

## KEY LEADERS OPPORTUNITIES

This newsletter provides information and highlights opportunities for Global Governing Trustees, Trustees, and ULI Foundation Governors.

November 2020

Dear Key Leader,

Since the last Key Leaders Opportunities newsletter, ULI hosted the 2020 Virtual Fall Meeting. The meeting was a success, connecting more than 5,000 registrants, with eight forums, 30 general and concurrent sessions (available on Social27 for 60 days), 12 virtual tours and live Q&A sessions, and 65 product council meetings connecting more than 2,300 members.

The meeting featured outstanding general sessions. Notably, **Bakari Sellers**, CNN political analyst and former state representative from South Carolina, spoke at the general session “Education, Civil Rights, and Equality: Cornerstones for Our Future,” asking how far have we come, and where do we go from here? **Spencer Glendon** of the Woodwell Climate Research Center made a presentation on the history of the relationship between real estate and climate, and the real estate industry’s role and responsibility in addressing climate change, in the session titled “Climate Change Will Wreck Your Spreadsheets.” We encourage you to watch both sessions on demand now if you were not able to previously.

The Key Leaders team has also undergone recent changes. Please join me in welcoming ULI staff member **Georgia Gempler** to the Key Leaders team. Georgia is a senior associate with Advisory Services and now produces the Key Leaders newsletter and will be helping with other Key Leaders initiatives.

Please do not hesitate to contact me or my colleagues if you have any questions about the Key Leaders Network or if you are interested in increasing your engagement with ULI.

Best regards,

Mary Beth Corrigan  
Executive Vice President

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## ULI Life Trustees

### ULI Life Trustees Honored at ULI Virtual Fall Meeting

Two prominent real estate industry stalwarts were named ULI Life Trustees during the 2020 ULI Virtual Fall Meeting, an honor reserved for ULI's most dedicated and respected members. Honored were Roger Orf, former ULI Europe chairman and partner at Apollo Global Management—joining an exclusive club with fewer than 20 members—and James J. Curtis III, former ULI Foundation chairman, who was honored posthumously.

Life Trustees are those whose service to ULI has been meaningful, distinctive, and extraordinary. Selection is based on the individual's contributions of time and resources to ULI and the ULI Foundation; leadership and participation in committees, task forces, councils, and Advisory Services; standing and reputation in the land use industry; and years as a ULI full member and trustee. Find out more about the valued contributions of **Roger Orf** and **Jim Curtis**.

## Diversity, Equity and Inclusion

**As ULI America's President Gwyneth Coté said in her remarks to Fall Meeting attendees**, ULI's continued effort to promote diversity, equity, and inclusion (DEI) played a significant role in the 2020 ULI Virtual Fall Meeting program. In a general session titled "Education, Civil Rights, and Equality: Cornerstones for Our Future," Bakari Sellers, CNN political analyst and former state representative from South Carolina, spoke about the lasting impact of racist housing and planning policies and encouraged attendees to have

empathy and engage in the difficult conversations necessary to make progress. Also, **Key Leader Michael Banner** moderated a three-part series of sessions titled “Access to Capital: Challenges Facing People of Color” in which he spoke to industry leaders about the barriers people of color face in getting access to capital, the impact these barriers have had, and how inclusive policies and programs can be used to achieve a more equitable future. Other sessions that focused on racial equity in real estate development included “Deconstructing Segregation: Understanding Local History as a Basis for Equitable Development” and “\$25 Million or Less: Small Deals, Big Impact.”

**These sessions were recorded and are available to 2020 ULI Virtual Fall Meeting registrants [here](#).**

DEI also played an important role in Product Council Week. Product council members were invited to join opening and closing plenary sessions focused on equity. To start the week, Dr. Andrea Roberts, founder of the Texas Freedom Colonies Project and associate director of the Center for Housing & Urban Development at Texas A&M University, spoke about how racism shaped African American settlement patterns and how we can center Black communities’ histories, agendas, and stories in a session titled “History of Planning Reconsidered: Toward Black Placemaking and Community Building.” The week concluded with “Community Renewal through Partnerships,” a discussion led by Anthony Williams, former mayor of Washington, D.C. Throughout the week, the 65 product councils were encouraged to include topics focused on DEI in their meeting agendas and had the opportunity to invite guests to include a more diverse range of voices in these discussions.

