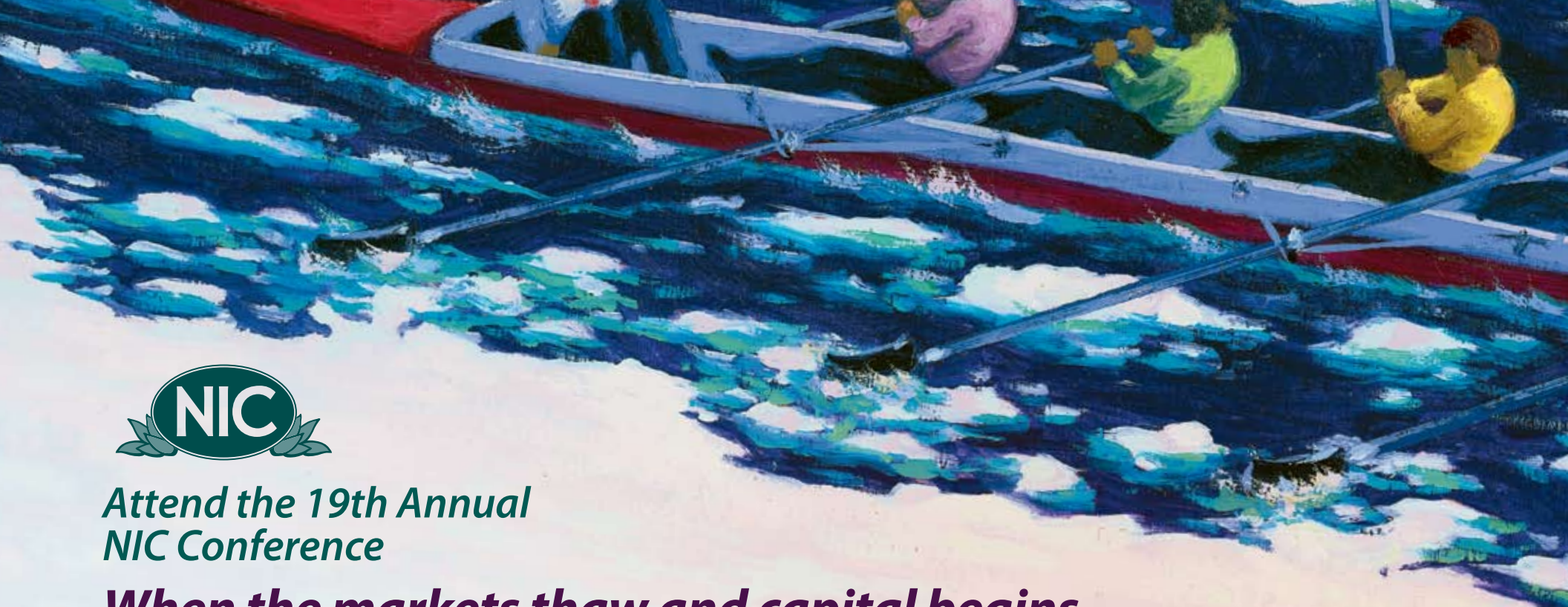


THE 19TH ANNUAL NIC CONFERENCE



*Succeeding In A Capital-Constrained Environment:
Emerging Stronger, Smarter, Better*

September 23-25, 2009, Sheraton Chicago Hotel & Towers, Chicago, IL



Attend the 19th Annual NIC Conference

When the markets thaw and capital begins to flow, how will your team be positioned?

Informed strategies, teamwork and good timing are essential to succeeding in today's environment. You must deliver a better product in a more cost-effective way. You must embrace the new reality of precious capital, as well as the premium placed on operational expertise and data-driven decision-making. If you succeed, you'll emerge stronger, smarter and better when the markets thaw and capital is flowing again. And your team will be positioned to take advantage of new opportunities.

- Let the best minds in seniors housing and care show you how to give your customers what they want, while increasing efficiency and cutting costs.
- Network with your industry peers, to learn first-hand how they are navigating current market conditions.
- Make informed decisions and raise your confidence with the most up-to-date industry trends data.

- Find out the right time to jump back into new development, take risks and invest.
- Learn where the opportunities are in today's market — the answers may surprise you.

