

2014 Fall Council Day Survey Report - Page 1

Council	The Day Had Take Home Value			The Day Was Organized			There Was Time For Q&A			My Chair Kept the Program On Track			Figures below are the same for page 1 and 2					
	Yes	No	Some what	Yes	No	Some what	Yes	No	Some what	Yes	No	Some what	Average Score	# of Responses	% Mbr Attendance	% Responding to Survey	Attend ed	On Council
AWHC	80%	4%	14%	91%	1%	6%	80%	3%	16%	100%	0%	0%	92%	42	87%	79%	53	61
CDCBLUE	71%	7%	20%	89%	0%	9%	77%	6%	13%	100%	0%	0%	87%	42	92%	75%	56	61
CDCGOLD	78%	5%	13%	84%	4%	6%	80%	7%	4%	100%	0%	0%	89%	31	85%	67%	46	54
CDCGREEN	79%	5%	11%	91%	1%	9%	86%	4%	10%	100%	0%	0%	92%	33	80%	73%	45	56
CDCSILVER	73%	9%	16%	90%	3%	7%	82%	4%	14%	93%	2%	5%	89%	42	93%	75%	56	60
CRCBLUE	78%	3%	15%	91%	1%	7%	65%	8%	20%	100%	0%	0%	90%	40	89%	83%	48	54
CRCGOLD	78%	4%	16%	94%	2%	4%	83%	4%	12%	97%	0%	3%	91%	34	84%	71%	48	57
CRCGREEN	77%	1%	20%	85%	2%	11%	81%	6%	10%	94%	3%	3%	84%	31	83%	72%	43	52
CRCSILVER	67%	3%	20%	84%	1%	7%	79%	1%	9%	81%	0%	19%	74%	27	84%	63%	43	51
EDC	73%	6%	20%	85%	3%	12%	71%	8%	21%	95%	0%	5%	81%	22	74%	69%	32	43
GEC	70%	2%	20%	85%	0%	10%	83%	1%	9%	100%	0%	0%	88%	40	83%	59%	68	82
HCLSC	80%	2%	14%	88%	1%	8%	91%	1%	3%	97%	3%	0%	90%	32	96%	71%	45	47
HDC	90%	4%	4%	96%	0%	2%	93%	3%	2%	100%	0%	0%	96%	49	92%	74%	66	72
IOPBLACK	64%	9%	26%	74%	2%	22%	83%	3%	13%	97%	0%	3%	85%	30	98%	67%	45	46
IOPBLUE	72%	3%	21%	87%	1%	9%	75%	8%	15%	88%	0%	12%	84%	33	96%	70%	47	49
IOPGOLD	75%	4%	19%	84%	2%	12%	90%	1%	4%	100%	0%	0%	88%	27	93%	64%	42	45
IOPGREEN	80%	2%	19%	87%	1%	12%	84%	2%	12%	100%	0%	0%	90%	27	89%	64%	42	47
IOPCRED	82%	0%	15%	95%	0%	3%	89%	2%	6%	96%	0%	4%	94%	26	94%	52%	50	53
IOPCSILVER	81%	3%	12%	90%	1%	6%	86%	1%	5%	94%	3%	3%	90%	31	91%	72%	43	47
MFCBLUE	68%	2%	23%	84%	0%	8%	73%	4%	10%	100%	0%	0%	87%	38	92%	78%	49	53
MFCBRONZE	77%	3%	14%	85%	2%	8%	76%	3%	14%	98%	0%	3%	88%	40	96%	73%	55	57
MFCGOLD	77%	7%	11%	87%	3%	6%	85%	2%	7%	100%	0%	0%	92%	36	96%	75%	48	50
MFCSILVER	74%	3%	14%	81%	3%	8%	74%	2%	7%	98%	0%	3%	85%	40	90%	75%	53	59
ODC	85%	2%	12%	94%	1%	4%	92%	1%	6%	100%	0%	0%	95%	37	86%	77%	48	56
PDIC	84%	2%	9%	92%	0%	5%	86%	1%	9%	90%	0%	10%	89%	30	91%	77%	39	43
PPPCBLUE	64%	7%	26%	81%	2%	14%	61%	10%	24%	96%	0%	4%	83%	26	87%	63%	41	47
PPPCGOLD	77%	4%	16%	91%	1%	4%	80%	5%	12%	100%	0%	0%	89%	24	80%	65%	37	46
RDCBLUE	62%	5%	17%	72%	2%	12%	65%	5%	12%	100%	0%	0%	81%	37	88%	80%	46	52
RDCGOLD	52%	9%	14%	62%	8%	8%	57%	7%	13%	97%	0%	3%	77%	36	89%	72%	50	56
RDCRED	53%	11%	17%	65%	5%	11%	57%	7%	14%	89%	3%	8%	75%	37	82%	80%	46	56
RNDCBLUE	66%	10%	21%	76%	7%	15%	70%	10%	12%	97%	0%	3%	79%	28	91%	70%	40	44
RNDCGOLD	68%	5%	25%	78%	3%	16%	80%	6%	12%	100%	0%	0%	88%	30	88%	70%	43	49
RPIC	68%	5%	25%	85%	1%	11%	79%	3%	15%	88%	0%	12%	79%	31	73%	103%	30	41
RRC	81%	3%	13%	90%	1%	7%	70%	7%	18%	100%	0%	0%	88%	17	79%	46%	37	47
SDC	76%	4%	18%	87%	3%	9%	87%	2%	10%	94%	0%	6%	87%	34	84%	79%	43	51
SHC	83%	1%	13%	90%	1%	6%	81%	8%	3%	100%	0%	0%	91%	32	81%	76%	42	52
SSDCBLUE	80%	2%	13%	88%	2%	5%	82%	3%	10%	100%	0%	0%	91%	43	93%	84%	51	55
SSDCGOLD	82%	3%	11%	91%	1%	5%	82%	4%	10%	100%	0%	0%	92%	42	86%	86%	49	57
SSDCSILVER	76%	1%	18%	83%	1%	12%	90%	0%	7%	97%	0%	3%	89%	34	79%	83%	41	52
TODC	95%	1%	2%	97%	1%	1%	92%	0%	7%	100%	0%	0%	98%	38	80%	84%	45	56
UDC	47%	7%	26%	67%	2%	12%	49%	12%	19%	64%	###	18%	59%	28	89%	72%	39	44
UDMUCBLUE	88%	3%	7%	97%	1%	0%	92%	1%	6%	100%	0%	0%	94%	30	89%	64%	47	53
UDMUCBRONZE	82%	2%	12%	88%	0%	8%	87%	0%	9%	95%	0%	5%	89%	44	88%	85%	52	59
UDMUCGOLD	94%	1%	4%	96%	0%	2%	95%	0%	4%	100%	0%	0%	97%	34	88%	74%	46	52
UDMUCGREEN	79%	3%	16%	94%	0%	6%	96%	0%	4%	96%	0%	4%	91%	25	89%	60%	42	47
UDMUCPURPLE	86%	1%	7%	91%	1%	4%	86%	1%	6%	100%	0%	0%	94%	34	80%	76%	45	56
UDMUCRED	80%	2%	13%	91%	1%	4%	90%	0%	4%	100%	0%	0%	92%	44	93%	85%	52	56
UDMUCSILVER	84%	0%	10%	86%	0%	6%	84%	1%	9%	83%	0%	17%	85%	24	80%	55%	44	55
URC	77%	3%	14%	86%	1%	6%	76%	4%	8%	98%	0%	2%	87%	42	90%	78%	54	60
Average	76%	4%	15%	86%	2%	8%	80%	4%	10%	96%	1%	3%	87%	34	87%	73%	46	53
Total														1654			2272	2598

2014 Fall Council Day Survey Report - Page 2

Council	Chair Encouraged Engagement & Broad Interaction			Did the Team Perform to Your Expectation?			Does the Team Communicate Well With You Outside of Council			The Council Day Venue Was Great!			The Council Reception and Venue Were Great!			Figures below are the same for page 1 and 2						
	Yes	No	Some what	Yes	No	Some what	Yes	No	Some what	Yes	No	Some what	Yes	No	Some what	Average Score	# of Responses	% Mbr Attendance	% Responding to Survey	Attended	On Council	
AWHC	98%	0%	2%	100%	0%	0%	93%	0%	7%	93%	2%	5%	90%	0%	10%	92%	42	87%	79%	53	61	
CDCBLUE	88%	2%	10%	85%	2%	12%	98%	2%	0%	70%	8%	23%	50%	21%	29%	87%	42	92%	75%	56	61	
CDCGOLD	90%	0%	10%	94%	3%	3%	94%	3%	3%	70%	3%	27%	27%	30%	43%	89%	31	85%	67%	46	54	
CDCGREEN	97%	0%	3%	97%	0%	3%	94%	3%	3%	82%	3%	15%	35%	45%	19%	92%	33	80%	73%	45	56	
CDCSILVER	95%	2%	2%	93%	0%	7%	95%	0%	5%	73%	10%	17%	41%	26%	33%	89%	42	93%	75%	56	60	
CRCBLUE	98%	0%	3%	100%	0%	0%	95%	0%	5%	72%	5%	23%	97%	0%	3%	90%	40	89%	83%	48	54	
CRCGOLD	97%	3%	0%	97%	0%	3%	94%	0%	6%	70%	3%	27%	81%	0%	19%	91%	34	84%	71%	48	57	
CRCGREEN	87%	0%	13%	87%	0%	13%	81%	3%	16%	79%	3%	17%	75%	0%	25%	84%	31	83%	72%	43	52	
CRCSILVER	81%	4%	15%	78%	0%	22%	48%	11%	41%	56%	16%	28%	84%	12%	4%	74%	27	84%	63%	43	51	
EDC	77%	5%	18%	81%	5%	14%	82%	5%	14%	76%	0%	24%	90%	5%	5%	81%	22	74%	69%	32	43	
GEC	93%	0%	8%	93%	0%	8%	90%	0%	10%	65%	13%	23%	78%	3%	19%	88%	40	83%	59%	68	82	
HCLSC	97%	3%	0%	97%	3%	0%	81%	3%	16%	94%	0%	6%	97%	0%	3%	90%	32	96%	71%	45	47	
HDC	100%	0%	0%	100%	0%	0%	92%	4%	4%	96%	2%	2%	67%	2%	31%	96%	49	92%	74%	66	72	
IOPBLACK	97%	0%	3%	87%	0%	13%	93%	0%	7%	60%	10%	30%	72%	3%	24%	85%	30	98%	67%	45	46	
IOPBLUE	91%	0%	9%	82%	3%	15%	91%	3%	6%	55%	14%	31%	79%	7%	14%	84%	33	96%	70%	47	49	
IOPGOLD	96%	0%	4%	89%	0%	11%	81%	0%	19%	72%	4%	24%	46%	8%	46%	88%	27	93%	64%	42	45	
IOPGREEN	85%	0%	15%	96%	4%	0%	96%	4%	0%	70%	7%	22%	84%	0%	16%	90%	27	89%	64%	42	47	
IOPCRED	96%	0%	4%	96%	0%	4%	100%	0%	0%	85%	4%	12%	88%	8%	4%	94%	26	94%	52%	50	53	
IOPCSILVER	87%	0%	13%	97%	0%	3%	93%	0%	7%	52%	24%	24%	87%	0%	13%	90%	31	91%	72%	43	47	
MFCBLUE	92%	0%	8%	95%	0%	5%	95%	0%	5%	87%	0%	13%	86%	0%	14%	87%	38	92%	78%	49	53	
MFCBRONZE	98%	0%	3%	98%	0%	3%	88%	3%	10%	85%	0%	15%	87%	3%	11%	88%	40	96%	73%	55	57	
MFCGOLD	100%	0%	0%	100%	0%	0%	94%	3%	3%	91%	0%	9%	82%	6%	12%	92%	36	96%	75%	48	50	
MFCSILVER	90%	5%	5%	95%	3%	3%	83%	0%	18%	85%	5%	10%	77%	8%	15%	85%	40	90%	75%	53	59	
ODC	97%	0%	3%	97%	0%	3%	100%	0%	0%	81%	3%	16%	97%	0%	3%	95%	37	86%	77%	48	56	
PDIC	97%	0%	3%	93%	3%	3%	83%	3%	13%	50%	27%	23%	100%	0%	0%	89%	30	91%	77%	39	43	
PPPCBLUE	92%	0%	8%	96%	0%	4%	88%	0%	12%	77%	4%	19%	81%	0%	19%	83%	26	87%	63%	41	47	
PPPCGOLD	87%	0%	13%	96%	0%	4%	91%	4%	4%	74%	0%	26%	83%	0%	17%	89%	24	80%	65%	37	46	
RDCBLUE	95%	0%	5%	89%	3%	8%	86%	5%	8%	57%	5%	38%	57%	14%	30%	81%	37	88%	80%	46	52	
RDCGOLD	89%	0%	11%	92%	3%	6%	92%	0%	8%	69%	11%	19%	71%	6%	24%	77%	36	89%	72%	50	56	
RDCRED	89%	0%	11%	86%	5%	8%	84%	0%	16%	46%	16%	38%	59%	5%	35%	75%	37	82%	80%	46	56	
RNDCBLUE	80%	0%	20%	87%	3%	10%	80%	3%	17%	60%	3%	37%	61%	4%	36%	79%	28	91%	70%	40	44	
RNDCGOLD	97%	0%	3%	97%	0%	3%	94%	0%	6%	79%	0%	21%	83%	0%	17%	88%	30	88%	70%	43	49	
RPIC	82%	0%	18%	76%	0%	24%	71%	12%	18%	24%	65%	12%	88%	0%	12%	79%	31	73%	103%	30	41	
RRC	93%	0%	7%	96%	0%	4%	86%	0%	14%	89%	0%	11%	89%	0%	11%	88%	17	79%	46%	37	47	
SDC	91%	0%	9%	94%	3%	3%	79%	3%	18%	91%	0%	9%	82%	6%	12%	87%	34	84%	79%	43	51	
SHC	97%	0%	3%	94%	0%	6%	91%	0%	9%	31%	34%	34%	55%	10%	35%	91%	32	81%	76%	42	52	
SSDCBLUE	95%	0%	5%	100%	0%	0%	91%	2%	7%	42%	16%	42%	43%	12%	45%	91%	43	93%	84%	51	55	
SSDCGOLD	98%	0%	2%	98%	0%	2%	95%	0%	5%	45%	29%	26%	45%	14%	40%	92%	42	86%	86%	49	57	
SSDCSILVER	97%	3%	0%	94%	0%	6%	82%	6%	12%	76%	6%	18%	66%	16%	19%	89%	34	79%	83%	41	52	
TODC	100%	0%	0%	100%	0%	0%	100%	0%	0%	100%	0%	0%	89%	0%	11%	98%	38	80%	84%	45	56	
UDC	64%	18%	18%	61%	11%	29%	57%	14%	29%	70%	11%	19%	62%	19%	19%	59%	28	89%	72%	39	44	
UDMUCBLUE	93%	0%	7%	97%	0%	3%	93%	3%	3%	93%	0%	7%	89%	0%	11%	94%	30	89%	64%	47	53	
UDMUCBRONZE	89%	2%	9%	95%	2%	2%	91%	2%	7%	93%	2%	5%	81%	2%	16%	89%	44	88%	85%	52	59	
UDMUCGOLD	97%	0%	3%	100%	0%	0%	100%	0%	0%	94%	0%	6%	80%	0%	20%	97%	34	88%	74%	46	52	
UDMUCGREEN	96%	0%	4%	100%	0%	0%	76%	4%	20%	100%	0%	0%	57%	17%	26%	91%	25	89%	60%	42	47	
UDMUCPURPLE	100%	0%	0%	100%	0%	0%	97%	0%	3%	85%	3%	12%	80%	0%	20%	94%	34	80%	76%	45	56	
UDMUCRED	98%	0%	2%	95%	2%	2%	93%	7%	0%	86%	2%	11%	76%	0%	24%	92%	44	93%	85%	52	56	
UDMUCSILVER	75%	4%	21%	92%	4%	4%	92%	4%	4%	83%	0%	17%	73%	0%	27%	85%	24	80%	55%	44	55	
URC	93%	0%	7%	93%	0%	7%	88%	0%	12%	95%	0%	5%	97%	0%	3%	87%	42	90%	78%	54	60	
Average	92%	1%	7%	93%	1%	6%	88%	2%	9%	74%	8%	18%	74%	6%	19%	87%	34	87%	73%	46	53	
Total																		1654			2272	2598



**Survey Results
& Analysis**

For the Affordable/Workforce Housing Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 42 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Affordable/Workforce Housing"

Responses Received: 42

Had Take Home Value

	Yes	No	Somewhat	N/A
Housing Challenges and Solutions in NY	83.3% (35)	2.4% (1)	11.9% (5)	2.4% (1)
Legislative Update	95.2% (40)	0.0% (0)	2.4% (1)	2.4% (1)
HUD Multifamily Update	92.7% (38)	0.0% (0)	7.3% (3)	0.0% (0)
FHFA/GSE Update	78.6% (33)	7.1% (3)	14.3% (6)	0.0% (0)
Equity Markets Update	83.3% (35)	4.8% (2)	7.1% (3)	4.8% (2)
Mixed-Income Mixed-Use, Tools to Make Projects Work	92.9% (39)	2.4% (1)	4.8% (2)	0.0% (0)
Rethinking the Unit: Architectural Solutions to the Housing Crisis	72.5% (29)	2.5% (1)	20.0% (8)	5.0% (2)
Creating Resilience — Getting in Front of Climate Change	40.5% (17)	9.5% (4)	42.9% (18)	7.1% (3)

Was Organized

	Yes	No	Somewhat	N/A
Housing Challenges and Solutions in NY	92.3% (36)	0.0% (0)	5.1% (2)	2.6% (1)
Legislative Update	97.4% (38)	0.0% (0)	0.0% (0)	2.6% (1)
HUD Multifamily Update	100.0% (38)	0.0% (0)	0.0% (0)	0.0% (0)
FHFA/GSE Update	94.9% (37)	2.6% (1)	2.6% (1)	0.0% (0)
Equity Markets Update	87.2% (34)	5.1% (2)	2.6% (1)	5.1% (2)
Mixed-Income Mixed-Use, Tools to Make Projects Work	97.4% (38)	0.0% (0)	2.6% (1)	0.0% (0)
Rethinking the Unit: Architectural Solutions to the Housing Crisis	91.9% (34)	0.0% (0)	5.4% (2)	2.7% (1)
Creating Resilience — Getting in Front of Climate Change	65.8% (25)	2.6% (1)	26.3% (10)	5.3% (2)

Time for Q&A

	Yes	No	Somewhat
Housing Challenges and Solutions in NY	86.8% (33)	0.0% (0)	13.2% (5)
Legislative Update	76.3% (29)	2.6% (1)	21.1% (8)
HUD Multifamily Update	66.7% (26)	10.3% (4)	23.1% (9)
FHFA/GSE Update	73.7% (28)	5.3% (2)	21.1% (8)
Equity Markets Update	71.1% (27)	5.3% (2)	23.7% (9)
Mixed-Income Mixed-Use, Tools to Make Projects Work	89.7% (35)	2.6% (1)	7.7% (3)
Rethinking the Unit: Architectural Solutions to the Housing Crisis	94.4% (34)	0.0% (0)	5.6% (2)
Creating Resilience — Getting in Front of Climate Change	84.2% (32)	0.0% (0)	15.8% (6)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.
GSE was not very informative and felt self-contradictory. Resiliency was not managed well and offered little big picture strategy or direction
Very well organized and executed.
Last panel wasn't what I expected, focused too heavily on flood issues, and wasn't transferrable for everyone in the group.
All sessions very interesting and well-presented.
Overall, by nature of speakers and NYC location, there was less transferable content than in the past. For instance, many references were made to how well funded local programs are but without a description of how and for what purpose so the might be replicated elsewhere.
I thought each speaker was an expert in their field and did a good job of communicating their efforts. The resiliency group felt a bit wandering in their topics, even though I know that each member had something interesting to contribute.
The tour of Multifamily properties was very informative, especially the information on the programs provided to the residents.
It would be nice to have a couple of slide decks printed out for people interested in taking them home.
the last panel, on Resiliency, was not well moderated, went on too long, and was not of much interest to those outside of NY.
Great meeting
I was particularly interested in the Castle Gardens development. I was surprised to learn this type of housing has not been replicated virtually at all.
I believe our Chair spends tremendous time and energy working to achieve a excellent meeting
HUD update was very good and very positive. Mixed income was provocative. Climate change was an interesting topic but panel was dominated by a single individual who needs better manners. Her behavior was distracting.
All sessions were very good and full of information that was relevant.
The session was informative, well organized and efficiently managed.
I liked the NYC emphasis inasmuch as we were in NYC. I also liked that a good chunk of the sessions related to matters of general/national scope. I thought the mix was right.
I loved the tour. There was a comment about the tours being shorter. I do not agree and would have been quite sad to miss anything we saw/heard. Perhaps tours can start just a little (!) earlier so as to end earlier. Or there can be a point at which some can 'peel off.' I do agree that beginning and ending at the same place would be good. I do realize this was NYC and so movement was hampered and drive time ran longer than it will in other places. I would have liked more commentary on the bus as we drove through neighborhoods. I heard several make that remark.
The mixed income discussion was most interesting to me as it is not widely used in California, but very widely used as well as subsidized in New York. It was interested to learn that most new projects also target moderate income levels.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (42)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	97.6% (41)	0.0% (0)	2.4% (1)
Did the Team Perform to Your Expectation?	100.0% (42)	0.0% (0)	0.0% (0)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	92.9% (39)	0.0% (0)	7.1% (3)

Additional Comments on Your Council Day or Overall Experience

This is a really well organized council that actively solicits input from members. I have only been at two council meetings, but they were both very well organized and communicated information that was useful and interesting. The speakers we to a person very compelling.

excellent day

Council meeting and all of the related events were really well organized, educational, and fun.

One of the stronger recent Council days

Tour was great as was the NY panel in the morning. Dinner was really good too!

Room was tight. Location was too removed from Javits Center and midtown hotels.

Great day, great room. Great members.

From start to finish, this was the best Council event that I have seen yet.

Membership on the affordable housing council is the main reason I attend the spring and fall meetings.

I really appreciated the warm welcome from the group as a guest of the Council.

We have some amazing people on our council.

The NY experience - on almost any level is interesting but difficult to replicate

the day was well-organized and produced great value.

Liked the 15 minutes updates. Steve did a good job keeping everyone on track.

Havr the Under Secy of Multi Family at the event day(and he stayed in the room) was hugh.

Overall good experience. I am glad that we have the tour the day before as it is really worthwhile.

While I believe that the on-line chat that has been organized is a good idea, I don't have the information I need to follow up. It would be a good idea if a follow up email went out to all members advertising this.

Excellent communication before and during Council Day. Very much appreciated.

All sessions were timely and informative. We crammed a lot of sessions in to the day to the point things felt a little rushed. Some breaks in the action and a little more time for Q & A could be considered (i.e. lose one of the sessions).

Much appreciation for letting us know far in advance of hotel opportunities and exactly where the Council would meet. That was very helpful in planning my schedule.

Excellent job by our chair developing meaningful content, getting in organized, and keeping us on track!

the tour the day before was terrific.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

discussed at meeting

Discussed in today's session.

If you do a panel addressing the connection between health, services and housing in Houston, I think you may want to ask Purpose Built Communities to participate. I'd suggest Carol Naughton. I think they are working on a deal in Galveston. I'm not sure if they are elsewhere in TX.

San Francisco topics: The Housing Trust Fund with Libby Seifel; tour of SF multi-family affordable and mixed-use housing with Mercy Housing, Chinatown CDC, and the John Stewart co;

Information or examples of how to prepare and follow disaster plans for Multifamily properties, For instance, Internet or communications interruption, medical disasters, etc.

I continue to be interested in focusing on the intersection of affordable housing and health care. These two areas should be more intertwined.

Some of the 15 minute topics need more than 15 minutes There should be a discussion on "affordable" assisted living

We should get HUD Secy Castro and or his brother. Also the mayor of Houston.

RAD transactions How is HUD going to fund housing with a shrinking budget?

Transit-oriented development

Lawsuit to be hread by SCOTUS on fair housing challenge to location of LIHTC deals.

I agreed with topics voiced at the session.

Please let your Council leadership know what they can improve on for the next meeting
Just keep up the great work.
keep up the good work
Council events in closer proximity to main conference venue. I recognize this was a difficult venue for that.
While in transit on the bus to tour a project, have someone point out sights/history along the way.
I agree regarding the tour. I think we should aim for about 4 hours in length with no more than 2 major stops. I didn't mind paying for lunch and would add a little extra to get refreshments (water/coffee/goodies) at the 2nd stop.
they did a GREAT job
Our council leadership does a great job.
I thought this was an excellent meeting in NY.
Find a more cost effective way for the reception and dinner - ULI is outrageously expensive
nothing that wasn't conveyed at meeting
Shorten the tour.
We need to continually stretch to make the meetings relevant. Houston will be harder to make cutting edge because the developments are more plain vanilla.
It was a well organized program. I like the 15 minute updates
I don't have anything at this time, just keep up the good work you have been doing.
Any small improvements, such as drive time, will take care of themselves in Houston.
Tuesday tours are still a great idea, and can we improve that experience by concluding in time to make the opening general session?
I feel the overall theme of the council centers on LIHTC, while Terwilliger focuses on workforce. For me, it would be beneficial to explore the world beyond LIHTC. I did like the HUD/public housing presentations, which use LIHTC as a core funding source. But I'd like to explore the way in which to house, in cities, the 80-160% AMI households

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).
The addition of social media communication is very good.
Unfortunately I have limited bandwidth to devote to the council these days, but I thoroughly appreciate all of the hard work that goes into making council day informative and stimulating.
The planning of the sessions was not always transparent which made it difficult to be part of the planning. A key member of the local team was not responsive until the 11th hour
I'd be happy to be involved on panels. John H. McClutchy Jr. (203) 348-2644
I am on the Houston Council and am eager to get to work to make the spring meeting wonderful!

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	92.9% (39)	2.4% (1)	4.8% (2)
The Council Reception and Venue Were Great!	90.2% (37)	0.0% (0)	9.8% (4)

Additional Comments on the Council Day Venue and Reception
See comment above on need for proximity to conference venue.
Lovely!
The day venue was very nice but far from the ULI venue and ULI hotels (at least mine).
The Council Day venue was terrific even if the views were obscured by the rain.
see above
Thanks to Citi. Room was awesome.
The reception was great and the tour day lunch was well organized.
Council day venue was outstanding. The Council dinner is getting a little pricey at \$175 we should have had a better dinner. The restaurant and its space was better than some we have visited in the past.
Venue was outstanding.
Day venue and reception venue were the best in several years.
All venues were very nice! Much appreciation to Citi for the meeting space and the rate at the Soho Grand. And we could hear in the restaurant, which I know has been a problem in the past.
I'm certain there's lots of competition for venues from other councils. Being closer to the General Meeting facility would be preferable (avoid cross-town commuting).
The venue was very nice. Easy to get to, secure, large enough to move around in with the number of people in our group, great staff and great view.



**Survey Results
& Analysis**

For the Community Development Blue Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 42 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Community Development Blue"

Responses Received: 42

Had Take Home Value

	Yes	No	Somewhat	N/A
New York by Gehry/Atlantic Yards (Barclay's Center)	90.5% (38)	0.0% (0)	7.1% (3)	2.4% (1)
Bringing Next Generation Technology and Network Services Home	70.7% (29)	2.4% (1)	22.0% (9)	4.9% (2)
Shared autonomous vehicles: anticipated impacts on travel, land use and urban planning	57.1% (24)	11.9% (5)	26.2% (11)	4.8% (2)
DUMBO	71.4% (30)	9.5% (4)	19.0% (8)	0.0% (0)
ULI 10 Principles For Sustainable Approach to New Development/ Update on Hong Kong	65.9% (27)	9.8% (4)	24.4% (10)	0.0% (0)

Was Organized

	Yes	No	Somewhat	N/A
New York by Gehry/Atlantic Yards (Barclay's Center)	97.6% (40)	0.0% (0)	0.0% (0)	2.4% (1)
Bringing Next Generation Technology and Network Services Home	87.2% (34)	0.0% (0)	7.7% (3)	5.1% (2)
Shared autonomous vehicles: anticipated impacts on travel, land use and urban planning	82.9% (34)	0.0% (0)	14.6% (6)	2.4% (1)
DUMBO	85.4% (35)	0.0% (0)	14.6% (6)	0.0% (0)
ULI 10 Principles For Sustainable Approach to New Development/ Update on Hong Kong	92.3% (36)	0.0% (0)	7.7% (3)	0.0% (0)

Time for Q&A

	Yes	No	Somewhat	N/A
New York by Gehry/Atlantic Yards (Barclay's Center)	70.0% (28)	7.5% (3)	20.0% (8)	2.5% (1)
Bringing Next Generation Technology and Network Services Home	79.5% (31)	0.0% (0)	10.3% (4)	10.3% (4)
Shared autonomous vehicles: anticipated impacts on travel, land use and urban planning	67.5% (27)	17.5% (7)	10.0% (4)	5.0% (2)
DUMBO	89.7% (35)	0.0% (0)	10.3% (4)	0.0% (0)
ULI 10 Principles For Sustainable Approach to New Development/ Update on Hong Kong	79.5% (31)	2.6% (1)	15.4% (6)	2.6% (1)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

We could have spent half the day just on the first presentation. The speaker was magnificent and the materials compelling. it set a VERY high bar for the presentations which followed.

All sessions were great.

Great to have an urban perspective for the council to compare/contrast with day to day community level issues and opportunities

The Atlantic Yards session what the best session that I have seen in my four council meetings. The story was compelling and well told and the two projects fit the council even though they were infill in NY. Conversely, the DUMBO presenter was not nearly as compelling even though it was a very interesting development.

The Council session was a mix of somewhat worthwhile and not beneficial. You can take value from all the speakers but sometimes its hard to find the value in technology discussions that are too high level or too futuristic. Having discussions of what works for high rise Hong Kong on the macro planning level doesn't address most of the room when discussing SFD Master Planning in the American Southwest. All of the speakers were very good but I feel that we could all get a lot more out of nearer term projects and lessons learned.

I want to preface my comments that I was pretty jet lagged. Effectively, from the west coast, the council meeting started at 4:30 am our time. Overall the day well done. The scale of projects in NY are incredible. Dumbo and the Hong Kong planning discussion after lunch was slow and tough.

The NY project was the best for me as had applicable subject matter

See below

It would have been great to visit one of the 3 NY locations we discussed in our council.

Great take home value, need to keep topics moving quickly!

I always prefer to hear about finance but I enjoyed all of these sessions

Need more interactive programing with members.

Barclays and Gehry presentation was quite interesting.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (41)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	87.8% (36)	2.4% (1)	9.8% (4)
Did the Team Perform to Your Expectation?	85.4% (35)	2.4% (1)	12.2% (5)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	97.6% (40)	2.4% (1)	0.0% (0)

Additional Comments on Your Council Day or Overall Experience

Additional Comments on Your Council Day or Overall Experience

CDC Blue is very engaged and I enjoyed the experience of interacting with them (as a guest).

Good day.

It was not master planned community relevant but it was idea generating

Great...loved the lightening round!

Room too small. Screen too small. Too remote of a location. Lack of transportation problematic.

Very good. The subjects were a little disconnected with Community Development
CDC blue leadership invested a lot of time and effort ensuring the day would be rewarding and interesting
We spent too much time in the room. I find the council day experience more compelling when we actually walk a project with the developer or architect, similar to what we did in Vancouver. I did hear of other councils that toured projects so it was obviously possible in NY.
For my first time being on the Council it was very informative and a wonderful experience. I look forward to the meetings to come.
Great Job!
I always enjoy the Council Days its always a great networking day.
I enjoyed the group. Happy being added to Blue. Hope to help out in the future.
would rather have an open room. seems like our council would rather have a "cool" venue with not such a good setup. I vote for rethinking that. neat location but a room that works. lets change for Houston
Felt it was generally not a strong day at the council. Some topics were not relevant (automated automibes), and others like Dumbo, could have been done with a tour as, being a New Yorker, know it was a truly transformative development
Good experience, display screen could have been installed higher for better back of room viewing
Great experience!
Almost did not have time for questions for the groups that people wanted to ask questions.
Venue was good; reception venue on Tuesday evenng was lacking; consider sponsors for a more upscale reception location; make it special

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?
Yes. But I need to think it through!
Market condition by country segments and why...
No
Master planned community 360 case study
More about new trends urban design
Keep an eye on urbanism, transportation and technology as these realities evolve in master planning and implementation of residential communities
I think a real estate overview by an economist or housing research expert is always important and should kick off the day to set the tone.

More market information shared from members on lightning round. Round tables and time for interaction.. Too many presentations.. Let's solve issues and share info!
Specific Economic Forecasting, trends etc, Marketing trends and lessons learned for Large Scale Master plans. Environmental Regulations.
Impact of Freddie and Fannie on the homebuilding industry. Political changes on the horizon.
Shark tank with projects presented to the group for input. State of the industry (one session is enough)
Think we need certain recurring topics relevant to council. Finance, developments, demographics or economics and then 4th session more localized to where event is held. happy to help on finance or economics/demographics
financing alternatives for Real Estate; deal structuring
I think market trends and investment trends should have a way larger presence in council day.
How to keep large master plan communities up to date over the decade of development
Master Planned Development Case Studies on Development Best Development Processes

Please let your Council leadership know what they can improve on for the next meeting

Please let your Council leadership know what they can improve on for the next meeting
Overall it was an action-packed day filled to the brim with information.
Joint reception venue was to crowded to see everyone.
A little more financial data
Separate location for networking
Council meeting closer to hotels. Provide transportation. Better food at reception.
one of the sections could be a discussion between council members
Council leadership is dedicated to great outcomes - whatever we as council members can do to contribute, just ask.
See additional comments
Maybe split up the lightning round into multiple pieces, it can get a little tedious.
I would have liked one session on the state of the industry. I really like when we do more interactive sessions.
more networking time
Basically topics as discussed above
Only comment is the display screen listed above, great job!
perhaps more small-group interaction and break up the day with a site/project visit instead of staying in one room all day.
Location was good. Auto car guy was long winded. Question periods ran into the next speaker.

Better and closer venue.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I would be interested in being considered for placement on CDC-Blue (currently on PPP-Gold) however CDC is more relevant to my current role.

Have table breakout discussion My be a project dissect and analysis....

Venue for Council day was fine. Council Reception was to crowded.

We have great leadership and they communicate very well.

Just a thought, start the council day an hour or two later when they are on the east coast.

Happy to help on financing, economic, demogrphic planning

I think the leadership does a great job of communicating without over pursuing you.

I have volunteered to help set up a Linked In Group for CDC Blue.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	70.0% (28)	7.5% (3)	22.5% (9)
The Council Reception and Venue Were Great!	50.0% (19)	21.1% (8)	28.9% (11)

Additional Comments on the Council Day Venue and Reception

Additional Comments on the Council Day Venue and Reception

Ignore my response to the reception as I was not able to attend. Council Day venue was fine and there seemed to be adequate networking time.

No

PowerPoint was hard to see,'columns in the way. Would like to go see a project?

Venue was not satisfactory. See above n

reception location was way too small for the crowd size

The reception was too crowded. We need a bigger space.

Houndstooth horrible

It was a bit crowded and loud, but had great energy.

It was a great venue, but its always hard when you have tables with obstructed views and small AV screens.

Understanding the constraints of NY, the venue was small and the split level made it harder to connect.

The screen visibility was tough. The food was good. For the location being as remote as it was I would have liked the location to be more relevant to our meeting. The reception venue seems a little crowded. But it is always fun to see everyone.

Overall CDC blue is great.

The council day room was difficult for sightlines and circulation. The venue for the reception was exceptionally bad. The acoustics, location and circulation were terrible.

Tight venue, but then again we were in New York. Good drinks and food.



**Survey Results
& Analysis**

For the Community Development Gold Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 31 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Community Development Gold"

Responses Received: 31

Had Take Home Value

	Yes	No	Somewhat	N/A
What's New in Your World?	74.2% (23)	3.2% (1)	19.4% (6)	3.2% (1)
James Chung-REACH Advisors	96.8% (30)	0.0% (0)	0.0% (0)	3.2% (1)
Changing Patterns, Trends and Hot Spots	67.7% (21)	0.0% (0)	25.8% (8)	6.5% (2)
Money Talks: Debt, Equity, M&A Forum	79.3% (23)	3.4% (1)	13.8% (4)	3.4% (1)
What's New Wrap-Up	70.0% (21)	16.7% (5)	6.7% (2)	6.7% (2)
Walking Tour: The High Line	73.3% (22)	3.3% (1)	20.0% (6)	3.3% (1)

Was Organized

	Yes	No	Somewhat	N/A
What's New in Your World?	82.8% (24)	3.4% (1)	10.3% (3)	3.4% (1)
James Chung-REACH Advisors	93.3% (28)	0.0% (0)	3.3% (1)	3.3% (1)
Changing Patterns, Trends and Hot Spots	75.9% (22)	0.0% (0)	17.2% (5)	6.9% (2)
Money Talks: Debt, Equity, M&A Forum	96.7% (29)	0.0% (0)	0.0% (0)	3.3% (1)
What's New Wrap-Up	67.9% (19)	21.4% (6)	3.6% (1)	7.1% (2)
Walking Tour: The High Line	90.3% (28)	0.0% (0)	3.2% (1)	6.5% (2)

Time for Q&A

	Yes	No	Somewhat	N/A
What's New in Your World?	65.5% (19)	20.7% (6)	3.4% (1)	10.3% (3)
James Chung-REACH Advisors	93.3% (28)	3.3% (1)	0.0% (0)	3.3% (1)
Changing Patterns, Trends and Hot Spots	86.2% (25)	0.0% (0)	6.9% (2)	6.9% (2)
Money Talks: Debt, Equity, M&A Forum	96.6% (28)	0.0% (0)	0.0% (0)	3.4% (1)
What's New Wrap-Up	65.5% (19)	20.7% (6)	3.4% (1)	10.3% (3)
Walking Tour: The High Line	74.2% (23)	0.0% (0)	12.9% (4)	12.9% (4)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Roundtable discussions were the best part of the day. Do more.
Capital markets/equity discussion focused seemed the least relevant to our group
reviewing communities is a hard presentation because so much does not relate to the entire audience.
10
Concept of breakout groups was good, but there wasn't enough time to really get the benefit. I was looking forward to the read out portion of this session and there wasn't enough time.
I thought the case study examples from Greg, Peter and Paige were great.
Had problems with the A/V system for the presentation that caused a delay
I think it was great that we took advantage of members of our council to make presentations on the market, since we have several consultants as members.
Location was not great

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (31)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	90.3% (28)	0.0% (0)	9.7% (3)
Did the Team Perform to Your Expectation?	93.5% (29)	3.2% (1)	3.2% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	93.5% (29)	3.2% (1)	3.2% (1)

Additional Comments on Your Council Day or Overall Experience
Tour at end made the day, although a good day in any case
Excellent
Great venue, cute theme (Monopoly) and nice variety of topics. Great lunch!
Seemed rushed
very good day. capital markets panel was well above average
Council Day Venue was terrific. Many thanks to Council Leadership for all of the time and effort put into our sessions. I very much appreciate it. I know that it is time intensive and hard work. John Gleeson
I always enjoy Council Day and sincerely appreciate the efforts of the leadership team.
Great communication before council meeting!
inclement weather had a negative effect on the walking tour.
There was more time for mingling and networking and I liked that.
I thought the day was much better than Vancouver experience. More focused and more applicable generally.
Great group, great content but venues were tough (spread out and dinner was crowded).

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?
What are the right amenities for MPCs today?
The community presentation panel was excellent as was Chung. more programming like that is most beneficial.
Dollars and Sense of Marketing MPC's today
More case studies
Perhaps look at more homebuilding participants, particularly from the publics because they are an important consideration
would love to have follow on conversation about various segmentation strategies to address the "assortive economy" that Chung talked about--more niche oriented

Please let your Council leadership know what they can improve on for the next meeting
No suggestions
More roundtables
less on capital markets and more on community development implementation
the venue could have been more accommodating the content was good
Probably need to think about more time for certain parts of the program
More programming throughout the day would be good rather than project tour
I think it would be valuable if the CDC councils all met closer to the ULI convention site to facilitate networking and serendipitous contacts across councils.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	70.0% (21)	3.3% (1)	26.7% (8)
The Council Reception and Venue Were Great!	26.7% (8)	30.0% (9)	43.3% (13)

Additional Comments on the Council Day Venue and Reception

Bit crowded

Reception too crowded and venue nothing special. We need better space and would VASTLY prefer Council dinners to get to know people better (or an optional dinner after reception)

Reception venue was too crowded and so noisy it was difficult to carry on a conversation.

The venue for council day would have been better if the weather was better -- tough lighting and sound The council reception on the evening before council day was not very good -- bad location, bad venue (too small, dark and smelly) the food was very bad -- excepted a great deal more for the price --

Reception was in too small a location to meet everyone. This is a constant problem given the great attendance

venue was great. the high line was an excellent experience even with the rain!

Reception venue was too tight and too hot. But it was a cool place and the food was good.

The reception area was too small and crowded

did not like the venue. Nothing special and poor layout.

I enjoyed the council day venue and the views but the room was extremely dark with the black curtains in the front. The room didn't feel as creative as I was hoping.

Council reception site was crowded and having it on two levels is not ideal

My first year, I found the interaction useful and current. Look forward to forming great relationships with council members

I thought the CDC cocktail (tuesday) evening was in so crowded a venue that it made it difficult to connect with each other.

The Reception venue was too small, too crowded, too loud. Basically two hours of shouting at each other. No thanks.

Needed a much bigger venue for the reception the night before - was very difficult to move around and talk with multiple people.



**Survey Results
& Analysis**

For the Community Development Green Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 33 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Community Development Green"

Responses Received: 33

Had Take Home Value

	Yes	No	Somewhat	N/A
The New American Consumer – Changing Demographics and Attitudinal Trends	87.9% (29)	6.1% (2)	6.1% (2)	0.0% (0)
Round Tables	84.8% (28)	3.0% (1)	12.1% (4)	0.0% (0)
Demographics	90.3% (28)	3.2% (1)	6.5% (2)	0.0% (0)
Land Capital Panel	63.6% (21)	6.1% (2)	24.2% (8)	6.1% (2)
Related Company Presentation of its Urban Master Plan Community in New York	84.4% (27)	3.1% (1)	9.4% (3)	3.1% (1)
Walking Tour of the High line	65.6% (21)	6.3% (2)	9.4% (3)	18.8% (6)

Was Organized

	Yes	No	Somewhat
The New American Consumer – Changing Demographics and Attitudinal Trends	96.9% (31)	0.0% (0)	3.1% (1)
Round Tables	84.4% (27)	0.0% (0)	15.6% (5)
Demographics	100.0% (30)	0.0% (0)	0.0% (0)
Land Capital Panel	90.6% (29)	0.0% (0)	9.4% (3)
Related Company Presentation of its Urban Master Plan Community in New York	100.0% (31)	0.0% (0)	0.0% (0)
Walking Tour of the High line	72.4% (21)	3.4% (1)	24.1% (7)

Time for Q&A

	Yes	No	Somewhat
The New American Consumer – Changing Demographics and Attitudinal Trends	84.4% (27)	0.0% (0)	15.6% (5)
Round Tables	78.1% (25)	9.4% (3)	12.5% (4)
Demographics	89.7% (26)	0.0% (0)	10.3% (3)
Land Capital Panel	93.5% (29)	0.0% (0)	6.5% (2)
Related Company Presentation of its Urban Master Plan Community in New York	100.0% (30)	0.0% (0)	0.0% (0)
Walking Tour of the High line	71.4% (20)	14.3% (4)	14.3% (4)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

none

The high line visit could have had some printed material and pre-established stopping points in order to provide a better understanding of the surroundings. But the weather also did not help.

All were great, especially the consumer demographics panel, the capital markets and Related's presentation about Hudson Yards

Great Day. Great leadership. Thank you.

Some great ideas from the round table and real demographic information which can be applied immediately

The event was great. Loved the event especially the NY redevelopment.

It seems everyone is interested in what Millennials want - why not have some Millennials at the next Council Day?

Hudson Yards discussion was enlightening. I enjoyed learning about NYC development challenges

Demographic analysis was very useful for future master planning work. Hudson Yards presentation is applicable to a number of my projects.

The venue was too small and there was not enough writing room on the tables.

Was a good meeting.

the round tables on Marketing and Amenities were particularly helpful. I'm not a capital guy.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (33)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	97.0% (32)	0.0% (0)	3.0% (1)
Did the Team Perform to Your Expectation?	97.0% (32)	0.0% (0)	3.0% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	93.9% (31)	3.0% (1)	3.0% (1)

Additional Comments on Your Council Day or Overall Experience
None
Very good sessions: guests, speakers and subjects were relevant and of outstanding quality.
All great!
A great venue, and rock solid program
I believe we missed the chance to talk about market conditions around the country. They have changed markedly in the past year and you would never know it from our meeting.
Best council meeting since I have been on CDC Green
The capital markets panel was the best I have seen at ULI. Great job Connie.
We probably allocated too much time to the Related presentation. However, it was very good.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?
None
Not now.
More consumer and demographic, including application
I would like to hear more about what millennial need in terms of community design, product, amenities, programming and is anyone doing this well nationally
We need to talk about markets around the country and what's selling and what is not.
How about job growth related to housing. Also, international design trends.
Understanding demographics and capital markets is essential, but should be balanced with an understanding how ULI is helping to materially create better places - are they beautiful, do the residents love them, will there be lasting value, etc.? Design is often a secondary topic on Council Day. On another topic - it seems to me that the future consumers (aka The Millennials) are not shackled by the same sense of fear that our parents and their parents were (i.e. the fear of people of other races, income levels, religious beliefs, sexual orientations, etc.). I wonder how future community development will respond in an age where diversity is valued rather than feared.
Discussions on how to determine a best product mix
Demographic impacts on housing choices in major metro area. Would be great to case study San Francisco at the fall meeting.
Cutting edge product and developments that stimulate creative thinking.
I got the feeling not much really new/exciting is going on in MPC planning. Each participant cited open space and trails as focal points. That's been going on for decades. I think we should really shop some of the innovative, new smaller communities to see what they might be doing. Also, we might look at how some communities are repurposing their golf courses.

Please let your Council leadership know what they can improve on for the next meeting

None

Outside visits could have a previous preparation with printed material, images, main topics.

Better location for Council Reception

Very good meeting! Good room set-up.

The reception venue could have been more spacious, and please fix the weather for our next outdoor walk

Please implore speakers to have visually stimulating slides, rather than all text slides.

Council leadership was terrific.

Get a similarly great venue

Larger room with larger tables.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

None

Yes

Keep up the good work

Jacinta McCann

Could share ideas on high density single family at 10 du per acre that meet the needs of the new buyers.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	81.8% (27)	3.0% (1)	15.2% (5)
The Council Reception and Venue Were Great!	35.5% (11)	45.2% (14)	19.4% (6)

Additional Comments on the Council Day Venue and Reception
Reception was pretty crowded
Awful reception venue, hot, loud and cramped
I did not attend council reception.
The council reception was a disappointment. The room was too small, too crowded and too warm. A lot of leftover food b/c no one could get to it. The venue in Vancouver should be the standard - nice room, large enough to move around and you could see and talk with everyone. This reception was NOT worth the money that we all paid!
The reception venue was too crowded.
The council reception location was too small.
It all turned out to be a very good day.
Meeting in a bar with an upstairs and downstairs isn't ideal. You can't see people easily.
The Council Day and reception venues were small but I don't think it ended up being a big deal.
Great job. Thanks for the hard work.
The Houndstooth Pub was an awful venue for the Council Reception. It is in a poor location (Penn Station area), poorly laid out - requiring most of the reception to be in a basement, too small and hard to network and socialize.
Council reception venue was very tight for the group.
Ww are lucky to have good council leadership.
Reception was too noisy and crowds.
Reception space too small and on two levels; lots of chaos.
The reception was too crowded.Didnt like the venue.
Reception venue was a bit small. Photo Booth was a great idea!
The council reception venue was too small.
receptions where you cant hear yourself think are not good for networking.
Bar/restaurant was too small and chopped up to accommodate our group.