## Update from the ULI Foundation

The ULI Foundation would like to thank Key Leaders for being some of the most engaged and committed supporters of ULI and its mission. Through your generosity, the Foundation supports programmatic initiatives on diversity, equity, and inclusion; climate sustainability and urban resilience; and education and mentorship.

Now more than ever, ULI’s global expertise is needed to catalyze needed change in our communities. We ask you to consider **giving** to one of the Foundation’s mission-driven programs to continue and expand this important work. With the December arrival of Giving Tuesday, the Foundation’s 50th anniversary, and the end of the tax year, there is no better time to show your support.

ULI is grateful for the philanthropic support from Key Leaders through a variety of programs, including the Annual Fund, the James J. Curtis Society for Planned Giving, and the new philanthropic societies. To learn how you can commit to furthering the Institute’s mission through the ULI Foundation, please contact **Mary Beth Corrigan**.

The ULI Foundation’s philanthropic societies—named in honor of ULI pioneers and significant figures in the global real estate and land use professions—recognize and honor the generous donors who are committed to leadership in ULI’s research and mission-

focused efforts in support of our global communities. You can find a full listing of the philanthropic societies [here](#).

## ULI Europe Online Leadership Roundtable

This roundtable is a monthly online session that gives Key Leaders an opportunity to share experiences and approaches to current topics, and views on what lies ahead. The next roundtable is Friday, December 4, at 13:00 GMT/14:00 CET. If you are interested in participating, contact [Manuela Impellizzeri](#).

## ULI Asia Pacific Emerging Trends Launch

ULI Asia Pacific will release the *Emerging Trends in Real Estate® Asia Pacific 2021* report on November 24. Created in partnership with PwC, the report features a detailed analysis of how COVID-19 is affecting regional markets and sectors, including how the pandemic affects transaction volumes and valuations and how new investment opportunities will emerge in 2021. It also explores likely secular shifts in the Asia Pacific real estate industry. [Register for the “10 Trends in 100 Minutes” webinar today.](#)

## Key Leaders Network Updates

### Key Leaders Network Brochure

Do you have questions about the Key Leaders Network or want to know more about the opportunities you have to get involved with ULI? Download the [Key Leaders Network brochure](#) for an overview of the Key Leader Network, including information on membership, benefits, and engagement opportunities.

### Engagement Survey

While the ongoing COVID-19 pandemic prevents us from gathering in person, that does not mean ULI has stopped offering programs such as UrbanPlan and Advisory Services. Have you always wanted to serve as an UrbanPlan volunteer or an Advisory Services panelist but could not commit to the time and travel? ULI is now offering these and several other programs virtually, so you can participate from the comfort of your home!

We rely on the feedback of the Key Leaders and are looking to hear your thoughts on these and other opportunities for virtual engagement. We appreciate your taking the time to complete [this survey](#), if you have not done so already.

**Reminder:** Key Leaders Directory and Key Leaders Webpage—Important Resources Now Available to You!

**Key Leaders Directory**—Connect with other Key Leaders

**Key Leaders webpage**—Get up-to-date information on the Key Leaders Network and find ways to engage.

## ULI Events

### Americas | ULI Virtual Resilience Summit

December 2, 2020

Virtual

**Registration Is Open!**

ULI's Urban Resilience program is hosting its second annual Resilience Summit, following last year's engaging and action-provoking one-day event. This exclusive event, which will take place virtually December 2, will unpack the new realities of resilience during a pandemic while examining the ways in which industry leaders can make informed decisions to further protect communities and investments from future climate risks.

### Europe | 2021 ULI Europe Conference

February 8-10, 2021

Virtual

**Registration Is Open!**

The 2021 ULI Europe Conference will take place February 8–10 as a virtual event, providing the same level of high-quality programming for which the conference has become renowned, with the added benefit of enhanced speaker presentations, live Q&A sessions, and roundtable discussions. You will be able to make direct connections by searching for fellow attendees, scheduling one-on-one meetings, and chatting with each other within the platform. You also will be able to explore iconic real estate projects through exclusive virtual tours.