Develop your strategies for success at the 19th Annual NIC Conference — the industry's premier deal-making event. Gain newfound clarity on the direction of the economy, the financial markets and the industry. See how savvy players are moving forward in this time of testing. Make the connections that will allow you to seize opportunity today and tomorrow. This year, hear from the following exciting speakers:

- **Penny Pritzker** — founder and chair of Classic Residence by Hyatt, and member of President Obama's Economic Recovery Advisory Board — will discuss current economic conditions and how the new administration's economic policies and the stimulus plans will affect seniors housing and care.

- **Ben Stein** — well-known *New York Times* columnist, lawyer, economist, humorist, actor, financial commentator and winner of the 2008 Malcolm Forbes Award for Excellence in Financial Reporting — will provide a savvy and insightful perspective on the economic crisis and outline critical steps for moral and economic recovery.

Don't delay! Attendance is limited to 1,600 participants. Register today for the vital meeting of the minds that will provide you with the contacts and information you need to prepare your team for success in these unprecedented times.

Attendance is limited to 1,600 participants to maximize your networking experience. Rooms at the Sheraton are even more limited and traditionally sell out by early August, if not before. Register at www.NIC.org today.



Who Should Attend:

- Institutional investors
- Owners, operators and developers of seniors housing & long-term care facilities
- Pension fund managers and advisors
- Real estate managers and advisors
- Commercial finance companies
- Lending officers for banks and savings & loans
- Insurance companies
- Mortgage brokers
- Venture capitalists
- Investment bankers
- Other debt and equity financiers
- Securities analysts and research professionals

Your Single Fee Includes:

- Dedicated networking lounge
- Wednesday evening opening reception
- Thursday evening "Meet the Lenders & Investors" Networking Reception
- Two keynote presentations
- Special financing plenary session
- Multiple educational sessions
- Thursday keynote lunch
- Two continental breakfasts
- Coffee and networking breaks

Plus, These Excellent Resources:

- Conference bag and materials, including:
 - *2009 Seniors Housing & Care Journal*
 - Attendee Listing
 - Highlights of NIC data and analysis
 - Speaker Presentation flash drive and portfolio
 - *NIC On-Site Guide to Financiers*
- Free CD recording of your favorite session
- Information from key industry groups and publications representing seniors housing and long-term care, finance, real estate and healthcare

NIC thanks the sponsors of this Preliminary Program:



NIC Tools to Help You Network

Pre-Event Email System

Maximize your networking time at the conference by setting up meetings in advance. Starting in July, all registered attendees who have opted in for the Pre-Event Email System* (sponsored by **Love Funding** and **Nixon Peabody LLP**) may view an up-to-date list of conference attendees as well as contact them via a protected email link by visiting www.NIC.org, and clicking on "Events," then "Annual Conference," and then "Pre-Event Email System." Enter your 5-digit registration confirmation number and view the list anytime you like.

On-Site Networking

The Annual NIC Conference is the must-attend event of the year for operators and investors hungry to learn first-hand how others are navigating current economic conditions, and positioning their teams for success. There is no better opportunity to meet industry decision-makers and conduct deals.

Networking Receptions

The popular evening receptions give you the opportunity to network with nearly all attendees in one location. Kick-off the conference with the opening reception (sponsored by **CapitalSource** and **Capmark Finance Inc.**) on Wednesday, September 23, at 7:00 p.m. On Thursday evening, September 24, join your peers again for the "Meet the Lenders & Investors" networking reception (sponsored by **GE Capital, Healthcare Financial Services** and **Ventas Healthcare Properties**). The event starts at 5:45 p.m. and features the industry's top financiers.

Attention Newcomers!

If you're new to the NIC Conference or the industry, we've highlighted three key breakout sessions, indicated by the icon below, that we feel will maximize your educational experience. In addition, don't miss any of Thursday's plenary sessions. First-time attendees may take advantage of our Newcomers Reception on Wednesday evening, where you'll meet NIC leadership, network with your peers and hear suggestions for how to make the most of the conference.



Networking Lounge

A Networking Lounge (sponsored by **RED CAPITAL GROUP**) will be available for your networking needs in the main lobby of the hotel. Open throughout the entire conference, the lounge offers a

comfortable place to conduct business in small-group settings. Free materials from NIC's media and industry sponsors can also be found here. For those of you who would like a quieter place to meet, we will also have a networking area on the River Exhibition Hall Level.

Electronic Message Board

While at the conference, feel free to use the Electronic Message Board (sponsored by **Love Funding** and **Nixon Peabody LLP**) to help you set up on-site appointments or leave messages for attendees. Simply type in the recipient's name and your message at the station's keyboard and the registrant's name will appear on the large-format screen so they know to retrieve their message.