**Survey Results
& Analysis**

For the Community Development Silver Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 42 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Community Development Silver"

Responses Received: 42

Had Take Home Value

	Yes	No	Somewhat	N/A
TRENDS - Macro-Economic Presentation	80.5% (33)	7.3% (3)	12.2% (5)	0.0% (0)
CDC SQUAWK BOX - Capital Markets Panel	75.6% (31)	4.9% (2)	19.5% (8)	0.0% (0)
Member Case Study and Panel Discussion – The New Wave of Innovation at Verrado	90.2% (37)	4.9% (2)	4.9% (2)	0.0% (0)
Local Case Study – Sleepy Hollow a Suncal/DRA Redevelopment located along the Hudson River	61.0% (25)	12.2% (5)	26.8% (11)	0.0% (0)
Strategic Placemaking and Designing Memorable Moments	50.0% (21)	21.4% (9)	23.8% (10)	4.8% (2)
Member Deep Dive – Real Deals and Real Numbers	80.0% (32)	5.0% (2)	10.0% (4)	5.0% (2)

Was Organized

	Yes	No	Somewhat
TRENDS - Macro-Economic Presentation	100.0% (38)	0.0% (0)	0.0% (0)
CDC SQUAWK BOX - Capital Markets Panel	82.1% (32)	2.6% (1)	15.4% (6)
Member Case Study and Panel Discussion – The New Wave of Innovation at Verrado	92.5% (37)	2.5% (1)	5.0% (2)
Local Case Study – Sleepy Hollow a Suncal/DRA Redevelopment located along the Hudson River	92.3% (36)	0.0% (0)	7.7% (3)
Strategic Placemaking and Designing Memorable Moments	84.6% (33)	5.1% (2)	10.3% (4)
Member Deep Dive – Real Deals and Real Numbers	89.2% (33)	5.4% (2)	5.4% (2)

Time for Q&A

	Yes	No	Somewhat
TRENDS - Macro-Economic Presentation	76.3% (29)	5.3% (2)	18.4% (7)
CDC SQUAWK BOX - Capital Markets Panel	84.2% (32)	5.3% (2)	10.5% (4)
Member Case Study and Panel Discussion – The New Wave of Innovation at Verrado	71.8% (28)	5.1% (2)	23.1% (9)
Local Case Study – Sleepy Hollow a Suncal/DRA Redevelopment located along the Hudson River	89.7% (35)	0.0% (0)	10.3% (4)
Strategic Placemaking and Designing Memorable Moments	92.3% (36)	0.0% (0)	7.7% (3)
Member Deep Dive – Real Deals and Real Numbers	78.4% (29)	5.4% (2)	16.2% (6)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

The introductions with "Market Chatter" were very informative and much better than the typical ice breaker.

MPC panel did not cover topic, focused on what the two presenters are doing. market overview too general, no new info. roundtables were good and productive

The Verrado/Victory panel was absolutely fantastic...a tremendous amount of take home value!!! Loved the last panel into intimate breakout sessions. Learned alot there!

Good diversity of topics, something for everyone.

Monumet design and installation of no value to CDc member.

vet the slides for session length to make sure it fits time for QA

Thought the Verrado presentation was very interesting and a very relevant topic that is applicable to many communities around the country. It is great to get a more in-depth overview of how a certain trend (55+ market) is being addressed within a community.

great day well organized.

Well organized and throughout programming.

Good discussion on case studies and group interaction

Macro-economics sessions are always important to put our local markets into context.

ULI has an interesting membership: some are there for big development/builder/financing goals/agendas, others to learn about new projects/practices/urban design. I find myself in the latter, so sometimes the financial stuff or development strategies "at 40,000 feet" are less appealing to me personally. I get it that the info is pertinent, but less so for me. It's never dull or boring, just less intriguing to me!

I particularly like the Verrado presentation.

Enjoy economic analyses (market to market) with empacting "take home" nuggets. I.E. Land prices in SW escalating too fast in comparison to home prices, job growth, and salary growth. The real deal sessions on the agenda were not exciting at all based on projects and presenters.

1. Room layout was not well executed. We should have a list with critical dates and needs addressing our specific criteria, i.e. provide floor plan for table setup, location of screen, orientation of room, etc.
2. Focus more on master planned communities featuring recent successes and failures, latest trends in active adult and amenities that are working. Gadi Kaufman chaired a Concurrent Session that featured 3 different MPC, TX, CA, DC area, very timely topics covered.

Sept. 11 panel didn't really have take home value, other than NY location relevance.

Tom McKay and his discussion on NASH was very interesting in our break out session. Tony and Eric are amazing. Great Session

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	92.9% (39)	2.4% (1)	4.8% (2)
My Chair Kept Members Engaged & Encouraged Broad Interaction	95.2% (40)	2.4% (1)	2.4% (1)
Did the Team Perform to Your Expectation?	92.9% (39)	0.0% (0)	7.1% (3)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	95.2% (40)	0.0% (0)	4.8% (2)

Additional Comments on Your Council Day or Overall Experience

All panels were great. Thanks for all the hard work

I thought the Macro Economic presentation was too much in the rear view mirror rather than a forecast, which would have been more useful.

would be interesting to have a short period at the start of each counsel where last meeting presenters discussed what worked and didn't from what they presented previously.

Diverse day with strong take home value.

Good variety and enjoyed sessions that had nyc local flavor

A really great day. Our Chair, Deborah, works hard at making this day special for everyone and it shows! Please bring back a warm breakfast!

Good dasy

I liked the fact that leadership kept the speakers on task! and as a result we finished early.

Great room. Not enough MPC information. Curent housing and land issues not discussed in detail.

Overall a very positive and well run program. Key idea is however, that we are now more than anytime in my memory dealing with homebuilders and not totally immersed community developers. Sign of the times.

Overall excellent -

I thought the placemaking session was a little weak and not that applicable. I like the idea of placemaking examples, this was just a bit hard to relate for me.

Overall great meeting

Member intros always run long. It's great to hear what everyone is doing but there must be a better way to control the time. Since we have the member profiles available, perhaps we should break into small groups and do intro's only within the group. Perhaps ask what members do outside of their work. "What do you do to balance your life?"

Debra Dremann is great. She is a very good Chair.

Thought it was great

Council day was great.

Great experience.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Dr. Peter Linneman would be a good economist/market trend speaker.

Land pricing. Today,s home buyers -- all the details.

I feel probably as an attorney that there is not enough emphasis on what it takes to even get to the place where you have developable real estate. There have been a lot of changes in the local state and Federal regulatory framework and I would be interested in hearing how different folks have adopted strategies to cope with those.

Land finance, builder land sales deals.

I think an overview/discussion of a relevant community is always good to have. Include the developer, builders, planners. MPC Amenity trends (by developers, planners, and builders). Homebuilding product trends across the country (by a builder panel).

Since we'll be in Houston, I would love to hear some thoughts about what happens when energy boom goes bust. Perhaps some historical context from local members.

I enjoy infill projects...

Reducing infrastructure cost

I'm always interested to have the economic presenters express more of a view about the future.

1. Speaker showing what buyers preferences today: Active adult, millennials. 2. Current amenity designs working today, include pitfalls to avoid.

Will talk to Debra.

Large scale development seminar I went to outside of the council day was great. May want to look at a very large scale development and have them as a speaker.

Please let your Council leadership know what they can improve on for the next meeting

Am interesting topic might be to ask the developers from a couple of the projects that were presented today and are preparing to launch what their actual results were.

Need to remember that case studies should be more than "look what we're doing". Also, if we want details, and we do, need to check ahead of time to see what info is limited by confidentiality agreements. If too much must remain silent, maybe wait for that project until details can be divulged.

Power point presentations need to be larger print More readable

A better location, I did not like the Sheraton hotel at all.

More interaction among Council members.

See comments on intro's above.

I spoke with Debra about the optional dinners being set up with "rotating table assignments" against a 4-course dinner (or similar), so we can all interact more with one another. Once seated, you can sometimes feel "stuck"!

Better council day location.

Encourage more discussion. More interactive breakouts. Limit the time on presentations UNLESS those presentations get deep into the numbers, war stories, or need time to unpack the potential consequences of upcoming trends

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

They do a great job!

Of course

Happy to help out any way I can.

Personal engagement always works! Email or call for ideas and volunteering to participate.

See above. Also, should we have a telephone call in the calendar quarter that we don't meet?

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	73.2% (30)	9.8% (4)	17.1% (7)
The Council Reception and Venue Were Great!	41.0% (16)	25.6% (10)	33.3% (13)

Additional Comments on the Council Day Venue and Reception

Council day venue not terrible, but not ideal. Council reception not great for networking

Reception venue was uncomfortably too small. Council Day venue was good except for weak breakfast and limited drink options during the session.

reception for CDC's should focus more on room side and less on "cool spot". it should be easy to circulate and have side bar conversations. typically venue too small for each.

Reception space was too small and crowded.

Hard to see screen due to room layout but Debra did a very nice job of improvising.

Really crowded and hard to move around, however it's always about the people there! The photo booth was a fantastic idea! Loved it!

Breakfast and Lunch were mediocre at best. Well below our typical standard. We need hot meals, including breakfast for the Fall conference.

I think that the council day and the council reception venues were about what you would expect for NYC. I know we have to come back to NYC, but I don't.

Need space to network at reception.

Awful choice for the CDC Reception! Too small, too chopped up to find people.

Venue was very crowded and hard to get around and to talk.

Council Venue was fine for NYC --Reception Venue was worse than a college bar - broke all the "rules" for a CDC reception -- no room to move around, etc.

Council Reception location was small and crowded. Made it hard to see everyone.

Houndstooth was fun venue but overcrowded and difficult to do any meaningful networking.

Reception space needs to be more open and free flowing.

The reception was packed, and that's good, but it was too packed, so "schmoozing opportunities" were very limited due to the crush of persons. The two parties on two floors wasn't so good either. A bigger venue, please!

reception rooms too small and crowded

A bit too crowded and too noisy.

The council day venue was a stuffy, reception room in the hotel. The council reception was absolutely too small of a venue and did not lend to healthy networking.

very difficult to see the screen

Council Day venue was good. Reception space was too small and crowded. Finding folks and moving around was difficult.

Room size was just the right size. Stand up tables were a big hit! Thank you



**Survey Results
& Analysis**

**For the Commercial & Retail Blue Council
Council Day Survey 2014 Fall Meeting
New York, NY**

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 38 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Commercial & Retail Blue"

Responses Received: 38

Had Take Home Value

	Yes	No	Somewhat	N/A
JOINT CRC SESSION Part 1 - Wall Street's view of Retail	91.9% (34)	0.0% (0)	5.4% (2)	2.7% (1)
JOINT CRC SESSION Part 2 - Hudson Yards Project	88.9% (32)	0.0% (0)	8.3% (3)	2.8% (1)
What's on Your Mind?	97.3% (36)	0.0% (0)	2.7% (1)	0.0% (0)
NYC Multi-Level Retail in the District between Times and Herald Squares	69.4% (25)	2.8% (1)	25.0% (9)	2.8% (1)
Building a Luxury Brand - Location, Location, Location	58.3% (21)	11.1% (4)	25.0% (9)	5.6% (2)
South Street Seaport Project	61.1% (22)	8.3% (3)	27.8% (10)	2.8% (1)
Brooklyn Retail	80.6% (29)	0.0% (0)	13.9% (5)	5.6% (2)

Was Organized

	Yes	No	Somewhat	N/A
JOINT CRC SESSION Part 1 - Wall Street's view of Retail	97.1% (34)	0.0% (0)	0.0% (0)	2.9% (1)
JOINT CRC SESSION Part 2 - Hudson Yards Project	100.0% (34)	0.0% (0)	0.0% (0)	0.0% (0)
What's on Your Mind?	100.0% (34)	0.0% (0)	0.0% (0)	0.0% (0)
NYC Multi-Level Retail in the District between Times and Herald Squares	83.3% (30)	0.0% (0)	13.9% (5)	2.8% (1)
Building a Luxury Brand - Location, Location, Location	80.6% (29)	5.6% (2)	13.9% (5)	0.0% (0)
South Street Seaport Project	91.7% (33)	0.0% (0)	8.3% (3)	0.0% (0)
Brooklyn Retail	82.9% (29)	0.0% (0)	11.4% (4)	5.7% (2)

Time for Q&A

	Yes	No	Somewhat	N/A
JOINT CRC SESSION Part 1 - Wall Street's view of Retail	64.7% (22)	5.9% (2)	20.6% (7)	8.8% (3)
JOINT CRC SESSION Part 2 - Hudson Yards Project	50.0% (17)	11.8% (4)	32.4% (11)	5.9% (2)
What's on Your Mind?	100.0% (36)	0.0% (0)	0.0% (0)	0.0% (0)
NYC Multi-Level Retail in the District between Times and Herald Squares	70.6% (24)	2.9% (1)	23.5% (8)	2.9% (1)
Building a Luxury Brand - Location, Location, Location	60.0% (21)	17.1% (6)	17.1% (6)	5.7% (2)
South Street Seaport Project	60.0% (21)	8.6% (3)	22.9% (8)	8.6% (3)
Brooklyn Retail	50.0% (17)	11.8% (4)	26.5% (9)	11.8% (4)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

well prepared very interactive
Great program And speakers. Excellent.
Outstanding case study work. Big take away was use of outdoor and open space and the staggering values in NYC!
It was very good today - strong programming
Hudson yards was exceptional. What's on your mind was very collaborative and open dialogue, very productive.
All sessions very good - high quality and meaningful. The Harry Slatkin presentation was very interesting but didn't have much relation to real estate so in the future would rather have retailers who are large users of real estate.
What's on your mind is a brilliant way to keep people engaged and share real time information. Lunch was outstanding (the dinner too). Some of the back to back presentations should have been mixed up with a morning session. Loved the candle guy. Inspiring.
this was a very good session with good participation. As always, let's keep a lot of time open for "what's on your mind"
The "what's on your mind" and "wall street's view of retail" sessions provided the most value
What's on your mind was the best session . Brad did a great job as moderator .
Brad and Chris did a nice job leading the "What's on your Mind" segment. We had a lot of local (NYC-oriented) content, which was interesting. The Cayre's discussion of Brooklyn Retail was very substantive - too much content for the allotted time, but interesting and well-presented by a clearly knowledgeable guy. I found HHC's discussion of the South Street Seaport to be lacking in substance (costs, projected returns, rents, risks...). Harry Slatkin's segment didn't work. Besides his flamboyance (amusing) and uber-egocentricity (off-putting), there was no discussion of his company's real estate strategy (as described).
Loved the interactive sessions. More of those and less talking heads.
CRC-Blue- excellent organization; moved program along; knowledgeable people who all participated in fruitful discussion.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (38)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	97.4% (37)	0.0% (0)	2.6% (1)
Did the Team Perform to Your Expectation?	100.0% (36)	0.0% (0)	0.0% (0)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	94.7% (36)	0.0% (0)	5.3% (2)

Additional Comments on Your Council Day or Overall Experience
Cynthia did an outstanding job that was everything one could want to gleam from Council. Brad Hutensky hilarious and witty!
All very strong - excellent leadership
Great chemistry on the council
Great dinner venue Interaction among the council was excellent A very worthwhile day
Thank you Cynthia and the leadership team for putting on such an amazing event!
Excellent Day High Quality Speakers Relevant Jam Packed
One of the better programs for our council. And this is saying a lot.
Probably our best council day in over 20 years of my attendance. 95% of council plus key guests and presenters due to NYC location. NYC should be in the rotation every 3 years!
amazing meeting
Cynthia and the leadership team did a great job again.
A few too many presentations and not enough interaction opportunity especially in the afternoon. However, really strong day!
Great Day.
Enjoyed having lunch "off campus" - it allows for greater interaction between council members
Really good day.
see above
great panels and speakers. great discussion. our council improves at each meeting.
Better AV!

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?
I really like the retailer and or retail integration into what can be dry discussions on financing climates and cap rates.
NA
Council tends to talk about e-commerce from perspective of mall owner. It would be interesting to have a pure e retailer panel and have debate between brick and mortar people and pure digital guys.
Maybe Schecky can do a caputal markets panel next time. Cpolm Macken also mentioned potentially doing a hosuing market update witht he economist he brought in 2 years ago.
What's on your mind is great!
Experts outside of real estate industry who can shed light on demographic trends and changes in technology
Yes

Please let your Council leadership know what they can improve on for the next meeting

I really like the field trip aspect of visiting project in host city.

NA

A bit more interaction among members.

Cynthia did a great job.

Will call direct to leadership

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Happy to help where I can

They did great

As a newer member of the group, building relationships is an important part of my experience. It's hard to really get to know people without more intimate and/or frequent interaction. Perhaps a change in format around a certain topic would help to facilitate this (like roundtables).

I am happy to brainstorm on topics and venues for our council day in Houston. Peter Weltchek (415) 693-9037

Will call direct

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	71.1% (27)	5.3% (2)	23.7% (9)
The Council Reception and Venue Were Great!	97.2% (35)	0.0% (0)	2.8% (1)

Additional Comments on the Council Day Venue and Reception

The side tour of project with Related was really interesting and insightful.

Food was great - nice to get outside and walk a few blocks

Distance from convention center and council venue a bit inconvenient, but overall I liked council in midtown as opposed to convention center,

The Council Day venue was convenient (because I stayed in the hotel), but wasn't particularly dynamic or local. My Council doesn't go on site tours, which I understand and support, but I think it would create some energy and excitement to hold Council Day in a more relevant location.

Best one yet. We need all venues to be this good. High quality food and venue. Very important for getting the council members to stay and not make alternative plans. Key.

Dinner and lunch were fantastic.

reception will be hard to beat next meeting-fantasic

Finally a room big enough to be comfortable. Reception was excellent for networking and food was decent.

Finally a real meal.

The Council dinner was the best in terms of food and location in several years.

The Porter House was fabulous and gets my vote for "best CRDC council reception venue" ever. The bar and cocktail reception area worked well and the big open seating for dinner was great. The food and service were very good. And, of course, Time Warner is centrally located and beautiful, and the tours were a treat (thank you for that!). The Sheraton was adequate but definitely not great. The ballroom for the initial joint sessions was too small and too deep, with the only doors at the way back of the room. Sound was also a problem. Also I thought it was odd to have the council meetings so far from Javits. Many people (myself included) never made it over there.

Over all very good day !

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**Survey Results
& Analysis**

**For the Commercial & Retail Gold Council
Council Day Survey 2014 Fall Meeting
New York, NY**

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 34 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Commercial & Retail Gold"

Responses Received: 34

Had Take Home Value

	Yes	No	Somewhat	N/A
JOINT CRC SESSION Part 1 - Wall Street's view of Retail	61.8% (21)	2.9% (1)	26.5% (9)	8.8% (3)
JOINT CRC SESSION Part 2 - Hudson Yards Project	82.4% (28)	2.9% (1)	14.7% (5)	0.0% (0)
Update on the Outlet Center Business	88.2% (30)	0.0% (0)	11.8% (4)	0.0% (0)
The Non-Listed REIT Market	69.7% (23)	9.1% (3)	21.2% (7)	0.0% (0)
"Retail Reversal"	87.9% (29)	3.0% (1)	6.1% (2)	3.0% (1)

Was Organized

	Yes	No	Somewhat
JOINT CRC SESSION Part 1 - Wall Street's view of Retail	93.1% (27)	0.0% (0)	6.9% (2)
JOINT CRC SESSION Part 2 - Hudson Yards Project	100.0% (33)	0.0% (0)	0.0% (0)
Update on the Outlet Center Business	97.0% (32)	0.0% (0)	3.0% (1)
The Non-Listed REIT Market	84.4% (27)	6.3% (2)	9.4% (3)
"Retail Reversal"	96.8% (30)	3.2% (1)	0.0% (0)

Time for Q&A

	Yes	No	Somewhat	N/A
JOINT CRC SESSION Part 1 - Wall Street's view of Retail	66.7% (20)	3.3% (1)	30.0% (9)	0.0% (0)
JOINT CRC SESSION Part 2 - Hudson Yards Project	72.7% (24)	15.2% (5)	12.1% (4)	0.0% (0)
Update on the Outlet Center Business	93.9% (31)	0.0% (0)	6.1% (2)	0.0% (0)
The Non-Listed REIT Market	90.6% (29)	0.0% (0)	9.4% (3)	0.0% (0)
"Retail Reversal"	90.6% (29)	3.1% (1)	3.1% (1)	3.1% (1)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Schorch's presentation was well delivered and very interesting. I learned a lot from the discussion.

Nick Schorsch's presentation was very difficult to follow, possibly over my head as well as others. First panel was difficult to hear in the back - moderator needs to pay closer attention to that. Warby Parker, outlet and Hudson Yards were fantastic! lunch spot was a great idea.

Since ULI was in NY, I would have liked more topics on NY retail developments - we can hear about non-traded REIT's in any setting. I know we are steering away from field trips but other councils had their dinner or lunch at development projects or visited them on council day. For Houston we should get a tour of Oliver Macmillan's River Oaks project, for example, maybe the dinner the night before or visit on council day. But I acknowledge site visits on council day are disruptive >

The retail reversal was too long, presented by people lacking in any true business skills and if they are still a company in 5 years, I would be shocked.

The private REIT session was interesting but not particularly relevant to me. Best sessions were in order: Wall Street, retail reversal, outlet, and last Private REIT

The NT Reit presentation was complete self-promotion and contrary to the purpose of these sessions. Disappointing.

The Hudson Yards, Warby Parker and Outlet mall presentations were excellent. The Non listed REIT presentaion was hard to follow.

Overall, one of the best council days I have ever attended

Really enjoyed the Warby Parker presentation - very interesting insight into a next gen retailer and their blended approach

Informative day. I learned a lot.

The session featuring warby parker was excellent providing good insights into effective use of the hybrid approach. The outlet session was also good given that is where retail development is happening

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	97.1% (33)	0.0% (0)	2.9% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	97.1% (33)	2.9% (1)	0.0% (0)
Did the Team Perform to Your Expectation?	97.1% (33)	0.0% (0)	2.9% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	94.1% (32)	0.0% (0)	5.9% (2)

Additional Comments on Your Council Day or Overall Experience

Hudson Yards was great. Warby Parker was cutting edge retail discussion.

Would be great to incorporate some type of round table discussion to give people an easier time to participate.

Great content and discussion.

I was speaking with other colleagues who are on other councils: hospitality, multi, sustainability and all went on great field trips. I think we need to go beyond the talking head format and see the world.

Refreshments seemed a little lacking in the room

One of the better council sessions, reflects the ability to access people in NYC that we might otherwise not get. Food continues to be a problem for breakfast ULI should spend the money to offer a full breakfast

Over all it was a really meaningful day.

Exceptional in all ways

Dinner and lunch were terrific; good settings and opportunity to interact with council members

very good

Dan Weaver does a great job

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Continuing to discuss e-commerce and its effects. That is always the question I get asked the most.

Discussion on JV's between big capital providers and sponsors. Good, bad and ugly. Honest case studies where projects didn't work out and why.

Continued focus on speakers that understand the millennial demographic and the revolution

Real Estate and activist investors

Keep bringing in speakers that combine bricks and clicks strategies.

is there a future for B malls - examples of successful re development

Please let your Council leadership know what they can improve on for the next meeting

The offsite lunch took time away from the sessions and forced us to run a bit late. Would prefer onsite, shorter lunches as typically has been the case

Please see above

Some dialogue with the entire group between council meetings needs to occur regarding council speaker and agenda

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	69.7% (23)	3.0% (1)	27.3% (9)
The Council Reception and Venue Were Great!	81.3% (26)	0.0% (0)	18.8% (6)

Additional Comments on the Council Day Venue and Reception

21 Club was great and CLOSE!!

Electronic book of members' bios and photos distributed to council members a week in advance would facilitate networking and discussion.

I prefer the Sheraton to Javits but I wouldn't rank the Sheraton setting as great.

Suggest that CRC Gold have a more intimate dinner so we can really get to know each other.

Great job Dan

The Council Venue (where I stayed nearby) was a \$15 cab ride each way to Javits Center (45 min of time) just to pick up my badge. There should be a better solution when the venue is spread out.

The venue was very dreary and not inspiring in any way, but much better than having to trek to the Javits center

Good choice on the council dinner - the food was excellent and it was not too crowded

Continue to have receptions and lunches at better restaurants.



**Survey Results
& Analysis**

**For the Commercial & Retail Green Council
Council Day Survey 2014 Fall Meeting
New York, NY**

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 31 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Commercial & Retail Green"

Responses Received: 31

Had Take Home Value

	Yes	No	Somewhat	N/A
JOINT CRC SESSION Part 1 - Wall Street's view of Retail	80.0% (24)	0.0% (0)	13.3% (4)	6.7% (2)
JOINT CRC SESSION Part 2 - Hudson Yards Project	64.5% (20)	0.0% (0)	32.3% (10)	3.2% (1)
Urban Retail	90.3% (28)	3.2% (1)	6.5% (2)	0.0% (0)
Grocer Market and Amazon Fresh	96.8% (30)	0.0% (0)	3.2% (1)	0.0% (0)
Roundtables	58.6% (17)	3.4% (1)	37.9% (11)	0.0% (0)
Case Study: Brookfield Place Retail, New York	69.0% (20)	0.0% (0)	24.1% (7)	6.9% (2)

Was Organized

	Yes	No	Somewhat	N/A
JOINT CRC SESSION Part 1 - Wall Street's view of Retail	89.7% (26)	0.0% (0)	6.9% (2)	3.4% (1)
JOINT CRC SESSION Part 2 - Hudson Yards Project	93.3% (28)	0.0% (0)	6.7% (2)	0.0% (0)
Urban Retail	90.0% (27)	0.0% (0)	10.0% (3)	0.0% (0)
Grocer Market and Amazon Fresh	100.0% (30)	0.0% (0)	0.0% (0)	0.0% (0)
Roundtables	60.0% (18)	10.0% (3)	30.0% (9)	0.0% (0)
Case Study: Brookfield Place Retail, New York	77.4% (24)	3.2% (1)	12.9% (4)	6.5% (2)

Time for Q&A

	Yes	No	Somewhat	N/A
JOINT CRC SESSION Part 1 - Wall Street's view of Retail	82.1% (23)	0.0% (0)	10.7% (3)	7.1% (2)
JOINT CRC SESSION Part 2 - Hudson Yards Project	73.3% (22)	13.3% (4)	10.0% (3)	3.3% (1)
Urban Retail	96.7% (29)	3.3% (1)	0.0% (0)	0.0% (0)
Grocer Market and Amazon Fresh	93.3% (28)	3.3% (1)	3.3% (1)	0.0% (0)
Roundtables	60.0% (18)	10.0% (3)	23.3% (7)	6.7% (2)
Case Study: Brookfield Place Retail, New York	79.3% (23)	3.4% (1)	10.3% (3)	6.9% (2)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Stick to schedule and leave more time for questions.

The roundtables need to have some additional structure to be useful.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	93.5% (29)	3.2% (1)	3.2% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	87.1% (27)	0.0% (0)	12.9% (4)
Did the Team Perform to Your Expectation?	87.1% (27)	0.0% (0)	12.9% (4)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	80.6% (25)	3.2% (1)	16.1% (5)

Additional Comments on Your Council Day or Overall Experience

The Hudson Yards presentation was essentially an infomercial. it could have been really outstanding if there was more discussion of the intricacies of the development. The urban Retail was a good topic but the panel was not engaging (boring) The Grocer panel was exceptionally good. Keep bringing stock analysts. they are very informed and entertaining

Lunch spot was great. Going somewhere out for lunch is always a good call. If there is a project we can tour, that would be good to do after lunch. Or perhaps the round table sessions could be done at the lunch venue, rather than going back to the basement. After lunch is always a tough spot to be a speaker. Doing a tour or Q&A or round tables at that point in the program would help.

One of better council meetings

very interesting speakers. Missed having a capital discussion. great day

Although we ran over, I felt my chair did the right thing in allowing this as clearly the council was extremely interested in the topic that went longer than planned. appropriately cut the other programs.

Great group and good level of interaction among the council members

Very good. Very well managed

Town hall meeting would be better than the roundtables

Good leadership

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Capital Markets update - Debt/Equity

more on technology and retail

no

Process and costs for adapting box spaces to accommodate smaller prototypes. Urban redevelopment examples

Capital Markets

Please let your Council leadership know what they can improve on for the next meeting

More interactive during the presentations, not just during Q&A. Engage the room. Lots of people not paying attention.

roundtable should be better organized; I like the town hall format better

Most presentation over the last several council meeting have fallen into just three categories: (I) financing/capital markets; (ii) tenants; (iii) property types (e.g., lifestyle vs mall; big box vs smaller urban alternative). Expanding topics into other areas would be useful.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	79.3% (23)	3.4% (1)	17.2% (5)
The Council Reception and Venue Were Great!	75.0% (21)	0.0% (0)	25.0% (7)

Additional Comments on the Council Day Venue and Reception

Dinner was too expensive

Council dinner spot was great. Council day room was not ideal, being in the basement. But doing it at the hotel was great. Much preferred over going to the convention center.

Best ever!!

As is often the case, the reception venue was too small, and thus too noisy and too cramped for effective networking. I would be happy to pay more for the reception to be in a bigger space that allowed good circulation and conversation

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**Survey Results
& Analysis**

**For the Commercial & Retail Silver Council
Council Day Survey 2014 Fall Meeting
New York, NY**

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 27 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Commercial & Retail Silver"

Responses Received: 27

Had Take Home Value

	Yes	No	Somewhat	N/A
JOINT CRC SESSION Part 1 - Wall Street's view of Retail	63.0% (17)	7.4% (2)	22.2% (6)	7.4% (2)
JOINT CRC SESSION Part 2 - Hudson Yards Project	63.0% (17)	0.0% (0)	25.9% (7)	11.1% (3)
Main Street NYC Panel	73.1% (19)	3.8% (1)	23.1% (6)	0.0% (0)
Town Hall	84.0% (21)	0.0% (0)	16.0% (4)	0.0% (0)
Crown Holdings Presentation & Tour	53.8% (14)	3.8% (1)	11.5% (3)	30.8% (8)

Was Organized

	Yes	No	Somewhat	N/A
JOINT CRC SESSION Part 1 - Wall Street's view of Retail	84.6% (22)	0.0% (0)	11.5% (3)	3.8% (1)
JOINT CRC SESSION Part 2 - Hudson Yards Project	92.3% (24)	0.0% (0)	0.0% (0)	7.7% (2)
Main Street NYC Panel	88.5% (23)	0.0% (0)	11.5% (3)	0.0% (0)
Town Hall	92.0% (23)	0.0% (0)	8.0% (2)	0.0% (0)
Crown Holdings Presentation & Tour	64.0% (16)	4.0% (1)	4.0% (1)	28.0% (7)

Time for Q&A

	Yes	No	Somewhat	N/A
JOINT CRC SESSION Part 1 - Wall Street's view of Retail	72.0% (18)	0.0% (0)	20.0% (5)	8.0% (2)
JOINT CRC SESSION Part 2 - Hudson Yards Project	76.0% (19)	0.0% (0)	12.0% (3)	12.0% (3)
Main Street NYC Panel	88.5% (23)	3.8% (1)	3.8% (1)	3.8% (1)
Town Hall	88.5% (23)	0.0% (0)	7.7% (2)	3.8% (1)
Crown Holdings Presentation & Tour	72.0% (18)	0.0% (0)	0.0% (0)	28.0% (7)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Heavy on exceptional markets (high st., NYC, Miami). Short on retailers.

The discussions were organized and covered the topics very well and provoked alot of thought and further discussion-very helpfull

Except for the presentation on retailers by the panel, most presentations addressed areas not associated with main street retailing, development or capital needs. While there is some overlap of information for the small guy, I have seen over the years that most Councils target the needs of the public REITS and large institutional capital providers.

I love the Town Hall and would like for even more time to be allocated to open discussion. While the discussion about 51st-59th Street retail was very interesting, it had limited take-home value for me. Very glad that we eased up on caital markets time somewhat.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	81.5% (22)	0.0% (0)	18.5% (5)
My Chair Kept Members Engaged & Encouraged Broad Interaction	81.5% (22)	3.7% (1)	14.8% (4)
Did the Team Perform to Your Expectation?	77.8% (21)	0.0% (0)	22.2% (6)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	48.1% (13)	11.1% (3)	40.7% (11)

Additional Comments on Your Council Day or Overall Experience

Would like to see more opportunities to engage across the group

It would have been helpful to know the location of the council meetings further in advance of the conf. Due to the weather it was difficult to navigate around the conference

Leadership team is well organized and very effective. Great council members, great speakers and great guests.

Thought it was great but we need to have a longer town hall discussion that is free flowing Also would have been much better to know in advance that our council meetings were at the Sheraton.

Good, positive, still the best part of ULI

Earlier communication about the agenda would be good.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Suggest we always have a session on Wall Street's opinion on retail specifically & real estate generally. Is more capital moving into CRE equities? From what source-REIT, institution, private equity, etc.

I like more town hall type discussions.

Topic idea focused around capital markets - investment sales, debt and equity. Trends in the retail capital markets.

I think a round table discussion with 6 or 7 tables, rotating between tables with different topics can be effective in drilling down (especially if you have only one topic) on a topic and then each tables reports on their findings.

Could the council members be surveyed on what each person's top three concerns or areas of interest are, then an agenda be prepared from that insight?

Please let your Council leadership know what they can improve on for the next meeting

More focus on the future of retailing.

I do not think the local tours are as critical to the agenda on Council day. Most of these projects can be seen on tours on the last day of the conference

Joint meeting or session(s) with non CRC council(s). Make arrangements to have registration badges delivered to the Council dinner and/or the council meeting...I never had time prior to the meeting to get to Jacob Javits to pick up my registration badge.

My primary interest is master planned communities-which ones work best and why and what will be the most successful strategies for them in the future

I'd encourage more pre-council-day communication.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Call or email.

I would be interested in getting more involved in programs or leadership

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	56.0% (14)	16.0% (4)	28.0% (7)
The Council Reception and Venue Were Great!	84.0% (21)	12.0% (3)	4.0% (1)

Additional Comments on the Council Day Venue and Reception

There needs to be dual registration locations. Never got to check in because of rain and because I had to arrive after midnight on Tuesday.

Reception better than ever. You could hear and talk. Food and drink VG. Should have been able to register at council venue. I.e. Sheraton.

Great lunch

this was the worst ULI meeting I ever went to in 25 years. my list of complaints are to long to list or waste my time listing.

very good location for receptions.

Venue was fine, but the location was far from the convention.

Nice to have opportunity to sit and have dinner at the Council dinner for a change!

The reception was too crowded and in too small a venue-hard to even get in the door-need a bigger place

The reception venue may have been the best yet. Excellent choice. I was surprised that the council day was held so far from Javits and, therefore, some of the hotels; it was inconvenient.



**Survey Results
& Analysis**

For the Entertainment Development Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 22 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Entertainment Development"

Responses Received: 22

Had Take Home Value

	Yes	No	Somewhat
Trends- Entertainment in Public Spaces: New Ideas from New York and Newark	95.2% (20)	0.0% (0)	4.8% (1)
Exhibition Industry Update: Performance Metrics-Trends and Challenges-Emerging Specialty Venues	72.7% (16)	9.1% (2)	18.2% (4)
New Member Introduction and New Project Backgrounds – Things Are Lookin’ Up!	86.4% (19)	0.0% (0)	13.6% (3)
Big Data Update	77.3% (17)	4.5% (1)	18.2% (4)
Harlem Globetrotters Learning From the Funniest Athletes in the World!	63.6% (14)	9.1% (2)	27.3% (6)
Orbi: Sega, The First Year	63.2% (12)	10.5% (2)	26.3% (5)
Session A – The Multi-Generational Market for Resorts and Second Home Communities	55.6% (10)	11.1% (2)	33.3% (6)

Was Organized

	Yes	No	Somewhat
Trends- Entertainment in Public Spaces: New Ideas from New York and Newark	100.0% (22)	0.0% (0)	0.0% (0)
Exhibition Industry Update: Performance Metrics-Trends and Challenges-Emerging Specialty Venues	77.3% (17)	9.1% (2)	13.6% (3)
New Member Introduction and New Project Backgrounds – Things Are Lookin’ Up!	95.2% (20)	0.0% (0)	4.8% (1)
Big Data Update	86.4% (19)	0.0% (0)	13.6% (3)
Harlem Globetrotters Learning From the Funniest Athletes in the World!	100.0% (22)	0.0% (0)	0.0% (0)
Orbi: Sega, The First Year	90.0% (18)	0.0% (0)	10.0% (2)
Session A – The Multi-Generational Market for Resorts and Second Home Communities	47.1% (8)	11.8% (2)	41.2% (7)

Time for Q&A

	Yes	No	Somewhat
Trends- Entertainment in Public Spaces: New Ideas from New York and Newark	86.4% (19)	0.0% (0)	13.6% (3)
Exhibition Industry Update: Performance Metrics-Trends and Challenges-Emerging Specialty Venues	33.3% (7)	28.6% (6)	38.1% (8)
New Member Introduction and New Project Backgrounds – Things Are Lookin’ Up!	72.7% (16)	4.5% (1)	22.7% (5)
Big Data Update	77.3% (17)	0.0% (0)	22.7% (5)
Harlem Globetrotters Learning From the Funniest Athletes in the World!	81.8% (18)	9.1% (2)	9.1% (2)
Orbi: Sega, The First Year	68.4% (13)	5.3% (1)	26.3% (5)
Session A – The Multi-Generational Market for Resorts and Second Home Communities	76.5% (13)	5.9% (1)	17.6% (3)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Movie exhibition presentation was too long with too many speakers. Presentations need to be for the audience not the presenter

exhibition update: goods facts and trends presentation; guest speakers added "hand on" accounts of industry

Trends in Public Spaces - very informative. Would have preferred more focus on new ideas/trends from NYC or region.

I like Jay Shapiro, but I hated the tone of his presentation. I wasn't there to hear him and I really wanted to hear from AMC, Regal, et al....and they got cut off (by Jay) and ushered out. I found it to be off-putting and antithetical to our mission and purpose. I would take 1 minute of him to 5 minutes of them any day....

I was very disappointed in the Exhibition Industry Update. The speaker should have let the industry representatives, who were invited to speak, speak - instead, they spoke for 2 minutes only.

The exhibition industry update was embarrassing and should not happen again.

Loved the insights to programming spaces by Dan Biederman regarding Bryant Park. Harlem Globetrotters presentation was a great addition to break up the day.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	95.5% (21)	0.0% (0)	4.5% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	77.3% (17)	4.5% (1)	18.2% (4)
Did the Team Perform to Your Expectation?	81.0% (17)	4.8% (1)	14.3% (3)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	81.8% (18)	4.5% (1)	13.6% (3)

Additional Comments on Your Council Day or Overall Experience

Loved the accomodations, great lunch too!

Very informative council

Too much of the Exhibition Update was about this year's box office. Would have liked to hear more from cineplex developers who traveled to see us. Square footage? Building celing height? Parking requirements? Number of seats? Etc, etc.

too packed, a bit rushed

Enjoyable group and day; would have liked to hear about American Dream project in New Jersey.

Broken record (pun intended): Technology...the buzzing caused by the video input was extremely annoying, but more importantly was distracting for the presenters.

Great council Dinner as always!

I feel that there was too much "updating" and not enough "new". Aside from Jay's dismal performance, the Big Data Update (though insightful - not impacting) and the Orbi update couldn't been spared for more aspirational new presentations.

Generally, the session was the least creative of any previous council meeting

Sega presentation was fourth time we heard about this. No more Sega updates.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Top Golf IFLY

Food Markets Shaheen Sadeghi Rodeos (great suggestion at meeting) University-centered retail and entertainment

Could have had a lot more focus on NYC, given that it is the global epicenter for all things Entertainment. Come to think of it, I don't think there was any influence of NYC in this program, which is a shame.

Not at this time.

Overview of Houston retail and entertainment trends

I noticed Crayola was on the agenda, then off. They would be a good addition to discuss the new Crayola Experience.

Please let your Council leadership know what they can improve on for the next meeting
Have meeting at other than a hotel ballroom
More Q&A time
More emphasis from that region of the country that is part of ULI Conference
technology....needs to work perfectly. not the leaderships fault, but it's hard on the presenters
Make it more specific to the market we are visiting.
We need to get back to interesting and provocative content. Also, the chair should be more enthusiastic and more polite.
Please allow time to get a 15 second update on what members are working on prior to presentations. This should be standard operating procedure.
It's better to have the whole meeting in one location versus having us move to another locale midstream. The dinner location didn't allow for good networking engagement, too crowded and odd flow to the space.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).
No comment

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	76.2% (16)	0.0% (0)	23.8% (5)
The Council Reception and Venue Were Great!	90.5% (19)	4.8% (1)	4.8% (1)

Additional Comments on the Council Day Venue and Reception
Bar venue was crowded, un remarkable and had terrible food
Council dinner was magnificent and always a unique experience
Liked meeting with Recreation/Resort group.
Great place.
Norma Lynn did an amazing job, as usual Jill did a fantastic job of managing the meeting, time schedule and tough technological problems.
Venue was very convenient, much better than if it had been held at Javits.
Both were great.
The council dinner was absolutely great.
As usual normalynn cutler selects the most interesting venue for our council dinners



**Survey Results
& Analysis**

For the Global Exchange Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 40 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Global Exchange"

Responses Received: 40

Had Take Home Value

	Yes	No	Somewhat	N/A
Cross Border Capital Flows: The Appeal of New York and other Global Cities	76.9% (30)	0.0% (0)	20.5% (8)	2.6% (1)
The Challenges of providing Affordable Housing in Global Cities: The New York City Strategy	60.5% (23)	2.6% (1)	28.9% (11)	7.9% (3)
Hudson Yards: Case Study of Seminal International City Scale Mixed Use Development	84.6% (33)	0.0% (0)	10.3% (4)	5.1% (2)
Lunch: Presentation - Managing the City	77.5% (31)	2.5% (1)	15.0% (6)	5.0% (2)
Resilient Cities	59.0% (23)	5.1% (2)	28.2% (11)	7.7% (3)
High Rise Buildings / Infrastructure	63.9% (23)	2.8% (1)	16.7% (6)	16.7% (6)

Was Organized

	Yes	No	Somewhat	N/A
Cross Border Capital Flows: The Appeal of New York and other Global Cities	86.5% (32)	0.0% (0)	10.8% (4)	2.7% (1)
The Challenges of providing Affordable Housing in Global Cities: The New York City Strategy	83.3% (30)	0.0% (0)	11.1% (4)	5.6% (2)
Hudson Yards: Case Study of Seminal International City Scale Mixed Use Development	94.7% (36)	0.0% (0)	2.6% (1)	2.6% (1)
Lunch: Presentation - Managing the City	89.5% (34)	0.0% (0)	7.9% (3)	2.6% (1)
Resilient Cities	77.8% (28)	2.8% (1)	16.7% (6)	2.8% (1)
High Rise Buildings / Infrastructure	79.4% (27)	0.0% (0)	8.8% (3)	11.8% (4)

Time for Q&A

	Yes	No	Somewhat	N/A
Cross Border Capital Flows: The Appeal of New York and other Global Cities	84.2% (32)	0.0% (0)	10.5% (4)	5.3% (2)
The Challenges of providing Affordable Housing in Global Cities: The New York City Strategy	86.1% (31)	0.0% (0)	5.6% (2)	8.3% (3)
Hudson Yards: Case Study of Seminal International City Scale Mixed Use Development	89.7% (35)	0.0% (0)	5.1% (2)	5.1% (2)
Lunch: Presentation - Managing the City	82.1% (32)	0.0% (0)	12.8% (5)	5.1% (2)
Resilient Cities	81.1% (30)	2.7% (1)	10.8% (4)	5.4% (2)
High Rise Buildings / Infrastructure	77.1% (27)	2.9% (1)	8.6% (3)	11.4% (4)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Very good, informative and on point session.

Overall this was a really great meeting and the agenda was diverse and exceptionally informative. Council leadership excelled.

this was the best agenda in the past 5 years. well balanced, fun, engaging, entertaining. when architects and other designers are fired up about the agenda, you know you've made a stride.

Cross border cash flows and the retail panel were of special value and interest. More of this should happen.

Very NY-centric vs global issues and trends

great council meeting--something for everyone

the best session is not on your list for feedback!!! it was "shopping lab: NYC as center for ..." what was so fascinating was the perspective of Deb Weinswig on China and e-commerce; great diversity of perspectives.

Good cross mix of topics reflecting the international exchange format of GEC

You left out one session -- Shopping Laboratory at 11:30.

In my opinion this was one of the best programs we have had.

This form is missing the Retail panel - that was excellent. I missed the first two panels, but from the rest: Hudson Yards - excellent! Retail - excellent! Lunch (Paul Romer) - excellent!

One of the most interesting programs in a while. As an architect, I felt the program was much more balanced than many previous sessions.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (40)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	92.5% (37)	0.0% (0)	7.5% (3)
Did the Team Perform to Your Expectation?	92.5% (37)	0.0% (0)	7.5% (3)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	90.0% (36)	0.0% (0)	10.0% (4)

Additional Comments on Your Council Day or Overall Experience

Best one in two years

Excellent and engaging agenda. One of the best in recent years

Solid leadership team

excellent!

Room too small for the number of people

Great dinner - venue and people.

Excellent day

The room was way too small to accomodate the group. This should have been planned better given ULI knew how many would be attending in advance. discouraged anyone late to walk in, some speakers for the next session had to wait outside til the break came to get in.

Room was small and not that comfortable. Every time someone came in and out it was disruptive. Those charging stations we had last fall meeting would have been nice.

This goes beyond my council, but I feel that ULI is becoming (or maybe has always been, and I'm just noticing it now) a deeply corporate institution with a very narrow and select constituency, upholding the status quo. This bothers me. It was most noticeable to me during the discussion about affordable housing in New York, which was presented for what it honestly is, a problem affecting a large percentage of the working population in the city. During the Q&A, it seemed apparent that in the eyes of most of the council, it was an issue related only to the poor, so the discussion devolved to comments about poor doors and the indigent. Frankly I feel disengaged from this attitude. There are legitimate issues of global importance regarding all socioeconomic classes that should be addressed from all sides of the political and business community, and the global exchange council is a perfect place for these issues to be raised and discussed, but instead within ULI I feel that any issues beyond the interests of a narrow group of developers and money managers are given lip service at best.

It was New York focused not Global enough!

Very good.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

How do global Family Offices think about cross-border allocations to real estate?

Energy global sector for the Spring meeting for sure.

continue this agenda and build from it.

More on Latin America.

Affordable housing in Latin America and the Caribbean

South America housing, retail, multi use.

Houston -- Energy and its effects on development in Houston. City Center case study in Houston.

Doing business in a country like we use to have would be nice. This was very focused on NYC. Hudson Yards was great though

I would be interested in speakers who through their passions have created enormous value, before others caught on. For example, rather than a presentation by Related on Hudson Yards, perhaps a presentation by the two landscape architects who fought for years to keep the highline from being torn down. Maybe someone who has helped develop the micro lending program that has had major positive effects in developing countries. Maybe a developer talking about how they got started, and all the risks they took, the setbacks they faced and the luck they had, rather than just highlighting their latest triumph. I would love to hear about these types of successes first hand.

Yes provide focus on Asia Pacific, Europe and Latin America regions.

Please let your Council leadership know what they can improve on for the next meeting

Seating at dinner was too tight, with too many people in a small room.

Consider a way to provide more intimate discussions, maybe breakouts organized during lunch?

More engaging discussions regarding global issues/challenges, eg. affordable housing, infrastructure, education systems and their impact on emerging economies..and development opportunities

Generally could have used more Q&A time.

Keep the GEC as one council, not breaking up, good job by Graham, Ken Peter Steil.

larger Room to accomodate members and guests, hand microphone for the audience to pass around.

Better room. Better charging options.

Again, despite my long winded answers above, I thought the session was one of the best. At least we weren't talking about cap rates all day:)

Provide further insights into region specific issues.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I would be open to a leadership role with the Council.

Same

Like to get "City Center" in front of program committee for consideration. Great story about Houston, demographics draw, successful mixed use combining retail, f and b, residential, entertainment, village green, health and fitness, office, and University business school all on one tight site, densification, good design as good business.

I will be honest that I'm on the fence about continuing to participate in the admittedly very limited way I do know. I know very well that it's easy to criticize and hard to actually make things happen. I would be willing to try to find speakers who I think could add value, because I do believe that something happens at this council that is different from almost every other type of event I attend over the course of a year.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	65.0% (26)	12.5% (5)	22.5% (9)
The Council Reception and Venue Were Great!	77.8% (28)	2.8% (1)	19.4% (7)

Additional Comments on the Council Day Venue and Reception

Venues were too small for the size of the group.

too far from the convention center. coffee disappeared after breakfasg

The reception location was too small for the size of our group.

Excellent

Reception was great, 21 club was perfect for out of towners.

As usual - fantastic job on dinner/reception, it is one of the top aspects of the GEC council experience

Room was too small for the size of the group.