One conference highlight will be the **ULI Europe Chairman's Virtual Roundtable**, available by invitation only to ULI's leadership and senior members. Former Washington, D.C., mayor and 2020 ULI Prize laureate **Anthony Williams** will share the strategies applied to accomplish his vision for the District, restructure the city's finances, and focus on regeneration, as well as his views on the future of cities, especially following the short- and longer-term impacts of the pandemic.

The virtual roundtable, scheduled for Tuesday, February 9, 2021, 1:30–2:30 p.m. CET/7:30–8:30 a.m. EST, will offer a special opportunity for leading decision-makers to spend time with Williams in an open discussion. *Key Leaders will receive an invitation to attend after registering for the conference.*

# Americas | **\*\*SAVE THE DATE\*\*** 2021 ULI Spring Meeting

May 10–12, 2021  
Denver, Colorado

## Asia Pacific | 2021 ULI Asia Pacific Summit

May 25–27, 2021  
Grand Hyatt Tokyo, Tokyo, Japan

**REGISTRATION NOW OPEN**

The **Post-Summit Study Tour** will take place May 28–31, 2021.

## Recent Events Recap

### 2020 ULI Asia Pacific REImagine Conference

The 2020 ULI Asia Pacific REImagine Conference took place virtually September 2–3. More than 770 real estate professionals from around the world tuned in to hear from global thought leaders about how cities, communities, and the wider industry are being affected by the ever-shifting new normal.

ULI members said they found REImagine to be a valuable experience—offering participants ways to make new connections and discover innovative ideas to help them and their businesses in the weeks and months ahead. The participants were most impressed by the diversity of the speakers—46 presenters from the Asia Pacific region and beyond sharing their points of view.

Content from the REImagine Conference is **available on demand on Knowledge Finder**.

To find events from our local district councils, national councils or regional offices, see our **full event listing**.

## Webinars of Interest to Key Leaders

ULI is embracing new ways for members to connect and share best practices globally online. Through the enhanced webinar series, all members can continue to access

business-applicable information on a wide range of topics, as well as the latest insights on how the industry is tackling COVID-19.

## Featured Upcoming Webinars

- November 18, ULI Americas—**Business Leaders Making the Business Case for Real Estate Sustainability**
- November 24, ULI Asia—**Emerging Trends in Real Estate® Asia Pacific 2021 Report Launch: "10 Trends in 100 Minutes"**

### Featured On-Demand Offerings in Knowledge Finder:

- **Launch of 2021 Emerging Trends in Real Estate®: Europe**
- **Fall 2020 Real Estate Economic Forecast**
- **2020 ULI Virtual Fall Meeting: ULI Coastal Forum**
- 2020 Spring Meeting Webinar Series: Recordings of all 2020 Spring Meeting webinars are available on **Knowledge Finder**

*\*For a full list of upcoming and on-demand ULI webinars taking place around the globe, [click here](#).*

## Upcoming Engagement Opportunities

### Sharing Knowledge



### Participate in ULI Global Surveys on Social Value and Life Sciences

ULI has designed a questionnaire to gain your expert views and further understand the current perception and practice regarding social value—the positive impact that real estate investment and development can have on communities beyond financial returns. The results will be analyzed and used to identify best practices for supporting creation of social value. Your participation will add to a body of research that will greatly benefit how social value will align with sustainable investment and development to support owners, investors, and developers. **Find out more.**

ULI has also commissioned a research project on life sciences, a significant and growing real estate sector globally that covers the fields of biotechnology, pharmaceuticals, biomedical technologies, life systems technologies, nutraceuticals, and environmental and biomedical devices. The project will focus on the life sciences sector as an emerging asset class. We would like to hear from you on the drivers and dynamics of the life sciences sector and what they mean for real estate development and investment. **Find out more.**

The deadline to submit your responses to both surveys is **November 20, 2020**.

## Curtis Infrastructure Initiative

On November 9, **ULI announced the launch of the Curtis Infrastructure Initiative**, a multiyear effort to identify and promote infrastructure solutions to create equitable, resilient cities and enhance long-term community value.

**The Curtis Infrastructure Initiative aims to provide research and practical tools to help ULI members advance infrastructure investment and new solutions addressing local infrastructure issues, as well as directly support member engagement at the local level through district councils.**

If you are interested in learning more or participating with the Curtis Infrastructure Initiative, contact **Paul Angelone**, senior director of the initiative.

