

KEY LEADERS OPPORTUNITIES

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

December 2019

Dear Jason,

The end of the year is often a time for reflection when many of us look back on where we have made a positive contribution through our time, talent, and resources. In this, 2019's final issue of *Key Leaders Opportunities*, we hope to convey how this influential network of industry leaders has had an impact through ULI. We also hope to provide new sources of inspiration as you look ahead to your engagement with ULI in 2020.

In this spirit, we are sharing an ongoing list of the many ways you can offer your knowledge, expertise, and experience to advance the impact programs at ULI. Included, also, is information on the many global ULI events taking place next year where you can (re)connect with colleagues and fellow Key Leaders. Your attendance, especially outside of your region, will help extend the reach of the Institute to make all our communities better.

ULI meetings also provide space for Key Leaders to help educate and support increasingly diverse generations of professionals who build the cities of the future. As an example from the recent 2019 ULI Fall Meeting, dozens of industry leaders served as mentors to those just starting or hoping to advance their careers in real estate through Coffee Connections. Both mentors and those mentored responded positively; you can read about some of their reactions in the Key Leaders Impact section below.

If you have any questions about the Key Leaders Network, or have ideas about how to increase your engagement, please do not hesitate to contact me or my colleagues. From all the staff at ULI, we wish you a happy and restful holiday season. Thank you for all you did with in 2019 and for all we will accomplish in 2020!

Best regards,



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Key Leaders Network Updates



Thank you to ULI Foundation Chairman Doug Abbey, Swift Real Estate Partners ULI Foundation Governor since 1998 and ULI member since 1981, who recently increased his commitment to ULI to reach the ULI Foundation Governor Benefactor level (\$1M and above).

ULI is grateful for the philanthropic support from Key Leaders through a variety of programs, including the ULI Foundation's Annual Fund, Planned Giving, and the Governors Program. To learn how you can commit to furthering the Institute's mission through the ULI Foundation, please contact **Phillip Horne**.

Building Better Communities: ULI's Fiscal Year 2019 Annual Report Now Available!

Visit annualreport.uli.org to read about how ULI and its members, including Key Leaders from around the globe, contributed to building better communities and to expanding the impact of the Institute. The Annual Report website is easy to navigate, with four main sections: Leaders, Stories, Numbers, and Philanthropy. Thank you for your leadership to help make fiscal year 2019 a successful year for ULI!

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

Key Leaders Directory—*Connect with other Key Leaders*

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

Highlights: Key Leaders Programs at Recent Events



Asia Pacific | 2019 ULI Asia Pacific Leadership Convivium

The second ULI Asia Pacific Leadership Convivium was held in Singapore, November 11–12. The program was chaired by ULI Key Leader and Global Governing Trustee Yu-Ning Hwang. Global CEO Ed Walters was in attendance along with Nicholas Brooke, ULI Key Leader, Asia Pacific chairman, and Life Trustee.

Full members of ULI were able to hear from experts in a number of fields relating to AI and demographics—captured via **Visual Recordings** on site—and also participate in roundtable discussions facilitated by ULI Key Leader and Global Governing Trustee Scott Dunn. Conclusions and insights will be released over the coming weeks. Some of the presentations are already posted on the Convivium's **website**.



During the two-day event, ULI Asia Pacific also launched its first regional Product Council on Housing, co-chaired by ULI Key Leader and Global Governing Trustee Blake Olafson. This was the first of three new regional Product Councils to be launched in Asia Pacific in fiscal year 2020, with the other two getting underway at the 2020 ULI Asia Pacific Summit next May.



Europe | 2019 ULI France Annual Conference

The **ULI France Annual Conference 2019** on November 20, which attracted a sold-out and record-breaking crowd of more 300 registrants, focused on topics such as whether mixed use is a new asset class.

The opening keynote was by Isabelle Scemama, CEO of AXA Investment Managers—Real Assets, which was followed by two roundtable panel discussions—an Infoburst session about the key long-term trends identified in the ***Emerging Trends in Real Estate® Europe 2020*** report, presented by ULI Europe CEO Lisette van Doorn; and a closing keynote speech by Simon Kuper, columnist for the Financial Times.
Read the full event recap here.

