age Wave: The Challenges and Opportunities of an Aging Society*; *Age Power: How the 21st Century Will Be Ruled by the New Old*, and many more. In 2007, he debuted as a documentary filmmaker and host with the highly rated PBS special "The Boomer Century." During his career, Dr. Dychtwald has addressed more than 2 million people worldwide in his speeches to corporate, association, social service, and government audiences. This is one half-time pep talk you can't afford to miss.



Concurrent Breakout Sessions

Tuesday Early Afternoon Breakout Sessions

2:00 p.m. – 3:00 p.m.

Behind the Numbers: How CEOs Measure Value

Combining great services with real-time operating metrics is a game-changing offensive strategy for business success.

Examples:

- Receiving real-time data on admissions and discharges can help determine staffing levels, supply inventory, and dietary orders.
- Tracking the number of inquiries and referrals to admissions can indicate when more—or less—marketing is required. Comparing costs on a per-resident-day basis across several properties can help provide benchmarking data for the organization.
- Timely analysis of labor-hours and scheduling, including vacations, can reduce overtime and help control labor costs.
- Use of real-time workers compensation claims detail can help improve adherence to policies and procedures, reveal issues to be corrected, and identify best practices for minimizing this expense.

Harnessing operating data is a powerful management tactic for maintaining ball control rather than being reactive when facing changes in your business. You'll hear from two industry veterans who will share how they use data to help them manage their businesses and produce bottom-line results.

Moderator: Peter J. Kane, *Managing Director, The PrivateBank*

Panelists:

- Randy Bufford, *President & CEO, Trilogy Health Services, LLC*
- Thomas V. Croal, *Chief Financial Officer, Silverado Senior Living, Inc.*



The Lending Environment Has Changed: Has Your Loan Package?

When the game changes, you need to adapt quickly to put together an effective play. Huddle with a team of three offensive coordinators, experienced lenders representing construction lending, bridge financing, and permanent debt. They'll share the metrics they use to analyze loan requests and explain the "whats" and "whys" behind their data requirements. Each will recommend the best way for you to present information to ensure a lender is listening. How are lenders analyzing deals, identifying risks and mitigants, and underwriting transactions? Get answers and deeper insight. You'll return to the playing field better informed of how the capital markets and banking regulations have changed recently, and what's now required for your next presentation to the Investment Committee.

Moderator: Cathy Voreyer, *Managing Director, Wells Fargo*

Panelists:

- Kathryn Burton Gray, *Managing Director, CIT Healthcare*
- Christopher Urban, *Director, Ambrose Capital Group, Inc.*
- Mark Vitner, *Managing Director, Senior Economist, Wells Fargo Securities*

Playing Defense: The Recap Play

Huddle with two seniors housing companies who faced maturities in their capital structure and learn how they maneuvered in a capital-challenged market. They will present case studies to demonstrate the five essentials they developed to employ a strong defensive game:

1. Clearly articulate the issues facing the company
2. Review the options explored and why
3. Describe the direction selected and why
4. Discuss whether the current climate presents any other opportunities that were not available at the time they were dealing with their maturities
5. Evaluate lessons learned

What worked for these players, fresh from the playing field, can work for you, too. So bring it in, listen up, take notes, and ask questions. This is a great opportunity to build out your playbook.

Moderator: Donald M. Ambrose, *President, Ambrose Capital Group, Inc.*

Panelists:

- Lonnie Gienger, *CEO, Wilkinson Corporation and Chairman, Good Neighbor Care Centers, LLC*
- David Simon, *Nicol Investment Company*

Tuesday Late Afternoon Breakout Sessions

3:30 p.m. – 5:00 p.m.

Competing for Capital in a Challenging Climate

It's game time.

Call for Submissions!

Representatives from three companies will be chosen to suit up and put their best plays through a dry run under the scrutiny of seasoned coaches and rapt spectators. Will you be one of these A-Team players?