**Survey Results
& Analysis**

**For the Healthcare & Life Sciences Council
Council Day Survey 2014 Fall Meeting
New York, NY**

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 32 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Healthcare & Life Sciences"

Responses Received: 32

Had Take Home Value

	Yes	No	Somewhat	N/A
State of the Healthcare Delivery Union	96.9% (31)	0.0% (0)	3.1% (1)	0.0% (0)
ACA: The Early Results	87.5% (28)	0.0% (0)	12.5% (4)	0.0% (0)
Challenging the Conventional Norms of Hospital Capitalization and Facility Operations	87.5% (28)	0.0% (0)	12.5% (4)	0.0% (0)
Life Sciences in the City	78.1% (25)	3.1% (1)	18.8% (6)	0.0% (0)
Guided Tour of the Vivian & Seymour Milstein Family Heart Center	62.5% (20)	6.3% (2)	21.9% (7)	9.4% (3)
Open Members Forum	65.6% (21)	3.1% (1)	15.6% (5)	15.6% (5)

Was Organized

	Yes	No	Somewhat	N/A
State of the Healthcare Delivery Union	100.0% (31)	0.0% (0)	0.0% (0)	0.0% (0)
ACA: The Early Results	93.1% (27)	0.0% (0)	6.9% (2)	0.0% (0)
Challenging the Conventional Norms of Hospital Capitalization and Facility Operations	93.5% (29)	0.0% (0)	6.5% (2)	0.0% (0)
Life Sciences in the City	96.8% (30)	0.0% (0)	3.2% (1)	0.0% (0)
Guided Tour of the Vivian & Seymour Milstein Family Heart Center	71.0% (22)	3.2% (1)	16.1% (5)	9.7% (3)
Open Members Forum	71.0% (22)	3.2% (1)	12.9% (4)	12.9% (4)

Time for Q&A

	Yes	No	Somewhat	N/A
State of the Healthcare Delivery Union	93.3% (28)	0.0% (0)	6.7% (2)	0.0% (0)
ACA: The Early Results	100.0% (30)	0.0% (0)	0.0% (0)	0.0% (0)
Challenging the Conventional Norms of Hospital Capitalization and Facility Operations	96.7% (29)	0.0% (0)	3.3% (1)	0.0% (0)
Life Sciences in the City	93.3% (28)	3.3% (1)	3.3% (1)	0.0% (0)
Guided Tour of the Vivian & Seymour Milstein Family Heart Center	83.3% (25)	0.0% (0)	0.0% (0)	16.7% (5)
Open Members Forum	80.0% (24)	0.0% (0)	6.7% (2)	13.3% (4)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

All were excellent

Outstanding.

I thought this was a great session, very informative, lively debate, interesting tour.

Dr. Spencer was very good, but he overwhelmed me with information and charts. I look for to looking through his slides. ACA: The early results. There was some good discussion, but very little of it had to do with the topic of the early results of ACA. Challenging the conventioanl norms.... If Dan had set it up from the beginning as a "Sharon has a problem, let's help her with it", I think it would have been very interesting. Lauralee said absolutely nothing new and was nothting but a commercail for HCP. What Mike Maracsco broght to the table was interesting, but the application is so narrow that no one in the room is likely to benefit from his product. But maybe. Life Sciences in the City was very well presented and was facinating. We all come to learn. Even if it is not right on top of our subject matter, we still enjoy learning new things. I learned a lot. I CANNOT BELIEVE WE PRADADED ALL THOSE PEOPLE THROUGH THE ERS. I was so uncomfortable, I went back downstairs. I think the tours are overrated.

Great council. The topics were highly relevant and of interest to the broad council. I appreciate that we avoided sessions on capital markets.

excellent agenda

Rarely enough Q&A time -- but that is a good thing speaking to rich content!

I really enjoyed Dr. Spencer's presentation. Getting the view from the consulting world is very helpful.

Some of the best sessions we have had. It was helpful to have a macro healthcare session followed by more specific sessions.

State of the Healthcare Delivery Union was a great session. It was very informative to have clincial "expert" also be able to discuss the future of healthcare delivery. The session on the ACA was spot on...many of my clients are going through such similar struggles many which tie directly to the ACA changes and reimbursement. The content was desirable as it reinforced the need for hospitals to change their previous business approach. The session on performanced based contracts was very enlightening. Its a very progressive approach to the healthcare delivery model, but not doubt will soon be more commonplace. Great selection to all the leadership within the Council as you continue to be on the forefront of change; and the speakers/series reflected that! Its this forward thinking that makes the HCLSC so strong.

Very high quality speakers

The healthcare industry (and related real estate) is complicated and evolving quickly - so helpful to get big pic insights on the sector and latest trends, as in the first session.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	96.9% (31)	3.1% (1)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	96.9% (31)	3.1% (1)	0.0% (0)
Did the Team Perform to Your Expectation?	96.9% (31)	3.1% (1)	0.0% (0)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	81.3% (26)	3.1% (1)	15.6% (5)

Additional Comments on Your Council Day or Overall Experience

Great start by the new team

Exceptional

I think we all agreed that being able to meet at the site of our afternoon tour was a great benefit. I enjoyed getting a bit away from capital markets discussions and hearing more from operators/providers as well as cutting edge life science.

I enjoy this group of people very much and this was worth a day and a half out of town.

The organizing group really nailed it on all fronts.

This is a very strong council

Excellent event

Superb hospitality from NY Presbyterian.

Very good panels.

Almost all the council members are healthcare and not life science related. We should get some feedback from members whether life science should be a separate council so we can devote all our time to healthcare.

I continue to be impressed by the level of involvement and the overall dynamics of the group. The honest and upfront discussions drive for a much more interactive dynamic, which ultimately benefits the entire council.

Very well organized, with a good variety of topics.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

I will cover at the council dinner tonight organizing for Houston.

I will think about this one.

I will think about it.

I do.

Perhaps an expanded session on 'branding' of real estate to include wayfinding, technologies, the patient and visitor experience, etc

hospital use and need for data centers-in the cloud, on-campus, 3rd party or self-administered etc...

Discussions and topics focused on how the ACA is affecting healthcare should be a continued topic. An offshoot of the ACA is healthcare clients are tending to focus capital spend on outpatient projects vs a more traditional outpatient projects. I believe this trend will continue which has a direct and significant impact to institutions real estate approach; which drives interest from our ULI membership.

There was discussion regarding the reorganization and shift in culture of the admin.at NY Pres. Would like a discussion on the effectiveness and caregiving shift of the caregivers and what that means to real estate.

Suggest continued updates on the overall evolution of the healthcare industry (impact of ACA, hospital consolidation, etc.)

Please let your Council leadership know what they can improve on for the next meeting

Nothing

Start a bit later? Everyone is coming in from all parts of the country and after a lateish (but delicious) evening the night before, I for one, was dragging a bit at the 7:15 start time.

I really like the idea of having some time for a round table discussion. I would much rather do that than go on a tour of something we've all seen 100 times.

I will through email

Continue to host council meetings at sites representing member interests such as hospitals and labs

This was my first session actually being on the council so I dont have much to compare to; but I really thought Eric, Gina, Mary Beth, John, Peter, and Tim did a fabulous job of organizing and having such a succssful event. The content was stellar, the location was ideal for our group, and the interaction at the Council was appreciated.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Happy to help if needed when we com to San Francisco.

I would be happy to provide some level of support for future council programs or coordination of events.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	93.8% (30)	0.0% (0)	6.3% (2)
The Council Reception and Venue Were Great!	96.9% (31)	0.0% (0)	3.1% (1)

Additional Comments on the Council Day Venue and Reception

Bus ride to and from the council day venue seemed to take way too long.

Having ULI in New York was a joke. Why would you have our convention some place that is so inconvenient and so expensive. I will never go to another convention in NY. Bad apple!!

Dinner was great. I really am annoyed by the ULI logistices of the Hotels and Javitz Center being so remote. Entirely too much non productive time in transit and I did not get value from the ULI Conference Registration. So much so that I will question future registrations. Poor logistices cost me value.

Off site at a hospital campus with an appropriate tour is especially useful.

Excellent experience at ULI in 2014. Great work, thank you again. Todd Kaufmann



**Survey Results
& Analysis**

For the Hotel Development Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 49 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Hotel Development"

Responses Received: 49

Had Take Home Value

	Yes	No	Somewhat	N/A
Beyond the Statistics: Economic Outlook	91.7% (44)	0.0% (0)	6.3% (3)	2.1% (1)
New York State of Mind: Operating Fundamentals + Realities	81.3% (39)	10.4% (5)	6.3% (3)	2.1% (1)
Contrarian Capital	98.0% (48)	2.0% (1)	0.0% (0)	0.0% (0)
The Titans of Real Estate: Hudson Yards	91.8% (45)	4.1% (2)	4.1% (2)	0.0% (0)
The Maverick	91.8% (45)	4.1% (2)	0.0% (0)	4.1% (2)
The Entrepreneur	87.5% (42)	2.1% (1)	6.3% (3)	4.2% (2)
HDC Hotel Investment Survey	85.4% (41)	6.3% (3)	6.3% (3)	2.1% (1)
HDC Open Forum	93.9% (46)	0.0% (0)	2.0% (1)	4.1% (2)

Was Organized

	Yes	No	Somewhat	N/A
Beyond the Statistics: Economic Outlook	95.7% (45)	0.0% (0)	2.1% (1)	2.1% (1)
New York State of Mind: Operating Fundamentals + Realities	93.6% (44)	0.0% (0)	4.3% (2)	2.1% (1)
Contrarian Capital	100.0% (47)	0.0% (0)	0.0% (0)	0.0% (0)
The Titans of Real Estate: Hudson Yards	100.0% (47)	0.0% (0)	0.0% (0)	0.0% (0)
The Maverick	100.0% (45)	0.0% (0)	0.0% (0)	0.0% (0)
The Entrepreneur	89.4% (42)	0.0% (0)	6.4% (3)	4.3% (2)
HDC Hotel Investment Survey	95.7% (45)	0.0% (0)	0.0% (0)	4.3% (2)
HDC Open Forum	93.6% (44)	0.0% (0)	2.1% (1)	4.3% (2)

Time for Q&A

	Yes	No	Somewhat	N/A
Beyond the Statistics: Economic Outlook	68.1% (32)	14.9% (7)	10.6% (5)	6.4% (3)
New York State of Mind: Operating Fundamentals + Realities	97.8% (45)	0.0% (0)	0.0% (0)	2.2% (1)
Contrarian Capital	97.8% (45)	0.0% (0)	0.0% (0)	2.2% (1)
The Titans of Real Estate: Hudson Yards	97.9% (46)	2.1% (1)	0.0% (0)	0.0% (0)
The Maverick	95.7% (44)	2.2% (1)	0.0% (0)	2.2% (1)
The Entrepreneur	95.7% (45)	0.0% (0)	0.0% (0)	4.3% (2)
HDC Hotel Investment Survey	93.5% (43)	2.2% (1)	2.2% (1)	2.2% (1)
HDC Open Forum	93.6% (44)	0.0% (0)	0.0% (0)	6.4% (3)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Excellent day! The best I have attended thus far.

great overall session. Loved the speakers and the format. I think better than panels

All sessions extremely valuable. The series of key note speakers, with specific relevance to both our industry and to New York City were highly engaging and enlightening.

best meeting ever

One of the best lineups we've had since I've been on the council

Was the best content we've ever had. Action packed day!

This might have been the best program and best format of any council meeting I have attended.

The new format for our council day speakers was terrific

the format and quality of speakers were among the best ever!!!!

Best one I've ever been to!

Almopst every meeting we have I am in awe of what a great group of speakers and topics our leadership team is able to organize and each meeting it seems to get better. The information on our economy, the lessons learned by Mahmood Khimji at Highgate, the deal making at Blackstone and Hilton, the coming project at Hudson Yards, the family lessons in business and the importance of giving as much as taking from Jon Tisch and the entrepreneurial spirit of Drew Nieporent were all interesting and useful perspectives on leadership, decision making and business decision making.

Best one that I have been to.

best session yet. great job.

Best program and best speakers for HDC ever.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (49)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	100.0% (49)	0.0% (0)	0.0% (0)
Did the Team Perform to Your Expectation?	100.0% (49)	0.0% (0)	0.0% (0)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	91.8% (45)	4.1% (2)	4.1% (2)

Additional Comments on Your Council Day or Overall Experience

Fabulous.

St. Regis was an excellent venue

I thought it was an excellent program.

The reception / dinner at the Danny Meyer kitchen was fun, good quality and really helped facilitate networking.

Fast paced, well organized, and really charged day!! Hats off to those involved in pulling this one off.

I did not like the change in dates. Prefer that we comport with all other councils on the date of the dinner and meeting.

Very high quality

One of the best Council days ever!

one of the best days ever and the topics and speakers were excellent

Outstanding day

Excellent program.

great day and nice to hear industry leaders simply talk about what they are really focusing on and how they execute

One of our very best days in terms of content and connections with other council Members. Well done!

One of the best ever.

great speakers, excellent content

Best content yet at a HDC meeting. Great speakers

Not enough network time on council day. Balance between good content and networking. Not everyone makes the dinner

Excellent.

Fantastic day. Great speakers/topics. Liked keeping sessions 45 min long.

Great meeting. One of the best ever.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Distribution channels and Innovative solutions for customer acquisition

would like to invite Kelvin Davis who is a Senior partner at TPG based in SF when we are there next spring

Might be time to hear from the "soft" brands like Commune and ACE.

1. It may be interesting to hear what Houston's CVB is doing to avoid having Austin render it obsolete as a group meeting city. 2. It may be interesting to get a speaker from one of the large oil and gas companies to speak about their thoughts on the future direction of Houston and the energy corridor and what if anything is being done to try to soften that industries booms and busts which always spills into the areas hotels as well as many other makets along the gulf coast.

i liked the speaker format vs. the panel

CEOs of hotel and real estate organizations such as this past meeting located in the Cities we are visiting are the ideal speakers!

more like this meeting

Review the background and economics of time share/vacation ownership exchange programs

Please let your Council leadership know what they can improve on for the next meeting

May have tried to do a little too much.

I think Council leadership did an amazing job of finding substitutes for some of the original speakers on short notice.

This format work best probably only in NYC where the greatest quantity of outstanding speakers reside-- great job

Meeting room needs to have more space. Screen needs to be visible by all.

I think we need a real sit down meal next time.

this meeting will be tough to beat

i think we should eliminate the survey recap or substantiallylly modify the survey to be more valuable to the group.

Council leadership did a great job.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Happy to help on a panel or something for next time.

I am happy to help in any way I can, i think this is a great council and feel priveleged to be on it.

They have done well

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	95.8% (46)	2.1% (1)	2.1% (1)
The Council Reception and Venue Were Great!	66.7% (32)	2.1% (1)	31.3% (15)

Additional Comments on the Council Day Venue and Reception

The dinner did not provide enough food that was easy to eat standing up without a knife. I prefer an actual dinner with sufficient seating for everyone

The reception was also one of the best ever. Flow of the room was perfect, and kept everyone engaged throughout the evening.

I think we try to be too cool with the reception venues. I would have much preferred to have the dinner/reception in a new hotel venue. The after party was very cool.

The room temperature was uncomfortably cold in an otherwise spectacular venue.

reception - tuff location -- and I prefer a sit down dinner

I thought the Danny Meyers location was interesting but certainly not as dynamic as I had hoped. The food was pretty good.

Room was too crowded, and dinner was not a good value for the 275 we pay

Reception was WAY TOO EXPENSIVE for what we received.

Dinner should be structured as a sit-down to allow for meaningful discussion. It also should include a round or two of table rotations to promote better networking.

council day venue was fabulous council dinner location wasn't convenient and the food was not so great

Need to make dinner easier to attend. The networking aspect of the dinner is more important than the unique location. Would be better if we could have reception and dinner nearer the meeting hotel so that transportation to/from is not an issue.

Transportation far from midtown was tough (rain didn't help)



**Survey Results
& Analysis**

For the Industrial and Office Park Development Black Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 30 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Indust. & Office Park Black"

Responses Received: 30

Had Take Home Value

	Yes	No	Somewhat	N/A
Significant Economic Enigmas	76.7% (23)	0.0% (0)	23.3% (7)	0.0% (0)
Primary Versus Secondary Markets	62.1% (18)	10.3% (3)	27.6% (8)	0.0% (0)
Recapitalizing Major Office Holdings in New York City- 2012 Versus 2014	53.6% (15)	14.3% (4)	28.6% (8)	3.6% (1)
Black Talks to Black: Capital Markets	89.7% (26)	3.4% (1)	6.9% (2)	0.0% (0)
Stepping into a Recovering Market-1100 Broadway	40.7% (11)	18.5% (5)	40.7% (11)	0.0% (0)
Black Talks to Black: Office and Industrial	71.4% (20)	7.1% (2)	21.4% (6)	0.0% (0)
Knife Fight- Big Office Versus Big Industrial Council Competition	46.4% (13)	10.7% (3)	39.3% (11)	3.6% (1)
Shark Tank	70.4% (19)	3.7% (1)	18.5% (5)	7.4% (2)

Was Organized

	Yes	No	Somewhat	N/A
Significant Economic Enigmas	65.5% (19)	0.0% (0)	34.5% (10)	0.0% (0)
Primary Versus Secondary Markets	75.0% (21)	7.1% (2)	17.9% (5)	0.0% (0)
Recapitalizing Major Office Holdings in New York City- 2012 Versus 2014	76.9% (20)	0.0% (0)	19.2% (5)	3.8% (1)
Black Talks to Black: Capital Markets	85.7% (24)	3.6% (1)	10.7% (3)	0.0% (0)
Stepping into a Recovering Market-1100 Broadway	80.8% (21)	0.0% (0)	19.2% (5)	0.0% (0)
Black Talks to Black: Office and Industrial	80.0% (20)	4.0% (1)	16.0% (4)	0.0% (0)
Knife Fight- Big Office Versus Big Industrial Council Competition	38.5% (10)	3.8% (1)	53.8% (14)	3.8% (1)
Shark Tank	88.9% (24)	0.0% (0)	3.7% (1)	7.4% (2)

Time for Q&A

	Yes	No	Somewhat	N/A
Significant Economic Enigmas	79.3% (23)	3.4% (1)	17.2% (5)	0.0% (0)
Primary Versus Secondary Markets	72.4% (21)	10.3% (3)	17.2% (5)	0.0% (0)
Recapitalizing Major Office Holdings in New York City- 2012 Versus 2014	88.5% (23)	0.0% (0)	7.7% (2)	3.8% (1)
Black Talks to Black: Capital Markets	96.4% (27)	0.0% (0)	3.6% (1)	0.0% (0)
Stepping into a Recovering Market-1100 Broadway	92.0% (23)	0.0% (0)	8.0% (2)	0.0% (0)
Black Talks to Black: Office and Industrial	88.9% (24)	0.0% (0)	11.1% (3)	0.0% (0)
Knife Fight- Big Office Versus Big Industrial Council Competition	70.4% (19)	3.7% (1)	22.2% (6)	3.7% (1)
Shark Tank	76.9% (20)	3.8% (1)	15.4% (4)	3.8% (1)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Too much orientation towards office. And the industrial portion of the black talks to black was more about the leader learning about basic aspects of industrial. For example, one of the questions he asked was what features of a modern industrial building are important. Each of the industrial people in the room already agreed on that.

Thank you. Great day!

No value in mixing office and industrial product types

The more we focus on real, current deals, with lots of details, the more valuable the session is.

very heavy office

Good mix of group discussions (Black talks to Black) and project specific panels ("real deals").

Felt like Charlie's session duplicated some of what was discussed in the morning. Not his fault but seemed to get repetitive by the afternoon.

I like Jon Southard but there was too much discussion on the same topics. We should get through several of his questions, not just 2.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	96.7% (29)	0.0% (0)	3.3% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	96.7% (29)	0.0% (0)	3.3% (1)
Did the Team Perform to Your Expectation?	86.7% (26)	0.0% (0)	13.3% (4)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	93.3% (28)	0.0% (0)	6.7% (2)

Additional Comments on Your Council Day or Overall Experience

Need to figure out how to make the whole day relevant to both office and industrial people. Maybe focus on broader and higher level topics? I dont know but I found the day a pretty inefficient use of time.

Bad setup away from conference venue.

Well done

Chair should work more with presenters to make sure presentation is appropriate, readable, understandable, etc

Great council dinner.

The general sessions was too far from council session. Name tags should be available at council location as well.

I like the chance to network with other IOPC councils...perhaps time for another point reception in Houston?

Half the day is spent on a topic i have little interest in - office. There is real interest from Council Membership to split the IPOC Councils

A very interesting and valuable meeting

Knife fight and Shark Tank are great. Actually, anything that is "real deals," mistakes made, lessons learned" has the greatest take home value.

Outstanding!

The IOPC Black day continues to provide me with a huge amount of benefit and I'm glad to be a participant.

I would have liked a joint IOPC gathering of some sort. I liked the cocktail gatherings in past years. Tours are good too for a change of pace. Otherwise it can be a bit of a grind. NYC is too big for a ULI meeting. I never made it to Javits and there was not a sense of community as at other ULI meetings.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

More experts/tenants

Focus on real deals and also real concerns that the investors and developers have.

very little long term interest rate or geo political or oil price discussion. could be done best in broader forum.

We were in NYC, so large local projects were important. But as ULI and Councils increasingly become "institutional," it is also important to present and discuss smaller and medium-size deals.

Balance between Fundamentals (i.e., supply of space and the demand for that space by tenants)... and Capital Markets (i.e., supply of investment opportunities and the demand of capital (both debt and equity) for the limited number of attractive investments.)

Maybe in Houston we could delve further into the office usage discussion. How much of the 100 sf/employee is reality.

We should try to get Alexis Arena of Forest City for the San Francisco 2015 Fall meeting.

Please let your Council leadership know what they can improve on for the next meeting

Less office

Very good session. Continue to draw on the experiences of the council members

Excellent preparation and great job of programming and managing the day. Thanks guys!

Great job. Keep doing what you are doing!

We need to have women and more diverse speakers. We are by and large a white men's club. Also, I cringed when one speaker talked about how an area of NY would be improved when better looking women would come with Conde Nast.

possibly some outside 'experts' as guest speakers or on panels.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

In additions to splitting-up Office and Industrial Councils the day could be shorter which would allow for some one-on-one meetings and networking on location without drawing participation /focus away from Council Activities.

Happy to be involved in IOPC Black (i.e., planning/programming of Council meetings) to a greater degree.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	60.0% (18)	10.0% (3)	30.0% (9)
The Council Reception and Venue Were Great!	72.4% (21)	3.4% (1)	24.1% (7)

Additional Comments on the Council Day Venue and Reception

The round tables with everyone facing the podium made it difficult for those in the back to hear since everyone was facing and speaking in the other direction. Would a square layout work better?

Always love a NY venue

I cannot believe Uli did not have registration at the Sheraton. Huge miss.

No reception.

Reception was very good in terms of food, atmosphere, etc. Not much to say about a windowless hotel function room--it was fine

There was no Mid-town pick-up for badges

Without an All-IPOC Council Reception the event seemed much more disjointed. There should be at least one event that crosses over Councils.

The distance between the council day venue and the ULI registration was inconvenient for a number of people

Excellent! BTW, I never made it to Javits to pick up my credentials. First time ever that I haven't done that.... Just too inconvenient. The logistics associated with having the convention center a 20 to 30 minute cab ride from my hotel and the Council venue were challenging.

It was a pain to have to go all the way to the Javitz Convention Center only to pick up my name badge for the Council meetings... if the venue is that far away, can't we pick up our badges at the council meetings?

The dinner was great.

Too far from the main ULI venue.



**Survey Results
& Analysis**

For the Industrial and Office Park Development Blue Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 33 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Indust. & Office Park Blue"

Responses Received: 33

Had Take Home Value

	Yes	No	Somewhat	N/A
Intros and "News You Can Use"	57.6% (19)	9.1% (3)	30.3% (10)	3.0% (1)
Demographic Changes and What They Mean for Demand	84.8% (28)	3.0% (1)	12.1% (4)	0.0% (0)
Real Deal #1: Downtown LA Comes Alive: PacMutual Bulding	48.5% (16)	9.1% (3)	42.4% (14)	0.0% (0)
Hudson Yards Presentation	87.9% (29)	6.1% (2)	6.1% (2)	0.0% (0)
What to do with a 1980s Office Building	75.8% (25)	6.1% (2)	18.2% (6)	0.0% (0)
Real Deal #2 Fremont Crossings	78.1% (25)	0.0% (0)	21.9% (7)	0.0% (0)
Foreign Investor Panel	62.5% (20)	9.4% (3)	28.1% (9)	0.0% (0)
Real Deal #3: Hawaii 177 Acre Industrial Land Development	45.2% (14)	6.5% (2)	45.2% (14)	3.2% (1)
Debt Panel	54.8% (17)	9.7% (3)	32.3% (10)	3.2% (1)

Was Organized

	Yes	No	Somewhat	N/A
Intros and "News You Can Use"	96.9% (31)	0.0% (0)	3.1% (1)	0.0% (0)
Demographic Changes and What They Mean for Demand	87.5% (28)	6.3% (2)	6.3% (2)	0.0% (0)
Real Deal #1: Downtown LA Comes Alive: PacMutual Bulding	84.4% (27)	6.3% (2)	9.4% (3)	0.0% (0)
Hudson Yards Presentation	93.8% (30)	3.1% (1)	3.1% (1)	0.0% (0)
What to do with a 1980s Office Building	84.4% (27)	6.3% (2)	9.4% (3)	0.0% (0)
Real Deal #2 Fremont Crossings	93.5% (29)	0.0% (0)	6.5% (2)	0.0% (0)
Foreign Investor Panel	64.5% (20)	3.2% (1)	32.3% (10)	0.0% (0)
Real Deal #3: Hawaii 177 Acre Industrial Land Development	75.9% (22)	3.4% (1)	17.2% (5)	3.4% (1)
Debt Panel	50.0% (15)	3.3% (1)	43.3% (13)	3.3% (1)

Time for Q&A

	Yes	No	Somewhat	N/A
Intros and "News You Can Use"	53.1% (17)	12.5% (4)	18.8% (6)	15.6% (5)
Demographic Changes and What They Mean for Demand	93.5% (29)	3.2% (1)	3.2% (1)	0.0% (0)
Real Deal #1: Downtown LA Comes Alive: PacMutual Bulding	62.5% (20)	12.5% (4)	21.9% (7)	3.1% (1)
Hudson Yards Presentation	93.8% (30)	0.0% (0)	6.3% (2)	0.0% (0)
What to do with a 1980s Office Building	67.7% (21)	12.9% (4)	16.1% (5)	3.2% (1)
Real Deal #2 Fremont Crossings	87.1% (27)	3.2% (1)	9.7% (3)	0.0% (0)
Foreign Investor Panel	74.2% (23)	3.2% (1)	22.6% (7)	0.0% (0)
Real Deal #3: Hawaii 177 Acre Industrial Land Development	70.0% (21)	10.0% (3)	16.7% (5)	3.3% (1)
Debt Panel	73.3% (22)	10.0% (3)	16.7% (5)	0.0% (0)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Nice job today.

LA movie too long; Gensler presentation too long and no time for questions; Hudson Yards presentation was excellent

Let's avoid videos

Great session. Everyone was engaged. It was a packed day and every session was great with the exception of Chris Rising's presentation. A video presentation seldom works and never works for a real deal!

I thought the sessions had a lot of variety to them, covering a wide range of interesting and generally pertinent subjects.

A little too heavy on deal profiles. Interesting but grueling after a bit. Need to break up a little and provide more take home value about capital markets and tenant demand changes.

generally good...needed more time to discuss opening "New headline" topics

really like the real deals; demographic discussion was insightful

Best presentations were demographics, and Hudson Yard--great after walking High Line.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	87.9% (29)	0.0% (0)	12.1% (4)
My Chair Kept Members Engaged & Encouraged Broad Interaction	90.9% (30)	0.0% (0)	9.1% (3)
Did the Team Perform to Your Expectation?	81.8% (27)	3.0% (1)	15.2% (5)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	90.9% (30)	3.0% (1)	6.1% (2)

Additional Comments on Your Council Day or Overall Experience

Nice lunch and room/space.

Excellent day

Very well organized and engaging. Steve Coyke did grea! Job!

We need to lead with economic presentation. It open up the discussion between members

This is what makes ULI. Great bonding, great conversations, candid presentations and lots of take home value!

High Line walk was good. The lunch break was quick and was used for an additional session, so very productive use of time.

Need to stay on schedule

The demographics was good but too long. The Pac Mutual bldg. was odd. Not a lot of take home value and seemed like a marketing piece.

missed a more formal economic overview and open discussion of real estate pricing today

Very good day--interesting presentations and panels. Only comment is it was long time to be in the same room. I think an off-site excursion to look at real estate and grab lunch would be a great way to break up the day and add something interseting--especially in NYC.

The day was terrific and the dinner venue with our council only was great

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Mixed use and millennial follow up; hot topic affecting all asset classes

More on pure development deals

Economic data Interest rate trends

Let's end the next meeting with a brainstorm on what topics we'd like covered next session

china debt and its impact on US real estate

The session on demographics was excellent and well led by Steve Coyle. IMO, global demographics drives capital markets (especially as it pertains to wealth accumulation and transfer) and expanding this topic to include future trends in global demographics would be a great "follow on" chapter to our discussion last week.

Make sure that we have an Economist speak.

Discuss changes in tenant demands and uses; building designs; capital markets.

global capital flows into US, market strategies - suburbs vs cbd's, primary vs secondary market plays

Would like to beef up economic and debt presentations. Think there could be significant improvement there.

I think that continual discussions on adapive re-use and demographics is very interesting. Also, would like to continue learning about changes in industrial distribution locations and use as a result on online sales

Please let your Council leadership know what they can improve on for the next meeting

right amount of presentations.

No significant comments

Keep bringing in interesting presenters on topical subjects

Maybe even shorter segments. Some dragged this time. Also, let's go back to some table discussions.

Keep up the good work. Don't have Chris Rising present a real deal again!

Bring in more big name national speakers from other ULI councils for panels

We brought up topics in the first session but never discussed them as a group.

overall, a good day. Maybe a little more time for networking during the day

See above.

nothing

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Get more members of our council involved in panel discussions

Steve did a great job running the meeting

They did a great job

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	55.2% (16)	13.8% (4)	31.0% (9)
The Council Reception and Venue Were Great!	79.3% (23)	6.9% (2)	13.8% (4)

Additional Comments on the Council Day Venue and Reception

Keep up the good work!

Great place for the reception dinner. I liked having just our council for dinner.

While the dinner venue was a bit cramped, it did encourage more participant interaction.

1 hour for cocktails is enough-went on too long before they served dinner

New York was a disaster to get around. I never picked up my badge because of the logistics.

A great day. The Council leadership did a great job pulling together a series of great panels. There was good participation in the Q&A and the discussions were valuable.

Great choice for dinner!

all in all, a very well organized and productive day. Thanks much.

The High Line walk was Excellent!



**Survey Results
& Analysis**

For the Industrial and Office Park Development Blue Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 26 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Indust. & Office Park Gold"

Responses Received: 26

Had Take Home Value

	Yes	No	Somewhat	N/A
Roundtable	92.3% (24)	0.0% (0)	7.7% (2)	0.0% (0)
Capital Markets	69.2% (18)	3.8% (1)	26.9% (7)	0.0% (0)
Creative Office: It's not your Father's Office Space	46.2% (12)	15.4% (4)	38.5% (10)	0.0% (0)
US & Lower Manhattan Overview	92.0% (23)	0.0% (0)	8.0% (2)	0.0% (0)
Creative Office: Perspectives from the Owner & the Broker	57.7% (15)	0.0% (0)	34.6% (9)	7.7% (2)
Real Deal: 195 Broadway	73.1% (19)	3.8% (1)	15.4% (4)	7.7% (2)
Tour of WTC & Brookfield Place	76.9% (20)	0.0% (0)	15.4% (4)	7.7% (2)

Was Organized

	Yes	No	Somewhat	N/A
Roundtable	100.0% (26)	0.0% (0)	0.0% (0)	0.0% (0)
Capital Markets	88.5% (23)	0.0% (0)	11.5% (3)	0.0% (0)
Creative Office: It's not your Father's Office Space	80.0% (20)	0.0% (0)	20.0% (5)	0.0% (0)
US & Lower Manhattan Overview	96.2% (25)	0.0% (0)	3.8% (1)	0.0% (0)
Creative Office: Perspectives from the Owner & the Broker	84.6% (22)	0.0% (0)	7.7% (2)	7.7% (2)
Real Deal: 195 Broadway	79.2% (19)	0.0% (0)	12.5% (3)	8.3% (2)
Tour of WTC & Brookfield Place	80.8% (21)	3.8% (1)	7.7% (2)	7.7% (2)

Time for Q&A

	Yes	No	Somewhat	N/A
Roundtable	80.8% (21)	3.8% (1)	0.0% (0)	15.4% (4)
Capital Markets	92.0% (23)	0.0% (0)	8.0% (2)	0.0% (0)
Creative Office: It's not your Father's Office Space	96.0% (24)	0.0% (0)	4.0% (1)	0.0% (0)
US & Lower Manhattan Overview	96.2% (25)	0.0% (0)	3.8% (1)	0.0% (0)
Creative Office: Perspectives from the Owner & the Broker	84.6% (22)	0.0% (0)	7.7% (2)	7.7% (2)
Real Deal: 195 Broadway	87.5% (21)	0.0% (0)	4.2% (1)	8.3% (2)
Tour of WTC & Brookfield Place	92.3% (24)	0.0% (0)	0.0% (0)	7.7% (2)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Even though the tour was close, a shuttle should have been better for the group

There were two council members who dominated the conversation with their questions/speeches the capital markets roundtable discussion was helpful.

The Roundtable session was exceptional. Very valuable information with real time usefulness. Additional time allocated to this format with a couple of additional questions put forth to the group would be very valuable.

Getting out was good but it felt like we lost some steam with our discussions. I would like to see other people for our group speak up. During discussions.

The most valuable session was the roundtable. Perhaps after lunch we have a second roundtable discussion, before departing for an activity/tour?

As we talked about, we should get back to more deal discussions. I agree we have too great a concentration of Investment Manager's for comfort (present company included), so we need to redouble efforts to talk deals.

It would be great to extend the roundtable discussions to allow for more time and additional comments.

Great to get into the field and see the WFC and Brrokfield Place assets. Even for a New Yorker, there had been enough activity to make it relevant and interesting.

The tours were superb and the highlight. beneficial, engaging and better than sitting in a conference room.

US & Lower Manhattan Overview was very well presented with sanguine charts/graphs and data points. Very easy to follow and thought provoking. Great job skating to "where the puck will be"!

The afternoon session getting out "of the office" was especially productive. It was informative to see an example of "the creative office" and to hear about "the deal". The tour around the world trade center/brookfield place area was also interesting in that our guide was well informed and put many things into a context i had not known previously.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (26)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	96.2% (25)	0.0% (0)	3.8% (1)
Did the Team Perform to Your Expectation?	88.5% (23)	0.0% (0)	11.5% (3)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	80.8% (21)	0.0% (0)	19.2% (5)

Additional Comments on Your Council Day or Overall Experience

Great change of pace and enjoyed the field trip.

Much weaker agenda/topics than recent meetings.

I think the Roundtable discussions are most informative and facilitates more conversation outside the council meeting

I really enjoyed the downtown tours and especially the Brookfield tour.

The property tours and overall case study approach was outstanding. I encourage us use this format in the future. Not only did this allow us to see first hand exceptional real estate, it provided the opportunity to network further with our fellow council members. Very much enjoyed Lapidus and team detailing their case study.

Great collection of people.

I thought getting out of the conference room and doing property tours was great.

As we talked about, we should get back to more deal discussions. I agree we have too great a concentration of Investment Manager's for comfort (present company included), so we need to redouble efforts to talk deals. I can pitch in here. - Kevin

I thought the leadership team put a good deal of thought into the programming. The logistics at 195 Broadway were a little screwed up (kept waiting downstairs, room and lunch not ready for us) but overall there was a good level of take home value.

real deal discussions are tricky. needs to be something really unique or it sounds like a fish or golf story

Great council. Dinner was a good vene and great opportunity to talk with a lot of people.

Great Council Day, wish the weather cooperated better.

Very well structured program, with thought-leading professionals and extremely dynamic individuals.

I especially appreciate that the council is not heavily weighted to bankers so there is a good diversity of opinions and experiences across the real estate spectrum

there was much less interaction with my council members and other council members, which was disappointing-NY did NOT lend itself to gathering together

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Having a law firm present on the new trends of how they use space could be useful and a a good example of how tenants are restacking.

John, Per our conversation at dinner on Tuesday evening, I would gladly help coordinate and/or lead a broker/principal discussion around navigating the bid process and or marketing tactics and strategies. We could throw in a case study or two.

I would like to have a lender walk me through an analysis and mock investment committee presentation on a loan. Curious how it differs from equity. In Houston - I would like to have an energy discussion and ideally one that doesn't make the energy story sound like it's growing to the sky.

Depending on the venue and topics, yes, and I will recommend them when appropriate.

Lets stay focused on the deals that did not work and the lessons learned. We are in Houston, so I would love to get a deep dive into Texas -- what is driving the office and industrial markets and of course the economy. How much of the success is on the back of the oil industry versus how much is driven by general business and pro-business policies?

Oil industry presentation while in Houston

Maybe a real estate person from a tenant to share their perspective.

Low oil prices and the impact on the industrial and office markets.

More direct interaction and exchange about Operating Partners (those without huge buckets of their own capital) interacting with capital partners, and not just the behemoths

Please let your Council leadership know what they can improve on for the next meeting

No loud bands next door.....

Great meeting guys! Thanks!

The day seemed too short given the talent that was assembled.

You guys are great. Thanks for all the hard work you do.

See note above on logistics, when moving venues. Also, I think having the intro by each person be a little longer (perhaps answering a relevant question) can create a more interactive and robust (although also longer) session.

Really liked getting out of the conference room. Able to see real deals and network better within the group. This should be the norm going forward.

in a prior council, we began each council with each person speaking briefly about something in their "market"/"realm" that is of note. This also gave everyone an overview of what is going on in the broader real estate markets

More real deal review of deals reviewed and done and how and deals almost done but not and why not, and not just the big ones

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Happy to participate in the Houston event next Spring.

Maybe more communication between meetings. Request for ideas.

N/A

I'll be better able to answer this after the next meeting.

more delegated/volunteered opportunity with a higher number of council members to help prepare and contribute to segments

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	75.0% (18)	4.2% (1)	20.8% (5)
The Council Reception and Venue Were Great!	43.5% (10)	8.7% (2)	47.8% (11)

Additional Comments on the Council Day Venue and Reception

New York is a tough place for ULI- the dispersed nature of it made it tougher to see everyone you wanted to see

Dinner and Council Day venues were great. Unfortunately the overall conference venue was not very accessible, but that was purely a factor of NYC logistics. I do enjoy ULI being in NYC though. Attendance seemed to be very good, and I think being in NY was a factor.

All good.

The dinner was a very good opportunity to spend time with fellow members, and the room was very appropriate. The Hilton was fine.

NY is a tough locale - too dispersed. I also prefer joint council receptions - more opportunity for networking.

Reception venue superior to past venues; Conference room acceptable, but generally a deadening venue; Tour of Downtown excellent!

The Reception and Council Day were outstanding events. The fact that we were able to get off-site and move around as opposed to being holed-up in the hotel was a tremendous benefit. Looking forward to Houston!

the room where the council dinner was held was cramped and the food was mediocre

again there was not enough or at all enough collective interaction with our council and in combination with all of the other councils

I really missed having the joint IOPC reception and think it should have been on the schedule.



**Survey Results
& Analysis**

For the Industrial and Office Park Development Green Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 27 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Indust. & Office Park Green"

Responses Received: 27

Had Take Home Value

	Yes	No	Somewhat	N/A
"Across the Country"	88.9% (24)	0.0% (0)	11.1% (3)	0.0% (0)
The IOPC Green Real Estate Performance Index	85.2% (23)	3.7% (1)	11.1% (3)	0.0% (0)
Real Deal: The War for Core	70.4% (19)	3.7% (1)	25.9% (7)	0.0% (0)
Trends in Office Use	74.1% (20)	0.0% (0)	25.9% (7)	0.0% (0)
Industrial Investment Panel: Real Deals/Real Numbers	55.6% (15)	7.4% (2)	37.0% (10)	0.0% (0)
Lunch Speaker: Amanda Burden	92.6% (25)	3.7% (1)	0.0% (0)	3.7% (1)
Office Investment Panel: Real Deals/Real Numbers	77.8% (21)	11.1% (3)	7.4% (2)	3.7% (1)
Debt Capital Markets Perspective - "Is the next bubble forming?"	59.3% (16)	3.7% (1)	33.3% (9)	3.7% (1)

Was Organized

	Yes	No	Somewhat	N/A
"Across the Country"	92.3% (24)	0.0% (0)	7.7% (2)	0.0% (0)
The IOPC Green Real Estate Performance Index	92.0% (23)	0.0% (0)	8.0% (2)	0.0% (0)
Real Deal: The War for Core	80.8% (21)	0.0% (0)	19.2% (5)	0.0% (0)
Trends in Office Use	84.6% (22)	3.8% (1)	11.5% (3)	0.0% (0)
Industrial Investment Panel: Real Deals/Real Numbers	80.8% (21)	0.0% (0)	19.2% (5)	0.0% (0)
Lunch Speaker: Amanda Burden	92.3% (24)	3.8% (1)	0.0% (0)	3.8% (1)
Office Investment Panel: Real Deals/Real Numbers	76.0% (19)	8.0% (2)	12.0% (3)	4.0% (1)
Debt Capital Markets Perspective - "Is the next bubble forming?"	76.9% (20)	3.8% (1)	15.4% (4)	3.8% (1)

Time for Q&A

	Yes	No	Somewhat	N/A
"Across the Country"	65.4% (17)	11.5% (3)	19.2% (5)	3.8% (1)
The IOPC Green Real Estate Performance Index	92.3% (24)	0.0% (0)	7.7% (2)	0.0% (0)
Real Deal: The War for Core	84.6% (22)	0.0% (0)	15.4% (4)	0.0% (0)
Trends in Office Use	84.6% (22)	3.8% (1)	11.5% (3)	0.0% (0)
Industrial Investment Panel: Real Deals/Real Numbers	88.5% (23)	0.0% (0)	11.5% (3)	0.0% (0)
Lunch Speaker: Amanda Burden	88.5% (23)	0.0% (0)	3.8% (1)	7.7% (2)
Office Investment Panel: Real Deals/Real Numbers	80.8% (21)	0.0% (0)	15.4% (4)	3.8% (1)
Debt Capital Markets Perspective - "Is the next bubble forming?"	84.0% (21)	0.0% (0)	12.0% (3)	4.0% (1)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

We conceived and well executed.

The research segments were informative - but the room size and layout made it difficult to follow (read) the slides. We should have received hand outs to follow along.

Trends in office use by guest speaker from Cushman & Wakefield - first half of presentation were high level concepts very well known to the audience (deck appeared to be for a corporate occupier/tenant audience). Last half was where he should've started, then drilled down from there. Overall he was very good though, I am sure he could've done more.

very well done amanda burden at lunch was fantastic

Very substantive day; with relevant deep dive on the material trends. The lunch time speaker on NYC and public/private approach to rezoning and uses in NY was great and helped elevate our focus to broad issues

Always benefit from discussion of the real deals and what is driving tenant demand.

Entire program was very good. Highlights were the walking tour of Hiline and Chelsea market, presentation on Hudson Yards and Amanda Burden.

same old same old. it loses its interest when the markets are trending in the same direction - everyone says the same shit. this particular day was boring

best session was the hudson yards -- esp the open questions

The day was well organized and had a great mix of speakers; it would be good to have more discussion among council members

excellent

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (27)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	85.2% (23)	0.0% (0)	14.8% (4)
Did the Team Perform to Your Expectation?	96.3% (26)	3.7% (1)	0.0% (0)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	96.3% (26)	3.7% (1)	0.0% (0)

Additional Comments on Your Council Day or Overall Experience

The tours were of value. Something similar is worth repeating.

The room configuration was poor and discouraged broader interaction amongst members. Separate round tables with 8-10 members will improve this issue.

Amanda Burden session was outstanding. High Line tour and Hudson Yards presentation also great.

Well run program. Great content.

Hilton location and food were good. Shape of the seating area became a little limiting as we filled the room.

Very engaged council. Lot's of good commentary.

overall good

not up to par with other council experiences

it was excellent

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

For Houston - I think focus should be on Speakers from the energy sector.

Mfg and logistic trends (supply chain) would be on interest.

Creative financing vehicles for improving energy efficiency in office and industrial buildings.

yes... which we shared with leaders at the meeting

chinese capital space planning

Please let your Council leadership know what they can improve on for the next meeting

More round table interaction

Mixing up the seating with round tables could facilitate more engagement.

Let's do a setup with round tables next time and some table discussions.

Make a little more time for interaction or open dialogue amongst members.

Really liked the property tour late the afternoon prior to council dinner

Very good job Jim Carpenter!

A couple of the presentations had technical glitches, one of which came right after a break. Suggest using the break to make sure everything is running smoothly.

will do

take home value --- more unique topics v generic

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I could organize a presentation or panel on Mexico industrial or FIBRAS.

I feel engaged.

Survey options are limited at yes, no and somewhat. It seems like a 1 to 5 scale would provide better transparency into people's perceptions.

ok

further engagement of a broader group of council members should be encouraged

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	70.4% (19)	7.4% (2)	22.2% (6)
The Council Reception and Venue Were Great!	84.0% (21)	0.0% (0)	16.0% (4)

Additional Comments on the Council Day Venue and Reception

Dinner - nice room, but food not that great and would be nice to include alcohol in the deal.

Walking tour and reception Bar/Restaurant were fun. Food was only average.

You could hear other presentations from adjoining rooms. Was distracting. Other than that very good venue.

the overall meeting was too spread out given the traffic in NY.

great tour and dinner before the council day



**Survey Results
& Analysis**

For the Industrial and Office Park Development Red Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 26 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Indust. & Office Park Red"

Responses Received: 26

Had Take Home Value

	Yes	No	Somewhat	N/A
"New York, New York"	88.5% (23)	0.0% (0)	7.7% (2)	3.8% (1)
"Welcome to Boomtown" or "We Built this City"	84.6% (22)	0.0% (0)	7.7% (2)	7.7% (2)
"Empire State of Mind" – What is the "best" location for creative office space in Manhattan?	65.4% (17)	0.0% (0)	30.8% (8)	3.8% (1)
"Easy Money" or "The End of the World as We Know It"	80.0% (20)	0.0% (0)	16.0% (4)	4.0% (1)
"Don't Stop Believing"	82.6% (19)	0.0% (0)	13.0% (3)	4.3% (1)
"Money for Nothing"	83.3% (20)	0.0% (0)	16.7% (4)	0.0% (0)
"Space Oddity" (aka Ground Control to Major Tom)	95.8% (23)	0.0% (0)	4.2% (1)	0.0% (0)
"Thrift Shop" – E-Commerce's Effect on Industrial 2.0	88.0% (22)	0.0% (0)	12.0% (3)	0.0% (0)
"Should I Stay or Should I Go?"	83.3% (20)	4.2% (1)	12.5% (3)	0.0% (0)
"Here Comes the Sun"	70.8% (17)	0.0% (0)	25.0% (6)	4.2% (1)

Was Organized

	Yes	No	Somewhat	N/A
"New York, New York"	91.7% (22)	0.0% (0)	4.2% (1)	4.2% (1)
"Welcome to Boomtown" or "We Built this City"	95.8% (23)	0.0% (0)	0.0% (0)	4.2% (1)
"Empire State of Mind" – What is the "best" location for creative office space in Manhattan?	87.5% (21)	0.0% (0)	8.3% (2)	4.2% (1)
"Easy Money" or "The End of the World as We Know It"	95.8% (23)	0.0% (0)	0.0% (0)	4.2% (1)
"Don't Stop Believing"	100.0% (22)	0.0% (0)	0.0% (0)	0.0% (0)
"Money for Nothing"	100.0% (23)	0.0% (0)	0.0% (0)	0.0% (0)
"Space Oddity" (aka Ground Control to Major Tom)	100.0% (23)	0.0% (0)	0.0% (0)	0.0% (0)
"Thrift Shop" – E-Commerce's Effect on Industrial 2.0	95.7% (22)	0.0% (0)	4.3% (1)	0.0% (0)
"Should I Stay or Should I Go?"	95.7% (22)	4.3% (1)	0.0% (0)	0.0% (0)
"Here Comes the Sun"	91.3% (21)	0.0% (0)	8.7% (2)	0.0% (0)

Time for Q&A

	Yes	No	Somewhat	N/A
"New York, New York"	83.3% (20)	0.0% (0)	8.3% (2)	8.3% (2)
"Welcome to Boomtown" or "We Built this City"	87.5% (21)	0.0% (0)	4.2% (1)	8.3% (2)
"Empire State of Mind" – What is the "best" location for creative office space in Manhattan?	90.9% (20)	0.0% (0)	4.5% (1)	4.5% (1)
"Easy Money" or "The End of the World as We Know It"	87.0% (20)	0.0% (0)	8.7% (2)	4.3% (1)
"Don't Stop Believing"	95.2% (20)	0.0% (0)	4.8% (1)	0.0% (0)
"Money for Nothing"	90.9% (20)	0.0% (0)	9.1% (2)	0.0% (0)
"Space Oddity" (aka Ground Control to Major Tom)	86.4% (19)	9.1% (2)	4.5% (1)	0.0% (0)
"Thrift Shop" – E-Commerce's Effect on Industrial 2.0	81.8% (18)	13.6% (3)	4.5% (1)	0.0% (0)
"Should I Stay or Should I Go?"	95.5% (21)	0.0% (0)	4.5% (1)	0.0% (0)
"Here Comes the Sun"	90.9% (20)	0.0% (0)	9.1% (2)	0.0% (0)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Great day with a variety of sessions! All provided great take home value!

