COMMUNITY DEVELOPMENT COUNCIL (GREEN FLIGHT)

October 21st, 2020
11:00 am – 3:00 pm Eastern / 10:00 am – 2:00 pm Central / 8:00 am – 12:00 pm Pacific

CDC Green Leadership Team
Chair: Malee Tobias
Assistant Chair: Tom Woliver
Membership Vice Chair: Chris Cacheris
Vice Chair: Paul Milana
Vice Chair: Jake Wagner
Vice Chair: Ali Wolf

Phone: 858-875-8203
Phone: 214-394-0493
Phone: 480-515-3260
Phone: 212 683 5631 x125
Phone: 214-292-3422
Phone: 714-619-7831

Email: mtobias@newlandco.com
Email: tom@oxlandadvisors.com
Email: ccacheris@harvardinvestments.com
Email: pmilana@harthowerton.com
Email: jwagner@republicpropertygroup.com
Email: awolf@meyersllc.com

WHAT’S NEXT?
During our CDC Green Council Meeting, we’ll deep dive into what’s next—in the economy, for consumers, in our business—to gain insights, share learnings so far, and provide some clarity to help us all navigate in the coming months ahead.

All time listed are Eastern Time

11:00 am Welcome
Guests: Abby Hudson, Investment Analyst, The Resmark Companies
Reminders and Announcements
Next Meeting: 2021 ULI Spring Meeting – May 10-12, 2021 (Denver, CO)

11:00-11:45 am The State of the Housing Market
45 minutes
The economy is riddled with uncertainty and filled with mixed messages, depending on the data and sector you look at. One thing is clear: the housing market is currently the strongest sector in the entire economy. With a historically high unemployment rate and battered consumer confidence, how sustainable is the rebound?

Join two housing economists—each with their own respective expertise in the new home and resale markets—for a discussion on the state of housing. What does the presidential election mean for the housing market? Where are the hottest housing markets in the country today and why? Why do we care about the policy actions taken by the Federal Reserve and Congress?

Speakers:
Ali Wolf
Chief Economist
Meyers Research/Hanley Wood
Costa Mesa, CA
CDC Green Member

Danielle Hale
Chief Economist
Realtor.com
San Francisco, CA
New and Not New: The Shape of the Marketplace Ahead

The Covid global pandemic, social justice protests, and economic recession are resulting in a seismic cultural shift, accelerated by the generational undercurrents and trends that were already taking hold in the U.S. and globally. These events and trends have shifted and reset consumers’ values and priorities and have major implications for the significance and meaning of home and community.

What has changed for consumers in their pursuit of health and well-being? Why is diversity and inclusion critical for business and the housing industry? What changes in consumer behaviors are temporary and fleeting, and which are “sticky” and here to stay? How do you re-engage consumers and reactivate demand in the marketplace? Hear from futurist and consumer trends expert J. Walker Smith, Chief Knowledge Officer of Kantar, a global data, insights and consulting firm, on what are the new priorities and consumer mindset for the marketplace ahead.

Speaker:
J. Walker Smith
Chief Knowledge Officer
Kantar
Charleston, SC

Break

15 minutes

Roundtable: What’s Next in Community Development

CDC Members Share Strategies in Development, Design, Marketing, Acquisitions, and Capital

Using online whiteboards for collaboration, CDC Green members and guests will breakout into virtual roundtables to discuss the questions below. Following the small group discussion, we will reconvene and each group will share their insights with the council.

Discussion: 30 minutes
Reporting: 20 minutes

Group 1: Consumers, Sales & Marketing
Debra Wyatte – Moderator
Cameron Jackson
Erik Heuser
Jeremy Sharpe

Amy Levi – Reporter
Lorry Lynn
Maxine Hicks
Suzanne Maddalon

Questions:
1. Who is buying today? How has the mix of consumers shifted? What are their motivations for buying a home at this time?
2. How has the buying process changed? What are you focused on to address the changing landscape? What new consumer behaviors will stick?
3. What will be sticky and change how we market and communicate with our customers? What don’t we know?

Group 2: Residential Product Innovations
Jeff Handlin – Moderator
Ali Wolf
Chris Weekley
Daniel Avrit

Kevin Mahon – Reporter
Jason Kliwer
Lesley Deutch
Nicole Burdette

Questions:
1. What is selling today? How has it changed?
2. Are you/Will you introduce new designs/product due to COVID?
3. Will home size get smaller or larger?
4. Will people still tradeoff density for affordability?
5. Are you considering further out locations now more than you had in the past?
6. What are new activities/preferences will remain sticky and impact how people live in their home and community?