For an opportunity to be among the selected participants who will present their ideas to a panel of respected professionals from the capital markets, we invite you to submit an executive summary of your business plan for a project for which you are seeking to raise debt or equity financing. The project can be new development, an acquisition or a renovation, or addition at an existing seniors housing community. These experienced judges will pose challenging questions and provide commentary designed to help the presenters sharpen the organization and delivery of their plans. Judges will focus on identifying the less-visible risk factors of each business plan and suggest strategies for addressing them. Prior to kickoff, qualified business advisors will coach each presenter, giving instructive guidance to help ensure that the information is comprehensive and sufficiently well-developed for a successful presentation.

For consideration, please submit an executive summary business plan to Nicole Opatz at nopatz@nic.org.

Selected business plans will be presented by our judges during the session at the Regional Symposium.

The deadline for submissions is January 31, 2011.

Everyone who attends this intensive session will benefit from observing, firsthand, the perspectives and insights of investors and lenders as they evaluate investment opportunities. Whether you're a player or a fan in the stands, you'll learn skills and techniques you can apply to your own business plans and execution strategies.

Moderator: **Kenneth Segarnick**, *Managing Director, Business Development, Brandywine Senior Living*

Judges:

- **Charles J. Herman Jr.**, *Executive V.P. & Chief Investment Officer, Health Care REIT, Inc.*
- **Patrick M. Hurst**, *Managing Director, Houlihan Lokey*
- **Noah Levy**, *Managing Director, Prudential Real Estate Investors*
- **Eric Mendelsohn**, *Senior V.P. Corporate Development, Emeritus Senior Living*
- **John Stasinov**, *Vice President- Acquisitions and Valuations, HCP, Inc.*

Fresh Plays for a Changing Sales and Marketing Field

The playing field has changed and this team of seniors housing sales and marketing experts will share ideas and concrete examples of how they fundamentally altered their response to the new environment.

In this hands-on chalk talk, the panel will tackle three fundamental game tactics of sales and marketing: web and social media, training, sales and advertising. You will study the most effective websites, advertising campaigns, and sales tactics these three companies utilize to drive and maintain their occupancies. This is a great skills-building session for refining your offensive game.

Come ready to play in this highly interactive huddle, with plenty of Q&A opportunities with these special teams marketing experts.

Moderator: **Sue Farrow**, *President / CEO, Integral Senior Living*

Panelists:

- **Shannon Ingram**, *Sr. Director of Marketing Communications, Silverado Senior Living*
- **Polly Miller**, *Chief Marketing Officer, Integral Senior Living*
- **Kim Wagner**, *Vice President of Sales & Marketing, Cascade Senior Group*

Moving the Ball and Holding the Line: New Plays for Driving NOI

Business is not always an even playing field. It's a constant back-and-forth of making progress and holding the line. This lineup of seasoned execs will replay three case studies to demonstrate the successful strategies and tactics they've deployed to overcome challenges across the field. You'll examine the tools they've used to create revenue growth and uphold expense management—all to enhance and sustain long-term, bottom-line growth. Learn about the purpose and potential benefits of concierge services and surprise plays you can make to keep expenses in check. You'll leave this instructive session better prepared and positioned for your overall game.

Moderator: **Chip Gabriel**, *President, Generations LLC*

Panelists:

- **Tana Gall**, *President, One Eighty / Leisure Care*
- **William B. Kaplan**, *Chairman of the Board, Senior Lifestyle Corporation*
- **Patricia G. Will**, *President & CEO, Belmont Village Senior Living*



General Sessions

Tuesday Closing General Session & Keynote Address

5:00 p.m. – 6:30 p.m.

Economic Update: Color Commentary and Analysis for Your Game Strategy



Keynote Speaker: John W. Mitchell, *Principal,*
M&H Economic Consultants

To compete in the world of business, you need a strategic game plan. To do so effectively, you need an informed perspective of what's ahead. With his knack for colorful and even humorous delivery, expert Dr. John W. Mitchell, principal of M&H Economic Consultants, will share his view on the current business climate and what's next for the recovery of the U.S. economy in this essential session.