Great session

we can benefit from one less session and have more time to interact during breaks.

I thought there was a good mix of office and industrial.

My focus is industrial and big picture issues - the economy, interest rates, etc. It was all interesting, though. Great program.

6-7 on a scale of 10. Don't remember the music titles corresponding to the topics. Being in NYC and not going to see anything being built or built was disappointing. Would like more controversial content. Felt a little too "comfortable". KDC presentation was great. JLL could have been great but he got stuck in his slides vs takeaways for us.

Don M had a very smart resource that we could build an entire panel around...wish he had more time alone.

It is a tough tradeoff. More sessions faster pace against more time for interaction and discussion. In general I think it was done well and perhaps each member has a different set of priorities that can't all be balanced. Nice Job and good theme to mix it up.

Leadership does a consistently good job of providing content and relevance to the city we are visiting - well done!

Stay or Go discussion was very helpful and lead to follow up discussion with the presenters

Focus on NYC commercial markets was fascinating, excellent perspective vs. other markets. Could have spent more time on NYC projects across the board

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	96.2% (25)	0.0% (0)	3.8% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	96.2% (25)	0.0% (0)	3.8% (1)
Did the Team Perform to Your Expectation?	96.2% (25)	0.0% (0)	3.8% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	100.0% (26)	0.0% (0)	0.0% (0)

Additional Comments on Your Council Day or Overall Experience

Another terrific day in IOPC RED!

Tyler and Lew always do an amazing job of organizing the panels, keeping everyone engaged and delivering good take home value.

The council dinner was spectacular!

great day

They did a great job. Good content but Lew and Tyler made it fun.

Good topics, well presented, knowledgeable presentors

See above. Energy left the room sometimes.

Consider table interaction on a topic early in the meeting so you get to know more about your table mates.

Great session....very well done..

we needed one more table...room was tight, maybe by design

A great use of time. I truly appreciate the effort that goes into these events and the dedication of the leadership team. Thanks,

Music theme was a good attempt to have fun - did not come off as well as hoped

Group is starting to get a bit large; many folks don;t speak up and we should hear from everyone

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Focus on energy sector!

Industrial supply chain and logistics update in Houston.

office trends across the US

Lets go back to a shark tank

There is a lot of spec industrial space going up in Houston. How is it performing?

1) Bring in more dialogue from sales side brokers. 2) Create a debate where we contrast the progress of the economy vs our markets (fundamentals vs pricing). 3) Discuss foreign capital impact more.

Perhaps a discussion from the Banks and Permanent Lenders on their current underwriting standards.

Missed the broke deals and lessons learned slant.

Since in Houston, definite focus on enrgy / oil refining business and its specific demand impact on CRE both regionally and nationally

Please let your Council leadership know what they can improve on for the next meeting
Keep up the great work!
They did a great job. The new members are strong and it's a well diversified group.
Instead of classroom style presentations only, it would be nice to go out and visit some real estate in the host city
Get out of the room. See things.
one less session?
Try to find a slot where we can pick a general topic or maybe two for an open room discussion. Even at the price of one of the programmed sessions. Simply a "what is on your mind that you want input from your fellow Council on"...
Perhaps encourage some small group sessions such as we did in Vancouver to obtain some more intimate discussion / input from more members

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).
Keep calling on new members to contribute!
They do a great job.
I am glad to participate in future Council activities where I can add value.
Please let me know how i can help in next meeting's programming

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	84.6% (22)	3.8% (1)	11.5% (3)
The Council Reception and Venue Were Great!	87.5% (21)	8.3% (2)	4.2% (1)

Additional Comments on the Council Day Venue and Reception

All went well; diner venue was excellent!

Javits center was a pain - totally disconnected from council location. Bad idea. Especially with rain dinner was really fun with the family style of serving

it was great, i really enjoyed it.

I thought the venue worked out well. Unfortunately the weather (rain) made everything else challenging.

The venues were a long way from the Javits Center and with the rain, it was hard to get around. It was fun to be in NYC, and you can't control the weather.

Council dinners should be combined w/ other IPOC Council's with a buffet dinner.

Should try and end our council reception/ dinner by 8:30 so we can attend various cocktail parties hosted my member firms.

I don't think NY is a great location for a spring or fall council meeting...

thank goodness we didn't have to travel outside the hotel.

I really likedd the cinner venue and the chance to six within the Council. Better than all IOPC events which don't allow for any one on one.

Dinner venue was superb - thanks Eric Johsnon!



**Survey Results
& Analysis**

For the Industrial and Office Park Development Silver Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 31 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Indust. & Office Park Silver"

Responses Received: 31

Had Take Home Value

	Yes	No	Somewhat	N/A
Council Roundtable: Goldilocks, The Perfect Storm, or just Frenzied? State of Real Estate	93.5% (29)	0.0% (0)	0.0% (0)	6.5% (2)
Real Deals from the Newest Members of IOPC Silver	67.7% (21)	0.0% (0)	25.8% (8)	6.5% (2)
Millennials: Changing the way space is used? Or just a passing fancy?	71.0% (22)	6.5% (2)	12.9% (4)	9.7% (3)
National Office/Industrial Market Review	87.1% (27)	0.0% (0)	9.7% (3)	3.2% (1)
Around the World (Economy) in 30 minutes (or under)	96.8% (30)	0.0% (0)	0.0% (0)	3.2% (1)
Beyond Hudson Yards...The Totality of New York City's Transformation	61.3% (19)	9.7% (3)	29.0% (9)	0.0% (0)
Leadership Lessons	86.7% (26)	6.7% (2)	6.7% (2)	0.0% (0)
Reflections on the GFC: Lehman's Workout and the Council's Lessons	86.2% (25)	3.4% (1)	10.3% (3)	0.0% (0)

Was Organized

	Yes	No	Somewhat	N/A
Council Roundtable: Goldilocks, The Perfect Storm, or just Frenzied? State of Real Estate	86.7% (26)	3.3% (1)	3.3% (1)	6.7% (2)
Real Deals from the Newest Members of IOPC Silver	86.7% (26)	0.0% (0)	6.7% (2)	6.7% (2)
Millennials: Changing the way space is used? Or just a passing fancy?	80.0% (24)	0.0% (0)	13.3% (4)	6.7% (2)
National Office/Industrial Market Review	93.1% (27)	0.0% (0)	3.4% (1)	3.4% (1)
Around the World (Economy) in 30 minutes (or under)	96.7% (29)	0.0% (0)	0.0% (0)	3.3% (1)
Beyond Hudson Yards...The Totality of New York City's Transformation	83.3% (25)	0.0% (0)	16.7% (5)	0.0% (0)
Leadership Lessons	93.1% (27)	3.4% (1)	3.4% (1)	0.0% (0)
Reflections on the GFC: Lehman's Workout and the Council's Lessons	100.0% (29)	0.0% (0)	0.0% (0)	0.0% (0)

Time for Q&A

	Yes	No	Somewhat	N/A
Council Roundtable: Goldilocks, The Perfect Storm, or just Frenzied? State of Real Estate	82.8% (24)	3.4% (1)	0.0% (0)	13.8% (4)
Real Deals from the Newest Members of IOPC Silver	78.6% (22)	0.0% (0)	10.7% (3)	10.7% (3)
Millennials: Changing the way space is used? Or just a passing fancy?	83.3% (25)	0.0% (0)	6.7% (2)	10.0% (3)
National Office/Industrial Market Review	93.3% (28)	0.0% (0)	0.0% (0)	6.7% (2)
Around the World (Economy) in 30 minutes (or under)	86.7% (26)	0.0% (0)	6.7% (2)	6.7% (2)
Beyond Hudson Yards...The Totality of New York City's Transformation	86.7% (26)	3.3% (1)	6.7% (2)	3.3% (1)
Leadership Lessons	85.7% (24)	0.0% (0)	7.1% (2)	7.1% (2)
Reflections on the GFC: Lehman's Workout and the Council's Lessons	93.3% (28)	0.0% (0)	0.0% (0)	6.7% (2)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

The quality of the presenters was excellent.

I thought the council interchange was particularly good for all the secessions. For the past two meetings we have had "Leadership Lessions" from older well know real estate company owners. I actually think that younger leaders talking about leadership choices they are currently making would be more interesting and helpful.

will send direct feebback

Great meeting. I thought all of the topic's were in line with what is going on in the market today.

Was a good meeting.

The council was heavily weighted to office this go-around. I think there was only 10 minutes spent on industrial. I'd like to get a better balance.

I thought Silver was rude to Charlie Bendit. Noisy and inattentive as his panel started. Somehow Silver thought there was a break and moved to the exits. Leadership needs to ride herd with tighter reigns--crowd control. Bendit is a major player and it was a coup to have him there. He is patient and a gentle spirit thank God because I would have walked out.

Great open and honest brainstorming. Chris Hartung ran the day very well.

fantastic content. wished it stayed on time though. seemed to wander a bit

Leadership lessons was the highlight for me!

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	93.5% (29)	3.2% (1)	3.2% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	87.1% (27)	0.0% (0)	12.9% (4)
Did the Team Perform to Your Expectation?	96.7% (29)	0.0% (0)	3.3% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	93.3% (28)	0.0% (0)	6.7% (2)

Additional Comments on Your Council Day or Overall Experience

It was really good. Everyone was engaged and the internal council was lively.

Solid day...good mix

Chris was exceptionally organized in the layout of the day and in his communication. His leadership style is more laid back and accommodating than previous leadership which is welcomed. I would make two suggestions for future council meetings. First, moderate or guide the discussion. The discussion often gets off topic. The best example was Kim Adams asking a question about e-commerce facilities / in fill locations and the discussion quickly moved into the return differences between A and B product. While an engaging discussion we never answered the original question. Second, allow for more time for the group to discuss hot topics - interest rates, cap rates, spread between B and A. Maybe ask for members to argue one-side in role play for a throwback to "point/counterpoint" debates of 60 Minutes. Pole council members prior to meeting for the hot topics. Overall great job Chris!

IPOC Silver is a good group of people. A great deal of interaction in the group.

I thought was very well done and well received.

Excellent. Very thought provoking!

I thought things went well. I think we need to get more group wide interaction. Where we sit in a circle and everyone is able to talk and banter.

Nice to have introductions back. Without them we like are strangers in a dark theater watching the same movie

great team. great prep and it showed. could be stronger influence across the day

Hotel conference room location continues to be boring

1st time. Looking forward to the 2nd meeting in the Spring. Found the day to be well organized and FULL.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

A group discussion on what inning we are in and why?

keep up the good work.

Long-term intrinsic value of real estate

Again I'd like to see more industrial related discussions.

In Houston it would be great to learn about the Exxon HQ from the original land assemblage to the follow on ancilliary build out.

n/a

Please let your Council leadership know what they can improve on for the next meeting

seperate dinner was good but i didn't have time to interact with the other IOPC councils

N/A

A bit more of the group-wide interaction. Challenge people to show the numbers on their transactions. Challenge people to bring in deals that weren't great successes. Challenge people to not give commercials on their companies.

n/a

I found the interaction between members useful and hope for more time to debate issues in the future. Also, I think the layout of the tables can be improved - maybe a large circle setup would be better so we can see each other which may invite more interaction

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Happy to present

n/a

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	51.7% (15)	24.1% (7)	24.1% (7)
The Council Reception and Venue Were Great!	86.7% (26)	0.0% (0)	13.3% (4)

Additional Comments on the Council Day Venue and Reception

Windows would be nice for conference room. Dinner venue was great.

No windows. A little warm from time to time.

The door was very loud when people entered and left the room---somewhat disruptive. Otherwise room was ok.

Marginal food

We always seem to get last pick of restaurants and venues for the receptions, I have seldom been impressed with them, for the money we pay, lame wines, the usual food. I see some other councils really stepping out.

I liked the Silver only dinner. I didn't think I would but it worked. Not the cattle call a joint reception can become. Smaller venue supports Council connections. NYC is always a different Fall Meeting experience. Not bad but different; disjointed, disconnected and full of distractions for one and all.

reception was one of the best ever. all of it



**Survey Results
& Analysis**

For the Multi-Family Blue Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 38 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Multi-Family Blue"

Responses Received: 38

Had Take Home Value

	Yes	No	Somewhat	N/A
ULI Grant Team Presentation: Micro Units	52.6% (20)	2.6% (1)	34.2% (13)	10.5% (4)
The Outside Perspective – Multi-strategy investment managers will comment about the broad themes influencing their investment strategies and the impact on real estate markets.	67.6% (25)	2.7% (1)	27.0% (10)	2.7% (1)
The Multifamily Transaction Market – What's Driving Pricing ?	81.6% (31)	0.0% (0)	10.5% (4)	7.9% (3)
Round Table Discussions	60.5% (23)	0.0% (0)	34.2% (13)	5.3% (2)
The State of the Global Real Estate Markets	56.8% (21)	2.7% (1)	35.1% (13)	5.4% (2)
Property 1: 400 Park Ave. South (EQR/Toll Joint Venture)	78.9% (30)	0.0% (0)	13.2% (5)	7.9% (3)
Property 2: MiMa - 440 W. 42nd St. (Related)	76.3% (29)	2.6% (1)	5.3% (2)	15.8% (6)

Was Organized

	Yes	No	Somewhat	N/A
ULI Grant Team Presentation: Micro Units	80.6% (29)	0.0% (0)	8.3% (3)	11.1% (4)
The Outside Perspective – Multi-strategy investment managers will comment about the broad themes influencing their investment strategies and the impact on real estate markets.	88.9% (32)	0.0% (0)	8.3% (3)	2.8% (1)
The Multifamily Transaction Market – What’s Driving Pricing ?	88.6% (31)	0.0% (0)	5.7% (2)	5.7% (2)
Round Table Discussions	78.4% (29)	0.0% (0)	16.2% (6)	5.4% (2)
The State of the Global Real Estate Markets	80.6% (29)	2.8% (1)	11.1% (4)	5.6% (2)
Property 1: 400 Park Ave. South (EQR/Toll Joint Venture)	86.5% (32)	0.0% (0)	5.4% (2)	8.1% (3)
Property 2: MiMa - 440 W. 42nd St. (Related)	86.1% (31)	0.0% (0)	0.0% (0)	13.9% (5)

Time for Q&A

	Yes	No	Somewhat	N/A
ULI Grant Team Presentation: Micro Units	67.6% (23)	5.9% (2)	11.8% (4)	14.7% (5)
The Outside Perspective – Multi-strategy investment managers will comment about the broad themes influencing their investment strategies and the impact on real estate markets.	91.7% (33)	0.0% (0)	5.6% (2)	2.8% (1)
The Multifamily Transaction Market – What’s Driving Pricing ?	77.8% (28)	5.6% (2)	5.6% (2)	11.1% (4)
Round Table Discussions	51.4% (19)	10.8% (4)	16.2% (6)	21.6% (8)
The State of the Global Real Estate Markets	80.6% (29)	2.8% (1)	8.3% (3)	8.3% (3)
Property 1: 400 Park Ave. South (EQR/Toll Joint Venture)	73.0% (27)	0.0% (0)	8.1% (3)	18.9% (7)
Property 2: MiMa - 440 W. 42nd St. (Related)	66.7% (24)	0.0% (0)	11.1% (4)	22.2% (8)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

The property tours were the best organized property tours the MFC councils have ever done. BRAVO!!

Excellent meeting, enjoyed the afternoon tours

Goldman guy was just giving a commercial. Not dull, but hardly awe inspiring

Nice to see properties in NYC that gives real perspective on the market. Outside input was very interesting.

Very much enjoyed the energy conversation and the projected impact on the economy and multifamily

Oil talk was very interesting. I like an occasional outside perspective

The New York projects were fascinating and breathtaking in the costs as well as presentation. Not as much take home but fun to see and good to get out and tour product.

The discussion about the oil markets was fascinating and introducing a topic like that with an outside expert should be part of our programming on a regular basis.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (38)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	92.1% (35)	0.0% (0)	7.9% (3)
Did the Team Perform to Your Expectation?	94.7% (36)	0.0% (0)	5.3% (2)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	94.7% (36)	0.0% (0)	5.3% (2)

Additional Comments on Your Council Day or Overall Experience

Very well prepared nicely done.

More discussion, less tours

Bringing in speakers from outside our industry is a great idea and provides real take home value as opposed to one more conversation about the direction of interest rates.

Exceptional programming with great take home value. The property tours were very well organized and provided great insights into the NYC market.

Good contact with council members.

Always great to be around a great group. 1 57 was an experience

Very enjoyable day. Enjoyed the half day meeting with half day tour.

More sharing of ideas among members. Maybe a round table discussion.

Good property tours, well organized

Council meetings are starting to get very expensive and are basically turning into property tours...

I enjoyed the networking opportunities and the round tables where you get information out of all council members.

Really great engagement throughout the morning session. Maybe the best yet.

Well done - product tours excellent, especially compared to Vancouver

Excellent day! The Metropolitan Club was superb!

Great room for the meeting. I really enjoyed the tours. One57 little rough but still worth the time. Best part of ULI experience is the opportunity for high-level interaction, which is consistently great.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Not much to add when everyone is happy!

How about an expert on home automation? Or social media?

Like the local major city rental market up dates as well economic out look.

A healthy living expert in the green space.

EB-5 financing and its role in multifamily development

Construction Lending Environment- any pullback? Equity Return expectations in the markets for non sexy six markets. Value Add or core plus acquisitions.

Capital raising could be of interest; also how does the industry address affordability?

Expand discussions with senior industry leaders on strategy, case studies and how they deal with current challenges in their businesses----their is a lot of brainpower in the room that rarely gets used.

mixed use development, how it functions/lives with multifamily.

Please let your Council leadership know what they can improve on for the next meeting

No product tours unless broad lessons learned presented

more planted questions and responders when issues are brought up

i would like more on development/construction trends, products, etc...and a little less focus on markets/capital markets.

I think hearing directly from our most active market participants is not only interesting but of great value. Any format which encourages participation of key market makers adds to the vitality and importance of the Council experience. I am not suggesting this was lacking in the last meeting but more is always better in this situation.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Consider polling the council for topics again as approach the next meeting. This survey is fresh, but many are trying to catch up from being out and may not give the topic full consideration.

while we're all very busy, maybe if there was a mechanism for council members to get together outside of the bi-annual meetings. We can pick up the phone and call each other, but if there was a way (blue chat room or some technologically enabled method) that facilitated it maybe it would occur more frequently.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	86.8% (33)	0.0% (0)	13.2% (5)
The Council Reception and Venue Were Great!	86.1% (31)	0.0% (0)	13.9% (5)

Additional Comments on the Council Day Venue and Reception

Best venue we have ever had. Thank you Preston!!!

Great location, very cool

Terrific job by the leadership team.

Nice Job!

Although it was a little too formal.

Excellent venue

Superb!!!



**Survey Results
& Analysis**

For the Multi-Family Bronze Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 40 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Multi-Family Bronze"

Responses Received: 40

Had Take Home Value

	Yes	No	Somewhat	N/A
ULI Grant Team Presentation: Micro Units	74.4% (29)	0.0% (0)	17.9% (7)	7.7% (3)
New York Market Overview and Development Update	70.0% (28)	2.5% (1)	22.5% (9)	5.0% (2)
Round Table Discussions	90.0% (36)	2.5% (1)	7.5% (3)	0.0% (0)
Manhattan Residential For-Sale Snapshot	75.0% (30)	5.0% (2)	17.5% (7)	2.5% (1)
National Apartment Market Overview by Ron Witten	97.5% (39)	0.0% (0)	2.5% (1)	0.0% (0)
"Where We Are in The Current Economic Cycle" and "Where We Are Going From Here. The "Lost Generation" by Peter Linneman	87.5% (35)	2.5% (1)	7.5% (3)	2.5% (1)
Property 1: Tour 400 Park Avenue South (Toll/EQR)	52.6% (20)	10.5% (4)	23.7% (9)	13.2% (5)
Property 2: Mima – 440 W. 42nd Street (Related)	67.6% (25)	2.7% (1)	16.2% (6)	13.5% (5)

Was Organized

	Yes	No	Somewhat	N/A
ULI Grant Team Presentation: Micro Units	92.1% (35)	0.0% (0)	2.6% (1)	5.3% (2)
New York Market Overview and Development Update	92.5% (37)	0.0% (0)	2.5% (1)	5.0% (2)
Round Table Discussions	77.5% (31)	7.5% (3)	15.0% (6)	0.0% (0)
Manhattan Residential For-Sale Snapshot	95.0% (38)	0.0% (0)	2.5% (1)	2.5% (1)
National Apartment Market Overview by Ron Witten	97.4% (38)	2.6% (1)	0.0% (0)	0.0% (0)
"Where We Are in The Current Economic Cycle" and "Where We Are Going From Here. The "Lost Generation" by Peter Linneman	87.5% (35)	0.0% (0)	10.0% (4)	2.5% (1)
Property 1: Tour 400 Park Avenue South (Toll/EQR)	63.2% (24)	2.6% (1)	21.1% (8)	13.2% (5)
Property 2: Mima – 440 W. 42nd Street (Related)	75.7% (28)	0.0% (0)	10.8% (4)	13.5% (5)

Time for Q&A

	Yes	No	Somewhat	N/A
ULI Grant Team Presentation: Micro Units	75.7% (28)	2.7% (1)	16.2% (6)	5.4% (2)
New York Market Overview and Development Update	60.0% (24)	5.0% (2)	30.0% (12)	5.0% (2)
Round Table Discussions	72.5% (29)	10.0% (4)	17.5% (7)	0.0% (0)
Manhattan Residential For-Sale Snapshot	87.5% (35)	0.0% (0)	10.0% (4)	2.5% (1)
National Apartment Market Overview by Ron Witten	92.3% (36)	0.0% (0)	7.7% (3)	0.0% (0)
"Where We Are in The Current Economic Cycle" and "Where We Are Going From Here. The "Lost Generation" by Peter Linneman	87.5% (35)	0.0% (0)	10.0% (4)	2.5% (1)
Property 1: Tour 400 Park Avenue South (Toll/EQR)	64.1% (25)	5.1% (2)	10.3% (4)	20.5% (8)
Property 2: Mima – 440 W. 42nd Street (Related)	71.1% (27)	2.6% (1)	7.9% (3)	18.4% (7)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Round table was excellent and the most beneficial part of the day. We should allow more time for it.

Loved the roundtable component of the day. Hope we can continue doing that and perhaps expand the time for Q&A.

Roundtable outstanding. Extend the time for it and focus discussion questions a little more. One local panel is good enough. Don't need two .

Best bronzemtg ever. Table discussion and NYC residential presents excellent. Witten always good. Linnamen too slow but good content.

Real time and candid.

Tours could be more informative in terms of having clear objectives and making sure there is some presentation by the owner w/ good time for Q&A.

Excellent round table session and is a welcome addition to the meeting. Very valuable insights from members that we have not had the opportunity to hear in past meetings. I would encourage that we continue with this session in future meetings!

Really liked the round table discussions, which we had more time for them.

Very well done.

The around the horn was the very best ever.

Excellent content.

Unlike other markets, it is interesting to see and hear what is occurring in very urbanized area like Manhattan.

Really enjoyed the round table. Would like to have more time to do a deeper dive into the many topics we need to cover.

Really enjoyed the morning roundtable discussions. Also liked hearing a summary of what the other tables discussed. Very good info! An add'l 5-10 minutes would have been helpful to get through more questions but understand that we need to keep the day moving

The Council venue for our session was good. NYC was a poor spot for ULI in general as it was way too spread out with little opportunity for those of us that focus on multiple property types to mingle with others outside our Council and specialty sector (MF). Our Bronze council sessions were well organized and productive discussions. I'd like to see more open debate if possible where developers/capital/lenders/sponsors engage more broadly in specific topics.

The group discussion was well received at my table. I think we should have a component of that at future meetings.

Great product, lessons-learned, market and general council reciprocation. Great work from leadership and great day.

The round table discussions were the highlight of the day. More time should be dedicated towards these discussions going forward. Perhaps narrowing the list of topics to address would also help to promote a more extensive discussion.

The Peter Linneman segment was very good and had a lot of take-home value - very interesting stuff.

The round table discussion was great. I suggest we continue with this type of set up as it fosters significant discussion and insightful Q & A.

Round tabel format was a big success. Definitely should do again.

I valued all of the sessions and while the NY information was not as relevant given our company does

not invest there, it was fascinating simply due to the metrics. I loved the property tours.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	97.5% (39)	0.0% (0)	2.5% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	97.5% (39)	0.0% (0)	2.5% (1)
Did the Team Perform to Your Expectation?	97.5% (39)	0.0% (0)	2.5% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	87.5% (35)	2.5% (1)	10.0% (4)

Additional Comments on Your Council Day or Overall Experience

Excellent. Just the right amount of content. Tour went better than I anticipated.

Longer on table discussion.

Sorry I missed the tours. They sounded great. Room big enough, but seemed like less networking time.

Could have used a 1-2 quick real deal prestnations on Manhattan project(s).

John E did an outstanding job in keeping the meeting on track in a very professional and courteous manner. Greg E did an outstanding job with the round table organization, participation, reporting and fostering interaction among members.

Great other than tours and NYC for sale

Perhaps give team assignments in advance of council day so time it he session can be more efficient.

The lunch arrangements ended up being a challenge - from a seating capacity limit and actually running out of food toward the end of the line.

Fantastic day great value

Would really like to have more networking time just with our council. It's difficult to get to know fellow bronze council members when almost all of the networking opportunities occur in the joint sessions.

It was the best part of the Fall ULI conference.

Thought it was one of the best yet!

Very well organized, meaningful presentations and tours. I am extremely appreciative of how much work goes into making these meetings a success...hats off to Greg, John, Jeff, Sheri and others who work so hard to put on these great meetings.

The roundtable discussions were a great idea. Heard lots of positive feedback from the group. We needed more time for discussion.

Early start (7.00) with no breaks all the way up to 12.00 was a bit long.

Thanks!

It was good, our leadership provided a thoughtful and informative program

I also value the opportunity to interact with the other Multifamily Councils.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Would be interesting in Houston to look at the amenities race. Bet it is really competitive and cutting edge there.

Hi rise vs wrap vs podium vs garden in one market.

More of what we have been doing on real deals.

1 - continue the round table discussion sessions 2 - seems to be keen interest in cost and schedule trends by members. suggest we have a short (30 min) session to update the group on those trends 3 - would like to have a more "micro" view of the near and mid-term prospects for MF development.

All were excellent and hit on topics I wanted to hear about.

Perhaps a presentation/discussion of the GSE's anticipated role in the MF debt markets going forward.

Would be helpful to get an update on current transactions and underwriting.

- Sustainability Features - Design Trends in different products

It's always good to hear Witten's market reports. I heard a couple of councils were jealous that we were able to have him speak to our group (including his own council). For Houston, you might want to consider getting Campo to discuss everything that is going on in downtown Houston since he is Chairman of Houston First Corporation which is a local government corporation that facilitates the city's economic growth through the business of conventions and the arts and Chairman of the 2017 Super Bowl Host Committee. I'm sure it's already in the works, but if not, we should tour Finger Company's One Park Place high rise across the street from the Hilton and Convention Center. Wonderful property!!

I liked the breakouts into groups that are more specialized. It would be fun to take that format and expand on it to get open debate and challenging of one another into a free flowing dialogue.

more on construction costs more on underwriting

*Cross product design ideas, not just luxury products, but also value-add, so we can be inclusive of all members **Construction Cost and schedule management

Need to bring risk management into the conversation... legal and all development risks... While capital and market updates are great topics, the deals can get messy and we need to raise the awareness/discussion of watching out for risks from due diligence, construction, equity/debt agreement covenants, remargin requirements, etc...

1) Depending on the outcome of the elections, there may be something topical about the impact. 2) Impact of cessation of QE on the economy and the real estate markets. 3) Deeper dive into specific line items/materials/labor sectors that are driving up construction costs.

Please let your Council leadership know what they can improve on for the next meeting

Keep it up.

Excellent

They are terrific

Schedule breaks.

The property tours seem to hit or miss. would suggest that leadership be more selective in arranging the tours or consider tours only on alternate meetings

Round table/'interactive discussions.

Not too much to improve upon. Very well done.

More time for networking within the Bronze council itself.

Possible ten minute break. Also, limit the tour of assets so that it doesn't take all afternoon. Some people started to leave early.

It would be nice to have some tables and seating at the cocktail receptions to allow networking and a chance to get off your feet and snack on the wonderful food served.

more room in the room! cramped.

The round table discussion was interesting. Maybe rather than grouping by sector, perhaps group by market sector.

The location and venue was great, but the rooms were a little tight.

The reception, breakfast and lunch at Metropolitan Club were not good in terms of quality food, beverage, experience.

The round table discussions were excellent, but would like to see us not segregate by type of business. Better insight if given from several different perspectives and encourages discussion amongst the round tables. Shorter list of questions to discuss and more time to provide feedback.

My only thought would be to provide some break.

Only the weather. It was a great meeting with good content.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I never miss a meeting. Happy to help any way needed.

I am available to share my experiences, knowledge and insights at any time for the Council. Happy to participate in presentations or be called upon for knowledge sharing. Ambrose Dittloff

Happy to contribute to programming and would be interested in getting involved with Leadership on the Bronze Council if there is a need. Dave Martin 720-932-8148.

I'm happy to assist in any way possible.

Fall 2015 will be in San Francisco. Let me know how I can assist in organizing - Teresa Ruiz

I am very willing to help the leadership in any way possible.

I am happy to contribute as needed.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	85.0% (34)	0.0% (0)	15.0% (6)
The Council Reception and Venue Were Great!	86.8% (33)	2.6% (1)	10.5% (4)

Additional Comments on the Council Day Venue and Reception

Super as usual. MFC has really got it right. I would like a smaller cocktail party from time to time where we can sit down and chat more leisurely.

MFC ALWAYS has an outstanding reception that allows reconnections and making new connections!

Great job.

Although pricey, it was great meeting in NYC. Wonderful venue for our council day.

Our Council venue was excellent. As per previous comments, NYC was a tough location for those of us involved across property types to see others outside our property sector.

Overall, NYC a very difficult location for ULI meetings. Very expensive, difficult to get around. Understand that many ULI members work and live in NYC. But still too expensive a place for the conference.

Dinner options can be improved upon, at the same time, I understand the cost implications of being in Manhattan.

Obviously pricey due to the NY location. Facilities were a bit cramped

The venue was fine, but NYC was difficult in general because it is so hard to get around, especially to the convention center. My suggestion is that ULI not meet in NYC again, or if we do, have the general sessions in a conference hotel in midtown.

It's tough to be somewhere for 5-6 hours and worry about placing a call on a cell phone.

While I thought the venue for the meeting was beautiful, I appreciate the opportunity to stay in the same hotel where the meetings are held. I loved the opportunity to tour another project during the reception, especially something of that caliber.



**Survey Results
& Analysis**

For the Multi-Family Gold Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 36 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Multi-Family Gold"

Responses Received: 36

Had Take Home Value

	Yes	No	Somewhat	N/A
ULI Grant Team Presentation: Micro Units	74.3% (26)	2.9% (1)	20.0% (7)	2.9% (1)
Round Tables: "What are the hot topics, issues, decisions facing the Multi-Family Industry?"	97.1% (34)	2.9% (1)	0.0% (0)	0.0% (0)
"Global/US Economic Analysis & Ramifications for Multi-Family"	83.3% (30)	2.8% (1)	13.9% (5)	0.0% (0)
"Housing Development Incentives and the Entitlement Process in NYC"	44.4% (16)	22.2% (8)	33.3% (12)	0.0% (0)
Property 1: Tour Gotham West (550 W 45th St)	85.3% (29)	5.9% (2)	0.0% (0)	8.8% (3)
Property 2: Tour AVA High Line/Avalon West Chelsea (525 W 28th St)	80.0% (28)	5.7% (2)	0.0% (0)	14.3% (5)

Was Organized

	Yes	No	Somewhat	N/A
ULI Grant Team Presentation: Micro Units	94.4% (34)	2.8% (1)	0.0% (0)	2.8% (1)
Round Tables: "What are the hot topics, issues, decisions facing the Multi-Family Industry?"	100.0% (36)	0.0% (0)	0.0% (0)	0.0% (0)
"Global/US Economic Analysis & Ramifications for Multi-Family"	75.0% (27)	5.6% (2)	19.4% (7)	0.0% (0)
"Housing Development Incentives and the Entitlement Process in NYC"	88.9% (32)	2.8% (1)	8.3% (3)	0.0% (0)
Property 1: Tour Gotham West (550 W 45th St)	87.9% (29)	3.0% (1)	0.0% (0)	9.1% (3)
Property 2: Tour AVA High Line/Avalon West Chelsea (525 W 28th St)	77.1% (27)	2.9% (1)	5.7% (2)	14.3% (5)

Time for Q&A

	Yes	No	Somewhat	N/A
ULI Grant Team Presentation: Micro Units	88.9% (32)	0.0% (0)	8.3% (3)	2.8% (1)
Round Tables: "What are the hot topics, issues, decisions facing the Multi-Family Industry?"	80.6% (29)	5.6% (2)	8.3% (3)	5.6% (2)
"Global/US Economic Analysis & Ramifications for Multi-Family"	88.6% (31)	2.9% (1)	8.6% (3)	0.0% (0)
"Housing Development Incentives and the Entitlement Process in NYC"	86.1% (31)	0.0% (0)	13.9% (5)	0.0% (0)
Property 1: Tour Gotham West (550 W 45th St)	84.4% (27)	3.1% (1)	0.0% (0)	12.5% (4)
Property 2: Tour AVA High Line/Avalon West Chelsea (525 W 28th St)	80.0% (28)	2.9% (1)	0.0% (0)	17.1% (6)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

We should continue with the round tables, great session

I thought the property tours were especially helpful as it gave me a true sense of how residential deals come to fruition in NYC. They gave a good sense of the scale and amenities required to be competitive in the NYC market. Please distribute all of the presentations that were given by speakers.

I think it would be good if we did introductions again; though we know each other pretty well, we don't always know or remember what the others are actually doing. At a minimum, new members and guests should stand up and tell what they do.

nice mix of topics.

Liked the opening session that Bill does. Venue for council meeting was not great.

Wish Peter would have used his slides

Great job, everyone! Really appreciate the time you take to pull these meetings together.

I really enjoy the roundtable discussions and insight from the members on issues that shape the industry.

Really good table discussions.

Always love the broad economic analysis! Great to have a local speaker, but this was a little too thoretical,as none of the plans and ideas are in place.

Good sessions and networking. Tours, including Park Hyatt very interesting. New york is a great venue, but obvious logistical challenges which were handled as well as could be expected, especially given the weather.

In general the sessions were prodcutive, I though the New York housing session was a bit narrow of a topic for the broader audience, maybe if it had multiple cities represented, it would ahve had broader appeal. The tours were well done and informative

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (36)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	100.0% (36)	0.0% (0)	0.0% (0)
Did the Team Perform to Your Expectation?	100.0% (36)	0.0% (0)	0.0% (0)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	94.4% (34)	2.8% (1)	2.8% (1)

Additional Comments on Your Council Day or Overall Experience

Tours much better than Vancouver in all aspects

NYC is tough to get around in and the weather did not cooperate. If we go back, try Spring not Fall.

Great day, well organized and planned.

Council Day was great. Getting around otherwise was rather challenging.

Enjoyed the 157 tour. Thought our council did a good job incorporating a little NYC flavor into the breakout sessions.

Great communication leading up to council day

I don't love doing property tours every time. Enjoy the discussion with individuals in the room. Both roundtable and broader group discussions.

The Metropolitan Club was a treat to see.

Positive. Apparently need a buddy system to make sure everyone gets on the bus.

The weather really impacted our ability to appreciate all that ULI had to offer.

Very good job of creating a varied and useful program.

I had a great time. The information on NY Housing authority was a little bit too myopic for those that don't develop there.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Equity source discussion with investors and more about buying, operating and selling. A lot of development stuff.

Keep asking for member input regarding timing of the cycle.

Focus on the single family vs rental equation: demographics, attitudes, financing, underwriting, politics. Need to understand competition much better.

Has anyone ever thought of doing joint panels with other councils like UDMUC or Affordable Housing?

I Houston, I'd like to hear how "no zoning" really works or doesn't.

Construction panel with two GC's and two Architects discussing topics of interest.

have expert in modular construction come and present latest advancements.

Continue to bring a local expert into the meetings (i.e. Houston in 2015 - energy/or a relevant topic to area). Always makes the fact that we switch geographies for meetings more interesting.

Real and updated JV equity and construction debt terms

Equity partners, how they structure deals from raising money, the inside, to the developer.

How do lenders, investors, developers look at succession planning for key principals?

continue to provide economic and apartment market overviews. Provide case study updates on features demanded in the market with costs and rental impact.

Please let your Council leadership know what they can improve on for the next meeting

Tours in Houston of both value add and new product

Have pre-set numbered tables for people to sit at from the gitgo.

see comment above re introductions. Might also be a good idea to give "homework assignments" to individuals to report to the Council on certain subjects--not formal presentations, but more like updates.

The reception venue was great - a better variety of food would be good.

Provide beverages during council meetings

This meeting had a good format and went quickly, single speakers allowed for more depth and the length was about right.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Stay the course

I want to help out! Please contact me: Matt Zahler 617-398-2543 mzahler@trinityfinancial.com

branch out to more of the members to participate instead of the usual go to members.

Tours of new product are great.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	91.2% (31)	0.0% (0)	8.8% (3)
The Council Reception and Venue Were Great!	82.4% (28)	5.9% (2)	11.8% (4)

Additional Comments on the Council Day Venue and Reception

Physical Venue was great but lack of coffee and drinks a problem

Not being able to invite guests to reception is a mistake. Also, our bus left without us at the tour. Not well organized to allow it to occur

Great spaces but bad food.

Food during the day was just ok

Council reception was not great - too big, so so food, no opportunity to network in an intimate setting

very spacious, large windows, good location, historical and impressive venue



**Survey Results
& Analysis**

For the Multi-Family Silver Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 40 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Multi-Family Silver"

Responses Received: 40

Had Take Home Value

	Yes	No	Somewhat	N/A
ULI Grant Team Presentation: Micro Units	45.0% (18)	7.5% (3)	25.0% (10)	22.5% (9)
Get To Know Your Council Members	82.1% (32)	2.6% (1)	15.4% (6)	0.0% (0)
State of the Markets	100.0% (40)	0.0% (0)	0.0% (0)	0.0% (0)
Real Deals - Condo Conversions	67.5% (27)	5.0% (2)	27.5% (11)	0.0% (0)
Single Family Home Rentals	72.5% (29)	5.0% (2)	20.0% (8)	2.5% (1)
Property 1: Gotham West	75.0% (30)	0.0% (0)	5.0% (2)	20.0% (8)
Property 2: AVA Highline/Avalon West Chelsea	75.0% (30)	0.0% (0)	5.0% (2)	20.0% (8)

Was Organized

	Yes	No	Somewhat	N/A
ULI Grant Team Presentation: Micro Units	76.3% (29)	2.6% (1)	2.6% (1)	18.4% (7)
Get To Know Your Council Members	65.8% (25)	10.5% (4)	23.7% (9)	0.0% (0)
State of the Markets	100.0% (39)	0.0% (0)	0.0% (0)	0.0% (0)
Real Deals - Condo Conversions	84.6% (33)	2.6% (1)	12.8% (5)	0.0% (0)
Single Family Home Rentals	92.1% (35)	0.0% (0)	7.9% (3)	0.0% (0)
Property 1: Gotham West	74.4% (29)	2.6% (1)	5.1% (2)	17.9% (7)
Property 2: AVA Highline/Avalon West Chelsea	76.3% (29)	2.6% (1)	5.3% (2)	15.8% (6)

Time for Q&A

	Yes	No	Somewhat	N/A
ULI Grant Team Presentation: Micro Units	59.5% (22)	2.7% (1)	13.5% (5)	24.3% (9)
Get To Know Your Council Members	47.4% (18)	5.3% (2)	5.3% (2)	42.1% (16)
State of the Markets	92.1% (35)	2.6% (1)	5.3% (2)	0.0% (0)
Real Deals - Condo Conversions	89.7% (35)	2.6% (1)	5.1% (2)	2.6% (1)
Single Family Home Rentals	89.7% (35)	0.0% (0)	7.7% (3)	2.6% (1)
Property 1: Gotham West	68.4% (26)	0.0% (0)	5.3% (2)	26.3% (10)
Property 2: AVA Highline/Avalon West Chelsea	68.4% (26)	0.0% (0)	5.3% (2)	26.3% (10)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

The two male speakers on the condo panel were not very good. Neither one seemed to know or understand the basic facts about each of their deals. Neither could answer basic deal questions during the Q&A session

Overall I thought that this was a pretty weak Council. Not nearly as useful or interesting as other Council meetings. Did not feel like the best use of time.

outstanding content and panel selection...Mark Stern and co-chairs among the very best i've seen in over 25 years.

discussion re "next best" location to live and "good suburbs." discussion re mix: excess of 1- Bedrms? did not address general feasibility of doing condo conversions today.

the first presenter on the condo panel was terrible - not sure what was up with him. Just simply did not know his deal.

I think the conversions panel would have been more interesting if they were all apartments converting to condos rather than some projects focused more on adaptive rehab. Projects from other geographic areas would have been interesting to compare/contrast with NYC. I could see more on this topic in future sessions.

Getting to know fellow council members continues to be of great value and I feel it generates better Q&A throughout the day due to an increased comfort level with each other.

Good information - Thanks

All the sessions and the property tours were relevant and instructive. Good take home value this year!

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	97.5% (39)	0.0% (0)	2.5% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	90.0% (36)	5.0% (2)	5.0% (2)
Did the Team Perform to Your Expectation?	95.0% (38)	2.5% (1)	2.5% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	82.5% (33)	0.0% (0)	17.5% (7)

Additional Comments on Your Council Day or Overall Experience

I thought that it was a good Program notwithstanding the lack of knowledge of two of the speakers on the condo panel. The panel with Ron Witten and the two other speakers was excellent. The speaker from SF was very informative.

Fantastic

The Best...outstanding

thought there was very good interaction within council. thought it would be good to intro guests including their company name. not sure if panelist guests were accompanied at lunch.

Product tours were great. I also really enjoyed the market perspectives panel. That is a good topic for every session and those panelists provided great insights along with strong data.

Very effective council programming. Congrats to the council leadership.

Dinner was overpriced and too short.

Bravo!

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Capital markets for REITs would be interesting

Session on equity for acquisitions and development.

no

Time to have a Demography presentation

Current Financing Market Update - GSE and Balance Sheet

Texas Job Growth for the Spring meeting

Trends in MF Construction lending

Please let your Council leadership know what they can improve on for the next meeting

Most of the people on the Silver Council have been there for a while and know each other. I would eliminate the " get to know your council" piece

none

More room to spread out if we are doing a networking segment.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

It would be interesting to have people standup and describe transactions they are currently working on. Another idea is to have someone like Marc Renard discuss the current buyer composition.

not needed

I would be willing to help with the program for the Houston meeting

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	84.6% (33)	5.1% (2)	10.3% (4)
The Council Reception and Venue Were Great!	76.9% (30)	7.7% (3)	15.4% (6)

Additional Comments on the Council Day Venue and Reception

Great chance to meet in an historic building.

none

Metropolitan Club was a fantastic venue. However, we really need to have sit-down council dinners, with each flight together with its own venue or room, following a 1 hour networking reception. Its time to scratch the current format.

I am very happy that we had our Council Day at the Metropolitan Club. It is too bad that the overall ULI Management/Leadership scheduled the ULI activities, General Sessions, etc at the Javits Conv Center since it was so hard to get to & back. That was very bad planning!

The cost of the reception is way too high relative to the quality, quantity and presentation of the food. Why don't we have sit-down dinners like other councils have?

The Metropolitan Club is tired. Lost opportunity given the great venues available in NYC

Nice place, but skimpy drinks and minimal food.

The Multifamily Councils consistently secure great venues and provide high take home value meetings/tours.



**Survey Results
& Analysis**

For the Office Development Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 37 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Office Development"

Responses Received: 37

Had Take Home Value

	Yes	No	Somewhat	N/A
Real Estate Trends Presentation	91.9% (34)	0.0% (0)	5.4% (2)	2.7% (1)
Town Hall Q&A with acclaimed real estate developer, Edward Minskoff	73.0% (27)	2.7% (1)	24.3% (9)	0.0% (0)
World Trade Center Panel	78.4% (29)	2.7% (1)	18.9% (7)	0.0% (0)
Regional Office Development Panel [to be refined as panelist group evolves]	97.3% (36)	2.7% (1)	0.0% (0)	0.0% (0)
Brookfield Place and Hudson Yards	83.8% (31)	0.0% (0)	13.5% (5)	2.7% (1)

Was Organized

	Yes	No	Somewhat	N/A
Real Estate Trends Presentation	94.4% (34)	0.0% (0)	2.8% (1)	2.8% (1)
Town Hall Q&A with acclaimed real estate developer, Edward Minskoff	86.1% (31)	2.8% (1)	11.1% (4)	0.0% (0)
World Trade Center Panel	94.4% (34)	0.0% (0)	5.6% (2)	0.0% (0)
Regional Office Development Panel [to be refined as panelist group evolves]	100.0% (36)	0.0% (0)	0.0% (0)	0.0% (0)
Brookfield Place and Hudson Yards	94.4% (34)	0.0% (0)	2.8% (1)	2.8% (1)

Time for Q&A

	Yes	No	Somewhat	N/A
Real Estate Trends Presentation	97.1% (34)	0.0% (0)	2.9% (1)	0.0% (0)
Town Hall Q&A with acclaimed real estate developer, Edward Minskoff	91.2% (31)	0.0% (0)	5.9% (2)	2.9% (1)
World Trade Center Panel	85.3% (29)	2.9% (1)	11.8% (4)	0.0% (0)
Regional Office Development Panel [to be refined as panelist group evolves]	94.3% (33)	0.0% (0)	2.9% (1)	2.9% (1)
Brookfield Place and Hudson Yards	91.2% (31)	0.0% (0)	5.9% (2)	2.9% (1)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Mr. Minskoff was terrific. Great insight from a top shelf developer.

Entire program was excellent. The best in many sessions. I also liked the personal touch of the pictures. I will participate next time.

Economic presentation C&T was great

The absolute BEST session was the panel on the 3 development deals with real-time summaries of current development projects under way. GREAT take home value! Should do that EVERY meeting!

Three NY project presentation were interesting, but not a lot of true take home value for most of us given their scale (esp World Trade and Hudson Yards).

Great, relevant content this time! Really enjoyed all of the different developer perspectives and insights into the NY development landscape.

The tour and speakers were great. Good job by the committee.

Interesting agenda this session, and good interaction, but too NYC focused and little to know discussions on office markets outside of NYC.

I realize this is the "Office Development Council" but nearly 100% of the sessions devoted to development is too much. Way too much.

The insights from Edward Minskoff were priceless - nothing you would see in the press or get in any other industry meeting. The ability to see and hear about the revitalization of Downtown NYC in context was great.

Great topic mix from macro themes to development oriented topics. Great to take advantage of construction in NY since the council focus in development

Minskoff was especially interesting since he was talking about specific and recent development deal in nyc and Glenn did very good job managing the discussion. I liked the "icebreaker" photo idea. I think it helps the council members to get to know each other better. I vote to continue the tradition. I think it was good to get up and walk to another venue for part of the session (silverstein). Helped to keep everyone fresh. Really liked all the focus on development. Venue was cool.

Interesting presentations, but a little too much NYC focus for those of us not active in that market.

Our location downtown was great. The presentations by the large NY developers was unique.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (37)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	97.3% (36)	0.0% (0)	2.7% (1)
Did the Team Perform to Your Expectation?	97.3% (36)	0.0% (0)	2.7% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	100.0% (37)	0.0% (0)	0.0% (0)

Additional Comments on Your Council Day or Overall Experience

We should have our meetings next to other councils, as the networking at lunch with other councils is important.