Upcoming 2020 Global Events

Europe | ULI Europe Conference 2020

February 3–5, 2020

Hotel Okura Amsterdam, Amsterdam, Netherlands

Registration Now Open!

As a Key Leader, you will receive an invitation to the exclusive leadership events taking place during the conference:

ULI Europe Governing Trustees Meeting

Monday, February 3, 12:30 p.m.–4:30 p.m.

(open to Global Governing Trustees only)

ULI Europe Leadership Award Dinner

Monday, February 3, 7:30 p.m.–10:30 p.m.

(spaces are limited; RSVP required)

ULI Chairman's Breakfast

Wednesday, February 5, 7:30 a.m.–8:30 a.m.

(spaces are limited; RSVP required)

Formal invitations to leadership events for Key Leaders registered for the meeting will follow.

Asia | 2020 APAC Experience the Experience Forum

February 13–14, 2020

Gaysorn Urban Resort, Bangkok, Thailand

Registration Now Open!

**Open to ULI Full Members and by invitation only. Space is limited.*

ULI Asia Pacific's new forum, titled "Experience the Experience Forum—Retail, Hospitality, and Everything in Between," is a one-of-a-kind event exploring the importance of user experience in commercial real estate.

Americas | ULI Housing Opportunity Conference 2020

February 24–26, 2020
InterContinental Miami, Miami, Florida

Registration Now Open!

Americas | 2020 ULI Spring Meeting

May 12–14, 2020
Metro Toronto Convention Centre, Toronto, Ontario, Canada

Registration Now Open!

Tuesday, May 12

5:00 p.m.–6:30 p.m. ULI Foundation Governors Reception (Governors only)

Ripley's Aquarium of Canada

Wednesday, May 13

7:00 a.m.–8:30 a.m. Key Leaders Thought Leadership Breakfast, with Adam Grant

*The Key Leaders Thought Leadership Breakfast will feature **Adam Grant**, New York Times best-selling author and expert on how to find motivation and meaning and live a more generous and creative life.*

Metro Toronto Convention Centre

9:00 a.m.–11:15 a.m. Key Leaders Real Estate Tour

Tour details will be available in early 2020.

Thursday, May 14

7:00 p.m.–9:30 p.m. Global Governing Trustees Dinner (Global Governing Trustees only)

Honoring outgoing ULI Americas Chair Jack Chandler

Hockey Hall of Fame

Asia Pacific | 2020 ULI Asia Pacific Summit

May 26–28, 2020
Grand Hyatt Tokyo, Tokyo, Japan

Registration Now Open!

A post-summit tour is currently in development and will immediately follow the summit. Contact **Stephanie Ng** for more information.

Americas | 2020 ULI Fall Meeting

October 12–15, 2020

George R. Moscone Convention Center, San Francisco, California, United States
(registration will open in May 2020)

Submit a concurrent session proposal **here** for the 2020 ULI Fall Meeting now until February 13. ULI is working with a group of volunteer peer reviewers to consider all session proposals submitted through this process and to make final decisions on the sessions that will comprise the meeting's program. Please reach out to Jason Twiss at **jason.twiss@uli.org** with any questions or if you're interested in joining the volunteer review team for future meetings.

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

Upcoming Engagement Opportunities

Transforming Communities | Advisory Services: Join a panel



Participate with a team of ULI members providing impartial, expert advice as well as action-oriented recommendations to a community in need. You will help create a blueprint for the future and solutions for the most challenging real estate and land use issues facing today's urban, suburban, and rural areas.