NIC On-Site Guide to Financiers

Another tool to help with your conference networking is a specially prepared *On-Site Guide* (sponsored by **Contemporary Healthcare Capital, LLC**), which is particularly helpful when used along with the Electronic Message Board. The *Guide* lists the contact information for all registered lenders, investors and financial intermediaries who submit their information forms by August 20.

Please contact Nicole Opatz at (410) 267-0504 or nopatz@nic.org with questions about the *On-Site Guide*.

Other On-Site Services

NIC Cyber Café & Data Center

While at the conference, be sure to stop by the Cyber Café with online connections to www.NIC.org and www.NICMAP.org, NIC's information-rich Web sites, featuring:

- The **NIC MAP® Data & Analysis Service**, the leading provider of seniors housing data and analysis, including revenue, occupancy, supply and construction data for the nation's top 100 metro markets. Sign up for a demonstration to see how to best use the current tools and analytics available for your local market analysis and investment decision making.
- The **NIC Market Index Watch** and **Seniors Housing & Care Stock Market Performance Ticker**.
- The **NIC Key Financial Indicators™** on the industry's latest national financial, valuation and operating benchmarks.
- The **Lender Locator**, a searchable database of competitive lenders.



- Details on the members-only **Executive Circle**, where you can network with industry leaders via quarterly webcasts and tap into NIC's current and historical **Key Financial Indicators™** for your company's use.
- The opportunity to sign up for **The NIC Insider**, a free monthly e-newsletter on industry news and business information.

Or, just come by to check your e-mail. You can visit the NIC Data Center to get answers to your research and data questions or to take a look at the latest industry publications. Plasma screens located throughout the area will highlight recently released data on the top metro markets from NIC MAP®. Special on-site conference discounts will be offered for NIC and other seniors housing and care industry publications.

*This list is to be used only by qualified registrants of the 19th Annual NIC Conference. NIC cannot guarantee a response for meeting requests. This service is not to be used for promotional (spam) emails or for the delivery of any type of pre-fabricated content within emails. NIC reserves the right to revoke access to this service if a company is found in violation of this policy. Use is monitored.

NIC Keynote Highlights

Thursday Opening Plenary Session

8:00 a.m. - 9:45 a.m.

Opening Plenary Address:

New Economic Policy and Stimulus Plans: What do they mean for Seniors Housing and Care?

GE Award for Best Research Paper in the 2009 Seniors Housing & Care Journal

Brian Beckwith, Senior Managing Director, GE Capital, Healthcare Financial Services, and 2009 Award Sponsor, will present the award to the writer of the top article featured in this year's *Journal*.

Keynote Speaker: Penny Pritzker



Well-known as a "who's who" in the real estate industry, Penny Pritzker will speak as a member of the President's Economic Recovery Advisory Board and former national finance chair of President Obama's campaign. Her experience as one of our industry's top operators provides her with unique insights as to what the new policies and stimulus plans mean for seniors housing and care professionals during these unprecedented times.

In 1987, Pritzker recognized a market opportunity to bring hospitality-style service and management to luxury retirement communities and founded Classic Residence by Hyatt to meet the demanding standards of the growing population of affluent baby boomers. Under her leadership as chair and CEO, Classic Residence by Hyatt has become a leader in luxury living for older adults, with 20 communities in 11 states and more under development.

In addition, as CEO of Pritzker Realty Group, Pritzker has overseen all of the Pritzker family's non-hotel real estate investments for the past 20 years. She recruited a team that grew the company to \$5 billion in assets in just two decades.

Come hear from a true industry leader and policy insider and get the information you need to succeed in today's capital-constrained environment.

Thursday Networking Luncheon & Keynote Address

12:00 p.m. - 1:45 p.m.

Luncheon sponsored by [HealthTrust, LLC](#)

State of the Seniors Housing & Care Industry:

Kathryn A. Sweeney, Managing Director, US Senior Housing, The GPT Group, and NIC Chair

Keynote Address:

Ben Stein on the Economy

Sponsored by [CS Capital Advisors, LLC](#)