Great topics and very interesting

I liked going out and joining another council for a session. I liked the icebreaker as it helps to get to know people better. I also like transitions

Fantastic with exceptional speakers and programs . Very interesting because of the complicated case examples on NYC gigantic projects

Room configuration needs to be a rectangle versus tables of 10 where you only see the backs of peoples heads.

There was no national perspective which I find extremely valuable insight and too much emphasis on downtown NYC when there is so much going on in NYC ie Brooklyn

Great agenda, well executed, fun day!

Perhaps could have done one fewer project presentations and added one market based interactive discussion.

new york is epicenter of real estate but to difficult to navigate to dinner, meetings et al

Would like to work in either more detailed deal discussions, or discussions on market conditions/trends across the country. Also more discussions across the different investment strategies, core, value add, and development.

I loved the off-site location. It provided a tangible feel for all of the day's discussions.

Overall, very good. One negative was the meeting space. While being in Brookfield Place was convenient and the raw space was cool, the acoustics and the A/V set up weren't optimal and I think that adversely affected the presentations and the audience engagement and participation.

Great to move around a bit yet still have productive time in our council setting

Good effort on off-site location, although short on seating. Layout somewhat cold/impersonal but if weather had been clear the views would have negated any shortcomings in the room. Well organized instructions and access nonetheless. Meeting at development/redevelopment location can be good on occasion but should be balanced against downsides of travel, timing, lack of interaction w/ other councils during breaks, lunch, etc.

very worthwhile. thank you.

Excellent

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Getting top tenant reps or agency brokers to present on their insight on lease up of spec development projects is interesting and beneficial to many of our members.

enjoy the live cases

National market perspective

I think an Oil/Gas industry specialist would be interesting to hear from in the Houston meeting. Topic might be how Oil/Gas could affect real estate development and growth in US economy, by region.

In San Francisco, I would suggest a focus on trends in creative tenant space use and development of creative office.

For Houston, I think it would be really helpful to have panelists who could take us through the particulars of the Houston market (submarkets, dominant tenant segments, etc.) as well as an economist who could bring everyone up to date on the evolution of the Houston economy away from such heavy reliance on traditional oil and gas.

I think we have a good opportunity to do a similar type meeting in Houston since there is no shortage of construction in that market

specific "real deal" case studies always most interesting to highlight what's going on.

Future tenant trends relative to density and space utilization. What are developers doing differently today given changing demographics, mobility, etc.

Please let your Council leadership know what they can improve on for the next meeting

Still trying to figure out a way for us to actually visit the conference. Often, we and other council members never get to the conference itself. Half day session is preferred.

I actually can't think of how to improve since I believe it was excellent and John did a spectacular job on all

No rain please. Should be easier in TX

Good job, keep the mix interesting and content rich.

a walking tour of "live" development deal in houston would be interesting to group. pub social event at end was great. similar socials are very good way to finish. another option is a wine tasting when you bring in a few makers to show their wares etc. not sure if good option for houston venue but would be fun.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Already engaged.

i would like to see more interaction among the council members an open mic discussion about what is happening in your business... what are you concerned about.... there is a wealth of experience on this council and i think using it to help each other is valuable

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	81.1% (30)	2.7% (1)	16.2% (6)
The Council Reception and Venue Were Great!	97.3% (36)	0.0% (0)	2.7% (1)

Additional Comments on the Council Day Venue and Reception
No need for the cocktails after the daylong meetingAlso,cocktails and heavy hors d'oevres instead of sit down dinner on council dinner night is better . Can network better that way. The art tour was a great idea.
interesting change
However, we were segregated from other councils and missed the opportunity to network with other groups during the day.
I liked the venue's proximity to WTC off-site meeting. Given the venue, the seating, etc., I was glad we could go off-site from the meeting for a while.
while the council day venue and program was great, the ULI confeence venue in NYC was not. Too spread out and hard to see people.
Shorter happy hour and starting dinner earlier.
The council dinner venue and food were fantastic, one of the best meals, if not the best, we've had. The offsite location was good (for shell space) and was well-located amidst much of the development activity that was the focus of the day. Logistically, however, it left a lot to be desired. There weren't enough tables and chairs for the members and guests so there must have been some miscommunication between ULI and the onsite caterer. The A/V person showed up late, throwing our agenda off-track, turned on the system as quickly as he could without, for example, hooking up the second speaker, and left. One of the microphones at the panel table never worked, and we were never shown how to hook up the laptop to sound, so we needed to jury-rig it twice for video presentations.
John runs a great meeting and is clearly very organized
See venue comments above ... good overall (and worth the effort), but bad weather diminished experience.
I liked the white box floor venue at top of brookfield place. very interesting place for meeting. would take that all day long vs convention center space.
The art museum tour was great, but could have been longer, especially in light of the cost.



**Survey Results
& Analysis**

For the Public Development & Infrastructure Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 30 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Public Dev. & Infrastructure"

Responses Received: 30

Had Take Home Value

	Yes	No	Somewhat	N/A
COUNCIL MATTERS	78.6% (22)	0.0% (0)	21.4% (6)	0.0% (0)
Infrastructure Resiliency: Addressing Climate Change	86.2% (25)	6.9% (2)	3.4% (1)	3.4% (1)
Planes, Trains, and Automobiles: An Overview of Key Infrastructure	86.2% (25)	3.4% (1)	6.9% (2)	3.4% (1)
An Industry Roundtable: P3's at the State Level	86.7% (26)	0.0% (0)	13.3% (4)	0.0% (0)
The High Line: Presentation & Tour	83.3% (25)	3.3% (1)	3.3% (1)	10.0% (3)
Interactive Discussion of the Programming Day	82.8% (24)	0.0% (0)	6.9% (2)	10.3% (3)

Was Organized

	Yes	No	Somewhat	N/A
COUNCIL MATTERS	96.2% (25)	0.0% (0)	3.8% (1)	0.0% (0)
Infrastructure Resiliency: Addressing Climate Change	92.9% (26)	0.0% (0)	7.1% (2)	0.0% (0)
Planes, Trains, and Automobiles: An Overview of Key Infrastructure	96.6% (28)	0.0% (0)	3.4% (1)	0.0% (0)
An Industry Roundtable: P3's at the State Level	90.0% (27)	0.0% (0)	10.0% (3)	0.0% (0)
The High Line: Presentation & Tour	90.0% (27)	0.0% (0)	0.0% (0)	10.0% (3)
Interactive Discussion of the Programming Day	88.5% (23)	0.0% (0)	7.7% (2)	3.8% (1)

Time for Q&A

	Yes	No	Somewhat	N/A
COUNCIL MATTERS	85.2% (23)	0.0% (0)	7.4% (2)	7.4% (2)
Infrastructure Resiliency: Addressing Climate Change	89.3% (25)	0.0% (0)	10.7% (3)	0.0% (0)
Planes, Trains, and Automobiles: An Overview of Key Infrastructure	89.7% (26)	0.0% (0)	10.3% (3)	0.0% (0)
An Industry Roundtable: P3's at the State Level	86.2% (25)	3.4% (1)	10.3% (3)	0.0% (0)
The High Line: Presentation & Tour	80.0% (24)	0.0% (0)	10.0% (3)	10.0% (3)
Interactive Discussion of the Programming Day	88.5% (23)	0.0% (0)	3.8% (1)	7.7% (2)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

It was the best PDIC council by far!

My best Council Day yet.

Least value was in the recap of the presentations. Redundant.

This is a great Council. I have been on 3 councils and this one is by far the best.

Very well-run program on Council Day.

The prior-day tour was exceptional and the panel topics were excellent, timely and also locally relevant.

one of the best sessions we've had, overall. all the issues and projects covered have relevance to multiple other projects of various types in multiple geographic areas.

The day before tour and the overall sessions were excellent

I can understand the reasoning, unfortunately the conversation on new communities (while interesting by itself) did not fit within the overall council day. The time committed to it took away from rest of the program.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	90.0% (27)	0.0% (0)	10.0% (3)
My Chair Kept Members Engaged & Encouraged Broad Interaction	96.7% (29)	0.0% (0)	3.3% (1)
Did the Team Perform to Your Expectation?	93.3% (28)	3.3% (1)	3.3% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	83.3% (25)	3.3% (1)	13.3% (4)

Additional Comments on Your Council Day or Overall Experience
a+ on all! amazing speakers on very interesting topics
The continuity between the tour experience the day before and the actual council day was terrific!
Excellent tour, reception, and council day!
Incredible World Trade Center Tour and Dinner day before Council day
Good topics, well presented. Audio during highline presentation could have been better
The Council did an amazing job putting together a great tour and dinner. I've never seen anything like that. visiting the WTC under construction and 9.11 museum was the highlight of my trip to NYC. THANK YOU AGAIN.
best program of the last five years! Well done in all respects.
My interest is public buildings and RE development, which was not covered
Each program and subject matter was very Muchin point toward my professional interests
The previous day's tour of the WTC complex has now become the gold standard for future tours.
Thank you!
One of the best Council days in my experience with ULI
council day was well run. not happy however with new overall format where council members missed the meatiest part of the Fall Conference that went on simultaneously.
Extremely well organized. They communicate well, promote the Council and keep it relevant and interesting.
poor meeting room at Javits. It would be better if we met outside the convention center
Excellent.
The chair and officers did a great job planning and conducting the sessions

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?
Continuing on the infrastructure resilience topic - the PDIC is a logical lead for this topic with ULI, and should get engaged with the other resilience initiatives taking place.
Yes
No
Public Private application for Government real estate
Yes. I would like to give a presentation at either a Council Meeting or Concurrent Session on the economic impact of public development and infrastructure projects on local economies...Dr. Dean D. Bellas
I think more about placemaking in public and infrastructure projects: what works.
yes. site selection for the State Farm 2.2 million sf campus in Atlanta GA and the importance of transit and open space to the decision
Not at this time.

--

Please let your Council leadership know what they can improve on for the next meeting
i thought it was great. the registration part got a bit confusing - they didn't seem to get our payment info and sign up but probably not their fault
Keep up the good work.
It will be hard to ever top this meeting. NYC has so much to offer and discuss.
If they stay at this excellent quality level I will be more than happy.
In addition to the Council membership contact list, I think it would be helpful if the membership received a short biography (one or two paragraphs) on each member of the PDIC. I would be happy to take the lead on this project.
Some speakers could have used better guidance on presentation duration and focus. Shorter powerpoints and more pre-planned discussion among panelists might be good for some panels.
Not their fault at all: the Javits Center is an awful venue. Awful HVAC, awful (or non-existent) signage; paying for wi-fi--really!
Continuing to find ways to get out of the conference room is appreciated.
Fewer panel members with time for deeper discussions

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).
I am interested in helping to plan the meetings.
I will be retiring soon and do not want to be engaged further. Just enjoy the current level of activity.
I would be happy to speak on either the fiscal policy or economic policy implications of land-use development in either a Council Day or a non-Council Day concurrent session ...Dr. Dean D. Bellas
We could invite some chats about projects in between conferences.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	50.0% (15)	26.7% (8)	23.3% (7)
The Council Reception and Venue Were Great!	100.0% (27)	0.0% (0)	0.0% (0)

Additional Comments on the Council Day Venue and Reception

javitz very underwhelming - food average - noisy, room layout not great. Let down after Vancouver!

New York has so much to offer, that the case studies from the area were spot one.

Really, an unbelievable job! Thanks to all.

Too much AC.

Meeting at the Javits center for the council day was convenient but we got a room in the back/not so nice/freezing. probable better the feedback from people in other councils that met in nicer places around the city.

great choice

A little out of the way

See above comments.

Future Council Dinners at smaller venues such as the Angler's Club of NY are much more conducive to communicative interaction between PDIC members than larger restaurant venues.

i understand why we met @ Javits (for easy access to the Highline) but hope we can meet offsite in the future

The room was windowless and a bit depressing -- although proximity to the primary session and the highline were great.

see comments above. The Council Day visit to the High Line was great, even on a rainy day. Javits Center was awful. Frances Tavern (and tour of One World Trade Center before) for the reception were terrific.

Council Day venue was okay. Acoustics in the room were a little funky. Reception and Venue were incredible. Kudos to the chair and the planning team. Incredible, Incredible, Incredible!

The Council pre-reception event and reception were spectacular. Well done!!



**Survey Results
& Analysis**

For the Public Private Partnership Blue Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 25 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Public/Private Partnership Blue"

Responses Received: 25

Had Take Home Value

	Yes	No	Somewhat	N/A
Presentation on Lower Manhattan P3 Project	80.0% (20)	4.0% (1)	16.0% (4)	0.0% (0)
Member Presentations: The use of so-called "crowdfunding" under the JOBS Act for debt and equity as a tool for facilitating and funding public-private partnerships	84.0% (21)	0.0% (0)	12.0% (3)	4.0% (1)
Member Presentations: The PPP Ballpark Village at Hammond's Ferry, North Augusta SC	28.0% (7)	4.0% (1)	64.0% (16)	4.0% (1)
Walking tour - Brooklyn Bridge Park Development Corporation	83.3% (20)	4.2% (1)	12.5% (3)	0.0% (0)
Member Presentations: The Public Private Partnership is Dead: How Philanthropics, national Non-profits, and regular People are changing Neighborhood Deals	79.2% (19)	4.2% (1)	16.7% (4)	0.0% (0)
Member Presentations: A Public-Private Partnership (?) in China--the Convergence of a Command Political System and a Free Market Economy?	27.3% (6)	27.3% (6)	40.9% (9)	4.5% (1)
City Point - tour	65.2% (15)	4.3% (1)	21.7% (5)	8.7% (2)

Was Organized

	Yes	No	Somewhat	N/A
Presentation on Lower Manhattan P3 Project	87.0% (20)	0.0% (0)	13.0% (3)	0.0% (0)
Member Presentations: The use of so-called "crowdfunding" under the JOBS Act for debt and equity as a tool for facilitating and funding public-private partnerships	95.7% (22)	0.0% (0)	0.0% (0)	4.3% (1)
Member Presentations: The PPP Ballpark Village at Hammond's Ferry, North Augusta SC	73.9% (17)	0.0% (0)	21.7% (5)	4.3% (1)
Walking tour - Brooklyn Bridge Park Development Corporation	86.4% (19)	4.5% (1)	9.1% (2)	0.0% (0)
Member Presentations: The Public Private Partnership is Dead: How Philanthropics, national Non-profits, and regular People are changing Neighborhood Deals	95.5% (21)	0.0% (0)	4.5% (1)	0.0% (0)
Member Presentations: A Public-Private Partnership (?) in China--the Convergence of a Command Political System and a Free Market Economy?	75.0% (15)	0.0% (0)	20.0% (4)	5.0% (1)
City Point - tour	52.4% (11)	9.5% (2)	28.6% (6)	9.5% (2)

Time for Q&A

	Yes	No	Somewhat	N/A
Presentation on Lower Manhattan P3 Project	73.9% (17)	4.3% (1)	21.7% (5)	0.0% (0)
Member Presentations: The use of so-called "crowdfunding" under the JOBS Act for debt and equity as a tool for facilitating and funding public-private partnerships	60.9% (14)	17.4% (4)	17.4% (4)	4.3% (1)
Member Presentations: The PPP Ballpark Village at Hammond's Ferry, North Augusta SC	43.5% (10)	13.0% (3)	39.1% (9)	4.3% (1)
Walking tour - Brooklyn Bridge Park Development Corporation	90.5% (19)	4.8% (1)	4.8% (1)	0.0% (0)
Member Presentations: The Public Private Partnership is Dead: How Philanthropics, national Non-profits, and regular People are changing Neighborhood Deals	63.6% (14)	13.6% (3)	22.7% (5)	0.0% (0)
Member Presentations: A Public-Private Partnership (?) in China--the Convergence of a Command Political System and a Free Market Economy?	45.0% (9)	10.0% (2)	35.0% (7)	10.0% (2)
City Point - tour	52.4% (11)	4.8% (1)	28.6% (6)	14.3% (3)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

More time for Fulton street would have been good.

All programs were excellent. I especially liked the Member presentations.

Fulton lease discussion was excellent. Details on residential in BK also excellent. While we all appreciate the complexity of deals, it's great to hear specifics on resolution of terms and difficult concepts - how the complexity gets solved.

We need to build in more time for questions on the member presentations.

The first session on the Lower Manhattan Transit Center needed to start with a better graphic - here is where you are; here is the project, etc.

We could have done better with less member presentations and more time to interact as a Council one on one at lunch time.

I can't recall which part of the tour it was but the part where we donned the hard hats was not necessary. It would have been better to walk by the site rather than have the client and all of us put on the hard hats and vests and walk thru a construction site which we have all done.

Overall a great day

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	96.0% (24)	0.0% (0)	4.0% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	92.0% (23)	0.0% (0)	8.0% (2)
Did the Team Perform to Your Expectation?	96.0% (24)	0.0% (0)	4.0% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	92.0% (23)	0.0% (0)	8.0% (2)

Additional Comments on Your Council Day or Overall Experience

Another very well organized and well led Council Day. Too bad that the rain and wind hampered the outside tours. The outside/guest speakers were excellent

Would like to do more with the Gold PPP council throughout the day

Our Council leadership is very organized and receptive to feedback.

It was a great meeting

The Council Days are great - full of energy and information and seeing the town. Just wish there was a bit more time for Q&A in the morning.

Great program!

Good program, enjoyed the tours in the City

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Member presentations with time for questions, and additional content-based programming.

Make sure to get put into the city

A short session; maybe roundtables each focusing on professional development issues and challenges that are not necessarily particular to P3. Engaging the community in the P3 project discussion.

Focus on innovative financing structures.

Please let your Council leadership know what they can improve on for the next meeting

All good

Make sure to get out--do not sit around in the Convention Center. I personally would suggest that the J}Houston Meeting focus on the Arts in Houston

Real project tours are great; sitting in conference rooms is deadly. But marching from site to site can burn up time and end up more like site seeing than learning. Make sure that lessons learned and key project features can be pointed out as part of the tour.

Extensive walking risks inclement weather...it is also hard to hear the leader on a walking tour.

The day is too long and people tend to fall asleep in the afternoon during presentations. Start at a more reasonable hour - like 8:30am breakfast during intros.

I love the project tours and case studies but I think a little more conversation on the latest thinking on P3s would be helpful. Often some projects are called P3 when really its just a public subsidy to induce private development. I would love to see more on private equity investment in public assets -- Availability Payment PPPs.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

A more interactive topic or two would enhance the Council Day experience.

Doing a great job in keeping us all engaged

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	76.0% (19)	4.0% (1)	20.0% (5)
The Council Reception and Venue Were Great!	80.0% (20)	0.0% (0)	20.0% (5)

Additional Comments on the Council Day Venue and Reception

Really like ending with the cocktail reception and networking.
--

Great venues for dinner, presentation and reception.
--

High Line and Standard Hotel venue and speakers were great!

Food at reception was not that great.

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**Survey Results
& Analysis**

For the Public Private Partnership Gold Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 24 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Public/Private Partnership Gold"

Responses Received: 24

Had Take Home Value

	Yes	No	Somewhat	N/A
How Did We Get Here? A history of PPP in Lower Manhattan	79.2% (19)	4.2% (1)	16.7% (4)	0.0% (0)
The Development of Pacific Park (aka Atlantic Yards)	87.5% (21)	0.0% (0)	8.3% (2)	4.2% (1)
Take the HELM	75.0% (18)	8.3% (2)	12.5% (3)	4.2% (1)
Fulton Center	79.2% (19)	8.3% (2)	8.3% (2)	4.2% (1)
10 Principles - Volume 2	75.0% (18)	0.0% (0)	20.8% (5)	4.2% (1)
Barclay Center Tour	66.7% (16)	4.2% (1)	29.2% (7)	0.0% (0)

Was Organized

	Yes	No	Somewhat	N/A
How Did We Get Here? A history of PPP in Lower Manhattan	91.3% (21)	0.0% (0)	8.7% (2)	0.0% (0)
The Development of Pacific Park (aka Atlantic Yards)	95.7% (22)	0.0% (0)	0.0% (0)	4.3% (1)
Take the HELM	90.9% (20)	4.5% (1)	0.0% (0)	4.5% (1)
Fulton Center	95.7% (22)	0.0% (0)	0.0% (0)	4.3% (1)
10 Principles - Volume 2	91.3% (21)	4.3% (1)	0.0% (0)	4.3% (1)
Barclay Center Tour	82.6% (19)	0.0% (0)	17.4% (4)	0.0% (0)

Time for Q&A

	Yes	No	Somewhat	N/A
How Did We Get Here? A history of PPP in Lower Manhattan	87.0% (20)	4.3% (1)	8.7% (2)	0.0% (0)
The Development of Pacific Park (aka Atlantic Yards)	69.6% (16)	13.0% (3)	13.0% (3)	4.3% (1)
Take the HELM	72.7% (16)	9.1% (2)	13.6% (3)	4.5% (1)
Fulton Center	69.6% (16)	4.3% (1)	21.7% (5)	4.3% (1)
10 Principles - Volume 2	87.0% (20)	0.0% (0)	8.7% (2)	4.3% (1)
Barclay Center Tour	91.3% (21)	0.0% (0)	4.3% (1)	4.3% (1)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Wide variety of subjects and context. Good speakers each with impressive credentials.

Many of the speakers started off saying "we want this to be interactive with lots of audience participation" then proceeded to talk until the end of the time slot. I think there were a lot of questions in the room for each presentation that couldn't get asked. Maybe limit the presentation time in the future?

Q&A time ran short in each session. If possible work the presenter's clock to allow for no less than 15 min of Q&A to allow members to gain additional insights. I don't think fewer presenters is necessary, but rather just allot more time for Q&A.

The Pacific Center and Lower Manhattan presentations, along with the Barclay's Center tour, were among the best ever.

All were excellent with great take home value

It was a very productive day.

The morning sessions were excellent.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (23)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	87.0% (20)	0.0% (0)	13.0% (3)
Did the Team Perform to Your Expectation?	95.7% (22)	0.0% (0)	4.3% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	91.3% (21)	4.3% (1)	4.3% (1)

Additional Comments on Your Council Day or Overall Experience

Very organized. Panels were well prepared with professional presentations

Very substantive day and extremely well organized.

This was the best one yet.

Hard to have much take home from NYC. The conditions and scope of projects is so much different than almost all other US markets.

Overall - Great Day I had to miss lunch due to work conflicts and feel I missed out a bit on Networking...that was my fault.

Good selection of topics - scheduling on time.

Really an outstanding day

The morning venue was not interesting except for the view.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

At least on in council presentation and one group Roundtable

Would be great to have some time for interactive sessions on the art of the PPP deal so that our public and private members can learn from one anothers' experience.

More actual deals.

Yes, but I'll get back to you.

Infrastructure monetization is of interest and a presntation/discussion would be great.

Session on resiliency. Follow up P3 Paper

More focus on the economic benefits associated with public space, best practices in public improvemen P3's and creative way to fund creation and operations

Discovery Green, Buffalo Bayou in Houston

I am interested to see how PPPs are structured in a very low barrier entry to market such as Houston.

Please let your Council leadership know what they can improve on for the next meeting

Always stay separate from blue. More intimate

Like it when the programs are geographically proximate, like it was in phoenix.

This one was great.

Less high level and more nitty gritty on deals...

Perhaps limit the speakers time to insure we have enough time for questions. The questions are usually very good.

A more engaging venue for these discussions. I would have be fine with fewer topics and onsite discussions.

We need to ensure that the Council directory is published and available on Council Day.

Suggest that attendees change table for each session so we have more interaction with our fellow members

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Ask for volunteers

Ask for suggestions.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	73.9% (17)	0.0% (0)	26.1% (6)
The Council Reception and Venue Were Great!	82.6% (19)	0.0% (0)	17.4% (4)

Additional Comments on the Council Day Venue and Reception

Reception location and ambiance were nice but not 150 worth.
--

Thank you very much. I always look forward to council day!
--

Great venue and reception. Use of mass transit worked very well to get to Brooklyn and back.
--

Highline was a good choice.

Reception location was great; food was fair.
--

Making time for the High Line before the Council dinner was very helpful.

Dinner the night before was also very informative and enjoyable

This Council is a joy.

Things were great, except food ran short at the dinner.

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**Survey Results
& Analysis**

For the Recreational Development Blue Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 37 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Recreational Development Blue"

Responses Received: 37

Had Take Home Value

	Yes	No	Somewhat	N/A
Trump International Presentation	32.4% (12)	21.6% (8)	45.9% (17)	0.0% (0)
Lightning Fast Short Takes	91.7% (33)	0.0% (0)	8.3% (3)	0.0% (0)
Topical Roundtables	81.1% (30)	0.0% (0)	18.9% (7)	0.0% (0)
Appetite for Investment in Resort Product	80.0% (28)	0.0% (0)	14.3% (5)	5.7% (2)
An Interview with Yotel	78.4% (29)	0.0% (0)	18.9% (7)	2.7% (1)
Open Dialogue: Kelsey & Norden Resort Real Estate Research Results	89.2% (33)	2.7% (1)	5.4% (2)	2.7% (1)
Session A – The Multi-Generational Market for Resorts and Second Home Communities	33.3% (10)	10.0% (3)	16.7% (5)	40.0% (12)
Session B – New Demands from Second Home Buyer Prospects	33.3% (9)	3.7% (1)	11.1% (3)	51.9% (14)
Session C – Condo Hotels –A Way Forward?	42.9% (12)	7.1% (2)	10.7% (3)	39.3% (11)

Was Organized

	Yes	No	Somewhat	N/A
Trump International Presentation	89.2% (33)	2.7% (1)	8.1% (3)	0.0% (0)
Lightning Fast Short Takes	80.0% (28)	0.0% (0)	20.0% (7)	0.0% (0)
Topical Roundtables	82.4% (28)	0.0% (0)	17.6% (6)	0.0% (0)
Appetite for Investment in Resort Product	82.4% (28)	0.0% (0)	14.7% (5)	2.9% (1)
An Interview with Yotel	91.7% (33)	0.0% (0)	5.6% (2)	2.8% (1)
Open Dialogue: Kelsey & Norden Resort Real Estate Research Results	83.3% (30)	0.0% (0)	13.9% (5)	2.8% (1)
Session A – The Multi-Generational Market for Resorts and Second Home Communities	38.5% (10)	15.4% (4)	11.5% (3)	34.6% (9)
Session B – New Demands from Second Home Buyer Prospects	45.5% (10)	0.0% (0)	9.1% (2)	45.5% (10)
Session C – Condo Hotels –A Way Forward?	53.8% (14)	3.8% (1)	3.8% (1)	38.5% (10)

Time for Q&A

	Yes	No	Somewhat	N/A
Trump International Presentation	52.8% (19)	16.7% (6)	25.0% (9)	5.6% (2)
Lightning Fast Short Takes	78.8% (26)	0.0% (0)	21.2% (7)	0.0% (0)
Topical Roundtables	75.8% (25)	6.1% (2)	9.1% (3)	9.1% (3)
Appetite for Investment in Resort Product	81.8% (27)	0.0% (0)	12.1% (4)	6.1% (2)
An Interview with Yotel	88.6% (31)	2.9% (1)	5.7% (2)	2.9% (1)
Open Dialogue: Kelsey & Norden Resort Real Estate Research Results	80.0% (28)	5.7% (2)	11.4% (4)	2.9% (1)
Session A – The Multi-Generational Market for Resorts and Second Home Communities	42.3% (11)	7.7% (2)	7.7% (2)	42.3% (11)
Session B – New Demands from Second Home Buyer Prospects	43.5% (10)	0.0% (0)	8.7% (2)	47.8% (11)
Session C – Condo Hotels –A Way Forward?	44.0% (11)	8.0% (2)	8.0% (2)	40.0% (10)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Good input on timely topics

Lightening sessions were good and almost all had take home value. While I would consider the roundtables the most engaging part of the day, they could have been better organized by having more focused topics allowing time to go from table to table.

during presentations, the more specific the examples/discussions, the more useful they are. The Kelsey & Norden research results were very interesting.

90% of the value are in the individual flights. Since the consolidation, Silver, Blue and Red are too large for best creativity and camaraderie. As a New Yorker, the transportation, lodging, and the Javits Center were a disaster. Events should have been held in midtown like last time.

On the marketing session of resort communities, I felt the panelists were not candid.

I thought the presentation of the Yotel product was excellent. It was a little disappointing that the speaker couldn't share some upcoming news but that was simply a matter of timing. More of this type of presentation in future meetings would be great.

Great Program

K&N reporting session was too short, and missed out on a good dialog. The shared session with the Entertainment council was TERRIBLE! Poorly organized and executed. We should not have to sit through A/V issues at these big conference hotels - where was the support?

This council day was very well organized and productive.

The multi generational session seemed woefully unorganized with technical issues and poor speaker coordination. Everything else was very good.

Matt Walker's opening talk was very well done as was his facilitation of the marketing and sales panel

Most all well done.

In the midst of a very fast evolving market, to me parts of the day were very good and dynamic and felt on point, other parts of the day felt a step behind.

The ability to do cross flight programming around particular topics is a great trend, thank you!

Matt did an overview if the market in a pre ration that was very good with specific references to where we are in cycle of market etc that were reinforced throughout ULI.

Eric Trump not up to usual ULI standards.

The overall day was of very limited value. This was the weakest ULI council I have been to. It started weak with the dinner (no real food) and stayed weak throughout. Not sure I will attend any more.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (37)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	94.6% (35)	0.0% (0)	5.4% (2)
Did the Team Perform to Your Expectation?	89.2% (33)	2.7% (1)	8.1% (3)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	86.5% (32)	5.4% (2)	8.1% (3)

Additional Comments on Your Council Day or Overall Experience
Best day I have at council yet
Good day
I was very pleased with the diversity of topics. The short takes, particularly those on individual projects were very interesting.
the Trump presentation was everything ULI doesn't stand for. Self serving no lessons learned
I think it would be a significant benefit to be able to pick up the conference badge at the council dinner. With locations spread out across a city, I often do not get a chance to pick up a name badge before the dinner nor the council session the following morning.
I like the concept of the lightening rounds, but wonder if there could be more organization to them to help the presenters get to the point. A format of sorts?
Great Council day meeting
best day I have had yet. drinks afterwards helped as lots of relationships had been rekindles and the after party, so to speak, worked better for me
We start too early. Fern was not an engaging moderator, the full session should have a more experienced speaker. The condominium hotel session was well organized and speakers were great - moderator did a great job engaging the attendees and extracting take home value from the panelists
Interesting to see Eric Trump speak.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?
More on marketing
It would be beneficial to focus on more deals with "numbers". The design trends are interesting to discuss--and should be part of the roundtables. The lightning round should cover actual deals and look at what is penciling and what is not.
For Houston, more visits to actual developments
The impact of digital changes on marketing of resort communities.
I am curious to learn more about Gaylord's self-contained resorts / meetings venues. Perhaps one of the executives from its real-estate owner, Ryland?
Active Adult Lifestyle Trends / Needs
Urban resorts - what does that mean for product and amenities? Programming - if the trend is toward more robust programming, let's here more about what's working and how it pencils. Sharing vs. Ownership - more on this potential Millenials trend.
Love the fast lightning takes. Please keep doing them. We get a lot in a very short time, its great
As the economy recovers I suggest more time and attention to whats working and whats not working (whats not working is as valuable as what is)
Anything on specific technology applications for all aspects of our business including marketing and CRM is always good since evolving quickly right now or maybe 10 apps every real estate professional who travel needs?
Repositioning existing clubs and resorts through redesign, rebranding, or restructuring.

Please let your Council leadership know what they can improve on for the next meeting

Liked the drink time after the meeting

Yes -- how can the councils make small changes that would better serve the membership in terms of specific meeting venues.

We need strong moderators who can push for more candid discussions.

This was a very well run session. Thank you

Appreciated the effort to achieve the "something for everyone". Still wide variation on the quality of the delivery of presentations.

The leadership did a terrific job organizing a broad range of content for the council. Well done!

Great job guys!

Hard to improve as we get a lot into a short timeframe . Well done !

keep the organized, scheduled 15 minute breaks to be able to schedule follow ups - did good this time

Our meetings are run like a Swiss watch with very good content. All good.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I'll contact Matt directly to see how I can help. thank you, Mitchel Burns

I would be happy to participate.

Always willing to help and be engaged. As teh spring meeting will be in my City happy to help with logistics, advice on hotels or locations, things to do, etc.

Great job, and appreciated !

I think I am pretty engaged.

I'm always happy to help with council day programming. My highest expertise lies in private clubs. (Mark Diedrich)

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	56.8% (21)	5.4% (2)	37.8% (14)
The Council Reception and Venue Were Great!	56.8% (21)	13.5% (5)	29.7% (11)

Additional Comments on the Council Day Venue and Reception

Although dinner venue was tight for a while at the start, I think smaller spaces that have more energy are better and prefer it to larger / darker spaces.

Great venue for the reception.

Venue and subject matter was good. receptions were a little tight.

Too crowded

Reception area was too small, no place to sit and eat. Food was good though

For the cost of a guest and annual fee, the receptions are at the price of a sit down dinner when in fact they're more like an elderly fraternity party where it's tough to bring wives, guests, etc.

I thought that the lunch was excellent.

Great Venue but too tight

Wandering around NYC is great. Unless it rains. Which it did!

The reception and dinner location was a great location but too small for a group of our size and did not allow for good networking .

Sheraton was a horrible hotel, old and expensive, meeting rooms were just ok. Reception venue was hot, crowded (too small) and with only one overrun bar we need better space



**Survey Results
& Analysis**

For the Recreational Development Gold Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 36 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Recreational Development Gold"

Responses Received: 36

Had Take Home Value

	Yes	No	Somewhat	N/A
Trump International Presentation	32.4% (11)	23.5% (8)	32.4% (11)	11.8% (4)
Breaking News, Recent Deals, New Initiatives	82.4% (28)	2.9% (1)	11.8% (4)	2.9% (1)
Appetite for Investment in Resort Product	68.8% (22)	0.0% (0)	18.8% (6)	12.5% (4)
What's Next: Renew Refresh Relax... Reset Place Making	62.5% (20)	6.3% (2)	21.9% (7)	9.4% (3)
Session A – The Multi-Generational Market for Resorts and Second Home Communities	17.9% (5)	28.6% (8)	3.6% (1)	50.0% (14)
Session B – New Demands from Second Home Buyer Prospects	57.1% (16)	0.0% (0)	7.1% (2)	35.7% (10)
Session C – Condo Hotels –A Way Forward?	43.5% (10)	0.0% (0)	4.3% (1)	52.2% (12)

Was Organized

	Yes	No	Somewhat	N/A
Trump International Presentation	81.3% (26)	0.0% (0)	9.4% (3)	9.4% (3)
Breaking News, Recent Deals, New Initiatives	80.6% (25)	6.5% (2)	9.7% (3)	3.2% (1)
Appetite for Investment in Resort Product	79.3% (23)	3.4% (1)	6.9% (2)	10.3% (3)
What's Next: Renew Refresh Relax... Reset Place Making	76.7% (23)	3.3% (1)	10.0% (3)	10.0% (3)
Session A – The Multi-Generational Market for Resorts and Second Home Communities	16.7% (4)	37.5% (9)	4.2% (1)	41.7% (10)
Session B – New Demands from Second Home Buyer Prospects	52.0% (13)	4.0% (1)	12.0% (3)	32.0% (8)
Session C – Condo Hotels –A Way Forward?	45.0% (9)	0.0% (0)	5.0% (1)	50.0% (10)

Time for Q&A

	Yes	No	Somewhat	N/A
Trump International Presentation	46.9% (15)	15.6% (5)	25.0% (8)	12.5% (4)
Breaking News, Recent Deals, New Initiatives	87.1% (27)	6.5% (2)	3.2% (1)	3.2% (1)
Appetite for Investment in Resort Product	72.4% (21)	3.4% (1)	13.8% (4)	10.3% (3)
What's Next: Renew Refresh Relax... Reset Place Making	71.0% (22)	3.2% (1)	16.1% (5)	9.7% (3)
Session A – The Multi-Generational Market for Resorts and Second Home Communities	27.3% (6)	9.1% (2)	9.1% (2)	54.5% (12)
Session B – New Demands from Second Home Buyer Prospects	64.0% (16)	0.0% (0)	8.0% (2)	28.0% (7)
Session C – Condo Hotels –A Way Forward?	30.0% (6)	10.0% (2)	15.0% (3)	45.0% (9)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

It appears that most everyone in the room is familiar with the individual projects being discussed. I tend to doubt most of group is familiar with all these projects. How about providing some visuals and project descriptions either in hand out form or on the screen. That would make understanding the presenter much better.

Breaking news is good, but time limits should be followed to get through more at a faster pace. Prefer fewer topics with more preparation and organization.

Sessions were good other than the one by the Entertainment Council; It was very poorly delivered.

The hotel picked for the RDC, The Sheraton, was terrible. We upgraded our room by paying \$200 per day extra and the room was so small they didn't even have room for a reading chair. We checked out and went to another hotel. The reception on Tuesday night was terrible. Small area, no place to sit down and eat, only oriental nibbles, mac & Cheese, and beef sliders to eat. The location of the hotel was very inconvenient for the convention center.

The Breaking News session was one of the best sessions I've ever attended. Great content and variety. The afternoon session given by the Entertainment Council was simply awful.

the multigenerational presentation was one of the worst presentations i have ever seen. They had IT problems for the first 10 minutes, then none of their slides were formatted properly so the data could not be viewed and their presentation skills were very poor. Hard to believe the ULI Foundation would fund such an incompetent group.

I thought the Trump presentation was a waste of time - came off as promotion for the company and minimal utility/learning. The Resort panel was interesting, particularly the Blackstone and JLL comments and slides, but the moderator spent too much time on self-promotion and was stiff (ie reading off a script). The condo-hotel panel was timely and gave a good overview - the moderator was informed and did a great job inviting comments and questions from the audience making it an informative, interactive conversation.

It was a very good day/session. Very informative, communication was broad based with lots of people contributing. One of the best ever.

one of best organized sessions in a long time --and good to have several to choose from --and joint sessions a great idea when a really terrific speaker

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	97.2% (35)	0.0% (0)	2.8% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	88.9% (32)	0.0% (0)	11.1% (4)
Did the Team Perform to Your Expectation?	91.7% (33)	2.8% (1)	5.6% (2)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	91.7% (33)	0.0% (0)	8.3% (3)

Additional Comments on Your Council Day or Overall Experience
Very good interaction during Rapid Fire. Real projects and real dialogue
I felt bad for the moderators of the multi-generational session b/c they had tech issues out of their control. However, they also didn't have meaty content and the study results weren't helpful or well presented. Overall, it was a big disappointment and I wasted an opportunity to participate in another good discussion.
Morning session was good. Yellowstone/Cross Hrbours was good. The rest of the afternoon was so, so.
Teh best part was the interaction and questions based on the research report that was done.
Mark Thorne and his team did a great job; the project profiles were insightful and timely.
Tremendous improvements over spring.
Not worth the time spent. Still enjoy seeing other folks. There were way too many people in the RDC Gold meeting.
VERY goo day overall
Thank you for all you do.
Always appreciate the mix of combined and separate RDC flight activites/dinners/panels.
Mark Thorne does a good job.
My council team was engaging before and during the session - great work.
Very well organized and good mix of guests. Thoroughly enjoyed the current projects presented and general discussion
The Gold council is getting too large, too many members. I don't know why we went from four to three RDC councils but it seems we have enough interest to return to four. We also need more microphones in our council rooms, three wasn't nearly enough.
huge thanks and admiration for day..!!!!
Nicole has been great at getting information out to the members, including bios on members.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?
Topics: Merits of developer handling resales in addition to the sales of developer product, or not.
Need to discuss what buyers/owners really want in terms of amenities. It would be great to review a summary of home owner surveys.
Impact of international visitation on lodging industry and resort residential ownership in the U.S.
I feel it is very educational to hear from projects and their leaders - kind of soup to nuts view of the entire project.
A lot of questions about demographics affecting the recreation market. Maybe a more in depth look at size/shape/content of the buyer pool going forward.

Please let your Council leadership know what they can improve on for the next meeting

Is there a way we can check in for the conference at the council meeting. Got in late the night before so had to taxi down early to Javits center and then to council location. Please notify us when a new member is added to the council, with a bio.

If we could Mic the room better so we can hear each other better. Maybe not start so early - people start to drop off. Less time with concurrent sessions, and more time in Council

Don't have members bring in their clients or folks they do business with to promote themselves, like Trump and Todos Santos.

I appreciate the extensive and thoughtful work by the leadership team in putting together a strong program this fall.

There are several people in the RDC council who are deeply engaged in the hotel sector. We have been trying to get the RDC leadership to allow us to create a flight within the RDC. Many of these people are in the Blue flight, but many others are in Gold, etc. We strongly request that this consolidation be considered as it will allow for far more meaningful and valuable participation for all of us who focus on this sector.

Continue member project/investment activity updates. Continue exploring new concepts.

It would be good to require some Power Point slides even for the quick updates -- just to add more structure.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I think they do a nice job

The Yellowstone Club discussion was interesting.

Good.

8

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	69.4% (25)	11.1% (4)	19.4% (7)
The Council Reception and Venue Were Great!	70.6% (24)	5.9% (2)	23.5% (8)

Additional Comments on the Council Day Venue and Reception

Need a lot more microphones

Hard to be in a windowless conference room all day.

Needed better sound system and microphones.

Would be good if Council day venue was closer to main ULI conference facility

Gold is getting too large. By about 8 to 10 people.

The ULI is not putting any effort into the regular programs. There was no breakfast meeting and presentation on Thursday, there was no lunch meeting and presentation on Thursday, there was some programming on Wednesday but that is council day. There are no longer interesting programs for spouses. I am seriously considering resigning from the ULI. You should have council day on Wednesday and a full complement of programs on Thursday and Friday. Presently the only value is council day and that is mostly networking. The ULI is creaming these conferences and not delivering historical value.

Space for reception was cramped again.

The hotel, meeting space and food were horrible!

Reception was fun and great location. I enjoyed the size of the venue - allowed for good networking

It would be nice when council location is a long way from the general session to have a small registration table to pick up your name badge and stuff right at council location.

Council day happy hour was too small and crowded.



**Survey Results
& Analysis**

For the Recreational Development Red Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 14 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 37 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Recreational Development Red"

Responses Received: 37

Had Take Home Value

	Yes	No	Somewhat	N/A
Trump International Presentation	21.6% (8)	24.3% (9)	54.1% (20)	0.0% (0)
Rapid Fire Deal Summaries – Part 1	80.6% (29)	0.0% (0)	19.4% (7)	0.0% (0)
Capital Markets Update	67.6% (23)	8.8% (3)	20.6% (7)	2.9% (1)
"What Are You Hearing?"	43.3% (13)	3.3% (1)	3.3% (1)	50.0% (15)
Legends Interview Series	91.4% (32)	5.7% (2)	2.9% (1)	0.0% (0)
Appetite for Investment in Resort Product	51.6% (16)	16.1% (5)	32.3% (10)	0.0% (0)
Rapid Fire Deal Summaries – Part 2	69.7% (23)	3.0% (1)	21.2% (7)	6.1% (2)
Session A – The Multi-Generational Market for Resorts and Second Home Communities	24.0% (6)	32.0% (8)	4.0% (1)	40.0% (10)
Session B – New Demands from Second Home Buyer Prospects	42.9% (12)	14.3% (4)	7.1% (2)	35.7% (10)
Session C – Condo Hotels –A Way Forward?	40.0% (8)	0.0% (0)	5.0% (1)	55.0% (11)

Was Organized

	Yes	No	Somewhat	N/A
Trump International Presentation	88.6% (31)	2.9% (1)	8.6% (3)	0.0% (0)
Rapid Fire Deal Summaries – Part 1	81.8% (27)	6.1% (2)	12.1% (4)	0.0% (0)
Capital Markets Update	80.6% (25)	3.2% (1)	16.1% (5)	0.0% (0)
“What Are You Hearing?”	35.7% (10)	7.1% (2)	3.6% (1)	53.6% (15)
Legends Interview Series	97.0% (32)	3.0% (1)	0.0% (0)	0.0% (0)
Appetite for Investment in Resort Product	79.3% (23)	0.0% (0)	20.7% (6)	0.0% (0)
Rapid Fire Deal Summaries – Part 2	67.7% (21)	3.2% (1)	22.6% (7)	6.5% (2)
Session A – The Multi-Generational Market for Resorts and Second Home Communities	16.7% (4)	25.0% (6)	20.8% (5)	37.5% (9)
Session B – New Demands from Second Home Buyer Prospects	56.0% (14)	4.0% (1)	4.0% (1)	36.0% (9)
Session C – Condo Hotels –A Way Forward?	50.0% (9)	0.0% (0)	0.0% (0)	50.0% (9)

Time for Q&A

	Yes	No	Somewhat	N/A
Trump International Presentation	47.1% (16)	17.6% (6)	23.5% (8)	11.8% (4)
Rapid Fire Deal Summaries – Part 1	78.8% (26)	9.1% (3)	12.1% (4)	0.0% (0)
Capital Markets Update	83.3% (25)	3.3% (1)	13.3% (4)	0.0% (0)
“What Are You Hearing?”	29.6% (8)	11.1% (3)	3.7% (1)	55.6% (15)
Legends Interview Series	90.6% (29)	3.1% (1)	6.3% (2)	0.0% (0)
Appetite for Investment in Resort Product	73.1% (19)	7.7% (2)	19.2% (5)	0.0% (0)
Rapid Fire Deal Summaries – Part 2	51.7% (15)	13.8% (4)	27.6% (8)	6.9% (2)
Session A – The Multi-Generational Market for Resorts and Second Home Communities	43.5% (10)	8.7% (2)	4.3% (1)	43.5% (10)
Session B – New Demands from Second Home Buyer Prospects	36.0% (9)	0.0% (0)	20.0% (5)	44.0% (11)
Session C – Condo Hotels –A Way Forward?	40.0% (8)	0.0% (0)	10.0% (2)	50.0% (10)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Loved the Legacy segment! Very interesting.
Need to stay on time...too many people on ophones while people presenting...very disrespectful to speakers
Overall day was great. The multi-generational portion was not organized and shallow compared to the rest of the day. I wish Trump went more in depth to address the crowd he was speaking to.
liked the deal summaries; get the council more engaged; give new members an opportunity to introduce themselves and describe their business
Frampton was great.
good balance of panels and discussion time
Interview with Harry was just terrific! There should be a segment like that each meting.
Trump discussion was one sided. No discussion of lessons learned, mistakes - everything was "amazing, unbelievable, terrific". Lunch session was very poorly managed. Guests were good but moderator was terrible. Multi generation session was poorly organized.
3 great ideas from rapid fire deal summaries
Overall, everything moved smoothly. A lot of information was covered in one day.
Harry Frampton session was great. 2nd Rapid Fire session could have been better had participants stayed withing their allocated time. I was able to get something out of every session.
Enjoyed the frank and open discussions versus people trying to promote themselves. Good honesty
Good day, good topics
Overall take home value was good, though would request that we take a deep dive on a couple of relevant case studies which is complemented by rapid fire deal summaries. Other functions were strong.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	89.2% (33)	2.7% (1)	8.1% (3)
My Chair Kept Members Engaged & Encouraged Broad Interaction	89.2% (33)	0.0% (0)	10.8% (4)
Did the Team Perform to Your Expectation?	86.5% (32)	5.4% (2)	8.1% (3)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	83.8% (31)	0.0% (0)	16.2% (6)

Additional Comments on Your Council Day or Overall Experience

Really enjoyed the council day. Found the reception to be very fun as well.

Fantastiv organization by Chair

the food is a problem. Not adequate breakfast (deviled eggs?), no coffee until 10, then lunch sandwiches with any protein were gone. So deviled egg for breakfast, then salad and potato chips for lunch leaves you with no energy

Smaller room would have been better so we were closer to each other

Great to get in so many "real deals" with the two "Rapid Fire" sessions - great format!!!! Also, very good communication outside of Council Day w/ updates, etc.

Great Job!

I enjoy hearing from Jim Chaffin, Harry and the rest of the leaders in our industry. A

Terrible venue

Productive day as usual. Goof choice of topics. Engagement of members was key to success

Not enough interaction and discussion among members, didn't learn what everyone was up to and what is going on in their turf unless they presented rapid fire deal. Maybe only one of those per session.

Trump was too much and no take home value. Demands PM session had no take home value. Frampton was terrific.

Loved Harry Framton's personal story. Very valuable

the multi track was difficult to choose as they were very relevant topics...not sure how to resolve that...time issue

A few less presentations. More in depth. Far less on capital markets

Probably packed too much into the Rapid Fire sessions. Both seemed rushed because we covered too many different projects and there was not much time for interaction with the group.

Really enjoyed interacting with other council members. Session A - Multigeneration market could have been great but presenters were disorganized and whole thing seemed odd and simplistic.

Larry did a great job keeping things moving.