All topics are on the table—housing and credit markets, prospects for job growth, the impact of financial reform and regulation, interest rates, and employment—all from today's headlines. When might we see meaningful recovery in the housing and job markets? What shape will it take? How might it affect seniors housing and care? You'll gain insight on contemporary issues, hear his thoughts on the enduring legacies of this remarkable economic episode, and leave this conference with a fresh point of view of what's ahead for you—and your business.

Dr. Mitchell received his B.A. degree from Williams College and his M.S. and Ph.D. degrees from the University of Oregon. He was Chief Economist of U.S. Bancorp until 1998 and served as Economist Western Region for US Bank until 2007. He wrote U.S. Bancorp's regional publications including the Update, The Business Barometer, Northwest Portrait, US Territory, Oregon Tidbits, and was a columnist for Oregon Business Magazine. He currently writes Sterling Bank's Economic Newsletter and speaks to business groups around the nation. He has been making economic presentations on the nation and the region for 40 years. His masterful commentary and predictions will influence what plays you call in the season ahead.



NEW THIS YEAR!

Optional Pre-Event Session

NIC MAP Market Briefing

Monday, March 7 from 4:00 - 6:00 p.m.

The preliminary agenda includes a seniors housing market update and comprehensive review of the key trends and insights from the 4Q10 NIC MAP data. Michael Hargrave, Vice President - NIC MAP will lead a discussion analyzing occupancy, rent growth, and supply and demand trends seen industry wide and market-by-market during the quarter.

Registration is complimentary for current subscribers to NIC MAP. For all others a \$250 registration fee applies. Your registration includes:

- Attendance at the NIC MAP Market Briefing
- Copies of the speaker presentations

Register for the Market Briefing during the 'Review Pricing' stage of your event registration.



Speakers:

- **Michael Hargrave**, *Vice President – NIC MAP, NIC*
- **Chuck Harry**, *Research Director, NIC*



Stay to Attend the co-located 2011 NIC National Skilled Nursing Investment Forum, March 8-10, 2011

The 2011 National Skilled Nursing Investment Forum, *The Future of the Skilled Nursing Sector: Strategies for Survival & Success in Fiscal Uncertainty*, will be held March 8-10 following the NIC Regional Symposium, at the Hyatt Regency Century Plaza in Los Angeles, CA.

The event, now in its second year, is an investment-focused conference for owners, operators, investors, association leaders, and government representatives who have specific interest in the skilled nursing sector.

This two day forum will show you how innovations – to your facilities, strategies, culture and thinking – are now being used to attract today's customers with demonstrated quality and find the best financial partner to position your company for growth amid adversity.

From thought-provoking panel discussions featuring CEOs and industry leaders to case studies with operators and financiers sharing insider tips, you'll hear first-hand, practical examples and best practices that will prepare you to meet the challenges and take the next steps. Plus, hear opinions about the ever-changing undercurrent of federal and state funding (including Medicare, Medicaid and RUGs-IV), the philosophy and direction of legislative/regulatory changes, recent litigation and the coming cap rate divide.

Other topics will include:

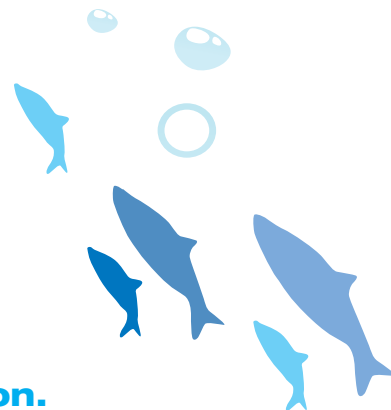
- Techniques for positioning your company in the post-acute continuum
- Changes and opportunities with the HUD/LEAN program
- Creative financing in a low-leverage environment
- Exit strategies for nursing home sellers and investors
- Making improvements through culture change
- How some are using short-term tactics to deal with funding cuts
- What bank insiders have to say about their current lending practices
- The evolving role of quality assessment and outcome measurement
- Using ingenuity – not money – to keep up with the times
- Who will be the winners? And the losers? And why?