## Awards for Excellence

**Nominate a colleague or project for a ULI award.**

ULI is now accepting submissions for the **ULI Americas Awards for Excellence!** In 2021, the regional ULI Awards for Excellence programs will serve as the first round for the **2021 ULI Global Awards for Excellence**. Winners from the regional awards will become finalists for the ULI Global Awards for Excellence. Projects and programs must apply to the **ULI Americas, Asia Pacific**, or **Europe** Awards for Excellence to reach the global round.

Submission dates and deadlines are:

- **2021 ULI Americas Awards for Excellence**—submit by **December 18, 2020**, to take advantage of discounted application fees; otherwise, apply by **January 8, 2021**.
- **2021 ULI Europe Awards for Excellence**—submit by **January 18, 2021**.
- **2021 ULI Asia Pacific Awards for Excellence**—submissions opening soon.

## ULI Prize for Visionaries in Urban Development:

Whose vision inspires you? The **ULI Prize for Visionaries in Urban Development** is the most prestigious award in the land use planning and development community. **Submit a nomination for this \$100,000 prize** by filling out the **nomination form** by **December 31, 2020**. ULI keeps all nominations in strict confidence, including not notifying the nominee, and asks those who nominate to do the same. ULI accepts self-nominations. Learn more about 2020 laureate Anthony Williams **on the ULI Prize website**.

## Join a new Product Council

ULI is currently exploring the addition of two new councils to the ULI Product Councils program: an **Airport Development Council** and a **Self-Storage/Last-Mile Logistics Council**. Timing for formal inclusion in the ULI Product Council program will vary and is dependent on a variety of factors. However, please let us know if you are interested in potentially joining either of these new product councils.

If you would like to learn more about any of the product councils currently in development or discuss your participation in the council program, contact **Mary Beth Corrigan** or **Jason Twiss**.

## Speak on a future ULI webinar

With an increased focus on the virtual delivery of industry-related content, ULI is continuously developing webinars on a variety of topics organized through ULI research centers, product councils, and regional and global leadership. Given the wealth of expertise and experience of ULI's Key Leaders, consider volunteering to help organize a webinar, moderate a session, or speak on a topic of particular interest to you. We will then connect you with the appropriate staff to support your participation.

Email **Mary Beth Corrigan** to discuss your ideas or possibilities for speaking on a ULI webinar.

## Transforming Communities

### Advisory Services: Join a virtual panel or project analysis session.



In response to the travel restrictions associated with COVID-19, ULI has developed Advisory Services offerings that can be conducted virtually. **Virtual Advisory Services panels (vASPs)** are two-and-a-half-day panels tailored to meet a sponsor's needs, following the traditional Advisory Services panel process. vASPs convene a multidisciplinary panel of four to six experts with a range of professional backgrounds and whose skills meet the needs of addressing the identified challenge.

A recording of a recent virtual panel completed for Dallas is **now available on Knowledge Finder**.

**Project analysis sessions** encourage creative thinking and problem-solving between a sponsor and a multidisciplinary panel of four to six experts addressing a distinct and direct intractable challenge. These intimate, conversational offerings are structured and facilitated to yield in-depth, project-specific, and pragmatic recommendations in a short period.

Contact **Mary Beth Corrigan** if you are interested in serving on a panel or bringing a panel to your community.

## Attend the UrbanPlan Lightning Round.

**Have you always wondered about UrbanPlan, ULI's central outreach program for high school students?** The UrbanPlan team is hosting a virtual Lightning Round in January to help you better understand the program so you can advocate for the program in your community.

In the two-and-a-half-hour Lightning Round, you will be assigned to a group that will function as a development team responding to a request for proposals from the fictional city of Yorktown. Your team will compete to redevelop Yorktown's Elmwood District. The Lightning Round will be very interactive and hopefully fun as well!

If you are interested in participating in the Lightning Round, contact Emily McKnight, UrbanPlan associate, at [emily.mcknight@uli.org](mailto:emily.mcknight@uli.org). Once interest has been confirmed, participants will be contacted to confirm a day and time.