Overall i find there is a great deal of waste in the program and it ends up creating unnecessary cost for the day. Council dinner does not have to be that expensive; meeting rooms are over sized and somehow the event ends up costing me a lot of money with hotel and travel.

I was very disapointed in the 2nd home market segment. it was totally disorganized and I finally left as it was a waste of time

Room quality was the only issue

Room too large, lights too dim. i prefer the hallow square set up.

Deal summaries seemed repetitive of what we were hearing before on several of the projects. I like the idea, but just getting updates on projects that we heard about before is not really helpful unless there was something new, different or unexpected that the developer encountered.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?
More on service topics...more legendary talks
More time to discuss what we've learned and critique projects and strategies
I would like to discuss more sales and marketing and amenities people are building. Also, it would be helpful to focus more on leadership.
Amelia, Sea Island, Palmetto Bluff, Kiawah. New ownerships, recapitalized, and how to reposition?
I think that the all-inclusive segment needs more attention as it moves into mainstream....more about the economics and operating models...labor cost ect.....
Topics that would be interesting is marketing to the next generation of buyers and understanding how to cater not only to them, but also to the older generations at the same time. Also would like to hear further from some of the more senior members who have far more experiences to share. The Legends series was great.
1) Sequencing of amenities - Traditional and for profit (restaurants, shops, etc) 2) How to engage teenagers with programming 3) Ideas for engaging homeowners and resort guests during off/shoulder seasons
Observation for me is hat there are two types of projects and attendees. Those that have viable projects (the few lucky) and the rest who are really in workout and having a hard time accepting the truth. Perhaps we can start to address this issue and see if people can see that their projects are really not viable. (sensitive topic)
I am interested in the healthy place movement and would like to see some introduction to that concept in council
Where to spend marketing dollars for most effective response?
1. Demographic trends for recreational development; which MSAs are strongest and why. 2. Resort market feeders; what sales and marketing tricks are working beyond traditional referrrals? 3. How are resort brands still relevant?
Maybe time for a state of the timeshare industry update. We did one a few years ago but a lot has changed since then. Maybe also a report on the state of consumer financing for second and vacation homes and condos.

Please let your Council leadership know what they can improve on for the next meeting

Nice presentation of events and speakers

Good job guys - well planned and well executed.

Please consider including the bios of the guests.

We are hearing from the same projects over and over. I think we should bring in a someone from the city we are in that has a tie to a council member to add something new.

Hold to the times allotted

No coffee or sodas in room. Lunch was weak

I think the rapid fires need to be that---more concise...more just the highlights....

Perhaps do a round-table set of discussions where certain topics are thrown out for each table to discuss, and then have one head for each table share with the group what the table discussed on each topic.

Day seemed like it was rushed the whole time. Opening speaker took more than his allocated time. Rapid fire #2 session had participants that took longer than they needed. The use of slides may have aggravated that. I think giving people a "two minute" warning to wrap it up would be helpful.

Enjoyed actual deal summaries and Rapid Fire commentary

I think we left too much time for the afternoon networking session. I would have liked to see more content

Like a square table around which all members are seated; seems to provide more focused meetings.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

n/a

Larry does a great job of communicating between sessions.

Opportunities for participation

understanding of membership goals and guest speaker demands.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	45.9% (17)	16.2% (6)	37.8% (14)
The Council Reception and Venue Were Great!	59.5% (22)	5.4% (2)	35.1% (13)

Additional Comments on the Council Day Venue and Reception

Reception should not be so crowded next time

the rooms were way too big.

great organization of the day - really well done by the leaders

Room set up was not ideal for intimate conversation; hotel should have set up the round tables closer to the head table/lecturn; great City for meeting; ideal council reception venue would have a little more room so not as crowded

Council Day venue was excellent Council Reception venue was beautiful, but too small/cramped a bit.

We need more microphones.

The dinner and drinks places were too small. You could not move around the room freely.

Room for Council day was cold, dark and too big. Certainly didn't foster interaction or communication.

Reception was fine but would it be possible to meet in space other than dark, cold hotel conference space?

Too crowded at reception and happy hour. Drinks should be on house, not cash on second day. More room to be able to see and visit with everyone.

The venues for dinner have been great--just too small for the group size....

The service was fantastic. Almost too much food.

Overly large break-out rooms

Too large for 50 people and provided little ability for the entire group to interact

Council rooms were a little large and lacked intimacy. Service was good. Reception locale was convenient. Scheduling high line tour was tough conflict with reception as I would have like to do both.



**Survey Results
& Analysis**

For the Residential Neighborhood Blue Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 30 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Residential Neighborhood Blue"

Responses Received: 30

Had Take Home Value

	Yes	No	Somewhat	N/A
Economic & Housing Market Overview	96.7% (29)	0.0% (0)	3.3% (1)	0.0% (0)
Idea Slam	55.2% (16)	13.8% (4)	31.0% (9)	0.0% (0)
NYC Capital Panel	63.3% (19)	10.0% (3)	26.7% (8)	0.0% (0)
Roundtables: Shark Tank: Getting it Funded!	44.8% (13)	24.1% (7)	31.0% (9)	0.0% (0)
Non-traditional Higher Density Residential Forms: A Real Deal Case Study	82.8% (24)	3.4% (1)	6.9% (2)	6.9% (2)
Highline Walking Tour	53.6% (15)	7.1% (2)	28.6% (8)	10.7% (3)

Was Organized

	Yes	No	Somewhat	N/A
Economic & Housing Market Overview	92.9% (26)	0.0% (0)	7.1% (2)	0.0% (0)
Idea Slam	70.4% (19)	14.8% (4)	14.8% (4)	0.0% (0)
NYC Capital Panel	82.1% (23)	0.0% (0)	17.9% (5)	0.0% (0)
Roundtables: Shark Tank: Getting it Funded!	50.0% (14)	17.9% (5)	32.1% (9)	0.0% (0)
Non-traditional Higher Density Residential Forms: A Real Deal Case Study	89.3% (25)	0.0% (0)	3.6% (1)	7.1% (2)
Highline Walking Tour	73.1% (19)	7.7% (2)	11.5% (3)	7.7% (2)

Time for Q&A

	Yes	No	Somewhat	N/A
Economic & Housing Market Overview	78.6% (22)	14.3% (4)	7.1% (2)	0.0% (0)
Idea Slam	70.4% (19)	7.4% (2)	7.4% (2)	14.8% (4)
NYC Capital Panel	75.0% (21)	0.0% (0)	21.4% (6)	3.6% (1)
Roundtables: Shark Tank: Getting it Funded!	50.0% (14)	25.0% (7)	21.4% (6)	3.6% (1)
Non-traditional Higher Density Residential Forms: A Real Deal Case Study	75.0% (21)	7.1% (2)	10.7% (3)	7.1% (2)
Highline Walking Tour	70.4% (19)	7.4% (2)	3.7% (1)	18.5% (5)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Not mentioned on the list above was the "millenials panel", which I felt had decent takehome value

LOVED the last panel with millenials. Great conversation. We should do more of this.

Tried to do too much in one day. More time for networking and Q&A.

I enjoy getting the market overview at each meeting, but I felt as if we got a little too deep in the statistics this time which made the session go too long.

Great value in case studies and new ideason home design.

Idea slam needed more organization, i.e. table leaders/note-takers

Best session for this council in a long time!

I came home with 2 new great ideas that I can put to work right away. Excellent day.

First meeting on Blue - Leadership setup a great day

the day was disjointed. the weather did not help.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	96.7% (29)	0.0% (0)	3.3% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	80.0% (24)	0.0% (0)	20.0% (6)
Did the Team Perform to Your Expectation?	86.7% (26)	3.3% (1)	10.0% (3)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	80.0% (24)	3.3% (1)	16.7% (5)

Additional Comments on Your Council Day or Overall Experience

great job, and thanks to the whole leadership team!

first time on this council

Product sessions need to focus on product that is applicable to more parts of the country. Most markets don't have / need product for \$4,000,000 acre land and where it doesn't rain but 10 days per year.

Nick Lehnert's presentation was very well organized and informative.

Excellent day. Thoroughly enjoyed it.

Great Council Day. Well presented.

Good job to the leadership!

Great organization. Very well done

One of the best sessions I've attended!

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Thank you for the product design component this meeting! Let's include something like Nick's presentation each session please!

possible builders in Houston. David Weekley Homes and Partners in Building

Houston has good masterplanned communities. Let's do a field trip - but we need to hear lessons learned, not just what's working.

We seem to have a fair amount of developers on the council, perhaps we could have a presentation on one, or a panel of 3 new projects to present. I would be happy to volunteer talking about our newly zoned 7,700 acre master plan, Chatham Park - Thad Moore

Public Space and Amenity Design Community space needs and requirements in current residential neighborhoods.

Really like starting the day with Burns market overview. Capital panel was great. Architect was great. Good balance of information and topics.

No

Please let your Council leadership know what they can improve on for the next meeting

Any time you have a program scheduled for 30 minutes, tell the presenter you only have 20. Then when they run over there is time left for dicussion.

If we could get the location of the meeting earlier then we could plan better on the location of our hotel. I would have tried to stay at the same hotel as the event.

have discussions that apply to a more broad reaching audience, not simply the goings on or Orange Co. or the Inland Empire.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I would be willing to share my expertise as a community designer and urban designer in whatever way you would feel needed.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	60.0% (18)	3.3% (1)	36.7% (11)
The Council Reception and Venue Were Great!	60.7% (17)	3.6% (1)	35.7% (10)

Additional Comments on the Council Day Venue and Reception

both venues were fine but "great" would be pushing it that said, no complaints at all from me; getting these venues lined up in NYC is a challenge for sure

I thought we could have had a tour related to a NYC real estate project. I liked going to a different venue for lunch as we did in Vancouver. I very much enjoyed the council dinner venue that provided for a lot of networking.

I enjoyed it and appreciate the work that went to creating an excellent event.

Fun spot. Well done.

venue was good, reception was too loud for me

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**Survey Results
& Analysis**

For the Residential Neighborhood Gold Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 31 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Residential Neighborhood Gold"

Responses Received: 31

Had Take Home Value

	Yes	No	Somewhat	N/A
Mining the Millennials	64.5% (20)	9.7% (3)	25.8% (8)	0.0% (0)
Toll Brothers Project Tour and Case Study Discssion	83.9% (26)	3.2% (1)	12.9% (4)	0.0% (0)
Social Media	54.8% (17)	3.2% (1)	41.9% (13)	0.0% (0)
Real Estate Development in a 180 year old start up company	61.3% (19)	3.2% (1)	35.5% (11)	0.0% (0)
When Losing's Not an Option	76.7% (23)	3.3% (1)	6.7% (2)	13.3% (4)

Was Organized

	Yes	No	Somewhat	N/A
Mining the Millennials	45.2% (14)	16.1% (5)	38.7% (12)	0.0% (0)
Toll Brothers Project Tour and Case Study Discssion	83.9% (26)	0.0% (0)	16.1% (5)	0.0% (0)
Social Media	87.1% (27)	0.0% (0)	12.9% (4)	0.0% (0)
Real Estate Development in a 180 year old start up company	87.1% (27)	0.0% (0)	12.9% (4)	0.0% (0)
When Losing's Not an Option	86.7% (26)	0.0% (0)	0.0% (0)	13.3% (4)

Time for Q&A

	Yes	No	Somewhat	N/A
Mining the Millennials	83.3% (25)	0.0% (0)	16.7% (5)	0.0% (0)
Toll Brothers Project Tour and Case Study Discssion	89.7% (26)	0.0% (0)	10.3% (3)	0.0% (0)
Social Media	86.2% (25)	3.4% (1)	10.3% (3)	0.0% (0)
Real Estate Development in a 180 year old start up company	86.7% (26)	0.0% (0)	13.3% (4)	0.0% (0)
When Losing's Not an Option	51.7% (15)	24.1% (7)	10.3% (3)	13.8% (4)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Disappointed in the millennials presentation. Very general, poor technology. Loved the toll-eqr tour and discussion.

The video portion of the millenial session did not work well (bad audio) and was not worth that incremental effort. Otherwise everything was great all day!

Great agenda and presenters did a very good job!

Technology issues were not acceptabl for the millineal presentation.

The presentation by Len Forkas seemed more like a commercial for his book and he did not seem sincere. I didn't buy his message.

The Chair/Leadership team did a fantastic job. It was an overall great experience and I am glad to be involved with this council.

While I did find the session on Millenials interesting, given the current slowdown in the housing market, I would have been interested to see a discussion by Metrostudy (or similar market expert) on the current dynamics in the market, the challenges and the opportunities. I think an understanding of that would be of benefit to all facets of the development process, from investment through design and marketing.

Great day all the way around

I found all the sessions valuable and thought the day's program was excellent and organized. Probably no better location for the TOLL Brothers tour and the meeting venue was comfortable and service was fine. KUDOS to our leadership but not surprised as it was evident that Carol was focused and working hard on the program.

General update on the market, financing, etc.

The first session on the Millenials was challenged. The groups were great; Castleman's presentation was poorly done.

Overall, a great council day!!! Lots of take home value.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (31)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	96.8% (30)	0.0% (0)	3.2% (1)
Did the Team Perform to Your Expectation?	96.6% (28)	0.0% (0)	3.4% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	93.5% (29)	0.0% (0)	6.5% (2)

Additional Comments on Your Council Day or Overall Experience

I thought that the Council Program was very informative and interesting. Our council chair did a terrific job with a difficult venue.

Thanks, great job!

Good meeting and content

Carol, Bird, Stephanie all fantastic. Mike Castleman did great despite the technical difficulties.

It would have been valuable to have the traditional economist outlook as an hour session.

This is my first council meeting for RNDC gold. I enjoyed my conversations with Carol before the meeting, but otherwise was not involved in any communication outside of that. I imagine that will change now that I am a full time member of the council.

I enjoyed the interactive portions of the program. I think the metro study session was just ridiculous, and could not believe they did not try out the technology before the conference.

Great Meeting

Great

It was very well done. NYC isn't easy and is expensive. I thought that it all went well. I do not like the drinks before dinner and mixing at the bar. Not much value to me and I would prefer a speaker at dinner and an environment more conducive to comfortable conversation. This has nothing to do with the obvious real effort that went into the dinner and next day.

Technical problems plagued early but things were generally on track.

Very organized session and a great facility

I think it is really important to present valid information at these groups given the audience and use.

Overall it was a very good meeting

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Land Use Issues

More information on home buyers market segmentation and trends. Interpreting the data into usable information! Digging deeper into generalizations about the industry trends.

MPC Tour for Houston

The real life projects are good to see.

Round table discussions are always valuable.

I will reach out to my council chair directly.

I am interested in what makes a great place, and would be happy to participate on a panel.

Dialing down on why rentals are so popular and comparisons of products, pricing and markets. Information on home builders by market. How do they differ and why? Marketing solutions for unique market problems. Try to find some examples among the various council members and do a panel.

Depending on where we are in the market in the spring, what is everyone doing to increase sales?

- Homebuilder M&A and deal structures for a successful transaction - Homebuilder corporate debt market and ways to fund land development / acquisition

Please let your Council leadership know what they can improve on for the next meeting

Wine and Beer at the end of the day is not necessary. Water and hot coffee through out the day is better. Maybe fruit and sweets better use of \$ than wine beer and hot appetizers

I always would like to see a trends and a macro outlook on the market.

See my comments above. It is obvious Carol Ruiz gave this meeting a lot of thought and effort. Really nice job.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I would like to be more involved in the next Council Program. I am willing to help out any way that I can.

I am too busy this year with an acquisition and projects. Hopefully, things will settle down as we digest what we own.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	79.3% (23)	0.0% (0)	20.7% (6)
The Council Reception and Venue Were Great!	83.3% (25)	0.0% (0)	16.7% (5)

Additional Comments on the Council Day Venue and Reception

Thank you to the team and all the effort that goes into making this a success! Your effort paid off in making this insightful and interesting. Congratulations to all!

Great Venue

unfortunately, I have a hearing disability and the typical loud restaurant venue is challenging for me. I would not want my situation to change where we have our reception, but I do regret that I am not really able to fully participate

Terrific job!

Tough to find a cheap spot in Manhattan but room not ideal.

The restaurant was a bit crowded especially with both gold and blue groups together. The food was great.

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**Survey Results
& Analysis**

For the Responsible Property Investment Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 17 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Responsible Property Investment"

Responses Received: 17

Had Take Home Value

	Yes	No	Somewhat	N/A
Building for Resilience – The ULI Urban Resilience Program in Partnership with the RPIC	52.9% (9)	5.9% (1)	35.3% (6)	5.9% (1)
Resiliency, Social Cohesion and Investment Strategy	58.8% (10)	5.9% (1)	35.3% (6)	0.0% (0)
What does Profit really mean in our Day-to-Day practice? What should it mean?	70.6% (12)	5.9% (1)	23.5% (4)	0.0% (0)
Lessons learned from other industries	82.4% (14)	5.9% (1)	11.8% (2)	0.0% (0)
High Line Presentation & Tour	76.5% (13)	0.0% (0)	17.6% (3)	5.9% (1)
News & Updates	64.7% (11)	5.9% (1)	23.5% (4)	5.9% (1)

Was Organized

	Yes	No	Somewhat	N/A
Building for Resilience – The ULI Urban Resilience Program in Partnership with the RPIC	76.5% (13)	0.0% (0)	17.6% (3)	5.9% (1)
Resiliency, Social Cohesion and Investment Strategy	94.1% (16)	0.0% (0)	5.9% (1)	0.0% (0)
What does Profit really mean in our Day-to-Day practice? What should it mean?	82.4% (14)	0.0% (0)	17.6% (3)	0.0% (0)
Lessons learned from other industries	100.0% (17)	0.0% (0)	0.0% (0)	0.0% (0)
High Line Presentation & Tour	88.2% (15)	0.0% (0)	5.9% (1)	5.9% (1)
News & Updates	70.6% (12)	5.9% (1)	17.6% (3)	5.9% (1)

Time for Q&A

	Yes	No	Somewhat	N/A
Building for Resilience – The ULI Urban Resilience Program in Partnership with the RPIC	64.7% (11)	0.0% (0)	29.4% (5)	5.9% (1)
Resiliency, Social Cohesion and Investment Strategy	75.0% (12)	0.0% (0)	25.0% (4)	0.0% (0)
What does Profit really mean in our Day-to-Day practice? What should it mean?	94.1% (16)	0.0% (0)	5.9% (1)	0.0% (0)
Lessons learned from other industries	94.1% (16)	0.0% (0)	5.9% (1)	0.0% (0)
High Line Presentation & Tour	87.5% (14)	0.0% (0)	6.3% (1)	6.3% (1)
News & Updates	58.8% (10)	17.6% (3)	17.6% (3)	5.9% (1)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

inspirational but not sure of specific take homes of any value

Really enjoyed the broader expansion of 'people' by Malcolm and Kate. wished there had been more time to delve into that.

Very good diversity of topics

great day - well done

The presentation from the team from London was incredible! Mindblowing, groundbreaking stuff! I wish they had longer to present...they should share their methodology more broadly w/ULI.

We constantly struggle to do people, planet and profit all together.

The sessions that I enjoyed most were: 1)Profit and Operations Panel. Very detailed, helpful and useful. Enjoyed the expertise of the panel members and thought that the content was relevant and thought-provoking. More of this type of content would be great-- idea is to focus on specific investment project or program, lessons learned, ideas for improvement. 2. High Line. The presentations by the High Line's founder and (especially) HRA were very interesting and provide a template for similar ventures. 3. Brief AM discussion on emerging managers was relevant and interesting. Topic about how to define an EM (asset size? diversity objectives?) and how to define appropriate EM models for commercial real estate warrant more discussion in the industry and by this group. Was less interested in the more theoretical AM content (Grosvenor, Arup). The Patagonia lecture had some useful reminders: need to evolve industry-wide standards, challenges in trade offs between responsibility objectives and financial need (must remain financially viable); honesty is valuable in discussing progress with stakeholders (Patagonia's challenges on living wage issues), but could have been condensed.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	88.2% (15)	0.0% (0)	11.8% (2)
My Chair Kept Members Engaged & Encouraged Broad Interaction	82.4% (14)	0.0% (0)	17.6% (3)
Did the Team Perform to Your Expectation?	76.5% (13)	0.0% (0)	23.5% (4)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	70.6% (12)	11.8% (2)	17.6% (3)

Additional Comments on Your Council Day or Overall Experience

The leaders don't seem to be in the room as much as I think they should, and don't appear to live by the requirement to turn away from emails during sessions.

Molly did a great job - great energy, good control, nice style.

Would have preferred the lunch to be at tables for better conversation.

I had to miss the tour. I thought Molly McCabe did an excellent job with the segment with Vincent from Patagonia.

In addition to the London team, having Vincent Stanley's perspective was exceptional. It was worthwhile hearing from someone outside our industry; we should do it more often.

We have tilted toward Green in the past but this program brought us back.

The team did an excellent job with logistics and scheduling. Great add for future: more interpersonal interaction and more of a welcoming atmosphere/personal touch.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Energy related, as the meetings are in Houston.

more real data from the field. real deals or mgmt issues

We haven't seen a project yet that's knit together the soul with profit and sustainability...Vincent called it. The London folks came as close to analyzing it as I'd seen. Do they have a deal we can look at in a deeper dive to apply their methodology?

PROFIT i RPIC deals.

-Emerging managers models for commercial real estate

Please let your Council leadership know what they can improve on for the next meeting

It's not clear to me how consultants, who seem more competitive over displaying their brain power, offer the real estate developers and owners.

would have been productive to attend the general trends session (since it was next door) and then go to our council session. there is so much content in that presentation it would help inform our discussion all day long.

Quieter restaurant for the Council dinner. (The food was great)

I thought this was one of our best Council days ever...no bus ride and diverse, interesting discussions. The presentation from investors was weak; are we really reaching when we talk about light bulbs and 3 year paybacks/30% returns? Embarrassing after hearing Grosvenor's global platform. We were light on 'soul'..."people" in ppp.

More interaction amongst council members.

-More time for discussion among members at meetings would be welcome. -Would appreciate more time during the day to get to know other members. This occurs at dinner, but would be nice to have this during the day, too. (High Line lunch in lecture hall seating format was not conducive to much interaction.)

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

The discussions / presentations on new work, committee developments, and next steps shouldn't be last minute and after many people are either glazed over or left.

i'm good. thanks.:)

The publishing exercise to serve up test cases Phil Payne described should be used to galvanize us 'off meeting'. It would be a great activity for our group.

More people orgnizing programing.

To more fully engage members: 1. Stronger member involvement in planning meetings or in RPI projects between meetings. I will volunteer. 2. More of a personal and welcoming touch, at and between meetings would be appreciated. I look at the Council as *a way to develop my personal/professional network within the RPI discipline, and get to know like-minded professionals in more depth*, while discussing topics of mutual interest. The meetings that I have attended have been very structured, so it has not left much time for getting to know others. 3. Do Chair and/or Membership Chair take time to welcome new members, find out about their interests, suggest other members with whom they might have interests in common? I understand that time probably does not permit this to be done on the phone, but even a generic e-mail of welcome and a "let us know how RPIC can be helpful to you" would be a nice touch, and might yield suggestions for RPI content/activities. 3. A more personal/interconnected dimension might be expanded through more small group discussions during meetings (not just at the dinners). A good tactic, tried very briefly at a recent meeting, was to conduct roundtables on a common topic, with report-outs. I wish more time had been spent on this and enjoyed it. An alternative: breakout sessions to discuss what members are working on, report back to group on common opportunities and challenges. A third alternative: fewer formal presentations, more time for Q&A and breakout discussions on each. 4. A feeling of additional personal connection might also support membership growth objectives for the Council.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	23.5% (4)	64.7% (11)	11.8% (2)
The Council Reception and Venue Were Great!	88.2% (15)	0.0% (0)	11.8% (2)

Additional Comments on the Council Day Venue and Reception

Council day venue was grim, cold, external noise. The reception was a great meal, but location was difficult to get to. I'm torn between the value of being in a non-corporate restaurant (like Ruths Chris, for instance) and being at a location that is near the hotels and easier to get to when you're in a strange city and very long days. The lunch was good but the room was terribly small, though quiet beautiful and otherwise comfortable.

the convention center was less than stellar.

Our breakout was next to the main floor and was very loud.

Terrible meeting room. Noise from the convention hall drowned out some of our speakers.

Javits is really bad - hard to get to and lousy services; an embarrassment for New York.

The Reception was great. The Council Day venue was average at best.

Bowery/location was terrific and the food was amazing...the company was amazing, but the restaurant was SUPER loud. Loudest place I've ever been...hand signals to communicate. Jarvis was awful...we could not hear our speakers because of the noise from the presentation next door, which was distracting and a shame. They did not deserve that sort of 'competition'.

A full off-site day would be great, especially if in an interesting spot. The highline tour and presentation venues were great, but the first half was less o.

none

1. The reception venue was excellent (although better acoustics would facilitate more interchange and conversation). If we can ever get a private room (might not be possible to arrange with uncertainty about attendance) might help with acoustics. 2. Council Day venue: Not sure that these are possible to improve, as we are working with large conference halls. I've noticed that lighting has been somewhat dim at the meetings that I have attended. This is responsible with respect to energy use (great!), but is less helpful for participant engagement.



**Survey Results
& Analysis**

For the Redevelopment Reuse Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 28 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Redevelopment & Reuse"

Responses Received: 28

Had Take Home Value

	Yes	No	Somewhat	N/A
Three Minutes of Fame	82.1% (23)	0.0% (0)	17.9% (5)	0.0% (0)
Hudson Yards: Where the High Line Ends and Midtown Begins	82.1% (23)	7.1% (2)	10.7% (3)	0.0% (0)
Trends and Best Practices in Surplus Property Disposition	78.6% (22)	3.6% (1)	14.3% (4)	3.6% (1)
The Gowanus Neighborhood: Integrating Green and Industrial Grit	78.6% (22)	3.6% (1)	14.3% (4)	3.6% (1)
Barclays Center: Lessons Learned	89.3% (25)	3.6% (1)	7.1% (2)	0.0% (0)
The Diversification Strategy of the Brooklyn Navy Yard	71.4% (20)	0.0% (0)	25.0% (7)	3.6% (1)
Empire State Building: The Tenant Side of the Green Retrofit	82.1% (23)	3.6% (1)	3.6% (1)	10.7% (3)

Was Organized

	Yes	No	Somewhat	N/A
Three Minutes of Fame	96.3% (26)	0.0% (0)	3.7% (1)	0.0% (0)
Hudson Yards: Where the High Line Ends and Midtown Begins	92.9% (26)	0.0% (0)	7.1% (2)	0.0% (0)
Trends and Best Practices in Surplus Property Disposition	96.4% (27)	0.0% (0)	0.0% (0)	3.6% (1)
The Gowanus Neighborhood: Integrating Green and Industrial Grit	82.1% (23)	3.6% (1)	10.7% (3)	3.6% (1)
Barclays Center: Lessons Learned	100.0% (28)	0.0% (0)	0.0% (0)	0.0% (0)
The Diversification Strategy of the Brooklyn Navy Yard	71.4% (20)	0.0% (0)	25.0% (7)	3.6% (1)
Empire State Building: The Tenant Side of the Green Retrofit	89.3% (25)	0.0% (0)	0.0% (0)	10.7% (3)

Time for Q&A

	Yes	No	Somewhat	N/A
Three Minutes of Fame	50.0% (13)	11.5% (3)	26.9% (7)	11.5% (3)
Hudson Yards: Where the High Line Ends and Midtown Begins	80.8% (21)	3.8% (1)	15.4% (4)	0.0% (0)
Trends and Best Practices in Surplus Property Disposition	80.0% (20)	8.0% (2)	8.0% (2)	4.0% (1)
The Gowanus Neighborhood: Integrating Green and Industrial Grit	74.1% (20)	3.7% (1)	18.5% (5)	3.7% (1)
Barclays Center: Lessons Learned	73.1% (19)	3.8% (1)	19.2% (5)	3.8% (1)
The Diversification Strategy of the Brooklyn Navy Yard	51.9% (14)	14.8% (4)	29.6% (8)	3.7% (1)
Empire State Building: The Tenant Side of the Green Retrofit	80.8% (21)	0.0% (0)	7.7% (2)	11.5% (3)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Pacific Yards was a great presentation, very dynamic speaker. Scale of work in NYC is not easily replicated in most markets, so that was a challenge, but a characteristic of the market, not the fault of council day.

Great Council Day!

Great series of programs and speakers!

I think a challenge for the meeting this year was that there were so many amazing large-scale projects to consider, but unfortunately because of the scale we didn't really get into the details of projects. Hopefully in the future we can get at least one session that is a smaller scale project where the presenters can spend more time on the details, including finances. Tours are good but I think it was the right call to not do one this time around.

always organized and on schedule. upbeat and entertaining. listens well and encourages input from members

Would like more content on how a property got redeveloped vs. Sustainability measure (e.g. history of property, ownership and entitlement hurdles, capital stack, issues encountered.

Food was great. Too much?

Great Day well worth the trip.

The three-minute sessions were useful to hear from multiple people on the council. Past meetings have included at least one breakout, which would probably help the flow of the meeting. The case studies were great, but there might have been one too many sessions to take it all in. Tour would have been great had the weather cooperated.

All the sessions and topics were well covered, however, some tours would have significantly enhanced the content coverage.

The presentations were not based on anecdotal data; thus, very helpful, actionable.

It was excellent, with great examples of ambitious redevelopment/reuse projects. I think we need to balance the big project perspective we got this time with programs on the small, thinner margin sites too. There are a lot of those, and relatively fewer of the great big project opportunities.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (28)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	92.9% (26)	0.0% (0)	7.1% (2)
Did the Team Perform to Your Expectation?	96.4% (27)	0.0% (0)	3.6% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	85.7% (24)	0.0% (0)	14.3% (4)

Additional Comments on Your Council Day or Overall Experience

Well,organized Cuncil Day

Best RRC yet.

As usual,our leadership did a terrific job.

Another very good experience. Thank you.

Awesome job as usual!

As we continue to mature as a group the days are becoming better and better.

Great venue & great topics. NY-centric issues dominated which is fine since they are relevant to other parts of the country and are interesting in their own right.

Outstanding organization and leadership.

Several of the presentations were too long; need more time for Q&A.

Great Experence

Overall very well organized with great content.

Being a NY resident much of the topics have been discussed many times at many events locally so there was little new ground covered. This is not the fault of the council organizers.

space was great, food was good

When are the presentations available for download? Impossible to read some of the slides (text too small). Furthermore, it will be helpful to have the presentations (available to print) ahead of the meeting so we can make annotations / pencil specific questions (on specific points).

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Variety of scales. Break out sessions are great!

What government economic development programs actually work and why.

Have to get back to you.

1. Redevelopment of historic Hkuston 2. Houston's mass transit initkatws, past & present and resulting/pending redevelopment projects. 3. Remaking of the Astrodomer and conveniention center 4. Current upgrading of the Port of Houston

1) Liability protection for investors on Brownfield sites (post clean up) 2) Design best practices for brownfield sites particularly for urban residential

Yes, I would like to suggest that we consider bridging the supply and the demand of the property divestiture market by linking with owners with divestiture portfolios. I would like to explore the options.

Healthfields redevelopment - I am willing to give.

how changes in technology are impacting redevelopment and retrofits

Uncovering and creating value. Remediation, for example, can create value... but only so much. What are the tools, the processes (and yes, principles) that unlock this latent potential (and maximize value).

See above for thoughts on doing some of our programming on (1) the smaller, thinner margin sites; (2) the layering of capital that goes into many sites; (3) the lessons learned of how to get conventional bank financing as one layer in the harder to do, smaller projects, etc.

Please let your Council leadership know what they can improve on for the next meeting

Some mobile activity during the day. It is hard to stay in one spot all day even though it is great for packing in content.

It would be better to start at 9:00 rather than 8:00 am. The room we were in was very cold.

See above.

online list of council members with head shots

Some presenters more engaging/animated/convicted than others. Consider their delivery style prior committing. Also, we need to get out and about! Sitting in session all day is tough!

I believe reaching our to owners of properties is crucial. Happy to help with that.

Bring back the breakout sessions. In-depth project profile from an RRC member, with numbers.

Great work . Keep up the great wopk.

Include some tours, always try to hold meeting in an adaptive reuse space, and cover that case study on council day.

see above

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I am willing to take on more responsibilities if needed and will reach out to the Council Chair to communicate that.

Happy to contact my sister in Houston for ideas. She was formerly the real estate editor for the Houston Business Journal about 10 years ago and has been covering the CRE scene as a freelance and contributing writer ever since.

I am happy to help with planning/presentation of a session.

Happy to present or be part of the organizing committee.

ULI should provide a better communication platform to enhance Council interaction between meetings.

Would be good to have more networking oportunities between meetings.

better in between meeting interaction. purhaps an interim 3 minutes of fame time slot

Building on 'value creation' -- maybe a panel (ie. a group of diff. stakeholders) addressing the strategy (or tactics?) that have proven useful... I would volunteer for some preliminary work (to flash out the concept, find presenters, etc.) lvr@redevelopmentinitiatives.org

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	89.3% (25)	0.0% (0)	10.7% (3)
The Council Reception and Venue Were Great!	88.9% (24)	0.0% (0)	11.1% (3)

Additional Comments on the Council Day Venue and Reception

worked out very well in light of the weather.

Given how difficult it is to get around NYC, probably could have skipped the reception. I didn't really hang around given the time constraints.

Unbeatable. Capita sting, functional, and demonstrative of the work we need to be engaged in.

In Houston, let's try to get out to see a project.

Thanks for a rgreat expearence.

Great venue, fantastic effort! A+

All of this stuff was top flight.

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**Survey Results
& Analysis**

**For the Sustainable Development Council
Council Day Survey 2014 Fall Meeting
New York, NY**

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 34 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Sustainable Development"

Responses Received: 34

Had Take Home Value

	Yes	No	Somewhat	N/A
Update on Building Healthy Places Initiative	75.8% (25)	6.1% (2)	15.2% (5)	3.0% (1)
Lightning Rounds: Designing a Driverless World	85.3% (29)	0.0% (0)	11.8% (4)	2.9% (1)
Lightning Rounds: Solar Breakthrough from The Ground Up	82.4% (28)	0.0% (0)	17.6% (6)	0.0% (0)
Lightning Rounds: Champion Station: Redevelopment a Healthy Workplace	79.4% (27)	2.9% (1)	17.6% (6)	0.0% (0)
Lightning Rounds: Sustainable Rating System for Infrastructure	70.6% (24)	5.9% (2)	23.5% (8)	0.0% (0)
Lightning Rounds: Houston Exploding: Five Planning Scenarios for Aggressive Sustainability	50.0% (17)	8.8% (3)	38.2% (13)	2.9% (1)
Lightning Rounds: Fannie Mae: Transforming Multifamily Housing through Green Financing	67.6% (23)	8.8% (3)	23.5% (8)	0.0% (0)
DEEP DIVE: Introduction to Passive House Standard and Brooklyn Passive House Developments	87.9% (29)	0.0% (0)	12.1% (4)	0.0% (0)
PRESENTATION, TOUR AND LUNCH AT BROOKLYN WHOLE FOODS	84.8% (28)	0.0% (0)	12.1% (4)	3.0% (1)
TOUR, BROOKLYN PASSIVE HOUSE	74.2% (23)	6.5% (2)	12.9% (4)	6.5% (2)

Was Organized

	Yes	No	Somewhat	N/A
Update on Building Healthy Places Initiative	83.9% (26)	3.2% (1)	9.7% (3)	3.2% (1)
Lightning Rounds: Designing a Driverless World	96.8% (30)	3.2% (1)	0.0% (0)	0.0% (0)
Lightning Rounds: Solar Breakthrough from The Ground Up	83.9% (26)	3.2% (1)	12.9% (4)	0.0% (0)
Lightning Rounds: Champion Station: Redevelopment a Healthy Workplace	90.6% (29)	0.0% (0)	9.4% (3)	0.0% (0)
Lightning Rounds: Sustainable Rating System for Infrastructure	93.5% (29)	3.2% (1)	3.2% (1)	0.0% (0)
Lightning Rounds: Houston Exploding: Five Planning Scenarios for Aggressive Sustainability	90.3% (28)	3.2% (1)	6.5% (2)	0.0% (0)
Lightning Rounds: Fannie Mae: Transforming Multifamily Housing through Green Financing	84.4% (27)	3.1% (1)	12.5% (4)	0.0% (0)
DEEP DIVE: Introduction to Passive House Standard and Brooklyn Passive House Developments	87.5% (28)	3.1% (1)	9.4% (3)	0.0% (0)
PRESENTATION, TOUR AND LUNCH AT BROOKLYN WHOLE FOODS	77.4% (24)	0.0% (0)	19.4% (6)	3.2% (1)
TOUR, BROOKLYN PASSIVE HOUSE	86.2% (25)	6.9% (2)	3.4% (1)	3.4% (1)

Time for Q&A

	Yes	No	Somewhat	N/A
Update on Building Healthy Places Initiative	76.7% (23)	0.0% (0)	20.0% (6)	3.3% (1)
Lightning Rounds: Designing a Driverless World	100.0% (32)	0.0% (0)	0.0% (0)	0.0% (0)
Lightning Rounds: Solar Breakthrough from The Ground Up	90.3% (28)	0.0% (0)	9.7% (3)	0.0% (0)
Lightning Rounds: Champion Station: Redevelopment a Healthy Workplace	90.6% (29)	0.0% (0)	9.4% (3)	0.0% (0)
Lightning Rounds: Sustainable Rating System for Infrastructure	90.6% (29)	3.1% (1)	6.3% (2)	0.0% (0)
Lightning Rounds: Houston Exploding: Five Planning Scenarios for Aggressive Sustainability	84.4% (27)	9.4% (3)	6.3% (2)	0.0% (0)
Lightning Rounds: Fannie Mae: Transforming Multifamily Housing through Green Financing	81.3% (26)	0.0% (0)	18.8% (6)	0.0% (0)
DEEP DIVE: Introduction to Passive House Standard and Brooklyn Passive House Developments	87.5% (28)	3.1% (1)	9.4% (3)	0.0% (0)
PRESENTATION, TOUR AND LUNCH AT BROOKLYN WHOLE FOODS	87.1% (27)	0.0% (0)	9.7% (3)	3.2% (1)
TOUR, BROOKLYN PASSIVE HOUSE	85.7% (24)	3.6% (1)	7.1% (2)	3.6% (1)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Passive House is a design and development strategy that needs MUCH more visibility and awareness in the ULI mainstream. It simultaneously drives deep energy efficiency, resiliency, health, and affordability - on that last point, it is economical TODAY and is very developer friendly as opposed to LEED which is more design-based. The presentation and tour on Passive House were outstanding.

The driverless car and the solar school presentations were mind blowing.

I really enjoyed the whole foods visit. I wish they had provided a bit more hard information about their sustainable initiatives after the store.

The preview for Houston would have been better left as part of the Houston program, it was too general to get much out of any of the components.

Lunch was crowded and unorganized

Power Points should NOT be words of your talk. Councils should have people check out the AIA's Pecha Kucha format (google it) it has good advice on how to use the PP as a visual technology not as talk notes. Would have improved many presentations at SDC.

Driverless cars will be a significant step in the right direction. It will be interesting to see how the major auto companies embrace or not driverless autos. The passive house project was informative and I believe it will be important to push the standard for passive houses throughout the country.

Passive house tour was a great walk but the house itself seemed like there was not a lot of added value at the house itself beyond what was covered in the deep dive. Whole foods was great... a deep dive on that would have been interesting!

The Driverless Auto presentation was incredible! Probably the best presentation I've ever seen at ULI in terms of making me think, and future value for planning and discussions with clients. Passive House was also extremely educational, and exposed me to a completely new set of metrics I'd never seen before. Whole Foods greenhouse was also very good. Keep up the good work!

The driverless car and passive building will have big impacts on our future.

short presentations are great--the tour was good also--a wonderful start for Andy, the new chair.

Overall I thought that the Sustainable development council meeting was very well done. The topics were timely and relevant and the presentations were excellent.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	94.1% (32)	0.0% (0)	5.9% (2)
My Chair Kept Members Engaged & Encouraged Broad Interaction	91.2% (31)	0.0% (0)	8.8% (3)
Did the Team Perform to Your Expectation?	93.9% (31)	3.0% (1)	3.0% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	79.4% (27)	2.9% (1)	17.6% (6)

Additional Comments on Your Council Day or Overall Experience

Filled with useful and stimulating projects. Good interaction.wish it was 2days.

Tour was great. Subway was the way to go. Local organizers deserve much praise.

Very enjoyable and informative!

Been more enjoyable had the weather cooperated.

Great to get out and see projects.

Very well organized. Love the tour and how it creates time and space for interactions and talk among council members

It was a very good day for meeting and interacting with the council members. Being a new member I was welcomed to the program. I look forward to being a positive exponent for sustainable design and construction methodologies to our group and the wider audience.

another great day.

Great experience..great use of time and mixing up presentations and touring.

The Council portion was excellent. I cannot say the same about the ULI's breakout sessions, however. Overcrowded, poorly organized, and overall extremely frustrating. Whoever was in charge of that mess should be fired. Raising the price and degrading the product is not the way to keep clients. Contact me for more info if you'd like. Chris Squadra csquadra@peakprogramvalue.com

Well organized day.

VERY GOOD transition from the fine work that John Shardlow and Team accomplished during the recent years.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Infrastructure and climate change, sustainability and resiliency policy and practical initiatives.

Passive House needs to be a concurrent session and / or features in some other prominent way at an upcoming ULI meeting

n/a

I'd like to see a comparison of operating costs for LEED Gold and LEED Platinum buildings over time. Word on the street is they perform less than promised, but it's all anecdotal info. Another topic is energy modeling predictions during preconstruction vs. actual performance after 3 years of operations.

no

the bee, butterfly and pollinator crisis

Please let your Council leadership know what they can improve on for the next meeting

Make sure all the IT works.

n/a

Power Points should NOT be words of your talk. Councils should have people check out the AIA's Pecha Kucha format (google it) it has good advice on how to use the PP as a visual technology not as talk notes. Would have improved many presentations at SDC.

Better weather :):)

Have the dinner at a venue that doesn't have so much noise.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I would enjoy being more engaged with the council.

n/a

Nothing at this end ... keep up the good work!

Continue to host Council sessions offsite and continue organizing tours of projects under construction or recently completed.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	91.2% (31)	0.0% (0)	8.8% (3)
The Council Reception and Venue Were Great!	82.4% (28)	5.9% (2)	11.8% (4)

Additional Comments on the Council Day Venue and Reception

Fantastic meal and fun location

The evening venue was good, but I felt was over priced for the level of food quality and amount.

Venue too noisy

Have to find a less noisy room for the council dinner!

The venue for the Council Dinner was great, and the Council meetings were efficiently run, provided great value, and were in nice, comfortable spaces.

Council Day Venues were great as was the Reception. Keep up the good work!

wonderful hospitality



**Survey Results
& Analysis**

For the Senior Housing Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 32 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Senior Housing"

Responses Received: 32

Had Take Home Value

	Yes	No	Somewhat	N/A
Industry Updates	90.3% (28)	0.0% (0)	9.7% (3)	0.0% (0)
Silent Generation -Understanding Today's Independent and Assisted Living Resident Through the Spectrum of Their Lives	90.6% (29)	0.0% (0)	6.3% (2)	3.1% (1)
100 Maple Avenue, White Plains and Sierra Madre	74.2% (23)	3.2% (1)	16.1% (5)	6.5% (2)
What's New, What is Coming in 55+ Housing	78.1% (25)	3.1% (1)	18.8% (6)	0.0% (0)
90 second update	81.3% (26)	0.0% (0)	15.6% (5)	3.1% (1)

Was Organized

	Yes	No	Somewhat	N/A
Industry Updates	96.8% (30)	0.0% (0)	3.2% (1)	0.0% (0)
Silent Generation -Understanding Today's Independent and Assisted Living Resident Through the Spectrum of Their Lives	86.7% (26)	0.0% (0)	10.0% (3)	3.3% (1)
100 Maple Avenue, White Plains and Sierra Madre	87.1% (27)	0.0% (0)	6.5% (2)	6.5% (2)
What's New, What is Coming in 55+ Housing	96.9% (31)	0.0% (0)	3.1% (1)	0.0% (0)
90 second update	83.3% (25)	6.7% (2)	6.7% (2)	3.3% (1)

Time for Q&A

	Yes	No	Somewhat	N/A
Industry Updates	80.6% (25)	6.5% (2)	9.7% (3)	3.2% (1)
Silent Generation -Understanding Today's Independent and Assisted Living Resident Through the Spectrum of Their Lives	83.3% (25)	6.7% (2)	3.3% (1)	6.7% (2)
100 Maple Avenue, White Plains and Sierra Madre	86.2% (25)	3.4% (1)	0.0% (0)	10.3% (3)
What's New, What is Coming in 55+ Housing	93.5% (29)	3.2% (1)	0.0% (0)	3.2% (1)
90 second update	61.3% (19)	22.6% (7)	3.2% (1)	12.9% (4)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

The biggest gain from this conference was understanding that all seniors are not monolithic in needs, wants, and desires. Each major subgroup has particular nuances that will require senior living operators to make adjustments.

364 days a year I feel like the world's expert on senior housing. Then I go to ULI. It is almost intimidating how impressive these peers are.

The sessions were all well presented and had take home value.

Always a great update on what is happening in the senior housing industry

Silent Generation presentation was very well done, well presented and had a lot of take home value for me. NIC industry update is always great and I am looking forward to it. 90 seconds is a great way to get everyone involved. Keep it on the schedule.

90 second update could be skipped

Valuable info shared.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (32)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	96.9% (31)	0.0% (0)	3.1% (1)
Did the Team Perform to Your Expectation?	93.8% (30)	0.0% (0)	6.3% (2)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	90.6% (29)	0.0% (0)	9.4% (3)

Additional Comments on Your Council Day or Overall Experience

Room was too small...Bus service toooooo sloooow in NYC.

Excellent as usual

Lots of camaraderie in the room. I liked that we had at least five visitors that contributed to the discussion.

The council chair reaches out to members often.

Great leadership Team, not afraid to try new things

Beter room facility

Another great meeting. Thank you!

very good experience

Much prefer a singular hotel for both sleeping rooms as well as council's meeting room. Moving between two hotels--especially in NYC--is challenging. A larger meeting room for the council meeting is imperative.

Positive experience and worth the effort.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

discussion on underwriting, valuation/pricing trends, investors' return expectations/strategies, risk/return supply risk outlook

We must continue to discuss tackling the affordable senior housing model.

Consider a TX focus since the Spring Meeting will be in Houston. Perhaps invite Greystone, who does "fee development and programming/operations" for primarily not-for- profits to speak at a session.

I would like to present the Washington State University Senior Housing Administration Degree

It would be great to do a survey on topics and content so we know we are hitting a broad spectrum of member interests.

Product development in terms of what the Senior Living industry will be offering in 5-10 years.

Please let your Council leadership know what they can improve on for the next meeting

A larger room would be great.

little bit better happy hour on Council Day

room facility

more time devolted to sub types of 55+ where those focused on sub areas can share discovery and best practices. non related areas have little cross over value.

55 yrs old to 100 is a very large market with over 1/3 of this countries population. There may be a time int he near future to separate MC/CC/AL into a track of its own which is VERY different than market rate for sale & rental.

Nothing at this time.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

As AAC developer builder I am much more interested in issues which apply to this sector. I do not know the other sectors thus this is usually of little value to me.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	31.3% (10)	34.4% (11)	34.4% (11)
The Council Reception and Venue Were Great!	54.8% (17)	9.7% (3)	35.5% (11)

Additional Comments on the Council Day Venue and Reception

Meeting room was too small. Many had their backs to the front of the room. Had to have more chairs brought in, and used materials table for people to sit at. Requests for equipment were not fulfilled.

Room too small, why put us all in one hotel and put our council meeting in another?

Overall high take away value - great group of high quality people -

Although I had a great seat. The room needed at least two more tables (8 top) to accomodate all the people.

Too small of a room for Council Day

Excellent crowd. Way too much food (jk). Excellent venue.

too crowded and not enough seats.

Council Day venue was excellent. The Council reception was somewhat less successful because several members began leaving early due to the need to have Dinner. The hors d'oeurvs were not substantial enough to be adequate.

Council day room was a little tight. Also, they didn't initially provide pitchers of water (just tiny bottles). Had to ask for a pitcher. The Reception venue was great, but needed more food.

We needed more food at the reception. The Council Day room was too small. If it was in our hotel it would be ideal.

dinner was expected at reception

we had to go out after event and then buy dinner...

Tight quarters for the council day location.

Shuttle for site visits, and sit-down dinner with full meal is best.

Room was too small for the group and as a result it wasn't a relaxed setting.