The future will create opportunities for the skilled nursing provider to flourish – as long as you're willing to adapt to the changing current. Or perish – if you're unwilling.

Join us to network with the industry's premier skilled nursing lenders and providers at this one-of-a-kind event designed with your business in mind.

Register for both the Regional Symposium and National Skilled Nursing Investment Forum and save \$250 off your combined registration fee.

See combined registration fees on page 11.



Visit www.nic.org/snif for more information.

Resources & Networking Opportunities for Attendees

Event Messaging System

View a real-time list of attendees and maximize your networking time at the event by scheduling meetings in advance. Starting in January, all registered attendees who have opted in for the Event Messaging System may view a list of attendees and contact them via a protected email link. The attendee listing and Event Messaging System may be accessed by logging-on to the *Attendee Resources* section of the Symposium website. You may continue to access the messaging system on-site at the Cyber Café & Data Center.

Attendee Listing Note: Only attendees registered by January 19 are guaranteed to be listed in the printed version of the Attendee Listing provided on-site.

Attendee Listing sponsored by:

HEALTHCARE > REIT

NIC Premier Partner

Event Guide to Investors

Sponsored by:



GE Capital
Healthcare Financial Services

NIC Premier Partner

Interested in connecting with lenders and investors at the conference? The *Event Guide to Investors* lists contact information for registered lenders, investors and financial intermediaries who submit information forms to NIC by January 27. The *Guide* is provided in the Event Materials Bags on-site, and is also available for download on the *Attendee Resources* section of the Symposium website.



Speaker Presentations & Bios

Sponsored by:

surface
LOGIC

NIC Premier Partner

Attendees may access session presentations and associated speaker biographies in advance of the event by visiting the *Attendee Resources* section of the website. Presentations will be uploaded as they become available during the weeks prior to the event. Review and print the presentations for the sessions you plan to attend in advance of the event to easily follow along and take notes. This is in an effort to be environmentally responsible as well as to increase the quality and timeliness of the session materials provided to you.

Networking Receptions

Sponsored by: **KeyBank Real Estate Capital, Healthcare Group**

Enhance your networking experience with two evening receptions that provide the opportunity to network with your fellow attendees in a casual environment. The Symposium will kick off with an Opening Reception on Monday, March 7 at 6:00 p.m., where nearly all attendees will gather for an evening of networking, cocktails and hors d'oeuvres. On the following evening, Symposium attendees will have the opportunity to network with incoming National Skilled Nursing Investment Forum attendees at the Joint Networking Reception, Tuesday, March 8 at 6:30 p.m.

Networking Lounge

Sponsored by: **Harrison Street Real Estate Capital & MidCap Financial, LLC**

The Networking Lounge will be open throughout the event to provide a quiet and comfortable place for attendees to conduct business. Small group table settings and lounge areas are provided to accommodate your semi-private meeting and networking needs.

Hotel Maps & Pre-Determined Meeting Points

New this year, several meeting points have been identified in the Networking Lounge and other strategic hotel locations. Meeting Points are noted on hotel maps available for download on the *Attendee Resources* section of the Symposium website and will be clearly marked with signage on site. Reference these meeting points when scheduling your meetings to save time locating people in the crowded lobby and lounge.

Newcomers Breakfast

Attention First Time Attendees! If this is your first NIC event, please join us at the Newcomers Breakfast on Tuesday, March 8 at 8:00 a.m., where you'll meet NIC leadership, network with your peers and hear suggestions for how to make the most of the Symposium.

Cyber Café & Data Center

Sponsored by:



NIC Premier Partner

The **Cyber Café** is open throughout the conference, and features computers attendees may use to check email, complete small print jobs, and view the most up-to-date attendee list and speaker presentations.

Visit the **Data Center** to view the latest seniors housing research and data, and learn how to take advantage of valuable NIC resources.