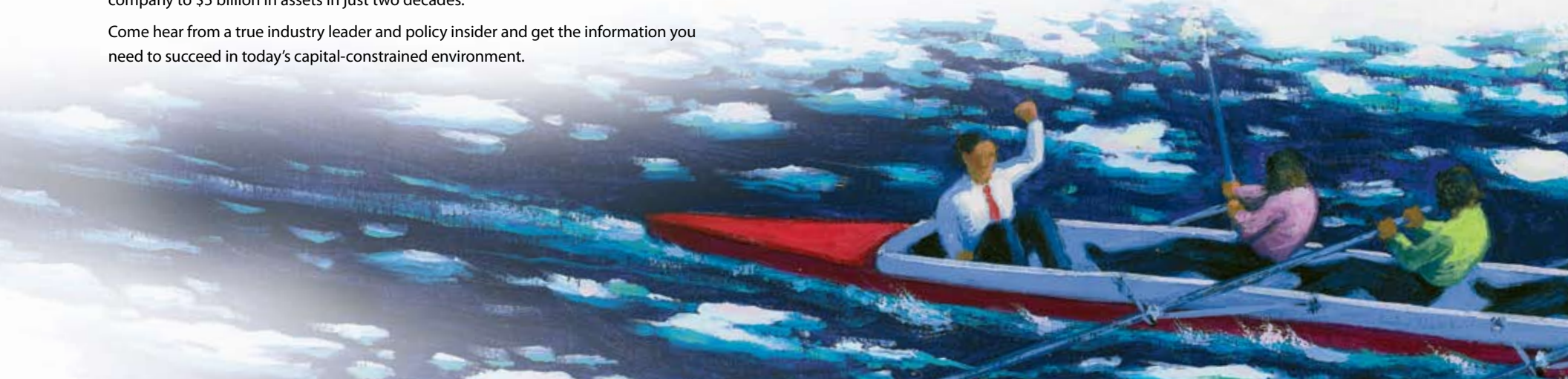


Keynote Speaker: Ben Stein

Described as either the funniest well-known economist or the most economically insightful humorist, Ben Stein is a talented individual who is much more than the monotonic orator he portrays on screen. He is also one of the most respected individuals on the subject of economics today.

During the last ten years, Ben Stein has been a best-selling author of a series of finance and self-help books, beginning with "How To Ruin Your Life." He is a columnist for *The New York Times*, and a regular commentator for CBS *Sunday Morning*, *Larry King Live* on CNN, Fox News and Yahoo! Finance. He also has been a columnist for *The Wall Street Journal*, a screen and TV writer, and has been writing a diary for *The American Spectator* for over twenty years. In 2008, he won The Malcolm Forbes Award for Excellence in Financial Reporting for his economics writing.

You'll be both amused and enlightened by this exceptionally gifted economist, whose market analysis is sought by companies and organizations nationwide.



19th Annual Conference Schedule

Tuesday, September 22

- 9:30 a.m. - 12:00 p.m. Executive Committee Meeting (invitation only)
- 12:30 p.m. - 2:00 p.m. NIC/ASHA Leadership Meeting (invitation only)
- 2:30 p.m. - 5:00 p.m. Board of Directors Meeting (invitation only)
- 4:00 p.m. - 6:00 p.m. Registration Open
- 5:00 p.m. - 6:30 p.m. Committee and Task Force Meetings (invitation only)

Wednesday, September 23

- 7:00 a.m. - 9:00 a.m. Committee and Task Force Meetings (invitation only)
- 8:00 a.m. - 9:00 p.m. Networking Lounge Open
- 9:00 a.m. - 12:00 p.m. NIC MAP® Subscriber Training Session
- 12:00 p.m. - 8:00 p.m. Registration Open
- 2:00 p.m. - 8:00 p.m. NIC Cyber Café & Data Center Open
- 2:30 p.m. - 5:00 p.m. Operator Advisory Board Meeting (invitation only)
- 5:00 p.m. - 6:00 p.m. Newcomers Reception (invitation only)
- 5:30 p.m. - 7:00 p.m. Board of Directors Reception (invitation only)
- 7:00 p.m. - 9:00 p.m. Opening Reception

Thursday, September 24

- 7:00 a.m. - 6:00 p.m. Registration Open
- 7:00 a.m. - 8:30 a.m. Continental Breakfast
- 7:30 a.m. - 7:00 p.m. Networking Lounge Open
- 7:30 a.m. - 6:00 p.m. NIC Cyber Café & Data Center Open
- 8:00 a.m. - 9:45 a.m. Opening Plenary Session with Penny Pritzker
- 9:45 a.m. - 10:30 a.m. Coffee & Networking Break
- 10:30 a.m. - 12:00 p.m. Four Concurrent Sessions
- 12:00 p.m. - 1:45 p.m. Networking Luncheon with Keynote Address by Ben Stein
- 2:00 p.m. - 3:30 p.m. Three Concurrent Sessions
- 3:30 p.m. - 4:15 p.m. Coffee & Networking Break
- 4:15 p.m. - 5:45 p.m. Special Plenary Session
- 5:45 p.m. - 7:30 p.m. "Meet the Lenders & Investors" Networking Reception