**Survey Results
& Analysis**

For the Small Scale Development Blue Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 43 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Small-Scale Blue"

Responses Received: 43

Had Take Home Value

	Yes	No	Somewhat	N/A
Economic and Capital Markets Overview – is your glass half full or half empty?	97.7% (42)	0.0% (0)	2.3% (1)	0.0% (0)
How do the new crowdfunding platforms really work and what does it mean for the small scale developer?	81.0% (34)	0.0% (0)	19.0% (8)	0.0% (0)
Town and Country Village	81.0% (34)	4.8% (2)	9.5% (4)	4.8% (2)
Wireless Update: The latest in wireless networks coupled with an innovative case study	90.5% (38)	2.4% (1)	4.8% (2)	2.4% (1)
New York at the Cutting Edge	72.1% (31)	4.7% (2)	20.9% (9)	2.3% (1)
Clearview Business Park	70.7% (29)	0.0% (0)	19.5% (8)	9.8% (4)
Seven Harrison	73.8% (31)	0.0% (0)	21.4% (9)	4.8% (2)
Don't Youse Fahgettaboudit!	73.8% (31)	4.8% (2)	9.5% (4)	11.9% (5)

Was Organized

	Yes	No	Somewhat	N/A
Economic and Capital Markets Overview – is your glass half full or half empty?	100.0% (42)	0.0% (0)	0.0% (0)	0.0% (0)
How do the new crowdfunding platforms really work and what does it mean for the small scale developer?	92.9% (39)	4.8% (2)	2.4% (1)	0.0% (0)
Town and Country Village	88.1% (37)	2.4% (1)	4.8% (2)	4.8% (2)
Wireless Update: The latest in wireless networks coupled with an innovative case study	97.6% (41)	0.0% (0)	0.0% (0)	2.4% (1)
New York at the Cutting Edge	81.0% (34)	0.0% (0)	16.7% (7)	2.4% (1)
Clearview Business Park	75.0% (30)	5.0% (2)	10.0% (4)	10.0% (4)
Seven Harrison	89.7% (35)	2.6% (1)	2.6% (1)	5.1% (2)
Don't Youse Fahgettaboudit!	79.5% (31)	5.1% (2)	5.1% (2)	10.3% (4)

Time for Q&A

	Yes	No	Somewhat	N/A
Economic and Capital Markets Overview – is your glass half full or half empty?	83.3% (35)	4.8% (2)	11.9% (5)	0.0% (0)
How do the new crowdfunding platforms really work and what does it mean for the small scale developer?	82.9% (34)	0.0% (0)	17.1% (7)	0.0% (0)
Town and Country Village	82.9% (34)	4.9% (2)	7.3% (3)	4.9% (2)
Wireless Update: The latest in wireless networks coupled with an innovative case study	90.5% (38)	0.0% (0)	7.1% (3)	2.4% (1)
New York at the Cutting Edge	75.6% (31)	7.3% (3)	12.2% (5)	4.9% (2)
Clearview Business Park	75.0% (30)	5.0% (2)	10.0% (4)	10.0% (4)
Seven Harrison	90.2% (37)	0.0% (0)	4.9% (2)	4.9% (2)
Don't Youse Fahgettaboudit!	76.9% (30)	5.1% (2)	7.7% (3)	10.3% (4)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Excellent all sessions
Hearing about wireless every meeting is not effective.
The entire program was very good with lots of take home value.
The economic presentation was outstanding! I felt the lunch time speaker had the least amount of take of value of the day. The subject mater I believe would be more appropriate to a general session presentation.
A very well organized day with terrific individual presentations. Tim Yang was fantastic -- it would be great to have someone like him present in Houston. The presentations were largely excellent highlighting either trend areas (WiFi, Crowdfunding) or interesting deals (Town and Country, Seven Harrison). To be constructive, I suggest that we consider a different session to end the day -- one that is more free wheeling. (This has nothing to do with John's moderating skills.) Discussing on a session by session basis limits discussion and results in good form but not much substance.
The morning economic overview was outstanding.
Table work as small groups can be very good when it is done right.
Great Session. Enjoyed the cutting edge discussions (crowd funding, NYC condo's, Clarion research)
Really enjoyed all of them. Every topic was very different and had many take-home points
more development projects would be interesting
Economic update and end-of-day roundtable definitely the best values.
It was a great day! I learned a lot!
GoPro deal was the weakest of the bunch with poorly visible slides.
Economic overview was excellent, as usual and had tremendous amount of take home. All of the case studies were good. Lunch speaker, not so much.
Economic Overview great Crowdfunding was good bay are office deal OK
all in all i thought we had good take home value. Our leadership team did a really strong job of putting on a great day.
I liked first program because it gave a "big" overview
the success of 7 harrison suggests that there should be more projects presented that integrate financial with bricks and mortar

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (43)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	95.3% (41)	0.0% (0)	4.7% (2)
Did the Team Perform to Your Expectation?	100.0% (43)	0.0% (0)	0.0% (0)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	90.7% (39)	2.3% (1)	7.0% (3)

Additional Comments on Your Council Day or Overall Experience

venue was not up to par.

Venue not great

All speakers were excellent. Great having "out of the box" topics of crowdfunding and wireless. Would always like even more time for questions but respect time constraints.

Great Day - many very relevant topics.

Keep the recap and beers at the end. It is a good way to finish the day and engage the members in conversation.

Excellent day -- The Council leaders are to be congratulated!

Good pace and energy; day went fast, no boring moments.

Would like to do more site tours the day before.

Short of the squeaky door, I thought the room accommodations were fine. The lunch presentation was too spread out and I'm glad I wasn't in the back.

Topics, speakers and mingling were great

room was tough

Mary and the team did an outstanding job!

My grade for leadership is A+, fantastic, still reflecting upon the presentations. Every presentation had take home value.

I would like more content with regards to peoples opinions of the economy and the capital markets. I always feel the session is too short

I would like to see more creativity. the slides are plain and could be much more creative.

Close quarters worked well I think in keeping everyone focused. The reception wasn't very good based on layout, lack of tables and less than stellar food options.

Council day was great.

The interesting part was that each deal presented was a deal that had gone bad and really through the market was saved.

excellent work once again by our leadership team

One of our best

Good day

it was a great day and it gets better and better. teh venue got mixed reviews. although i could sleep at home i didnt mind it and appreciated the logic of one place

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

A soft good retailers thoughts on retail and the shopping center 10 years from now

If possible, add a site visit to a project in the afternoon or over lunch. Potential topic is adaptive reuse, converting the Baby Boomer office space to attract the Millennial workers.

1. Always good to start day with economic update, please continue (Tim is fantastic!). 2. Include a session on best in class property management or what landlords are doing to improve the occupancy experience for tenants. 3. A session on management succession, or passing off the baton to the next generation (assuming you've not had the session for the last couple of years).

Energy Sector Development discussion in South Dakota

residential whats working and whats not.

Would like a finance panel. NOT CMBS, but construction, equity, mezz, what they are doing, etc type of deals

I enjoy learning about a different way to get a deal Built, designed, tenanted or financed--particularly when there is a shot at taking that new trick or idea home and actually being able to put it to work.

having a robust dialogue about the "basics", and whether the equity and debt markets are forgetting about them (as in the past).

I really like some of the specialty smaller projects

micro apartment project completed boutique hotel project enlargement in progress automated parking fro 500 vehicules (in progress)

Please let your Council leadership know what they can improve on for the next meeting

it would be great if there was an opportunity to hear what members are working on. I think leaving time for a discussion. I think that was the point of the afternoon round table but the presenter essentially gave his takeaways and didn't leave much time for others to speak up.

Try for a better venue.

Please get back to a sit-down council dinner. Also, we need more opportunities to get to know our fellow council members.

Bigger room. Otherwise it was great.

pushing speakers to be creative and challenging them to get outside their comfort zone.

I want to hear from everyone in the room. There is no point in someone attending and never commenting. Maybe we call on members to say something at some point at the end of the day. Maybe something like "what would you like to tell the group that adds value or is important for you to share"

Tough room, very small...but it was kept together well. Maybe have one less "deal" presentation and have more networking time.

Push our presenters to think of their presentations as teaching a class. overview--major points--summary and conclusions.

Q & A is always the best...allow more time for Q & A even if there will be fewer presentations

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

New to Council, still learning the vibe, but happy to help out any way I can provide value. John Menne, 213.364.9274.

she is amazing!

Be happy to present anytime.....

Council Meeting was wonderful. the balance of the meeting was not worth the time or the money

I am working on a Historic renovation and new building that I will give a presentation on in about a year

i want to know more council members outside council and am trying to meet with ny/nj members on my own time to make the spring and fall meetings more personable and friendlier for me personally

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	41.9% (18)	16.3% (7)	41.9% (18)
The Council Reception and Venue Were Great!	42.9% (18)	11.9% (5)	45.2% (19)

Additional Comments on the Council Day Venue and Reception

The room was too small. Lunch venue the room was too long and narrow. Couldn't see the screen.

For Houston I would prefer a less Corporate setting, a creative, edgy funky location for dinner. Something Different

Would it be possible to have a separate blue flight dinner in the Spring. Give our group an opportunity to get to know each other better. The dinner format and food was not good this year, especially given that we are paying \$300 for it. I think we need to have a sit down dinner, have drinks and dessert be buffet style.

Location was convenient. Meeting rooms were not large enough.

Council receptions should always include a sit-down meal. Our room on council day was too small.

Prefer a sit down dinner.

I'm probably in the minority here but I enjoyed staying and having Council sessions at the NYAC. The hotel's location was first rate and the athletic facilities were terrific -- I took full advantage of them. And, while it was somewhat cozy in our meeting room, having the 2 walls of glass was spectacular.

Appreciate the dinner format (versus heavy hors d'oeuvres).

The room was terrible, too small and breaking for lunch set up was not fair to our council. The reception was awful, not enough places to sit, not worth the money. Prefer sit down dinner.

Everyone knows this, but the room was too small, that said the overall experience was really good

prefer sitdown over buffet style

Meeting location -- too far removed from rest of ULI activities in a City like NYC. Meeting room -- too small, right by kitchen service door. Reception venue was very good (with indoor/outdoor, lots of opportunity to move around), but would return to sit down dinner rather than buffet.

love ULI

Go back to sit down venue or have a much better layout with tables if open bistro table seating.

Loved the venue, but obviously we got the short side of the room selection.

Dinner is better than stand up buffet

room was small but convenient

New York is a tough place to find affordable quality space---and, I am really glad we have our own hotel and meeting rooms. This is a very strong aspect of our council's ability to serve up an atmosphere of community and sharing.

Good leadership team!



**Survey Results
& Analysis**

For the Small Scale Development Gold Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 42 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Small-Scale Gold"

Responses Received: 42

Had Take Home Value

	Yes	No	Somewhat	N/A
Town Hall Meeting	95.2% (40)	0.0% (0)	4.8% (2)	0.0% (0)
Mini- Case Studies by council members – Part 1	95.2% (40)	0.0% (0)	2.4% (1)	2.4% (1)
Alternative Funding Structures	78.0% (32)	0.0% (0)	22.0% (9)	0.0% (0)
Surviving the Cycles as Developer and Builder of For-Sale Housing (is not for the faint of heart)	88.1% (37)	2.4% (1)	9.5% (4)	0.0% (0)
New York at the Cutting Edge	54.8% (23)	4.8% (2)	28.6% (12)	11.9% (5)
Investment Strategy Session for the Entrepreneurial Operator	87.8% (36)	2.4% (1)	2.4% (1)	7.3% (3)
Atypical Residential Land Development in Dallas	59.5% (25)	16.7% (7)	21.4% (9)	2.4% (1)
17 Years from Start to Finish – Lots of brain damage, Palo Alto California	90.5% (38)	0.0% (0)	9.5% (4)	0.0% (0)
Mini-Case Studies – Part 2	92.9% (39)	0.0% (0)	0.0% (0)	7.1% (3)

Was Organized

	Yes	No	Somewhat	N/A
Town Hall Meeting	90.5% (38)	2.4% (1)	7.1% (3)	0.0% (0)
Mini- Case Studies by council members – Part 1	97.6% (41)	0.0% (0)	0.0% (0)	2.4% (1)
Alternative Funding Structures	90.5% (38)	2.4% (1)	7.1% (3)	0.0% (0)
Surviving the Cycles as Developer and Builder of For-Sale Housing (is not for the faint of heart)	97.6% (41)	0.0% (0)	2.4% (1)	0.0% (0)
New York at the Cutting Edge	78.6% (33)	0.0% (0)	9.5% (4)	11.9% (5)
Investment Strategy Session for the Entrepreneurial Operator	92.5% (37)	0.0% (0)	0.0% (0)	7.5% (3)
Atypical Residential Land Development in Dallas	81.0% (34)	0.0% (0)	16.7% (7)	2.4% (1)
17 Years from Start to Finish – Lots of brain damage, Palo Alto California	100.0% (41)	0.0% (0)	0.0% (0)	0.0% (0)
Mini-Case Studies – Part 2	92.9% (39)	0.0% (0)	2.4% (1)	4.8% (2)

Time for Q&A

	Yes	No	Somewhat	N/A
Town Hall Meeting	92.7% (38)	2.4% (1)	4.9% (2)	0.0% (0)
Mini- Case Studies by council members – Part 1	81.0% (34)	2.4% (1)	14.3% (6)	2.4% (1)
Alternative Funding Structures	85.7% (36)	2.4% (1)	11.9% (5)	0.0% (0)
Surviving the Cycles as Developer and Builder of For-Sale Housing (is not for the faint of heart)	88.1% (37)	4.8% (2)	7.1% (3)	0.0% (0)
New York at the Cutting Edge	69.0% (29)	0.0% (0)	14.3% (6)	16.7% (7)
Investment Strategy Session for the Entrepreneurial Operator	85.0% (34)	5.0% (2)	2.5% (1)	7.5% (3)
Atypical Residential Land Development in Dallas	81.0% (34)	4.8% (2)	11.9% (5)	2.4% (1)
17 Years from Start to Finish – Lots of brain damage, Palo Alto California	80.5% (33)	7.3% (3)	12.2% (5)	0.0% (0)
Mini-Case Studies – Part 2	78.6% (33)	4.8% (2)	11.9% (5)	4.8% (2)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

One of the best council days yet!

Really enjoyed the crowd funding info and the trials of developing in CA.

The town hall was especially informative, which is usually the case.

Session content was good. Didn't think the lunch session (NY parks) was very useful. That room also had limitations and I was not able to see any of the speakers information.

great examples of valuation, costs and timing in each presentation

Take home information addressed macro considerations, opportunities and specific project examples. Very well balanced.

The mini-case studies are the best and most valuable information. I think we should double the allotted time for this topic.

Great day of programming

Investment Strategy Session, Doug Poutasse did a great job.

Good program. Better than the last two years.

I've been in the Council three years- Craig is doing an awesome job!

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (42)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	97.6% (41)	0.0% (0)	2.4% (1)
Did the Team Perform to Your Expectation?	97.6% (41)	0.0% (0)	2.4% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	95.2% (40)	0.0% (0)	4.8% (2)

Additional Comments on Your Council Day or Overall Experience

Room was too small and not set up for the numbers. This delayed the start and put all under time pressure

Room was too small

NYAC was a treat and very thoughtful but the room was less than adequate

I thought it was a better session than my first one in Chicago.

logistics of meeting room and lunch room at the NYAC were horrible. Caused mutliple delays, made it difficult to hear, made it difficult to engage with other SSDC members.

It might be good to squeeze in an extra break if possible. The council day venue was too small although we recognize that it's tough to find great space in NY

I am guessing you have already heard enough about the room we were in. Not the end of the world, but for the money we all pay it should not be uncomfortable. I understand the interest in being more personal, but something in-between would be good.

Only critical feedback was that the room was way too small and way too warm. Other than that, it was a wonderful council.

This was one of the best Council days I have had in my years on Council.

Facilities were overly crammed - probably a theme but area of presentation was tough to see for some

Great program!

Make sure presenters have energy.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

JV deal structures (Adelman/Cullen); Disposition Protocol (Tom Burton); Equity Provider (Chief Partners)

A discussion of organization structure would be interesting. We are operating businesses as well as developing projects. How do we cover overhead? How do we balance investment vs liquidity?

I'm doing more Multifamily. Also, need help with larger equity sources.

Continue mini-case studies. I would advocate for 10 minutes each, even if it means one less topic on the overall agenda.

I believe it's helpful to present where we are in this cycle and to discuss ways to minimize risk moving forward. No one wants to experience the workout scenarios from the past downturn.

Just would hope for less "edge" issues (green etc..) and more meat and potatoes. The best information is always the quick presentations of deals that went well and deals that did not. Real life experience vs theory

I like the mini-presentations. Works for my adult ADD.

I think it would be also a great opportunity and change of pace to have part of our session be a tour of 1 or 2 local projects as "state of the art" or "lessons learned" etc.

The general economic overview from Doug Putasse was good, as was a discussion of funding trends...perhaps we could have a discussion of other trends, such as residential (micros?), office (co-working) and other real use trends

Partnership structures (for sponsors and LPs) - where is the market today now that the recovery is in full swing?

Office and Industrial infill and redevelopment.

Loved the NYAC, but logistics were really bad.

Please let your Council leadership know what they can improve on for the next meeting

A more appropriate sized room

more coffee

The buffet dinner surprised me. I kept waiting to be called to sit down. The food was fine.

Room (obvious) - Content wise I thought there was a bit too much single family emphasis - would be great to get more capital stack and waterfall feedback from both operating partners and equity partners.

Better facility with ample room.

See Venue and dinner comments

venue could be somewhat closer to main conf hall-weather and distance made it challenging

I'd like the council sessions to be in the same venue as the main conference.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Happy to help further

I would enjoy more interaction/info sharing between fall and spring meeting. However, I realize much of that is up to individual members reaching out.

Would always like to help organize either an event--dinner etc. or a panel or speak.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	45.2% (19)	28.6% (12)	26.2% (11)
The Council Reception and Venue Were Great!	45.2% (19)	14.3% (6)	40.5% (17)

Additional Comments on the Council Day Venue and Reception

Allocated room was far too small and did not have sufficient seating etc

Enjoyed staying at the NYAC but they seemed overwhelmed during council day

I prefer a sit down dinner as opposed To the cocktail dinner format that has evolved.

Venue/room was too small but it was still better than convention center - I hope folks don't complain about venue

Great reception. Again, the venue was too small for the gold council.

Venue was very OK. Council Day was very crowded. Prefer to have at least a place at a table even if buffet service for main courses/ dessert etc.-like have salad on tables and seating for everyone. Found the buffet food so-so and the whole very disjointed with high tops and a few tables..

NYAC is great but too cramped (kind of a theme for the whole conference)

For NYC, the venue and reception were very good. While the council room was crowded, I much prefer it to the convention center rooms that are generally poorly lit and spread out. Every one was engaged in NYC. Members are less engaged, drift off in the afternoon at the Conv Ctr. We should always have council day and hotel in the same facility.

Terrible room Really detracted from the meeting Guests should have not sat a tables but rather in chars at perimeter Someone should have checked out the room first

New York is a challenging place to hold a conference. The facility was not very accommodating. Not enough seating and space.

Seems like other councils had much better receptions/dinners.

only downer was the venue which was not adequate for our meeting- too small etc



**Survey Results
& Analysis**

For the Small Scale Development Silver Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 34 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Small-Scale Silver"

Responses Received: 34

Had Take Home Value

	Yes	No	Somewhat	N/A
Turnagain Crossing	91.2% (31)	0.0% (0)	8.8% (3)	0.0% (0)
Village Square Shopping Center, Cary NC	94.1% (32)	0.0% (0)	5.9% (2)	0.0% (0)
A "Literal" Living Building Challenge -Equity, Health & Beauty	50.0% (17)	2.9% (1)	41.2% (14)	5.9% (2)
Is Crowdfunding becoming Crowded?	90.9% (30)	0.0% (0)	9.1% (3)	0.0% (0)
Survival Through the Great Recession	69.7% (23)	0.0% (0)	27.3% (9)	3.0% (1)
Understanding CMBS Lender Risks	58.8% (20)	2.9% (1)	38.2% (13)	0.0% (0)
New York at the Cutting Edge	67.6% (23)	5.9% (2)	17.6% (6)	8.8% (3)
Passing the Business to the Next Generation of the Family	70.6% (24)	2.9% (1)	17.6% (6)	8.8% (3)
Ashley Plaza Shopping Center, Charleston SC	75.8% (25)	0.0% (0)	15.2% (5)	9.1% (3)
Repositioning of Industrial into Office	87.9% (29)	0.0% (0)	3.0% (1)	9.1% (3)

Was Organized

	Yes	No	Somewhat	N/A
Turnagain Crossing	87.9% (29)	0.0% (0)	12.1% (4)	0.0% (0)
Village Square Shopping Center, Cary NC	100.0% (32)	0.0% (0)	0.0% (0)	0.0% (0)
A "Literal" Living Building Challenge -Equity, Health & Beauty	66.7% (22)	3.0% (1)	24.2% (8)	6.1% (2)
Is Crowdfunding becoming Crowded?	90.9% (30)	0.0% (0)	9.1% (3)	0.0% (0)
Survival Through the Great Recession	76.7% (23)	0.0% (0)	23.3% (7)	0.0% (0)
Understanding CMBS Lender Risks	82.4% (28)	2.9% (1)	14.7% (5)	0.0% (0)
New York at the Cutting Edge	82.4% (28)	5.9% (2)	5.9% (2)	5.9% (2)
Passing the Business to the Next Generation of the Family	78.8% (26)	0.0% (0)	18.2% (6)	3.0% (1)
Ashley Plaza Shopping Center, Charleston SC	81.3% (26)	0.0% (0)	12.5% (4)	6.3% (2)
Repositioning of Industrial into Office	87.5% (28)	3.1% (1)	3.1% (1)	6.3% (2)

Time for Q&A

	Yes	No	Somewhat	N/A
Turnagain Crossing	96.8% (30)	0.0% (0)	3.2% (1)	0.0% (0)
Village Square Shopping Center, Cary NC	96.8% (30)	0.0% (0)	3.2% (1)	0.0% (0)
A "Literal" Living Building Challenge -Equity, Health & Beauty	90.3% (28)	0.0% (0)	3.2% (1)	6.5% (2)
Is Crowdfunding becoming Crowded?	90.3% (28)	3.2% (1)	6.5% (2)	0.0% (0)
Survival Through the Great Recession	90.0% (27)	0.0% (0)	10.0% (3)	0.0% (0)
Understanding CMBS Lender Risks	87.5% (28)	0.0% (0)	12.5% (4)	0.0% (0)
New York at the Cutting Edge	86.7% (26)	0.0% (0)	6.7% (2)	6.7% (2)
Passing the Business to the Next Generation of the Family	83.3% (25)	0.0% (0)	13.3% (4)	3.3% (1)
Ashley Plaza Shopping Center, Charleston SC	90.0% (27)	0.0% (0)	3.3% (1)	6.7% (2)
Repositioning of Industrial into Office	90.0% (27)	0.0% (0)	3.3% (1)	6.7% (2)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Short time prevents in depth discussion

Living Building Challenge presentation had no take home value and no application. A waste of time.

Excellent day. Lunch speaker the weakest presentation but still valuable. CMBS would have been better with someone who knows real estate.

It was a great session. The Crowd Funding presentation was outstanding.

Many ideas in my notes that will help me I think

The Alaska deal was somewhat scattered for the presentation, but interesting.

I really liked the Anchorage project. Interesting to hear how he addressed challenges, and some advice regarding how we should approach title insurance.

Very well organized. The lunch presentation was among the best I've seen.

The succession planning panel was excellent. We should have more panels on issues relevant to running a company. Professional development is a big part of the ULI experience and we have a wealth of knowledge in our members.

Good choice of topics. Could have a panel of experts from Industrial, Office, Retail etc to discuss Trends

Good variety of topics gets the mind thinking.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	97.1% (33)	0.0% (0)	2.9% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	97.1% (33)	2.9% (1)	0.0% (0)
Did the Team Perform to Your Expectation?	93.9% (31)	0.0% (0)	6.1% (2)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	82.4% (28)	5.9% (2)	11.8% (4)

Additional Comments on Your Council Day or Overall Experience
One of the best council days in my experience, due to relevance of the presentations.
Fabulous leadership. Great job on putting program together. Isaac Manning can really control a crowd, and his questions to the two generation panel right on.
great day
Council Day was far better than the General sessions
I thought it was a very good council day and Scott did a good job keeping things moving.
I like the shorter deal presentations and Q/A format. Very good variety. I also like NOT having roundtable discussions.
For the new members and guests, it can be a little tricky initially meeting a lot of people in the room during the council dinner/reception. I don't have a specific suggestion but was wondering if the council has ever had any sort of an 'ice breaker' to facilitate intros?
The combined lunch was in a room that made it difficult to see the presentation.
1st year on Silver after 3 years on Blue and not disappointed.
A little bit too much southern orientation.
May want to bring in speakers from various products i.e Industrial from Prologis, Retail from Simon etc to discuss trends in those areas.
Wonderful to have council day at hotel where many of us were staying.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Project tour

more on crowd funding

Just stop the Panels and pay the big bucks for people like Walter Isaacson

I think we are due another capital market panel as the market has moved since our last one. Maybe something on hiring.

I like a variety of topics that are all over the board to keep things interesting. * self storage development/case study * Public art in private places * E Commerce/retail implications * Interesting Company-Family RE profiles * Anything non-multi family.

Topics I personally find most interesting: adaptive reuse, repositioning of assets, creative new uses (e.g., Scott's hostel and AirBnB rentals, coworking and shared spaces - do they work/ success stories/lessons), and structuring JV partnerships. I'll try to think of speakers for Houston if helpful.

Demographers, futurists and economists with practical development experience. These always make good lunch speakers along with political consultants or The Real Estate Roundtable.

See Above Plus how about National Trends discussions. Best markets, worst markets etc.

Please let your Council leadership know what they can improve on for the next meeting

Better venue. Cramped and inconvenient. Hard to manage physically, but rooms with windows great. Dinner not very good or well organized. Either let's have a cocktail party, and people go out to dinner on their own afterward or cocktails and sit down dinner rather than hybrid.

I thought it was one of the best sessions I have been to over the past decade.

I would like to get out of the meeting room at some point in the day and look at some of the projects people in the market are working on.

I would have liked to have heard about our dinner venue and NY Athletic club background...but room was broken up so somewhat difficult.

Would love to tour a couple of local projects on the day before council day, if possible. I realize that requires even more work - I don't mean to sound unappreciative. This might assist in the 'ice breaker' for new members and guests by having an event before the council dinner.

Let us out a little earlier in order to make the Keynote at the main meeting venue.

Disperse introductions throughout the day to break them up and make them slightly more meaningful.

Keep up the variety of topics.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I need to follow up with them.

I have some developments in the early stages that "may" be candidates for a case study.

See Above

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	75.8% (25)	6.1% (2)	18.2% (6)
The Council Reception and Venue Were Great!	65.6% (21)	15.6% (5)	18.8% (6)

Additional Comments on the Council Day Venue and Reception
Buffet-style dinner service was excellent - much better than seated dinner.
Venue was terrible. It was too far from the conference and the building could not adequately house the councils. The lunch set-up was unacceptable.
That old building had many technical issues that cropped up. Primarily w/ the amps. We had to turn ours off a few times.
It was nice having under one roof due to the weather, but we have had some great dinners in the past that sound something about the city we were visiting. I know this hard to do, but I would recommend trying.
Great venue at NYAC...folks were confused at first on the food stations, but once figured it out was very nice. They should have been informed of the format for dinner to set expectations. Very good food/bev.
Thank you very much - it was great. Looking forward to Houston.
I liked the informal dinner option.
like when all are at one location.
As a reciprocal member of NYAC, I was proud to have it there. It was a bit far from the Javits Center and subsequently, I attended very few events there.
I prefer a sit down dinner.
Reception was poor. Food bad, location old and tired. We used to have receptions in great restaurants which showcased the local community. Would be more upbeat. This was really poor



**Survey Results
& Analysis**

For the Transit Oriented Development Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 38 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Transit Oriented Development"

Responses Received: 38

Had Take Home Value

	Yes	No	Somewhat	N/A
Hudson Yards District – Project history and overview – Capital Markets	100.0% (38)	0.0% (0)	0.0% (0)	0.0% (0)
Project History, Planning and Subway Financing	97.4% (37)	0.0% (0)	2.6% (1)	0.0% (0)
Hudson Yards: Related's Master Plan, Development Projects and Private Financing	100.0% (38)	0.0% (0)	0.0% (0)	0.0% (0)
Crowdsource Planning Presentation	84.2% (32)	5.3% (2)	10.5% (4)	0.0% (0)
Foot Traffic Ahead: Ranking Walkable Urbanism in America's Largest Metros	100.0% (38)	0.0% (0)	0.0% (0)	0.0% (0)
Bryant Park Presentation	100.0% (38)	0.0% (0)	0.0% (0)	0.0% (0)
Meatpacking District & Highline Tour	86.8% (33)	0.0% (0)	2.6% (1)	10.5% (4)

Was Organized

	Yes	No	Somewhat	N/A
Hudson Yards District – Project history and overview – Capital Markets	100.0% (38)	0.0% (0)	0.0% (0)	0.0% (0)
Project History, Planning and Subway Financing	97.4% (37)	0.0% (0)	2.6% (1)	0.0% (0)
Hudson Yards: Related’s Master Plan, Development Projects and Private Financing	100.0% (37)	0.0% (0)	0.0% (0)	0.0% (0)
Crowdsource Planning Presentation	89.5% (34)	5.3% (2)	5.3% (2)	0.0% (0)
Foot Traffic Ahead: Ranking Walkable Urbanism in America’s Largest Metros	100.0% (38)	0.0% (0)	0.0% (0)	0.0% (0)
Bryant Park Presentation	100.0% (38)	0.0% (0)	0.0% (0)	0.0% (0)
Meatpacking District & Highline Tour	91.7% (33)	0.0% (0)	0.0% (0)	8.3% (3)

Time for Q&A

	Yes	No	Somewhat	N/A
Hudson Yards District – Project history and overview – Capital Markets	86.8% (33)	0.0% (0)	13.2% (5)	0.0% (0)
Project History, Planning and Subway Financing	89.5% (34)	0.0% (0)	10.5% (4)	0.0% (0)
Hudson Yards: Related’s Master Plan, Development Projects and Private Financing	97.4% (37)	0.0% (0)	2.6% (1)	0.0% (0)
Crowdsource Planning Presentation	89.2% (33)	0.0% (0)	10.8% (4)	0.0% (0)
Foot Traffic Ahead: Ranking Walkable Urbanism in America’s Largest Metros	94.7% (36)	0.0% (0)	5.3% (2)	0.0% (0)
Bryant Park Presentation	94.6% (35)	0.0% (0)	5.4% (2)	0.0% (0)
Meatpacking District & Highline Tour	91.4% (32)	0.0% (0)	0.0% (0)	8.6% (3)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.
Absolutely terrific program
great unique information
excellent, practical no "pulled punches" type of answers
The thorough "deep dive" into Huson Yards was terrific. I hope that we see this format in future meetings.
The variety of topics covered (residential development, financing, public engagement, public space) was great! Provided great case studies for research and projects that I will be involved with.
Well organized; expert presenters; thorough discussion; thoughtful Q&A.
I wish the sessions had focused a little more on the "transit" in transit oriented development.
the Hudson yards presentation was very impressive and the q&a relating to the negotiations with the MTA was helpful.
Three world class developments (Hudson Yards, Bryant Park and Meat Packing District) in one day...does not get better than that.
Stimulating conversations which allows you to think of your town and how you can apply ideas.
Entire program was interesting and well done. Not too short, not too long. Meatpacking, highline, all great. Good to get out and see product/built environment.
The Hudson Yards discussion was just amazing, a fabulous complete view of the history, design, and financing of a project of international significance. And a total TOD! Great lessons on financing, and infrastructure agreements. Meatpacking was super. A great view of infill TOD development at a scale that is tied to much of America. The LOCUS presentation, was great as usual, helping with hard take home data and ideas for our projects.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (38)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	100.0% (38)	0.0% (0)	0.0% (0)
Did the Team Perform to Your Expectation?	100.0% (38)	0.0% (0)	0.0% (0)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	100.0% (38)	0.0% (0)	0.0% (0)

Additional Comments on Your Council Day or Overall Experience

Outstanding!

Excellent overall program!

Excellent

One of the most beneficial meetings to date,,,, not to say others weren't good

Outstanding dinner and meeting.

OFF-SITE TOUR WAS FANTASTIC, BUT COULD HAVE DONE WITHOUT THE RAIN.

our council days tend to run long and leave no time to get back to opening session, this was one of the longest

Great day - substance was very good and the tours were fantastic.

overall, the day was great and one of the best things was the Bryant Park presentation and discussion of public spaces.

The was the BEST TOD Council ever and I felt that way in the past so it continues to improve over a high level of expectation.

Great mix of tours and info...love getting on site

Great, useful, interesting day.

The TOD Council days are the strongest education sessions that I attend each year. Relevant, trend related, and with the hard facts needed for take home implementation. Great to network with leaders from around the US focused on this practice area.

Really enjoyed Bryant Park and Meat Packing district tours. I wonder if there is a way to make those walking tours more audible though.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

new transit facilities and development

Placemaking, place management Affordable housing Health and the built environment

Discussion of Capital markets. Case Study of real deals (with numbers)

Due to the number of world class projects to cover, we did not have the normal finance update...hopefully next time in Houston

How do TOD concepts relate to neighborhoods not in CBD.

Affordable housing integration in TOD and Equity issues. TIF, LID, BID and other methods of financing horizontal infrastructure. Public realm, energy, water and transportation.

Please let your Council leadership know what they can improve on for the next meeting

The Crowdsourcing presentation was self promotion and was full of generalizations and faulty assumptions. It was one of the worst programs I have experienced on this council. The others were great.

I REALLY appreciated getting out of the convention center. It would have been nicer if our room at US Trust had been a bit larger.

It will be difficult to improve upon NYC being in Houston, where there are so few TODs so good luck.

Convention location and meeting rooms need to be closer in proximity

Agenda was aggressive given the logistical challenges of getting around NYC. Consider ending earlier to allow for overrun time in the schedule

Keep up the great work! Keep finding those times for networking. Have people change seats to mix it up mid morning.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Once again, the TOD Council just keeps getting better and more relevant with each session. Great stuff!

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	100.0% (38)	0.0% (0)	0.0% (0)
The Council Reception and Venue Were Great!	89.5% (34)	0.0% (0)	10.5% (4)

Additional Comments on the Council Day Venue and Reception

Very good

Thanks to John Wolfe and US trust.

The council dinner restaurant was a great choice - good location, room and food. The Council Day at US Trust was great venue - excellent location and facility.

Love the restaurant private room, and food delicious. US Trust venue for Council Day was excellent, though room could have been a bit larger.

I would prefer a more casual networking reception with heavy appetizers versus a white table cloth dinner every time

just gets better and better

Getting out of the drab convention center venue is great. Daylight in the room really makes the day much better. Thanks!

Easy to get to. Thank you for not putting us in the conference center on this one--way too remote.



**Survey Results
& Analysis**

**For the University Development Council
Council Day Survey 2014 Fall Meeting
New York, NY**

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 28 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "University Development"

Responses Received: 28

Had Take Home Value

	Yes	No	Somewhat	N/A
NYU – Challenges & Opportunities Facing Urban Universities	53.6% (15)	3.6% (1)	42.9% (12)	0.0% (0)
UMD - From a College in the Park to University in the City	50.0% (14)	17.9% (5)	32.1% (9)	0.0% (0)
Duke University Case Study (Title TBD)	53.6% (15)	14.3% (4)	28.6% (8)	3.6% (1)
Lunch – Student Perspectives – What Do We Want?...What Do We Need?	42.9% (12)	10.7% (3)	39.3% (11)	7.1% (2)
UDC/SH - Development costs and challenges germane to housing that is walkable to campus	45.5% (10)	4.5% (1)	9.1% (2)	40.9% (9)
UDC/SH - A Conversation: Rowan University Housing – where we are and where we are going	33.3% (8)	0.0% (0)	20.8% (5)	45.8% (11)
UDC/I - Perspectives on Universities and Growth in New York City	50.0% (12)	0.0% (0)	12.5% (3)	37.5% (9)

Was Organized

	Yes	No	Somewhat	N/A
NYU – Challenges & Opportunities Facing Urban Universities	74.1% (20)	0.0% (0)	25.9% (7)	0.0% (0)
UMD - From a College in the Park to University in the City	81.5% (22)	3.7% (1)	14.8% (4)	0.0% (0)
Duke University Case Study (Title TBD)	85.2% (23)	3.7% (1)	7.4% (2)	3.7% (1)
Lunch – Student Perspectives – What Do We Want?...What Do We Need?	66.7% (18)	7.4% (2)	22.2% (6)	3.7% (1)
UDC/SH - Development costs and challenges germane to housing that is walkable to campus	47.6% (10)	0.0% (0)	9.5% (2)	42.9% (9)
UDC/SH - A Conversation: Rowan University Housing – where we are and where we are going	54.5% (12)	0.0% (0)	0.0% (0)	45.5% (10)
UDC/I - Perspectives on Universities and Growth in New York City	60.9% (14)	0.0% (0)	4.3% (1)	34.8% (8)

Time for Q&A

	Yes	No	Somewhat	N/A
NYU – Challenges & Opportunities Facing Urban Universities	80.8% (21)	0.0% (0)	19.2% (5)	0.0% (0)
UMD - From a College in the Park to University in the City	46.2% (12)	23.1% (6)	26.9% (7)	3.8% (1)
Duke University Case Study (Title TBD)	23.1% (6)	38.5% (10)	34.6% (9)	3.8% (1)
Lunch – Student Perspectives – What Do We Want?...What Do We Need?	65.4% (17)	3.8% (1)	23.1% (6)	7.7% (2)
UDC/SH - Development costs and challenges germane to housing that is walkable to campus	47.4% (9)	0.0% (0)	10.5% (2)	42.1% (8)
UDC/SH - A Conversation: Rowan University Housing – where we are and where we are going	38.1% (8)	4.8% (1)	4.8% (1)	52.4% (11)
UDC/I - Perspectives on Universities and Growth in New York City	42.1% (8)	10.5% (2)	10.5% (2)	36.8% (7)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

The schedule was not adhered to and the latter presentations had to be rushed with no time for Q and A. It is an embarrassment for invited guests who volunteer to be part of the presentations .

Needed more time for dialogue with panelists

The Day was great - the afternoon especially focused with a much smaller and more likeminded group

morning sessions were interesting but very general; more specifics about costs, failures and lessons would be helpful

sessions were informative and relevant to the audience. Enjoyed the presentations and networking.

Need more discussion on projects that are more representative of everyday deals. Need more facts and figures less "fluff"

This council has too broad of a topic - it really does need to be split into two groups - Student Housing and University Real Estate Innovation. Although the session provided good intellectual information, it had very, very little take home value

The Innovation breakout session in the afternoon was outstanding! The presentations were very relevant and of great value. The Q&A and group discussion were fun and informative!

The council day seemed off -- it did not seem like leadership was engaged and there was no context to what we are trying to accomplish.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	64.3% (18)	17.9% (5)	17.9% (5)
My Chair Kept Members Engaged & Encouraged Broad Interaction	64.3% (18)	17.9% (5)	17.9% (5)
Did the Team Perform to Your Expectation?	60.7% (17)	10.7% (3)	28.6% (8)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	57.1% (16)	14.3% (4)	28.6% (8)

Additional Comments on Your Council Day or Overall Experience

more interactive, roundtables, etc.

Frustrating because of the lack of adherence to the schedule

The Chair seems disengaged- didn't participate at all Definitely needs to split into two councils and get new dynamic chair for innovation council

Wish the break-out sessions were longer.

the two groups need to split into overall separate ones

Still a work in progress.

Venue was good, timing for presentations always get a little tight but most if not all information presented.

Recommend outreach to join ULI and the UDC among Senior RE Managers of key urban universities since universities are such large land holders and demand generators for all RE product types. They need the RE industry expertise and the RE Industry need to know how to do business on a win win basis with Universities and each needs to understand the other better-- their needs, objectives, structure and yield/cost parameters etc.

The separate afternoon sessions for Innovation and Student Housing worked very well.

The (non-Council) tour of Roosevelt Island and well organized Council day made for an outstanding & valuable ULI conference experience.

The day seemed disjointed to me and the chairs did not do much in way of introductions or transitions.

The break out sessions were a major improvement and addressed needs of two discrete groups of members

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Well presented case studies are always effective and helpful

yes

international engagement

1. Panel with developers explaining the Business Structures and lessons learned from various kinds of real estate development deals with Universities. 2. Have presentation by Harvard on its urban plan for Allston; by Georgia Tech, on its urban redevelopment tech transfer success, ASU on its vast real estate holdings and how it has been executed and the efforts led by the university ASU foundation and by UCSan Francisco on its Mission Bay development. Have a panel with the re senior leadership on their various approaches to fostering tech transfer.

More Case Studies. More Land transaction, construction, design problems and how they are addressed. More numbers.

More case studies Faculty/Staff Housing Graduate Student/Family Housing Credit Rating issues

Innovation- Regional Collaborative Models

Please let your Council leadership know what they can improve on for the next meeting

Simply respect the schedule. Also, of three presenters on one presentation only one presenter had a name printed.

more engagement in challenges - not just focus on successes more innovative strategies for getting difficult things done - more forward thinking

Start the break-out sessions earlier.

More discussions on lessons learned

Better communications between meetings and about meetings.

Need more discussion on projects that are more representative of everyday deals. Need more facts and figures less "fluff"

I support the idea of dividing the Council into two groups.

The Innovation breakout in the afternoon was of the greatest value. I would encourage the leadership to pursue either the creation of two separate Councils (University Development & Innovation, and, University Housing Development) or continue with the afternoon breakouts.

I think we needed to hear from the leadership and talk about what the mission of the Council is.

More material sent out ahead of time with expectation we review background before meeting

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Ok

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	70.4% (19)	11.1% (3)	18.5% (5)
The Council Reception and Venue Were Great!	61.5% (16)	19.2% (5)	19.2% (5)

Additional Comments on the Council Day Venue and Reception

Venue was fine.

Unfortunately I got to the reception late and the set up was very difficult to network. I left within 30 minutes

Go back to hosting a dinner.

Great reception, love this format better than the seated dinner. And meeting at NYU (vs the convention center) was terrific.

Poor location, poor refreshments and expensive considering there was no dinner. I would like to see us go back to a dinner format.

Would have been helpful to tour of the most successful developer owned student housing with representatives of the university and developer participating. Would have been helpful to have a presentation of the campus master/zoning plans for the main campus, Brooklyn campus, medical campus, and international NYU buildings vs just a "history" lesson on NYU campus and RE community strategy. and/or have representatives of the Brooklyn campus, Medical Campus, international campus RE deal people vs the "administrative/PR types and to go into the deal economics/business structures from the University's perspective. Their presentation was not areal estate-focused that would be useful to the UDC institutional, consultant, commercial, and residential development members. Even though the venue was at the University, we got little sense of the University campus.

venue was too far from

The NYU Venue was great and fun to hear about their campus challenges. The reception was incredibly overpriced and the space was awkward. I think it would have been better to have a dinner. I just felt like it was difficult to connect with folks.



**Survey Results
& Analysis**

For the Urban Development/Mixed-Use Blue Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 30 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Urban/Mixed-Use Blue"

Responses Received: 30

Had Take Home Value

	Yes	No	Somewhat	N/A
Tour of Brooklyn Navy Yard ["BNY"]	76.7% (23)	6.7% (2)	16.7% (5)	0.0% (0)
Tour – Dumbo Heights properties	93.3% (28)	0.0% (0)	6.7% (2)	0.0% (0)
Tour Pierhouse	90.0% (27)	6.7% (2)	3.3% (1)	0.0% (0)
Brooklyn Bridge Park Tour	90.0% (27)	3.3% (1)	6.7% (2)	0.0% (0)
1WTC and Brookfield Place Tour	89.7% (26)	0.0% (0)	0.0% (0)	10.3% (3)

Was Organized

	Yes	No	Somewhat	N/A
Tour of Brooklyn Navy Yard ["BNY"]	100.0% (29)	0.0% (0)	0.0% (0)	0.0% (0)
Tour – Dumbo Heights properties	100.0% (29)	0.0% (0)	0.0% (0)	0.0% (0)
Tour Pierhouse	100.0% (29)	0.0% (0)	0.0% (0)	0.0% (0)
Brooklyn Bridge Park Tour	96.6% (28)	3.4% (1)	0.0% (0)	0.0% (0)
1WTC and Brookfield Place Tour	89.7% (26)	0.0% (0)	0.0% (0)	10.3% (3)

Time for Q&A

	Yes	No	Somewhat	N/A
Tour of Brooklyn Navy Yard ["BNY"]	79.3% (23)	0.0% (0)	20.7% (6)	0.0% (0)
Tour – Dumbo Heights properties	100.0% (29)	0.0% (0)	0.0% (0)	0.0% (0)
Tour Pierhouse	96.4% (27)	0.0% (0)	3.6% (1)	0.0% (0)
Brooklyn Bridge Park Tour	96.6% (28)	0.0% (0)	3.4% (1)	0.0% (0)
1WTC and Brookfield Place Tour	88.5% (23)	3.8% (1)	0.0% (0)	7.7% (2)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Tours were relavent and well done
Best council day ever. loved the separate council dinner, bus tour. great day
This was by far the best organized ULI tour I have been on. Any one of the stops would have made for a good day; together it was fantastic
this was an excellent council day full of quality information
Great tour and leadership did a fantastic job setting up an insightful and educational day.
Wonderful day - perhaps a bit over scheduled
While the tours were interesting I missed having our typical morning session.
Great day. Saw many unique, important deals.
Brooklyn is an important market in New York and one that i did not have a lot of exposure to prior to ULI. I certianly learned what the buzz is about in Brooklyn - great story! Also, understanding and seeing what is happening downtown New York was also fascinating.
Best ULI Council I have been to
Best program to date. Fascinating projects across the board with exceptionally qualified speakers.
the bus trip went too long. They should have provided soft drings and light snacks
This was the best council day ever. I live in the NY area and I learned so much about my own city. The venues were so timely. The organization and logistics were perfectly coordinated. Lunch was delicious. And despite Mother Nature kicking up some nasty weather, it was the BEST ever.
a great way to see NYC, and a great way to "think outside of the box" when organizing. probably won't work well in other cities, but was a terrific way to see the Center of the Universe!!

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (30)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	93.3% (28)	0.0% (0)	6.7% (2)
Did the Team Perform to Your Expectation?	96.7% (29)	0.0% (0)	3.3% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	93.3% (28)	3.3% (1)	3.3% (1)

Additional Comments on Your Council Day or Overall Experience

The private dinner and tour day out of the hotel was very well done and beneficial.

Terrific. Great job

Well done.

Fantastic job putting together uniquely different tours with some great tour leaders. Could not have gone smoother.

One of the best days ever. Loved the opportunity to tour exciting projects.

Great effort by our leadership team

Loved our council-only dinner

Great experience. The thought and planning that went into council day was astounding. May be best council meeting I have ever been to in my ULI career. I also liked the private UDMUC Blue dinner. It was a great way to spend more quality time with our council members.

Very well done. Good open communication with excellent members

Would have liked to have an opportunity for more interaction and conversation with the group rather than just property tours.

Fantastic!

best day in a long time

Chair and Leadership did a great job. It showed that they spent 6 months really working on this. Bravo!

I am chair so biased towards positive comments!

It was a great day!

the plan was well organized and communicated, particularly important given the dramatically different approach to Council Day.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

Houston - back of the house tour of houston medical center.

Not at the moment

I like to here about perspective views of where the market is going.

I have a colleague who recently acquired a 9,000 acre parcel outside of Houston, and it may be interesting hear an anatomy of the deal type presentation. He also has a colleague that has a mixed-use project that may be interesting to hear about.

tech jobs driving the real estate market

We are headed to Houston. How has that economy diversified away from energy or has it? What is fracking and how is it effecting Texas and the US?

Dive into details of a deal.

Please let your Council leadership know what they can improve on for the next meeting

I cannot think of anything. Great job.

It was perfect for the venue

Have time for meeting in room to share ideas etc.

Only one person was vehemently opposed to the bus. So I guess we need to mix it up and spend some time inside talking to each other.

It was a great day with a wonderful cross section of NY.

there wasn't much messaging around the Urban Plan, which could have been woven into the discussion at least somewhat.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Great job.

Happy to help plan/organize anything in the future, just let me know how I can help!

keep it moving and keep it interesting and relevant

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	92.6% (25)	0.0% (0)	7.4% (2)
The Council Reception and Venue Were Great!	88.9% (24)	0.0% (0)	11.1% (3)

Additional Comments on the Council Day Venue and Reception

Great job! loved the separate dinner & the shooting range was fabulous! loved touring council day

The time and effort put in by Council leadership was obvious and greatly appreciated.