- Sign up to receive the **NIC Insider**, NIC's monthly e-newsletter featuring industry news and business information (www.nic.org/insider)
- View and purchase the latest **research publications**, including the newly-released *NIC Investment Guide 2010: Investing in Seniors Housing & Care Properties*.
- Receive a complimentary web demonstration of the **NIC MAP Data & Analysis Service®**, the leading provider of timely and comprehensive performance data on the seniors housing and care industry. Metrics reported include revenue, occupancy, inventory and construction data on America's 100 largest metro markets. A wide range of NIC MAP reports will be available for purchase at discounted rates for attendees. Visit www.nicmap.org for more information.

How to Register

Register online to save \$25! Visit www.nic.org/symposium to secure your spot.

If you prefer to fax your registration, visit www.nic.org/symregform to download a printable form.

Registration Rates

Symposium Pricing

	Early Bird	Standard
		(after Jan. 19)
General Rate	\$750	\$950
Operator Rate	\$650	\$850

Joint Pricing (Symposium and Forum)

	Early Bird	Standard
		(after Jan. 19)
General Rate	\$1,250	\$1,650
Operator Rate	\$1,050	\$1,450

Attending both the Regional Symposium and the National Skilled Nursing Investment Forum? Save \$250 off your combined registration fee!

Registration will be capped, so register early to secure your spot!

The Symposium will again be limited to 700 attendees to provide a more intimate networking atmosphere, and attendance will be limited to five people per company.*

Visit www.nic.org/symposium for program updates and to register.

*sponsors may send additional attendees if space is available.

Important Dates

January 19

G Early Bird Deadline

Last day to save \$200! In order to receive the Early Bird rate, your paid registration must be received on or before this date. After this date you are not guaranteed to be listed in the printed Attendee Listing distributed on-site.

X Cancellation Deadline

Cancel by January 19 to receive a full refund less a \$200 processing fee. Cancellations received after January 19, 2011 are non-refundable.

February 16

G Substitution Deadline

All registration substitutions after this date must be made on-site.

Hotel Reservations

Hyatt Regency Century Plaza
2025 Avenue of the Stars
Los Angeles, CA 90097

The NIC room rate is \$225 per night. To reserve your room, call the Hyatt Regency Century Plaza at Beverly Hills and provide the room code, located in the confirmation email you will receive after your Symposium registration has been approved.

Reserve your room early to secure a spot at the host hotel!



Questions?

Contact NIC at
(410) 267-0504 or
eventadmin@nic.org

Regional Symposium Planning Committee

Donald M. Ambrose, *President, Ambrose Capital Group*

Stephanie Anderson, *Chief Acquisitions Officer-Senior Housing, Health Care REIT, Inc. (committee co-chair)*

Peter Delmage, *Senior Vice President, GE Capital, Healthcare Financial Services*

Paul W. Dendy, *President, Milestone Retirement Communities*

Sue Farrow, *President/CEO, Integral Senior Living*

Ryan Frederick, *Senior Vice President, Erickson Living*

Chip Gabriel, *President, Generations LLC*

Eric Kammerer, *Managing Director- Real Estate, MidCap Financial*

Peter J. Kane, *Managing Director, The PrivateBank*

Philip Kayden, *Manager, Real Estate Investments, Ventas Healthcare Properties*

Angela Mago, *Sr. Vice President & National Manager, KeyBank Real Estate Capital- Healthcare Group (committee co-chair)*

Jung Park, *Director, CapitalSource*

Kenneth Segarnick, *Managing Director, Business Development & General Counsel, Brandywine Senior Living*

Marc Thompson, *Senior Vice President, Bank of the West*

Cathy Voreyer, *Managing Director, Wells Fargo*



National Investment Center
For the Seniors Housing & Care Industry

National Investment Center
1997 Annapolis Exchange Parkway
Suite 110
Annapolis, MD 21401
www.nic.org

The 2011 NIC Regional Symposium

NIC Mission Statement:

To advance the quality of seniors housing and care by facilitating informed investment decisions through best-in-class data, research, networking events and professional education.

New opportunities, New realities: What's in your playbook?

✕ March 7–8, 2011 ○ Hyatt Regency Century Plaza, Los Angeles, CA

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