Friday, September 25

- 8:00 a.m. - 10:00 a.m. Registration Open
- 8:00 a.m. - 11:00 a.m. Networking Lounge Open
- 8:00 a.m. - 11:00 a.m. NIC Cyber Café & Data Center Open
- 8:30 a.m. - 9:30 a.m. Continental Breakfast
- 9:30 a.m. - 11:00 a.m. Three Concurrent Sessions
- 11:00 a.m. Conference Adjourns

Special Plenary Session

Thursday 4:15 p.m. – 5:45 p.m.



A Comparison of Seniors Housing & Care Performance vs. Other Real Estate Asset Classes

It has long been debated whether seniors housing and care investments are riskier than the more traditional real estate asset classes, due to their higher operating complexity and multiple touch points with residents. This complexity, coupled with a lack of historical data, has sometimes dissuaded investors and lenders from participating in our asset class. This session will provide viewpoints from top institutional investors and lenders who invest both in seniors housing and other real estate asset classes. They will highlight historical trends in their portfolios, as well as present their views on future performance trends.

Moderator:

Kevin McMeen, President – Real Estate, MidCap Financial LLC

Panelists:

*Thomas N. Bohjalian C.F.A., Senior Vice President & Portfolio Manager,
CS Capital Advisors, LLC*

Jay Flaherty, Chairman and Chief Executive Officer, HCP, Inc.

Roger Pratt, Managing Director, Prudential R.E. Investors

Frank Small, Managing Director, JER Partners

Thursday Breakout Sessions

Morning Sessions, 10:30 a.m. - 12:00 p.m.

Coming to Terms With Valuations — Today and in the Future

Come hear from a panel of seasoned industry professionals as they explore historical property valuations in order to better understand current financing, transaction and capital investment experiences. They will use this information, as well as their own unique perspectives, to then predict what valuation trends might emerge in the future. Don't miss the most highly requested session, year after year!

Moderator:

*Raymond W. Braun, Managing Member,
Prospects Advisory Group LLC*

Panelists:

John Moore, CEO, Atria Senior Living Group
*Mark L. Myers, Senior Vice President Investments,
Senior Director – National Senior Housing
Group, Marcus & Millichap*
*Brian K. Reynolds, Managing Director –
Long Term Care, Capital Funding Group, Inc.*

Security at this Year's Conference

*As always, NIC will have security checkpoints to enter the conference. This is being done out of fairness to paid attendees and to lower the number of non-registered persons in the networking/registration areas. **NIC badges must be worn at all times!** Thanks for your cooperation as we work to enhance your conference experience.*

Introduction to the Business of Seniors Housing and Care



Are you new to seniors housing? Looking for a refresher? Considering entering the business as an owner/operator or developer? Or just evaluating the business as an investment option? If you answered "yes" to any of these questions, then this session is a must. You'll get a comprehensive overview of seniors housing and care — from operations and marketing to financing and investing. Plus, you'll get a preview of key operating metrics developed by NIC to become the industry standard. Hear from an experienced assisted living operator about what it takes to become a "provider of choice," and from seasoned financiers on how to recognize a good lending or investing opportunity today.

Moderator:

*Kathryn A. Sweeney, Managing Director,
US Senior Housing, The GPT Group*

Panelists:

*Kristen Ahrens, Senior Vice President,
GE Capital, Healthcare Financial Services*
*Lisa Burgess, V.P. Portfolio Management,
Benchmark Assisted Living*
*Ryan Frederick, Principal,
CoastWood Senior Housing Partners*

Debt Financing: The Real Deal, Part 1 Agency Financing

Come get a comprehensive overview of the financing options available to seniors housing and care from all three government sponsored enterprises: Fannie Mae, Freddie Mac and HUD. You'll get information to help demystify the HUD process — from how to select a HUD lender to variables that most impact processing time and how to help make the process smooth and efficient. You will also learn facts about the HUD LEAN program, including underwriting changes, program enhancements and live deal examples. Get updates on Fannie Mae and Freddie Mac financing and find out what is getting done today with a detailed review of several live deal case studies. Find out the changes being contemplated at Fannie Mae and Freddie Mac and how they will likely impact the availability of capital to our industry.