Liked the mix up of smaller dinner, great way to get to know others.

The dinner was way too long and we should just join the other udmuc's going forward.

The council dinner was fabulous and fun.

Loved our council-only dinner

The dinner venue was fun and unique. The food could have come out faster but the wine was flowing so it worked out well.

The dinner was a little slow coming out but plenty of time to connect with the members

Reception venue was great, however as everyone would agree dinner service took way too long and many members left before the main course.

Best reception ever

Fantastic! Hard to best this meeting from both a reception and a venue perspective. The numerous tours we went on encouraged a higher level of interaction between council members and also afforded us the opportunity to interact with a larger number of council members.

Good venue - too long

The dinner at Tiro a Sengo was fantastic. It was great to have just our council together. I'd like to see this become a rotating thing. Perhaps every other meeting.

We had our own dinner separate from the Joint UDMUC Reception. We toured all day on a bus so the venue was literally a bus

great overall tour of the city, and we get to shoot guns in NYC to boot (and not get arrested!)



**Survey Results
& Analysis**

For the Urban Development/Mixed-Use Bronze Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 44 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Urban/Mixed-Use Bronze"

Responses Received: 44

Had Take Home Value

	Yes	No	Somewhat	N/A
A history of the Highline and the "Highline Effect"	90.9% (40)	2.3% (1)	6.8% (3)	0.0% (0)
The New York Metro Area Hotel Scene	76.7% (33)	2.3% (1)	16.3% (7)	4.7% (2)
Foreign Capital, An Outside Perspective	69.8% (30)	2.3% (1)	25.6% (11)	2.3% (1)
What's new with UDMUC Bronze?	90.7% (39)	0.0% (0)	9.3% (4)	0.0% (0)
Tour of Chelsea Markets and The High Line	79.5% (35)	4.5% (2)	2.3% (1)	13.6% (6)

Was Organized

	Yes	No	Somewhat	N/A
A history of the Highline and the "Highline Effect"	97.7% (43)	0.0% (0)	2.3% (1)	0.0% (0)
The New York Metro Area Hotel Scene	84.1% (37)	0.0% (0)	11.4% (5)	4.5% (2)
Foreign Capital, An Outside Perspective	83.7% (36)	0.0% (0)	14.0% (6)	2.3% (1)
What's new with UDMUC Bronze?	92.9% (39)	0.0% (0)	7.1% (3)	0.0% (0)
Tour of Chelsea Markets and The High Line	79.1% (34)	2.3% (1)	7.0% (3)	11.6% (5)

Time for Q&A

	Yes	No	Somewhat	N/A
A history of the Highline and the "Highline Effect"	83.7% (36)	2.3% (1)	11.6% (5)	2.3% (1)
The New York Metro Area Hotel Scene	88.4% (38)	0.0% (0)	7.0% (3)	4.7% (2)
Foreign Capital, An Outside Perspective	88.1% (37)	0.0% (0)	9.5% (4)	2.4% (1)
What's new with UDMUC Bronze?	95.2% (40)	0.0% (0)	4.8% (2)	0.0% (0)
Tour of Chelsea Markets and The High Line	77.5% (31)	0.0% (0)	12.5% (5)	10.0% (4)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Knowledgeable speakers, great timely topics.

This was one of the most enjoyable council days in the past decade. I liked the mix of topics as well as learning more about both the Highline and Chelsea Market.

Very good and interesting program overall

I think that our council day was very rushed. Given everything that we wanted to cover on the tour, I'd suggest one fewer panel and more time to cover the ground of the tours and be able to ask questions. The headsets were great and allowed people to walk at their own pace, as long as they didn't get lost!

Excellent sessions across the board. The topics were relevant and were covered thoroughly. I especially liked those that included specific deal terms. Hearing about the High Line and projects on/around it and then walking it was very effective.

liked the venue..high line.and chelsea

Very good

Really enjoyed the day particularly the Highline discussion and tour.

All sessions were of great interest with significant take-away value.

High line piece was fascinating

I thought the highline program was interesting, and I thought the hotel session/UDMUC update was the most useful.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	95.5% (42)	0.0% (0)	4.5% (2)
My Chair Kept Members Engaged & Encouraged Broad Interaction	88.6% (39)	2.3% (1)	9.1% (4)
Did the Team Perform to Your Expectation?	95.3% (41)	2.3% (1)	2.3% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	90.9% (40)	2.3% (1)	6.8% (3)

Additional Comments on Your Council Day or Overall Experience

One suggestion is instead of having back-to-back 1-hour panels, having one in between that asks mixed use development questions of the Council to get a discussion going among council members. If I have any criticism at all, it is that we don't engage each other in enough discussion about opportunities and risk in an open, casual forum during Council day.

nice work to bring content to our council and I appreciate everyone's efforts. thank you

Wonderful venue. Important to not feel crowded and food was great! The twitter screen was a distraction and begs the question of how our council should monitor the use of this tech.

The council was very welcoming and generous with their time.

A big thank you for a great day!

Loose the interactive ULI broadcast, or at least relocate away from speakers. Very distracting when trying to absorb program information, and in the end not fair to our speakers.

The cocktail party at the end was a bit too long considering how busy we were ahead of that and it seemed that some members peeled off. I also heard that one other council did an extra tour the afternoon before council day - an interesting way to cover more ground.

Great venue and room. I think the 30 sec intro of council members and guests was perfect. In the past, some have been a little long-winded!

I thought the whole day was great! It was nice to hear about specific projects, and I really enjoyed the Chelsea tour.

always great never a disappointment

One of the better council days i've experienced and I've been on this council since inception.

Serena does a great job!

great

Poor Powerpoint presentations except for Highline. It did not appear that leadership vetted presentation before hand. And speaker comments also were of wildly varying content and skill.

I thought the size of the room and flow of the event worked better at this meeting than at the spring meeting.

Overall, this was the best council day that I have attended while on this council.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

spring 2015 -- development without zoning fall 2015 -- infrastructure

I like what's new with UDMUC Bronze. Houston should spawn a lot of great topics around immigration, oil and gas and so on.

always like to hear about the new new thing and how to stay ahead of the crowd and conventional wisdom

Multifamily

Keep up the diversity of speakers - it was great to get a mix of the Highline, hotel perspective and to hear deals that other council members have going.

Please let your Council leadership know what they can improve on for the next meeting

Perhaps the organization of the sessions could have been better, and the agenda finalized sooner
the moderator for the hotel panel was pretty weak. make sure you school moderators in how to do it
It would have been nice for the leadership team to have been introduced.

I think that we should plan for more delays at the beginning of the day - it always happens for one reason or another. Lightning round was great and kept the spirit light and energetic.

Overall, we had a really good meeting. Only negative was I thought the council dinner did not appear as well attended as in the past & there were not enough tables to sit at for dinner. (Venue for the council dinner was beautiful.)

It would be great to have more time to mingle and interact with other council member on council day. The current day is so packed with programming and the cocktails at the end are so short that it is a bit hard to really get to know everyone.

Need to connect the dots between a local venue/tour/presentation and its takehome value for all members and geographies.

This is a great Council but there isn't the overall social integration. I've watched other councils be very interactive and social beyond Council day. I think that the Council leadership tries to create these opportunities but it may not be the overall right mix of members???

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I am happy to help in Houston

I've been pretty engaged as a regular speaker & moderator w/in our group over the years.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	93.2% (41)	2.3% (1)	4.5% (2)
The Council Reception and Venue Were Great!	81.4% (35)	2.3% (1)	16.3% (7)

Additional Comments on the Council Day Venue and Reception

Well done and many thanks, Serena & team!

The UDMUC reception in the unfinished space was just right. good job. The pre-bronze cocktails on wall street could have been in a more quiet setting; it was hard to hear and we had to practically yell to talk to each other

this was one of the better council meetings. i continue to be troubled that Council day is in competition with the general sessions. we should be able to do both for the enormous cost of coming to a ULI conference!

Council Day venue was beautiful and well located - that was also the best food we have ever been served. The council dinner location was great as well - a wonderful opportunity to see that and big enough to mingle easily.

Both venues worked very well. Food and drink was also great. Our break on Wednesday at the sales center was very nice as well as informative.

venue was great...reception was a lot of work for not much

Only negative was I thought the council dinner did not appear as well attended as in the past & there were not enough tables to sit at for dinner. (Venue for the council dinner was beautiful.)

I think the venue was a bit too big which made a bit difficult to "bump" into people.

Best locations so far



**Survey Results
& Analysis**

For the Urban Development/Mixed-Use Gold Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 34 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Urban/Mixed-Use Gold"

Responses Received: 34

Had Take Home Value

	Yes	No	Somewhat	N/A
Presentation on the global and domestic economy, and the U.S. real estate and capital markets	91.2% (31)	0.0% (0)	5.9% (2)	2.9% (1)
Presentation & Tour of Chelsea Market	91.2% (31)	2.9% (1)	5.9% (2)	0.0% (0)
High Line and Hudson Yards Presentation	97.1% (33)	0.0% (0)	2.9% (1)	0.0% (0)
Presentation and Walking Tour of The High Line & Surrounding Neighborhoods	97.1% (33)	0.0% (0)	0.0% (0)	2.9% (1)

Was Organized

	Yes	No	Somewhat	N/A
Presentation on the global and domestic economy, and the U.S. real estate and capital markets	97.1% (33)	0.0% (0)	0.0% (0)	2.9% (1)
Presentation & Tour of Chelsea Market	91.2% (31)	0.0% (0)	8.8% (3)	0.0% (0)
High Line and Hudson Yards Presentation	100.0% (33)	0.0% (0)	0.0% (0)	0.0% (0)
Presentation and Walking Tour of The High Line & Surrounding Neighborhoods	97.1% (33)	0.0% (0)	0.0% (0)	2.9% (1)

Time for Q&A

	Yes	No	Somewhat	N/A
Presentation on the global and domestic economy, and the U.S. real estate and capital markets	94.1% (32)	0.0% (0)	2.9% (1)	2.9% (1)
Presentation & Tour of Chelsea Market	94.1% (32)	0.0% (0)	5.9% (2)	0.0% (0)
High Line and Hudson Yards Presentation	97.0% (32)	0.0% (0)	3.0% (1)	0.0% (0)
Presentation and Walking Tour of The High Line & Surrounding Neighborhoods	94.1% (32)	0.0% (0)	2.9% (1)	2.9% (1)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

one of the best council meetings I've attended

A really good day. I have recently switched from IOPC to UDMUC and my main reason was that my IOPC council never left the room. In contrast, we had the opportunity to tour both Chelsea Market and the High Line and to have a "behind the scenes" tour and discussion of both projects.

Fantastic council day. Great idea to have off site with project tours in the area. Really enjoyed the Chelsea Market tour and understand much more about about the history behind the project. The reduction of open discussion (i.e. What's on Your Mind) was partially offset by increased Q&A throughout the day.

The sessions were very well done.

This was one of the best council day's I have attended in years in terms of organization and content. Both Chelsea Market and Hudson Yards were classic ULI case studies. Jonah's Boom Boom room talk was very cool and Rosen was, as always, great.

Keep Ken Rosen coming back! He is outstanding!

The headsets for the walking tour was great and would be helpful to use at other walking tours.

Great live project presentations and real time take home value.

Most useful information and great organization by the council leaders

All of the presentations and tours were excellent. The capital markets discussion by Ken Rosen was particularly interesting.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (34)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	97.1% (33)	0.0% (0)	2.9% (1)
Did the Team Perform to Your Expectation?	100.0% (34)	0.0% (0)	0.0% (0)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	100.0% (34)	0.0% (0)	0.0% (0)

Additional Comments on Your Council Day or Overall Experience

Great mix of projects and speakers.

Great organization by leadership. The day couldn't have been planned better.

Using an off-site hotel as home base was a great change. Reduced stress and it was a very cool venue. Hope we can do something similar in Houston.

Great participation by council members. Great that had presentation on 432 Park day before council day

Terrific!

Very well organized. Appreciated the way details of the day were communicated prior to the event. The headsets really helped on the high line tour. Great venue for the day.

The experience was excellent.

David and Bob were all over it. Really strong council leadership. Nice champagne toast as well.

Outstanding Council Day! One of our best.

Best I have experienced

Ice bucket challenge was a real highlight - what can tip that?

Really great content and organization.

Excellent council day, the best I have attended in approximately five years.

Great council day. Leadership did a fantastic job creating an inside view of key projects in Manhattan. Venue is a huge factor in the experience and the Standard together with the day organized along the highline was a perfect plan.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

small scale in-fill mixed-use, organic development, management of mixed-use urban centers

Whatever is topical at the time...

River Oaks would be great for upcoming meeting Houston. And would be interested in hearing about creative and tech office in downtown San Francisco: Salesforce Tower/Transbay Terminal, the old Jewelry Mart.

Linneman? In Houston, it might be interesting to have someone or a panel talk about where energy production and grid management really are going - the leading edge.

Ken Rosen.

Given our location in Texas for the next council session, perhaps a project that has a focus on the Hispanic market?

Please let your Council leadership know what they can improve on for the next meeting
advanced reading material on topics/projects
It would great to have a case study with real numbers on a mixed use project
Nothing...
Close to perfect. Just the what's on your mind thing missing, but worth it.
Nothing - keep up the good work.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I am engaged...

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	94.1% (32)	0.0% (0)	5.9% (2)
The Council Reception and Venue Were Great!	80.0% (24)	0.0% (0)	20.0% (6)

Additional Comments on the Council Day Venue and Reception

Great view and easy the circulate, but unfinished space is cold and uncomfortable

Did not attend reception, heard it was very well done.

Best venue in my 8 years of going to a product council.

Was nice not to be in a convention center room.

Best Council session I've been involved with so far. Wonderful group of people, and a fantastic series of events which kept the dialogue going. Couldn't be happier as a member of UDMUC Gold.

Loved the venue at The Standard. Perfect setting for a wide ranging discussion of the Highline, Meatpacking and surrounding markets.

Great job and leadership team!

Terrific day.

Council leadership does an excellent job.

The UDMUC reception space was roomy, but not that interesting. Also some of the UDMUC councils have been splitting off to their own venues. I would like to see all the UDMUC flights to stay together for the council reception and have an improved location. If the councils want to socialize on their own, a good time to do that is lunch on the day of the council reception.



**Survey Results
& Analysis**

For the Urban Development/Mixed-Use Green Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 25 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Urban/Mixed-Use Green"

Responses Received: 25

Had Take Home Value

	Yes	No	Somewhat	N/A
The Return of the Great 3 Amigos	92.0% (23)	4.0% (1)	4.0% (1)	0.0% (0)
Open Mic Session	72.0% (18)	0.0% (0)	24.0% (6)	4.0% (1)
Capital Markets	84.0% (21)	4.0% (1)	12.0% (3)	0.0% (0)
Tech Industry Changing Americas Cities	64.0% (16)	4.0% (1)	32.0% (8)	0.0% (0)
Real Deal: One57	79.2% (19)	4.2% (1)	12.5% (3)	4.2% (1)
Real Deal: The Drake	82.6% (19)	4.3% (1)	8.7% (2)	4.3% (1)

Was Organized

	Yes	No	Somewhat	N/A
The Return of the Great 3 Amigos	95.8% (23)	0.0% (0)	4.2% (1)	0.0% (0)
Open Mic Session	87.5% (21)	0.0% (0)	12.5% (3)	0.0% (0)
Capital Markets	91.7% (22)	0.0% (0)	8.3% (2)	0.0% (0)
Tech Industry Changing Americas Cities	95.8% (23)	0.0% (0)	4.2% (1)	0.0% (0)
Real Deal: One57	91.3% (21)	0.0% (0)	4.3% (1)	4.3% (1)
Real Deal: The Drake	100.0% (23)	0.0% (0)	0.0% (0)	0.0% (0)

Time for Q&A

	Yes	No	Somewhat	N/A
The Return of the Great 3 Amigos	95.8% (23)	0.0% (0)	4.2% (1)	0.0% (0)
Open Mic Session	100.0% (24)	0.0% (0)	0.0% (0)	0.0% (0)
Capital Markets	95.7% (22)	0.0% (0)	4.3% (1)	0.0% (0)
Tech Industry Changing Americas Cities	95.8% (23)	0.0% (0)	4.2% (1)	0.0% (0)
Real Deal: One57	95.7% (22)	0.0% (0)	0.0% (0)	4.3% (1)
Real Deal: The Drake	91.3% (21)	0.0% (0)	8.7% (2)	0.0% (0)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

The Drake/432 Park presentation was eye opening and a great show but definitely wasn't a real deal presentation. Worth it for this time, but we need more real deal/Lessons Learned deals

Starting our Council Day with our "pod" of respected researchers, followed by well moderated "open mikes", allows us to start with a highly interactive and worthwhile day. ALL of the tours were well organized and worthwhile, and the no agenda lunch was just right. Cap markets was debt heavy and therefore narrow but only 30 minutes. Tech panel topical but negative selling of one of the panelists was a low point.

I thought it was an epic program. Hearing directly from legends of the industry was a special treat.

Excellent - best meeting is a while.

Excellent presentations with spot-on information, trends and analysis.

Some great presentations, only criticism would be that the focus of ultra luxury was fascinating, I imagine it affects very few of our members in practical business.

excellent 2 days. Well organized, thoughtout. Alot of work, and kudos.

The 3 amigos presentation has been better in the past. This year it's clear that they, along with virtually all other economists have badly missed on their projections. The presentaion was too generalized to be useful. There were some good takeaways, but I am grading harder this year.

Good interactive dialogue. Only wish we had more time on some of the discussions.

The real deals were awesome! Would prefer is capital markets focused more on where equity is looking than on debt, which is a commodity.

the two tours were terriffic

Very interesting subjects. Brochures were impressive.

One57 presentation venue did not work well -long conference room not ideal for communication w participant

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	96.0% (24)	0.0% (0)	4.0% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	96.0% (24)	0.0% (0)	4.0% (1)
Did the Team Perform to Your Expectation?	100.0% (25)	0.0% (0)	0.0% (0)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	76.0% (19)	4.0% (1)	20.0% (5)

Additional Comments on Your Council Day or Overall Experience
Loved the University Club location. The half day program was outstanding.
Really enjoyed the extra half day program and the opportunity to network with our council members at The Standard. Please consider an UDMUC Green-only reception for Houston
Extra half day to see properties was great. This session was the best that any council has done in many years. Food was excellent. Time to talk to council members. Great speakers and world class presenters and properties. A+.
the optional half day was terrific and the scheduling of the various property tours was excellent.
Great day. New York is a perfect city for this.
This was one of the best Council days I have had in the past 10 years. Great presentation.
great day
Real deal presentations were excellent.
Great itinerary and nice to spend lots of time on real deals out in field.
Excellent venue, enjoyable presentation from 3 amigos, would like to have spent more time on capital markets panel.
Great 2 days!
really a first rate 1 1/2 day program
I enjoy spending time with fellow ULI contacts.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?
Old Friend David Fitch lives in Houston and is still plugged in on the resi side. We should invite him as a guest and also use his network!
Depends on the location
Sam Zell
Risk migration amongst capital providers - who is taking entitlement risk, funding JV equity for spec constructions, who is actively deploying JV equity into emerging bets like suburban office or secondary malls...
Program was excellent, NYC is a difficult place to have a meeting of this sort. Especially so when it is raining.

Please let your Council leadership know what they can improve on for the next meeting

Some real deal/lesson learned sessions

Just keep going on the programming; model working well.

Simply outstanding. My council leadership's excellent planning makes it a pleasure to be part of this council.

Nothing. Great meeting!

Very hard to improve an A+.

Keep doing what they did for this meeting. Great venue for the meeting, excellent presentations.

Keep having interesting property tours and the switching of locations kept it more engaging.

To foster better relationships and interaction, might be nice to ask everyone to switch up their table seating at the halfway point, and encourage folks to sit with new faces at lunch.

As a developer, I would like to see one panel focused on "where equity is looking now"

wider member participation

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Thought re: draft strategy; we have great "pods" of 3-5 industry leaders in research, cap markets and transaction specialists; real important to keep them strong. We should aspire to have the same core "pods" in development and residential, plus add another retail expert to supplement our current roster

Love what they are doing. Consummate professionals.

I am engaged.

I think as a council we should focus on bringing on more major operators/developers onto council from major markets.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	100.0% (24)	0.0% (0)	0.0% (0)
The Council Reception and Venue Were Great!	56.5% (13)	17.4% (4)	26.1% (6)

Additional Comments on the Council Day Venue and Reception

Unveristy Club great on all fronts, including complementary location to our tours. Our UDMUC Green pre reception at the Standard was also great but the actual UDMUC reception at 4 WTC was the worst I have attended at ULI; total waste of money. Houston needs to be a LOT better.

Wasn't a big fan of the food ath the Council dinner. But other than that, excellent.

Plenty of space to network. Food was good. Lierd that fact that had appetizers and dinner as well.

After the excellent half-day ending at the Standard Hotel, the joint Council Reception was anticlimactic.

Council day was great. Reception was underwhelming and didn't seem to have good value.

reception location was an embarasement for NYC. Cold. poorly located. No NY experience, vs the other cities where you have fabulous venues.

Reception a little tough to access down in WTC area and a little tough to engage as was so spread out.

Thought reception food was a little lacking.

Though a very cool project with great night views of the city, thought the Reception space was almost too large and dark.

A very sterile environment

dinner at 4 wtc was just ok as unfinished space was vast and event did not seem that well attended.



**Survey Results
& Analysis**

For the Urban Development/Mixed-Use Purple Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 34 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Urban/Mixed-Use Purple"

Responses Received: 34

Had Take Home Value

	Yes	No	Somewhat	N/A
Things you need to know....	93.8% (30)	0.0% (0)	6.3% (2)	0.0% (0)
Global Capital is changing the way the world works	87.9% (29)	6.1% (2)	3.0% (1)	3.0% (1)
Review of development and redevelopment of Brookfield Place (formerly World Financial Center)	97.0% (32)	0.0% (0)	3.0% (1)	0.0% (0)
Lower Manhattan – a neighborhood rediscovered/redeveloped/recreated	90.9% (30)	0.0% (0)	3.0% (1)	6.1% (2)
Walking Tour - High Line	59.4% (19)	0.0% (0)	21.9% (7)	18.8% (6)

Was Organized

	Yes	No	Somewhat	N/A
Things you need to know....	100.0% (31)	0.0% (0)	0.0% (0)	0.0% (0)
Global Capital is changing the way the world works	90.6% (29)	3.1% (1)	3.1% (1)	3.1% (1)
Review of development and redevelopment of Brookfield Place (formerly World Financial Center)	100.0% (33)	0.0% (0)	0.0% (0)	0.0% (0)
Lower Manhattan – a neighborhood rediscovered/redeveloped/recreated	87.9% (29)	0.0% (0)	6.1% (2)	6.1% (2)
Walking Tour - High Line	78.1% (25)	0.0% (0)	9.4% (3)	12.5% (4)

Time for Q&A

	Yes	No	Somewhat	N/A
Things you need to know....	93.5% (29)	3.2% (1)	3.2% (1)	0.0% (0)
Global Capital is changing the way the world works	96.9% (31)	0.0% (0)	0.0% (0)	3.1% (1)
Review of development and redevelopment of Brookfield Place (formerly World Financial Center)	96.9% (31)	0.0% (0)	3.1% (1)	0.0% (0)
Lower Manhattan – a neighborhood rediscovered/redeveloped/recreated	90.3% (28)	0.0% (0)	6.5% (2)	3.2% (1)
Walking Tour - High Line	54.8% (17)	0.0% (0)	16.1% (5)	29.0% (9)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

It was the best council meeting that I have attended. It was great that it went for a day and a half.

The programming has been really good the last several sessions!

The tours of Brooklyn and Brookfield Place were great!

As an architect and urban designer I find discussions of global investment trends to be very helpful in shaping the way I think about real estate development principles in our work. Our work has long implementation timelines yet need near term traction. Understanding shifts in investment helps me address action strategies

Outstanding Sessions. The best ever.

Logistics worked with many locations, a real challenge!

The project visits were great.

1/2 day tour the day before was the best.

Once again our council leadership did a great job in putting together a fabulous day!

The tours into Lower Manhattan and Brooklyn were excellent. Nice to see the council focus on some of the more edgier parts of the market.

Chuck and Colette are a spectacular team: vibrant, decisive, displaying the perfect balance of seriousness with respect to content / goals - and good cheer.

Good variety of content

global capital flows too broad to have real impact. balance of the meeting was right in the pocket and had real value to me in my business.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (34)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	100.0% (34)	0.0% (0)	0.0% (0)
Did the Team Perform to Your Expectation?	100.0% (34)	0.0% (0)	0.0% (0)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	97.1% (33)	0.0% (0)	2.9% (1)

Additional Comments on Your Council Day or Overall Experience

Acoustic challenges are always present when adapting to a venue not set up explicitly for large group sessions. Our leadership did well to make panelist aware of when they needed to use the mikes

Great accomodations.

Amazing program. beautifully organized.

Not sure that lunch with Silver Council worked in that we have limited time with our Council to catch up with various members...and lunch is one of the best times for this.

Incredible organization and communication

Great performance given how difficult it is to program in NYC

Great!

Great value as the presentations were first class.

The NY Council meeting was a standout among excellent Council meetings. It was packed, intellectually stimulating, lots of "10" sites to see - and yet not exhausting. Couldn't ask for more.

Loved the additional afternoon tour of Brooklyn

The council is extremely well organized and well run; the program in NYC was exceptionally good, although the venue for the meeting and meals was poor

For me, too much touring, not enough discussion and panels. Not worth extending the meeting by half a day, in my opinion.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

no

New York was all about big projects....it would be good to see a focus on smaller scale, but mixed use, projects in Houston.

Economic overview - make a bit longer

The capital markets overview from Nick Buss is always great -- I would allot some additional time to it.

Public private partnerships, including with universities. Debate on role of the internet vs. bricks and mortar retail trends.

Please let your Council leadership know what they can improve on for the next meeting

Continue on course.

Try to keep the bus tour a bit more on schedule.

Good experiment, but I'd stick to one day and not have so many tours. panel discussions excellent - devote more time to them.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

I would like to assist the leadership team in planning our council day in Houston. Abbey Roberson
abbey.roberson@hok.com (Houston based)

Help with panel on P3 or retail. Lynn Sedway

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	85.3% (29)	2.9% (1)	11.8% (4)
The Council Reception and Venue Were Great!	80.0% (24)	0.0% (0)	20.0% (6)

Additional Comments on the Council Day Venue and Reception

Moderators are key to successful panel. Mike was terrific for the morning panel.

Great food and location. A little dark and not enough seating.

Most spectacular view of any Council Dinner! And the food was great, and plenty of space to circulate.

Would prefer Reception in a place more interesting than an open office floor. Liked museums better

Both venues were absolutely terrific choices. The North End Grill offered a warm setting preferable to hotel meeting spaces - visibility & audibility were terrific. The world class views enhanced the reception and it wasn't too crowded as it can easily become. It was thoroughly pleasant.

Venue for council day (Northside Grill) was poor. Why weren't we in a hotel meeting room? Venue for the reception was ok -- food was good and views were dramatic, but the sprawling vacant floor made connecting with people difficult

not due to fault of leadership, but after sitting in a cab for 20 minutes and not moving, I gave up on ever getting to the reception. NYC not good location for Fall meeting.

Look forward to Houston



**Survey Results
& Analysis**

For the Urban Development/Mixed-Use Red Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 44 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Urban/Mixed-Use Red"

Responses Received: 44

Had Take Home Value

	Yes	No	Somewhat	N/A
Security in an Insecure World	70.5% (31)	2.3% (1)	25.0% (11)	2.3% (1)
Hudson Yards Panel	93.2% (41)	0.0% (0)	4.5% (2)	2.3% (1)
World Trade Center Panel	79.1% (34)	2.3% (1)	16.3% (7)	2.3% (1)
Networking Lunch and Deputy Mayor Alicia Glen (NYC)	77.3% (34)	2.3% (1)	15.9% (7)	4.5% (2)
Urban Retail Transformation	88.1% (37)	2.4% (1)	4.8% (2)	4.8% (2)
Walking Tour of The World Trade Center/Brookfield Place/High Line	73.8% (31)	0.0% (0)	11.9% (5)	14.3% (6)

Was Organized

	Yes	No	Somewhat	N/A
Security in an Insecure World	86.4% (38)	2.3% (1)	9.1% (4)	2.3% (1)
Hudson Yards Panel	97.7% (43)	0.0% (0)	0.0% (0)	2.3% (1)
World Trade Center Panel	93.2% (41)	0.0% (0)	6.8% (3)	0.0% (0)
Networking Lunch and Deputy Mayor Alicia Glen (NYC)	92.9% (39)	0.0% (0)	2.4% (1)	4.8% (2)
Urban Retail Transformation	92.5% (37)	2.5% (1)	2.5% (1)	2.5% (1)
Walking Tour of The World Trade Center/Brookfield Place/High Line	82.5% (33)	0.0% (0)	5.0% (2)	12.5% (5)

Time for Q&A

	Yes	No	Somewhat	N/A
Security in an Insecure World	97.7% (42)	0.0% (0)	0.0% (0)	2.3% (1)
Hudson Yards Panel	97.7% (43)	0.0% (0)	0.0% (0)	2.3% (1)
World Trade Center Panel	97.7% (43)	0.0% (0)	0.0% (0)	2.3% (1)
Networking Lunch and Deputy Mayor Alicia Glen (NYC)	85.7% (36)	0.0% (0)	9.5% (4)	4.8% (2)
Urban Retail Transformation	95.1% (39)	0.0% (0)	0.0% (0)	4.9% (2)
Walking Tour of The World Trade Center/Brookfield Place/High Line	64.3% (27)	0.0% (0)	16.7% (7)	19.0% (8)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Mostly fun and a New York tour. Not much take home value if not from NY.

The speakers were incredibly high caliber, unbelievably insightful and spoke about the most interesting projects in NY.

Also thought Marty's Hot Topic filler was good! I did think there was good take home value- just take a few zeros off all the NYC numbers!

We also had a tour of Barclay's Center and the Atlantic Yards modular housing guided by Forest City which was exceptional!

I thought all of the sessions were excellent. The lineup was very strong.

Mary is an outstanding leader and a pro. Hat's off!

Ray, Larry & the tour were particular highlights - excellent take away value. Nice job, Marty!

Thought it was a great morning, too bad about the weather!

The sessions were outstanding.

very NY focused which was good for out of town members but pretty redundant for NYC residents. would not have minded some portion on national trends as well.

This council is incredibly well organized and the leadership always attracts top quality speakers and keeps them on point.

Great

I thought all the sessions were very well done.

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	100.0% (44)	0.0% (0)	0.0% (0)
My Chair Kept Members Engaged & Encouraged Broad Interaction	97.7% (43)	0.0% (0)	2.3% (1)
Did the Team Perform to Your Expectation?	95.5% (42)	2.3% (1)	2.3% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	93.2% (41)	6.8% (3)	0.0% (0)

Additional Comments on Your Council Day or Overall Experience
Great program.
Over New York with no real deals real numbers. All marketing.
This council day is always well run and really informative.
This council is phenomenal. A highly interactive group. An action packed agenda and extremely well organized with terrific content and panelists.
Best council day in the 3 years I've been on this council.
Terrific program, as always.
While the sessions were great, I would have preferred more time allocated to discussion about current market conditions, future outlook and what people are planning as a result.
Best ever!!!
great job
The speakers and topics were very relevant and outstanding.
Outstanding session. The council team also arranged a pr-concil day tour of the Altantic Yards project in Brooklyn which was also valuable and well run.
Negligible council participation was encouraged or occurred. Disappointing.
Very well done, as usual.
Best Counsel Day I have ever experienced
Too many diff locations for councils....too hard to have all over the city as I spoke at ttwo other councils
I thought it was a very well planned day full of very prominent speakers who were talking about topics that are very much in the now.
Another great experience! Always very well organized!! and a fantastic venue
Should broaden the topics and projects beyond the scope of NYC for future meetings.
Council Chair brought in senior people, who were well versed on some large complicated projects. The food was plentiful and very good. Only negative was noise emanating from one of the HVAC units made it difficult to hear portions of a couple of the sessions and I was in the front row.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?
not at this time
trends, economic perspective (e.g. Rosen)
Needed infrastructure to support cities / development of tomorrow.
Crowdfunding
Economy and markets
Always enjoy more capital markets disussions
growth of creative office in relation to mixed use projects and areas

--

Please let your Council leadership know what they can improve on for the next meeting
no improvement necessary
Back to basics. Capital. Real numbers. Lessons learned. More than one City.
Keep doing the same thing, it is excellent!
Our Council leadership is outstanding! Great thought leadership, content, planning and execution. Thank you so very much for all you do.
I would prefer that the council dinner not be joint with other councils and be a more intimate affair. Other councils have sit down dinners where you switch the seating after different courses.
Less NYC and large deal focus.
Allow time for participation by members other than New Yorkers.
recruit more members from outside of NYC and/or East Coast. We are overweighted.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).
I would be happy to help any way I can.
I am happy to get involved with organizing future council events.
Scott Chisholm Working on a very large scale urban development in SF that might be topical for the SF meeting, if housing is a subject that we will be addressing
I would prefer to have more of a leadership role in the Council.
I will contact Marty and have already offered to pitch in for Houston.
by encouraging contribution to the Council Day Agenda/content from a wider group of council members and by responding to suggestions made to leadership for such content

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	86.4% (38)	2.3% (1)	11.4% (5)
The Council Reception and Venue Were Great!	76.2% (32)	0.0% (0)	23.8% (10)

Additional Comments on the Council Day Venue and Reception

First class all the way.

Food was very good and space was Great!

Would prefer in the future that we keep the Council reception and Dinner to only UDMUC-Red members and not do a large, joint function.

The Council meeting was too far from the Javits Center and therefore did not encourage attending the general session in the afternoon.

Good food, nice open area with fantastic views, enough room.

Fabulous venue!

Space was open and view was great. Some noise from air ducts.

Great to have the open space and the various UDMUC's for the reception. I much prefer this versus a sit down dinner.

UDMUC red has apparently has a strong tradition of meeting at a Venue that is not near that of the other UDMUC councils. I see this as undermining the value of the Council, as some of the value of attending Council meetings is interacting with people on ULI Councils other than yours.

See above



**Survey Results
& Analysis**

For the Urban Development/Mixed-Use Silver Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 24 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Urban/Mixed-Use Silver"

Responses Received: 24

Had Take Home Value

	Yes	No	Somewhat	N/A
The High Line Project: The Catalyst for the Real Estate Boom in Chelsea	86.4% (19)	0.0% (0)	13.6% (3)	0.0% (0)
Hudson Yards: Redefining the West Side of Manhattan	95.7% (22)	0.0% (0)	4.3% (1)	0.0% (0)
A New World Trade Center rises from the ashes	75.0% (18)	0.0% (0)	20.8% (5)	4.2% (1)
Brooklyn's Mega Mixed Use Atlantic Yards project is now Pacific Park	75.0% (18)	0.0% (0)	12.5% (3)	12.5% (3)
114 Fifth Ave	86.4% (19)	0.0% (0)	0.0% (0)	13.6% (3)

Was Organized

	Yes	No	Somewhat	N/A
The High Line Project: The Catalyst for the Real Estate Boom in Chelsea	95.5% (21)	0.0% (0)	4.5% (1)	0.0% (0)
Hudson Yards: Redefining the West Side of Manhattan	100.0% (23)	0.0% (0)	0.0% (0)	0.0% (0)
A New World Trade Center rises from the ashes	78.3% (18)	0.0% (0)	13.0% (3)	8.7% (2)
Brooklyn's Mega Mixed Use Atlantic Yards project is now Pacific Park	78.3% (18)	0.0% (0)	8.7% (2)	13.0% (3)
114 Fifth Ave	80.0% (16)	0.0% (0)	5.0% (1)	15.0% (3)

Time for Q&A

	Yes	No	Somewhat	N/A
The High Line Project: The Catalyst for the Real Estate Boom in Chelsea	90.9% (20)	0.0% (0)	9.1% (2)	0.0% (0)
Hudson Yards: Redefining the West Side of Manhattan	91.3% (21)	0.0% (0)	8.7% (2)	0.0% (0)
A New World Trade Center rises from the ashes	83.3% (20)	0.0% (0)	12.5% (3)	4.2% (1)
Brooklyn's Mega Mixed Use Atlantic Yards project is now Pacific Park	70.8% (17)	4.2% (1)	12.5% (3)	12.5% (3)
114 Fifth Ave	81.8% (18)	0.0% (0)	4.5% (1)	13.6% (3)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.

Excellent

Sessions were fantastic. So much to absorb and digest. Each presentation was very well scripted and executed. Presenters were just fabulous. What a great day and a privilege to experience. Y

Larry seemed to be going though the motions. All other presenters were energetic.

good sessions all around. Great venue.

All were excellent. Council leadership did an outstanding job of organizing an interesting program covering a broad variety of projects.

Great to get out and see things

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	83.3% (20)	0.0% (0)	16.7% (4)
My Chair Kept Members Engaged & Encouraged Broad Interaction	75.0% (18)	4.2% (1)	20.8% (5)
Did the Team Perform to Your Expectation?	91.7% (22)	4.2% (1)	4.2% (1)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	91.7% (22)	4.2% (1)	4.2% (1)

Additional Comments on Your Council Day or Overall Experience

Ideal choice of project case studies

Fantastic!

No Council interaction. We did not have any time to talk to each other beyond walking from one venue to another.

Great venue

It was overall an excellent program.

There could have been a bit more time for council interaction. However, the New York location, excellent venues, and volume of material to cover made that more difficult.

all the programs were very interesting.

Recommend we plan for a balance between off-site tours and listen & learn sessions with broader council member participation.

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

None at present. I support intensive project case studies as was done rather than generalized discussions on finance, marketing, demographics, etc.

Affordable housing. TOD. Alternative transportation. Urban retail

I would like to hear from members of the council and we have gotten away from that.

Roundtable discussions

A speaker on Fracking...I have the contact.

No.

1. Capital markets discussion covering themes in JV equity, debt metrics, investment returns, etc. 2. Case study presentations on interesting transactions council members are doing. 3. What changes are council members seeing that are "disruptive".

Please let your Council leadership know what they can improve on for the next meeting

Repeat.

Tough to improve on on perfect....oh wait....no rain next time!

We have too many service providers. We need more developers (not architects and other support services) and principals

Nothing. It was really good.

As close to "outstanding/excellent" as could be imagined.

The day felt a bit rushed due to the number of presentations. I still prefer time for roundtable discussions among the council.

More member participation.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).

Very satisfactory at present.

Happy to help in any way. Resources available.

Already engaged.

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	82.6% (19)	0.0% (0)	17.4% (4)
The Council Reception and Venue Were Great!	72.7% (16)	0.0% (0)	27.3% (6)

Additional Comments on the Council Day Venue and Reception

Everything but weather was just fabulous. What a terrific day. Thought to beat.

Too isolated

Council Dinner was the best in many years. Terrific venues for Council Day.

too much NYC

The venue was excellent due to views from 4 WTC but I did not like being in an unfinished space for a long period of time.

Consider making hotel arrangements so council members can stay in the same hotel, closer to council day venue.



**Survey Results
& Analysis**

For the Urban Revitalization Council

Council Day Survey 2014 Fall Meeting

New York, NY

Wednesday October 22nd, 2014

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Council Day Survey 2014 Fall Meeting, New York, NY*. The results analysis includes answers from all respondents who took the survey in the 15 day period from Wednesday, October 22, 2014 to Wednesday, November 05, 2014. 42 completed responses were received to the survey during this time.

Survey Results & Analysis

Survey: Council Day Survey 2014 Fall Meeting, New York, NY

Author:

Filter: In question "I am a member of the:" the respondent selected "Urban Revitalization"

Responses Received: 42

Had Take Home Value

	Yes	No	Somewhat	N/A
"Welcome to New York City"	79.5% (31)	2.6% (1)	10.3% (4)	7.7% (3)
"Good Density, Bad Density: How does New York Handle Three Quarters of a Million new Residents over the next two Decades without a Square Inch of new Land?"	83.3% (35)	2.4% (1)	7.1% (3)	7.1% (3)
"The Buffalo Billion"	68.3% (28)	7.3% (3)	17.1% (7)	7.3% (3)
"The Story of the Highline"	85.0% (34)	0.0% (0)	10.0% (4)	5.0% (2)
Walking Tour of Lower Manhattan	60.0% (24)	7.5% (3)	17.5% (7)	15.0% (6)
The Transformation of Lower Manhattan	87.5% (35)	0.0% (0)	12.5% (5)	0.0% (0)
Member Discussion	87.2% (34)	0.0% (0)	10.3% (4)	2.6% (1)
NYC's Recovery and Resiliency Plan: Public policy and Private Development	66.7% (28)	2.4% (1)	26.2% (11)	4.8% (2)

Was Organized

	Yes	No	Somewhat	N/A
"Welcome to New York City"	84.6% (33)	0.0% (0)	7.7% (3)	7.7% (3)
"Good Density, Bad Density: How does New York Handle Three Quarters of a Million new Residents over the next two Decades without a Square Inch of new Land?"	90.0% (36)	0.0% (0)	0.0% (0)	10.0% (4)
"The Buffalo Billion"	92.3% (36)	0.0% (0)	0.0% (0)	7.7% (3)
"The Story of the Highline"	86.8% (33)	0.0% (0)	7.9% (3)	5.3% (2)
Walking Tour of Lower Manhattan	51.4% (19)	10.8% (4)	18.9% (7)	18.9% (7)
The Transformation of Lower Manhattan	100.0% (38)	0.0% (0)	0.0% (0)	0.0% (0)
Member Discussion	89.2% (33)	0.0% (0)	10.8% (4)	0.0% (0)
NYC's Recovery and Resiliency Plan: Public policy and Private Development	91.7% (33)	0.0% (0)	5.6% (2)	2.8% (1)

Time for Q&A

	Yes	No	Somewhat	N/A
"Welcome to New York City"	75.7% (28)	2.7% (1)	8.1% (3)	13.5% (5)
"Good Density, Bad Density: How does New York Handle Three Quarters of a Million new Residents over the next two Decades without a Square Inch of new Land?"	84.6% (33)	0.0% (0)	7.7% (3)	7.7% (3)
"The Buffalo Billion"	87.2% (34)	0.0% (0)	5.1% (2)	7.7% (3)
"The Story of the Highline"	83.3% (30)	0.0% (0)	11.1% (4)	5.6% (2)
Walking Tour of Lower Manhattan	44.4% (16)	8.3% (3)	8.3% (3)	38.9% (14)
The Transformation of Lower Manhattan	89.7% (35)	5.1% (2)	5.1% (2)	0.0% (0)
Member Discussion	76.9% (30)	2.6% (1)	5.1% (2)	15.4% (6)
NYC's Recovery and Resiliency Plan: Public policy and Private Development	69.2% (27)	15.4% (6)	12.8% (5)	2.6% (1)

Please Provide feedback you may have on any of the sessions and the type of take home value you received.
Loved the tours yesterday in Brooklyn: Industry City and Domino plus the presentation at the Wythe Hotel.
The Council needed to forego the walking tour of downtown due to hard rain. The program was very good even without the walking tour.
Content of all sessions was very good. Take home value was high with information that was both relevant and informative. "Good Density, Bad Density" was especially relevant.
Good and Bad Density, The Highline and Lower Manhattan transformation were all outstanding.
The sessions were all organized, interesting and had good take home value.
Suzanne and David did a great job.
Good speakers overall, and the take home value was excellent.
Excellent programming.
We must have ALL speakers on mics - the day in Newark lost a lot of value because neither speaker was on a mic. Also, would have been better to end the day closer to our hotels instead of dinner in Brooklyn
Self guided walking tour wasn't a great use of time. Also, too much time sitting in the afternoon. Perhaps the afternoon sessions could have been broken up more.
Great session overall
Overall excellent program and very rewarding day. The URC is rounding into a very dynamic and interesting product Council.
All were exceptionally well organized and executed.
It was a great 2 days! Thank you all for organizing!
while NYC is an extreme market, understanding how certain efforts catalyzed parts of the city over the past decade was a tremendous discussion. then, the tie to how Buffalo is catalyzing was a good juxtaposition to a more challenged market.
Still reflecting on this....

Please Rate Your Council Chair/Leadership Team

	Yes	No	Somewhat
My Chair Kept the Program on Track	97.6% (41)	0.0% (0)	2.4% (1)
My Chair Kept Members Engaged & Encouraged Broad Interaction	92.9% (39)	0.0% (0)	7.1% (3)
Did the Team Perform to Your Expectation?	92.9% (39)	0.0% (0)	7.1% (3)
Do You Feel That the Team Communicates Well With You Outside of Council Day?	88.1% (37)	0.0% (0)	11.9% (5)

Additional Comments on Your Council Day or Overall Experience

thumbs up

I felt that this council day was less organized/cohesive than in previous meetings. I think we should do away with self-guided walking tours.

just terrific!

A very valuable day, including projects, processes, speakers, and discussion.

The Council Day alone was worth the trip to NYC.

Our Chair could not make it but kudos to Dave and Susanne who kept us moving and engaged.

Excellent!! I enjoyed the time very much.

Vice Chair Susanne Cannon filled in admirably for Chair (James Moore) who was not able to attend.

Pre-council day tours were exceptional.

Exceptional day!

This is a terrific council and the content is relevant--directly to work and as well as "feeding the soul" on broader urban development issues.

great as usual

Optional tours on Tuesday were GREAT. Thank you to the council leadership team for putting them together - it was twice the work.

Extremely well organized, great content with high quality presenters. What I appreciate most is that this council gets out and sees the developments under discussion.

Council Day should be on Monday so members can participate in other Meeting programming

The pre-tours were phenomenal! Best take-home value of the entire conference.

i thought it was great. while I would have liked a little more time at the main conference, I felt that the tours and the time with the council was well spent.

ok

I enjoyed all the Council events, but the Javits Center location was logistically very challenging

Do You Have Any Topics And/Or Speakers To Recommend For Future Council Meetings or Concurrent Sessions?

demographics trends and its impact on CRE in Urban Markets

We already let them know today!

How to live with water with resilience at Houston and San Francisco ULI Meetings.

I would like to have Jonathan Rose speak at one of our upcoming sessions as his efforts are very much in line with the overall mission of the URC.

Value creation from combination of transit, open space and great neighborhood planning/amenities

perhaps a recap session in a few years as to how some of our tours over the past few councils that highlighted projects in their infancy are performing.

1) Creative financing options for adaptive re-use projects 2) Primer on place-making 3) Best practices in doing P3s

Working on this and will provide input to council leadership

Please let your Council leadership know what they can improve on for the next meeting
nothing
Continue to look at how development in the urban areas improves neighborhood and transit integration.
A little bit more time for Q&A. The topics are compelling and people always have more questions than we have time for.
I was impressed with the full two days we had and unfortunately with the great content and speakers provided only 5.25 units of continuing education is earned on this Council. Something should be done to more credit. We have full days and get a lot out of all our sessions.
don't have us sit so much after lunch. Include a session on a specific project, perhaps a case study.
We skipped member announcements at the beginning - always enjoyable to get updates.
Timing and scheduling of speakers and tours are important. I enjoyed the cutting edge information on NYC Recovery and Resiliency Plan but felt this topic was too heavy to be scheduled at the end of the day.

How Can Your Leadership Team Further Engage You in ULI and The Council Program?(If you would like to be contacted and do not leave your information below, please reach out to your Council Chair after giving your feedback).
I am in good contact with the Council's leadership and have discussed future activities with them.
Leadership team is great! This form lends itself to criticism, so please don't take my comments the wrong way. This council rocks!
full presentation recaps of all of the speakers would be great
Ongoing solicitation of input from members and provide feedback on ideas, recommendations and input to keep the members engaged as well as better informed.
Loved the reception location and the Council Day venues

Please Rate the Council Day Venue and Council Reception:

	Yes	No	Somewhat
The Council Day Venue Was Great!	95.2% (40)	0.0% (0)	4.8% (2)
The Council Reception and Venue Were Great!	97.4% (38)	0.0% (0)	2.6% (1)

Additional Comments on the Council Day Venue and Reception

Brooklyn is Cool

Well done! Great planning and organization and wonderful venues.

Thank you to the volunteers on the Council for the Fall Meeting's great sessions, speakers and events.

The reception and dinner were fabulous! The locations for our Council Day were great.

Restaurant at Chelsea Market was cool but difficult to discuss issues with other members

I was not able to attend the reception but hear it and the earlier tours were great.

Chelsea market location rocked.. inspiring space, good food

I appreciate all the time and effort the organizing invested to make it a valuable experience for the council

I truly enjoyed meeting/seeing everyone but the sound quality of the venue made it hard to hear conversations at our table. The food, also, was ok.

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