The Advisory Services staff is recruiting panelists for the following panels:

- **Austin, Texas (February 23–28, 2020)**— exploration of capping a section of Interstate 35
- **Toronto, Ontario (February 23–28, 2020)**— retrofits of Toronto's many multifamily residential high-rise buildings in a way that advances the city's sustainability and resilience goals
- **Sonoma County, California (March 15–20)**— recovery and resilience related to wildfires in Sonoma County

The following Key Leaders have served on Advisory Services panels since June:

- Glenda Hood (Pomona, California)
- Marty Jones (Charlottesville, Virginia)
- Teng Chye Khoo (Seoul, South Korea)
- Bill Lashbrook (Washington, D.C., sustainability)
- Ian Mackie (Seoul, South Korea)
- Steve Marsh (Charlottesville, Virginia)
- Philip Payne (Washington, D.C., affordable housing)
- Patrick Phillips (Seoul, South Korea)
- Wayne Ratkovich (Seoul, South Korea)
- Alex Rose (Greenville, South Carolina)
- Lynn Thurber (Washington, D.C., sustainability)
- Bob van der Zande (Dublin, Ireland).

If you would like to contribute your knowledge and time to creating impact through Advisory Services but are not able to commit to serving on a five-day panel, the following opportunities also exist:

Before the panel convenes:

- Contribute information and/or data based on local knowledge and subject matter expertise to help refine the panel's scope and for use in compilation of the panels briefing book.
- Share key stakeholder contacts and suggest interviewees from the local community with whom the panel should consult before starting its work.

During the week of the panel:

- Attend the panel's kickoff dinner and share your perspectives.
- Provide your particular expertise to advise the panel (i.e., market analysis).
- Serve as an adviser to the panel, where applicable.
- Attend the panel's presentation at the end of the week.

After the panel submits its recommendations:

- Support implementation of the recommendations in the local community.

Contact **Jason Twiss** to express your interest in serving on a panel or getting more involved in ULI's Advisory Services programs.

Sharing Knowledge | Provide Input on New Research

Provide input on new research that the **ULI Center for Sustainability and Economic Performance** is conducting on climate risk.

ULI's Urban Resilience program is beginning research on a new joint report with Heitman focused on whether and how investors are evaluating physical climate risk in their markets, and how cities are proactively addressing physical climate risk to enhance competitiveness. The report is a follow-up to the popular *Climate Risk and Real Estate Decision-making*, published in February 2019. The report will be published in Spring 2020 and will include examples of best practices and potential tools to integrate climate risk analysis into standard investment frameworks.

Key Leaders interested in sharing should reach out to Ellie White at Ellie.White@uli.org or Katharine Burgess at Katharine.Burgess@uli.org.

Sharing Knowledge | Provide Input on the New ULI Forums



Provide input and/or assist in planning our new ULI Forums at the **2020 ULI Spring Meeting**.

ULI Forums are a new pilot offering developed organically as a response to member interest in taking a closer look at a particular topic—either across sectors or within a narrow area. ULI Forums allow industry leaders to engage professionals at every career stage to tackle vexing problems and invite outside-the-box thinking, sometimes with an explicit impact mission.

Expected to primarily take place Wednesday during the 2020 Spring Meeting in Toronto, ULI Forums are half-day or longer opportunities for full members on councils, those not currently on councils, and invited guests to share ideas and experiences on specific topics.

Topics, which will be available soon in the **2020 ULI Spring Meeting schedule**, could include such areas as "Large Landowners," "Coastal Forum," "Public/Private Partnerships in Action," and "Real Estate Research."

As a Key Leader, you are in a unique position to help plan this additional component of the meeting program and to ensure that the ULI Forums are meaningful, applicable, and successful.

To participate in this important leadership and planning opportunity, contact **Jason Twiss**.

Sharing Knowledge | Speak at a ULI Conference



Speak at ULI's Terwilliger Center for Housing's **2020 Housing Opportunity Conference**.

Speak at or help organize a session during one of the nation's premier meetings of the residential development, lending, investing, and policy community. Key content themes for the 2020 conference include designing for resilience, multigenerational housing, new research findings and trends, innovations and new technology in housing, regulatory barriers to housing production, health and housing, mixed-income communities, affordable homeownership, and more.