## **ULI homelessness report: Peer reviewers welcome.**

Through the generosity of **Key Leader Preston Butcher's** donation to the ULI Foundation, ULI is evaluating how members specifically and the development community in general can be part of the solution in addressing homelessness. A working group led by Key Leader Phil Payne is evaluating homelessness programs in cities around the United States and developing recommendations for private-sector engagement and action.

The report and recommendations are intended to be actionable. If you would like to be part of a peer review of the draft report, contact **Mary Beth Corrigan**.

For opportunities to engage in Europe, contact **Lisette van Doorn**.  
For opportunities to engage in Asia Pacific, contact **May Chow**.

## **Key Leaders Impact**

### **New Report: Climate Risk and Real Estate**

The new ULI report *Climate Risk and Real Estate: Emerging Practices for Market Assessment* demonstrates that leading investors are developing approaches to better understand climate risk at the city or market scale rather than focusing primarily on risk at the asset level. The report gives ULI members an inside look at which market-level metrics these investors are using and how some investors are starting to make decisions on whether to invest, or continue investing, in markets particularly vulnerable to the impacts of climate change. **Three Key Leaders were interviewed for the report and contributed their insights to the report findings.** Contributing organizations represented among Key Leaders include APG, CBRE, JBG Smith, LaSalle, Morgan Stanley, Nuveen, PGIM, and Principal RE.

## Fall Meeting Speakers

**Eighteen Key Leaders** participated in the 2020 Virtual Fall Meeting sessions—10 as panelists and eight as session moderators. Thank you to all the participating Key Leaders for your significant contributions to a successful Virtual Fall meeting:

*Michael Banner, R. Byron Carlock, Franz Colloredo-Mansfeld, Marnix Galle, Faron Hill, Chris Igwe, Mary Ann King, Mary Ludgin, Jodie McLean, Kelly Nagel, Timothy Naughton, Dionne Nelson, Mehul Patel, Amy Price, Hilary Spann, Michael Spies, Owen Thomas, and François Trausch.*

ULI is seeking ideas for ULI Spring Meeting sessions. Do you have an idea for a session at the ULI Spring Meeting? **Share your thoughts with us.**

## ULI in the News

Recent news coverage of ULI on a global basis:

- *CNBC* | **Bringing the outside into the office: Coronavirus bolsters push towards healthier building design**
- *Forbes* | **18-Hour Cities, Remote Work And More Emerging Trends That Will Shape Real Estate In 2021**
- *The Times* | **Property investors put London almost at the top of European league**
- *Yahoo! News* | **New South Florida climate change financial report: Spend billions or lose much, much more**
- *Yahoo! Finance* | **Suburban migration, due to pandemic, could be permanent**
- *Tampa Bay Times* | **How to solve Florida's affordable housing crisis**

As Key Leaders and the industry's foremost experts, your insights would be highly valuable in shaping articles related to real estate and land use. If you are interested in speaking to journalists on behalf of ULI, please contact **Mary Beth Corrigan**.

## Who Are ULI's Key Leaders?

**Global Governing Trustees** — Individuals who serve as the high-level leadership group of ULI and are responsible for representing and serving as the voice of the diverse membership in substantive matters related to the advancement of the Institute's mission. Global Governing Trustees serve four-year terms.

**Trustees** — Members who have completed their four-year term as a Global Governing Trustee.

**ULI Foundation Leadership Donors** — Members who believe in ULI's ability to create better communities and have committed to ensuring an endowment for the continuation

of the Institute's work. The Foundation Leadership Donors entry contribution level is \$100,000.

ULI is a member-driven organization, and we want to hear from you. Please let us know how you would like to engage in the Institute's programs. You can find a full list of opportunities [here](#). If you do not see something that is quite right for you or for right now, contact us to talk about other opportunities that might fit your interests or schedule.

If you have any questions or feedback on the Key Leaders Network or any other ULI issue, contact Mary Beth Corrigan at [MaryBeth.Corrigan@uli.org](mailto:MaryBeth.Corrigan@uli.org) or 202-624-7136, or Georgia Gempler at [Georgia.Gempler@uli.org](mailto:Georgia.Gempler@uli.org).

Thank you for your commitment to ULI and for all that you do!