Group 3: Single-Family Rental
Questions:
1. Does SFR make sense in MPCs, standalone, or both?
2. Geographically, where does SFR make sense?
3. What are the top 3 “Must Have” amenities in SFR?
4. What are the top 3 demographics you are targeting?
5. How does SFR fit in your overall segmentation strategy?
6. How can you get these deals financed?

Group 4: Capital, Land & Deals
Austin Reilly – Moderator
Connie Emmitt-Stern
Dan Green
David Frame

Questions:
1. What locations are you considering?
2. How have your absorption assumptions changed for 2021?
3. Are tertiary/secondary markets more financeable today?
4. Are you exploring deals differently? If so, how?

Group 5: Community Design, Planning & Programming
Tom Woliver – Moderator
Amanda Santo
Brent Gibadlo
Chuck Smith

Questions:
1. Are you designing communities differently? If yes, what changes are you making and will they stick?
2. Did COVID force these changes or were the trends already underway?
Are you considering Health and Wellness in your communities? If so, what are the top 3 items you are focusing on?

1:35-1:45 pm Break
10 minutes

1:45-2:30 pm Building Places to Thrive: Healthy Living Principles and Solutions for Home and Community
“Health is the state of complete physical, mental, and social wellbeing and not merely the absence of disease or infirmity.” — World Health Organization (WHO)

New solutions in wellness and healthy living are emerging to give consumers and end users confidence to re-enter the marketplace. From project-wide wellness certification programs to whole-house air filtration systems, feeling safe and healthy is top-of-mind for consumers and key to the economy’s recovery. More than one-third of home shoppers said they seek to purchase a new home rather than a resale for better in-home health and wellness features. Nearly 40% of Millennials and 35% of Gen Xers home shoppers indicate they are looking for health and wellness features in a new home, a trend that will only continue to grow in the era of Covid.

Tim McCarthy of Hart Howerton will share the nine community design principles of Designing for Healthy Living borne from a research partnership with the University of Virginia’s Center for Design and Health. CDC Green’s own Erik Heuser will share the thinking and strategy behind Taylor Morrison’s TM LiveWell program, the first of its kind to offer consumers safer and cleaner living through healthy home features that are re-establishing the new standard in the industry. Erik will discuss the results since launching in August and the longer-term opportunities for healthy living within the home. This session will be moderated by long-time CDC Green Member and ULI Foundation Governor Randall Lewis, a major supporter of ULI’s Building Healthy Places initiative.

Moderator:
Randall Lewis  
Executive Vice President  
Lewis Management Corp.  
Upland, CA  
*CDC Green Member*

**Speakers:**  
Erik Heuser  
EVP, Chief Corporate Operations Officer  
Taylor Morrison Homes  
Scottsdale, AZ

Tim McCarthy  
Principal  
Hart Howerton  
New York, NY

---

**2:30-3:00 pm**  
**An Armchair Conversation about Leadership, Strategy and What's Next**

Hear from CDC Green's own Adrian Foley as he shares what he is focused on in the next 12-18 months in Brookfield's Land, Housing and Mixed-Use business lines for North America.

Which asset classes make the most sense in light of recent events? Which geographies look promising? How should we consider the lifecycle of an asset class with so much uncertainty? Which are the important strategic bets given where consumers are going? Adrian will discuss what are the opportunities and unknowns, and important lessons learned for all of us to consider during these times. This session promises to be a lively discussion between two Brookfield leaders on what's next in the future of home and community.

**Moderator:**  
Nicole Burdette  
President, Southern California  
Brookfield Residential  
Costa Mesa, CA  
*CDC Green Member*

**Speaker:**  
Adrian Foley  
President & Chief Operating Officer  
Brookfield Residential  
Costa Mesa, CA  
*CDC Green Member*

**3:00 pm**  
**Wrap-Up, Reminders & Adjournment**
CDC GREEN 2020-2021 SPONSORS

Thank you for your support
ULI’s Mission

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI is committed to:

• Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
• Fostering collaboration within and beyond ULI’s membership through mentoring, dialogue, and problem solving;
• Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
• Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
• Sharing knowledge through education, applied research, publishing, and electronic media; and
• Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

ULI’s Content Pillars

The ULI Content pillars provide a bridge between our broad mission and the programs that deliver it. The Pillars represent the timeless topics or concerns of the organization, within which the program of work must fit.