Moderator:

*David G. Shillington, Managing Director –
Agency Lending Division, KeyBank Real
Estate Capital*

Panelists:

Christopher E. Honn, Director, Fannie Mae
*William J. Lammers, Health Systems Advisor/Acting
Director Section 232 Program, U.S. Department
of Housing and Urban Development Office
of Insured Health Care Facilities (HUD)*
*Steve Schmidt, National Director, Seniors Housing
Finance, Freddie Mac*

Affordable Senior Living

In times of economic downturn, we instinctively look for business solutions that appeal to a broader marketplace. For housing and services for the aging, one good example is the Illinois Medicaid waiver for supportive living, called the Supportive Living Facility (SLF). This innovative program is, in part, an assisted living program with Medicaid eligibility and, in part, a promotion of affordable living to a frail population. This session will detail how the SLF program was designed, the nuances of how to successfully operate such a program, and the corresponding capital and operational financing options. Finally, hear the CEO of Senior Lifestyle describe the affordability options they have developed in Chicago and around the state of Illinois.

Moderator:

*Richard Schutt, CEO, Providence Management
& Development*

Panelists:

Rod Burkett, President, BMA Management, Ltd
Brian Cloch, Principal, Pathway Senior Living
John Cobb, CEO, Senior Lifestyle
*Wayne Smallwood, Executive Director,
Affordable Assisted Living Coalition*

Thursday Breakout Sessions

Afternoon Sessions, 2:00 p.m. - 3:30 p.m.

Capital in the New World Order



Typically speaking, capital is fluid, evolving with the market to seek a common level where returns seemingly match risk. But over the past two years, the market for aggressive leverage and the resulting ability to financially engineer returns has disappeared. In response, capital providers have been forced to deleverage and rebalance portfolios — affecting both capital allocations and return expectations. Adding to the disruption, capital's transition over this period has created wide pricing gaps and kept it from finding its common level. So whether you are buying, selling or operating, this market shift has had a direct bearing on your approach to doing deals and even your ability to get them done. In this session, financiers will explore what capital thinks about investing in a market marked by uncertain valuations and changing capital requirements, and how they evaluate the fundamental factors that drive returns. Don't miss what is sure to be an invaluable exchange.

Moderator:

*Margaret I. Scott, Executive Vice President and CIO,
Belmont Village Senior Living*

Panelists:

Charles J. Herman, Executive Vice President & Chief Investment Officer, Health Care REIT, Inc.

Eric Kammerer, Managing Director, MidCap Financial, LLC

Chris Kazantis, Director, AEW Capital Management, L.P.

*Danny Prosky, Executive Vice President, Healthcare Real Estate,
Grubb & Ellis Realty Investors*



Location, Location, Location: The State of the Top 100 Seniors Housing Markets

Get a detailed look at the major seniors housing and care markets in the country. Leading researchers will present an up-to-date analysis of current market conditions, including occupancy, rent growth, supply and construction trends. They will also share insights on future supply and demand projections, as well as analysis of economic variables that influence demand for seniors housing. Which markets are outperforming others during this downturn? Which ones are poised for an upswing in occupancy rates? Come to this session to arm yourself with key information that will keep you ahead of the business curve.

Moderator:

Michael Hargrave, Vice President – NIC MAP®, NIC

Panelists:

Daniel J. Hogan, Director, Research, RED CAPITAL GROUP

Jim Sullivan, Managing Director, Green Street Advisors

Skilled Nursing Federal and State Reimbursement Update

Come hear an informative discussion of the current government reimbursement system for skilled nursing at both the federal and state levels. Panelists will bring their unique viewpoints on the subject from a political and advocacy perspective, state Medicaid perspective and Medicare policy perspective. Don't miss this opportunity to hear from and interact with experts who will be in the forefront of the debate regarding our new administration's health care reform initiatives and their impact on the skilled nursing industry.

Moderator:

*Larry Lane, Vice President of Government Relations,
Genesis HealthCare*

Panelists:

Allen Dobson, Ph.D., President, Dobson|DaVanzo & Associates, LLC

Joe Lubarsky, President, Eljay, LLC

*Alan G. Rosenbloom, President,
Alliance for Quality Nursing Home Care*

Friday Breakout Sessions

9:30 a.m. - 11:00 a.m.