Email **Jason Twiss** to express your interest in and to be connected to the team planning the conference's program.

For opportunities to engage globally, contact **Ruth Carmell** in Europe and **Stephanie Ng** in Asia Pacific.

Key Leaders Impact

Leadership Network

Key Leaders Mentor the Industry's Next Generation at the 2019 ULI Fall Meeting



Over the course of three days, more than 100 ULI leaders and rising stars participated either as mentors or those mentored as part of ULI's **third annual Coffee Connections, presented by Bank of America Merrill Lynch**. This mentorship program connects senior-level leaders and the next generation of industry leaders for casual yet exclusive meetings throughout the week during ULI's Fall Meeting. Twenty-five Key Leaders served as mentors and were paired with up to three young leaders who applied for this rare opportunity to get career advice and share thoughts on the state of the industry and the role of ULI in their careers.

The following Key Leaders served as mentors as part of the 2019 Coffee Connections:

Doug Abbey	Mehul Patel
Michael Atkins	Amy Price
Robert Byron	Wayne Ratkovich
Michael Cochran	Randy Rowe
Jim DeFrancia	Kelly Sewell Nagel
Jonathan Geanakos	Ron Silverman
Ronne Hackett	Gayle Starr
Jill Hatton	Owen Thomas
Brad Hutensky	Jay Weaver
Eric Larson	Marilyn Weitzman
Doug Lyons	Bret Wilkerson
Bill MacDonald	Kev Zoryan
Mike McNamara	

Through these "coffee connections," as well as through ULI's various mentoring programs at the local level, Key Leaders contribute to a core part of the Institute's

mission. These programs rely on volunteers offering their time to support ULI's rising stars. Participation by Key Leaders and other senior-level professionals in the industry make these interactions that much more valuable.

After participating, one young leader at the Fall Meeting said, "Coffee Connections is a program that will leave you energized and inspired. I could not be more thankful to ULI for providing such a special opportunity to young professionals to trade stories and have candid discussions with industry thought leaders." Another participant commented, "Coffee Connections was one of my highlights of ULI. . . .It was the perfect opportunity to connect with a leader in the industry and collect honest, thoughtful feedback on furthering my career in real estate."

Time spent participating in Coffee Connections was not only valuable to those mentored, but also to mentors, who appreciate what they get out of the conversations. Key Leader (Global Governing Trustee) Jonathan Geanakos, who mentored two participants, said, "I found Coffee Connections to be very fulfilling. Sharing my experience and perspectives with the young professionals was rewarding to me and (apparently) very helpful to the attendees." Key Leader Wayne Ratkovich (Life Trustee, Global Board of Directors member, and ULI Foundation Governor) added that Coffee Connections is a "wonderful opportunity to connect with future leaders in our industry and to share the culture of ULI."



The next opportunity to get involved in Coffee Connections will be at the 2020 ULI Fall Meeting in San Francisco. Six Key Leaders have already expressed interest in serving as mentors next year, and we are looking for more Key Leaders to join this group. Please contact **Jason Twiss** to add your name to the list of those interested in participating and we will send along further information over the summer to confirm your participation.

ULI in the News

Recent news coverage of ULI on a global basis:

- *Yahoo! News* | **KCMO works toward equitable park system**
- *Irish Times* | **Record investment spend driven by sale of Green Reit**
- *China Daily* | **Top 10 Asia-Pacific cities for real estate investors**
- *The Dispatch/The Rock Island Argus* | **Column: Ideas make a difference**
- *CBC Radio* | **The Current for December 9, 2019**

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

Who Are ULI's Key Leaders?

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

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

ULI Foundation Governors—Members who believe in ULI's ability to create better communities and have committed to ensuring an endowment for the continuation of the Institute's work. The Governor entry contribution level is \$100,000.

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

If you have any questions or feedback on the Key Leaders Network or any other ULI issue, contact Mary Beth Corrigan at MaryBeth.Corrigan@uli.org or 202-624-7136, or Jason Twiss at Jason.Twiss@uli.org or 202-624-7026.

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