Housing and Communities

This pillar is firmly grounded in the founding of the organization in 1936. References to housing products and policy, and specifically to the provision of affordable housing, are included in ULI’s Articles of Incorporation. ULI fundamentally believes that housing is a fundamental underpinning of healthy and thriving communities.

Real Estate Finance and Investment

A great deal of ULI’s value to our members and ability to meaningfully deliver our mission relates to our activities in real estate capital markets, including providing a forum for the providers and users of capital to convene. ULI’s traditional focus has been on connecting capital to real estate through the creation of value. This pillar also encompasses the market and economic factors that affect the supply and demand forces that drive land use change.

Sustainability and Economic Performance

Specifically referred to in ULI’s mission, and embedded in ULI’s dedication to the creation of long-term value, sustainability is more than energy efficiency or adaptation to climate change. It encompasses environmental, social, and governance issues as they relate to efficient use of resources and creating and maintaining a sustainable and resilient built environment.

Innovation in Development Practice

ULI’s applied research and education programs are based principally on best practices, on “what works,” and the process of real estate development remains central to the mission and to our members’ activities. We foster innovation, but look to practical experience and knowledge sharing to advance the state of the art. This pillar refers primarily to activities, at various scales, that are considered site-specific. ULI traditionally takes a case study approach, using real-world examples to illustrate broadly applicable principles and practices.

Shaping Successful Cities and Regions

Site-specific development occurs within a broader physical and policy context shaped by numerous actors and decision-makers. This larger context, from neighborhood to metropolitan region, is the subject of this pillar. Here, activities and issues transcend property boundaries and encompass land use planning and development policy, infrastructure, metropolitan growth strategies, and transportation issues.
ULI Council Member Expectations

Council membership is a privilege desired by many ULI members and the value of the Council experience is determined by the quality and participation of its members. Each Council member is therefore expected to be a committed and participating part of the Council, contributing as much value to the Council experience as they take home.

OPEN, HONEST, SPECIFIC INFORMATION AND EXPERIENCE: Come to Council meetings ready to participate openly and honestly with specific, detailed information and experience from your current real estate practice.

CONFIDENTIALITY: Everything discussed within a Council is kept completely confidential by all Council members. This is the foundation that makes open and honest sharing of detailed information and experience possible. Violation of confidentiality will result in immediate expulsion from your Council.

REAL DEALS, REAL NUMBERS: The key to truly valuable interaction between the Council members is the sharing of real deals and real number, successes as well as lesson learned.

RESPECT FOR OTHERS: Help make discussions productive and high value by engaging your fellow council members respectfully with your most relevant information and experience.

NO SELF PROMOTION: Council members are all highly successful real estate professionals. Self promotion and pitching do not add value for your fellow council members. Keep your presentations and discussions aimed at delivering real take home value for your peers, not your business.

NO CELL PHONES OR BLACKBERRIES: It should go without saying that you cannot be fully engaged in your council while checking your email. Most Councils have breaks designed to allow members to check in and stay connected a few times during the day.

ATTEND EVERY MEETING AND ATTEND ALL DAY: Each Council member has been chosen for the value that their unique background and experience brings to the Council. Missing a Council meeting or part of a Council meeting reduces the value for every other member of your Council. Your empty seat could easily be filled by someone else who has value to bring to the table.

RECRUIT THE BEST AND BRIGHTEST: Council members often come into contact with new leaders in the industry. ULI members and non-ULI members, with exciting new products, ideas and best practices that will add greatly to the value of their Council. Bring these new leaders as guests to your Council, sponsor them for Council membership and work with your Council leadership to help them become future members of your Council.

PARTICIPATE IN ULI AND ULI LEADERSHIP: Council members are expected to be active participants in ULI’s mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Your involvement in ULI provides excellent opportunities to network and to learn both within and beyond the boundaries of your industry segment:

- Attend and participate as speakers and panelists at ULI Spring Council Forums and Fall Meetings.
- Attend and participate as speakers and panelists at Council meetings.
- Serve as panelists at Project Analysis Sessions held at Spring Council Forums and Fall Meetings.
- Serve as panel members for Advisory Services assignments scheduled throughout the year.
- Contribute to ULI publications through the contribution of articles and papers.
- Contribute to the ULI Foundation.
- Participate as Committee/Subcommittee/Task Force members.
- Participate in research and education programs.
- Participate in District Council programs in each member’s area.