Sales & Marketing Best Practices in Today's Economic Environment

A must attend for owners, operators and prospective investors concerned about occupancy. Find out what's working and what's not as the industry struggles with declining occupancies, increased discounting and incentives, combined with a whole new world in advertising and selling strategy. Never have sales and marketing been more important, yet more misunderstood, in relation to what it takes to succeed in this new economy. Learn about benchmarks, best practices and case studies that identify what separates good and poor performers in sales and marketing today.

Moderator:

Ryan Frederick, Principal, CoastWood Senior Housing Partners

Panelists:

Meg Ostrom, Senior Vice President of Sales and Marketing, Classic Residence by Hyatt

Loren Shook, President/CEO, Silverado Senior Living

Stephen P. Wright, President, Wright Mature Market Services

Debt Financing: The Real Deal, Part 2 REITs and Conventional Lenders

Having a realistic perspective on the current debt markets is critical to securing financing in today's seniors housing and care market. Where does one find capital today? What is the cost? What are the requirements? Come get answers from a diversified panel of experienced lenders and advisors who will help you understand how to navigate within a very challenging lending environment.

Moderator:

Patrick M. Hurst, Managing Director, Houlihan Lokey

Panelists:

Brian Beckwith, Senior Managing Director, GE Capital, Healthcare Financial Services

Raymond Lewis, EVP & Chief Investment Officer, Ventas Healthcare Properties

Joseph T. Resor, CEO, Resor Financial Group

Restructurings and Investing in the Current Market



The financial crisis of 2008-09 has put pressure on seniors housing and skilled nursing operators like never before, both operationally and financially. This panel discussion will examine operations and financing alternatives during periods of distress, as well as how to best communicate with lenders, lessors and other stakeholders. You'll also get honest insights and the perspectives of investors who are evaluating opportunities in the current market.

Moderator:

Peter E. Pickette, Managing Director, CS Capital Advisors, LLC

Panelists:

Brad Haber, Managing Director, GE Capital, Healthcare Financial Services

Patrick F. Kennedy, CEO, Harvest Development LLC

Kurt C. Read, Principal, Javelin Capital Partners, LLC

Michael Silverman, Principal, Silverman Consulting



NIC Leadership

2009 NIC Board of Directors

Stephanie T. Anderson, *Managing Director,
GE Capital, Healthcare Financial Services*

Philip Brooks, *Senior Vice President, Capmark Finance Inc.*

Paul Dendy, *President, Milestone Retirement Communities, LLC*

Robert Ezer, *Strategic Advisor, Chartwell Seniors Housing REIT*

George V. Hager, Jr., **Board Secretary**, *Chairman and CEO,
Genesis HealthCare Corp.*

Paul Klaassen, *Chairman, Sunrise Senior Living*

Robert G. Kramer, **President**, *NIC*

Beth Burnham Mace, *Director-AEW Research,
AEW Capital Management, L.P.*

Angela Mago, *Senior Vice President and National Manager,
KeyBank Real Estate Capital-Healthcare Group*

Kevin McMeen, **Board Vice-Chair**, *President-Real Estate,
MidCap Financial, LLC*

Casey N. Moore, *Managing Director, RED CAPITAL GROUP*

John Moore, *CEO, Atria Senior Living Group*

Brad Razook, *President and Managing Director,
CS Capital Advisors, LLC*

Randy Richardson, **Board Treasurer**, *President,
Classic Residence by Hyatt*

R. Buford Sears, *Senior Vice President and Manager, Health Care,
Government Banking & Not For Profit Banking and
Commercial Marketing, M&T Bank*

Bill Sheriff, *CEO, Brookdale Senior Living*

Doug Spear, *Senior Vice President and CFO, Merrill Gardens LLC*

Kathryn A. Sweeney, **Board Chair**, *Managing Director,
US Senior Housing, The GPT Group*

David Watkins, *Senior Vice President, Heitman*

Arnold Whitman, *CEO and Co-Chairman, Formation Capital, LLC*

NIC Mission

To advance the seniors housing and care industry by facilitating informed investment decision-making and providing excellence in networking, professional education and research.

2009 NIC Operator Advisory Board

Brad Bennett, *President and CEO, Fundamental*

Jon DeLuca, *President and CFO, Horizon Bay Retirement Living*

David Ford, *Vice Chairman, AegisLiving*

Chip Gabriel, *President, Generations LLC*

Paul Hubbard, *Manager, Plum Healthcare Group, LLC*

Jeffrey Jacobson, *Executive Vice President and CFO,
Erickson Retirement Communities*

Todd Kaestner, *Executive Vice President, Corporate Development,
Brookdale Senior Living, Inc.*

Ed Kenny, *President and CEO, Life Care Services LLC*

Judy L. Marczewski, *CFO, One Eighty*

Joseph C. McCarron, Jr., *President, Capital Care Associates, LLC*

Richard Olson, *President and CEO, VibrantLiving
Communities & Services*

Richard Schutt, *CEO, Providence Management & Development*

Margaret I. Scott, *Executive Vice President and CIO,
Belmont Village Senior Living*

Loren Shook, **Operator Advisory Board Vice-Chair**, *President/
CEO/Chairman of the Board, Silverado Senior Living*

Doug Spear, **Operator Advisory Board Chair**, *SVP & CFO,
Merrill Gardens LLC*

Jim Stroud, *Chairman, Capital Senior Living Corp.*

John F. Taylor, *President and CEO, Stonegate Senior Care*



National Investment Center
For the Seniors Housing & Care Industry



**Make plans to attend the 20th Annual
NIC Conference, September 22-24,
2010, at the Sheraton Chicago Hotel
& Towers in Chicago, IL.**



Hotels and Registration Information

Conference Hotel: The Sheraton Chicago Hotel & Towers

NIC Room Block is selling out fast, so make your hotel reservations early!

NIC has negotiated a room rate of \$239 per night at the Sheraton Chicago Hotel & Towers. All of the information you need to book a room in the NIC room block can be found in the "Hotel Reservations" section of the confirmation letter emailed to you at the time of registration.



The hotel's contact information is:
Sheraton Chicago Hotel & Towers
301 East North Water Street, Chicago, IL 60611
Main Phone: (312) 464-1000

Overflow Accommodations

**Embassy Suites Chicago
Downtown-Lakefront**
511 North Columbus Drive, Chicago, IL 60611
(888) 903-8884

The discounted room rate is \$239 per night for single or double occupancy. To book a room at the discounted room rate, call (888) 903-8884 and ask to receive a room in the "NIC room block."

Please note — all reservations cancelled within 7 days of the conference will be charged for one room night.



Registration Information

Online Conference Registration

To register online, visit www.nic.org/events/conference/registration.asp and select "Click Here to Register Now." You may also download a printable registration form there if you prefer to fax in your registration. Note that the conference will again be limited to only 1,600 individuals to ensure more efficient on-site networking. Registrations are accepted on a first-come, first-served basis. **A \$200 late registration fee will apply (if space is still available) after August 6, 2009.** Be sure to register early to secure your spot! Questions? Call NIC at (410) 267-0504.

Conference Registration Fees

\$1750 General Rate

\$1300 Operator Rate, 11+ Properties*

\$1000 Operator Rate, 1-10 Properties*

\$1000 Speaker Rate (non-transferable)

*Operator rates (subject to verification) are offered to those actively involved in the day-to-day management operations of a senior living facility and NOT offered to developers, passive investors, passive owners or asset managers.

Two Ways to Save!

- 1. Conference Sponsors:** NIC is offering a discount for attendees from sponsoring companies. Each individual will receive \$50 off his or her registration.
- 2. Operator Multiple-Registration Discount:** NIC is offering a group discount plan for operators bringing three or more attendees from the same company. The more people you bring, the more money you save!
(In order for the discount to be honored, all registrations must be submitted simultaneously.)



Operator Multiple-Registration Discount Rates*:

- 3-5 people — \$100 off each registration
- 6-10 people — \$150 off each registration
- 11-20 people — \$200 off each registration

*Speaker registrations will count toward the total number of registrations needed to receive a group discount, but the discount will not be deducted from the already reduced speaker registration fee.

Registration Cancellation & Substitution Policy:

If written notice of cancellation is received by August 6, 2009, you will receive a full refund less a \$250 processing fee. Cancellations after August 6 are non-refundable. Substitutions are permitted. All substitutions after September 8, 2009, must be made on-site. Fax cancellation letters and substitutions to NIC Registrar at (410) 268-4620, or email to Registrar@NIC.org. NIC reserves the right to make changes to the program. Should circumstances beyond the control of NIC prevent NIC from holding the annual conference as scheduled, and such circumstances occur less than three weeks prior to the conference, registrations will be retained and applied toward the next scheduled NIC conference.

Register now — only 1,600 spaces available!
Rooms are selling out quickly.



National Investment Center
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The 19th Annual NIC Conference

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