**Virtual Council Day Agenda, October 20, 2020**

7:00-7:30 EST  Virtual Networking

7:30-7:45 EST  Welcome Remarks/Introductions/General Announcements/Business Session
   Linda J. Isaacson, Chair, Global Exchange Council
   Managing Director, Global Head of Innovation + Technology, Ferguson Partners
   - Introduction, Digital Meeting Overview & Breakouts
   - Council Evaluation
   - ULI Foundation Announcement
     Riaz Cassum, GEC ULI Foundation Chair
     Senior Managing Director, Global Capital Markets, Jones Lang LaSalle Americas, Inc.
   - ULI Priorities & Council Member Expectations
   - Future Council Meetings
     - GEC Virtual Holiday Networking, December 16
     "Disorder: The State of International Relations"
     - ULI Spring Meeting, Denver May 10-12
     - ULI Asia Pacific Meeting, Tokyo JA
       - Reception, Monday, May 25, 2020
       - Council Meeting, Tuesday, May 26, 2020
     - ULI Fall Meeting, Chicago October 11-14

7:45-8:00  Introduction: New Members

8:00–8:15  Challenging Disparity, Discrimination & Diversity: A Global Leader - Leading By Example

This summer's protests, against racial injustice in the United States, the United Kingdom, and other parts of the Western World have accelerated issues deeply rooted in societal inequality. Sonny Kalsi, of Indian heritage and raised in Tennessee, knows all too well about discrimination, racial disparity, and lack of diversity. As a global thought-leader in our industry and an esteemed member of our Council, Sonny is aggressively pushing for a minimum target of 66.7% of women and minorities for all new hires at BentallGreenOak globally and imposing financial penalties for missing the mark. Sonny assumed the role of Chief Executive of BentallGreenOak Real Estate, the private equity real estate firm he cofounded, and Bentall Kennedy, the real estate services and investment manager owned by Canadian financial services firm Sun Life. Sonny leads in a big, bold, visionary way. Sonny is
navigating not just the COVID crisis but a societal crisis, one in which he can influence and support diversity and anti-discrimination agendas, as evidenced by BentallGreenOak and its employees. They donate over $1 million a year to charities.

**Speaker:**
Sony Kalsi (f)
Chief Executive Officer, BentallGreenOak
New York, NY

Sonny Kalsi is the Chief Executive Officer of BentallGreenOak (BGO) and is based in New York City. BGO is a global real estate investment and management platform with approximately $50Bn under management. BGO has 24 offices worldwide (North America, Europe, and Asia) and over 1,300 employees. The firm manages investment strategies and properties in various asset and risk classes.

Sonny previously was a Founder of GreenOak Real Estate in 2010 and together with the team grew the business organically to $12Bn of assets under management in 10 countries with over 100 employees. Before GreenOak, Sonny was Global Co-Head of Morgan Stanley’s Real Estate Investing (MSREI) business and President of the Morgan Stanley Real Estate Funds until 2009. At its peak, the platform had approximately $100 billion of assets under management in 33 countries.

8:15-9:30  **Virtual Town Hall: The Black Swan “Dive”**

The global pandemic has raised our awareness of just how fragile – and how resilient – our economy is. While the level of record-breaking global hardship has hit new lows, the markets, our society, seems to be treating this “new normal” like it is a series of rolling events, when it is not. Should the real estate community look at the situation for what it is right now, or instead make judgment calls based on what we now know rather than what we hope it will be in the future?

We are now in that classic – “so what, now what?” moment. Some of us are either numbed or existential about it all. In contrast, others are motivated to be part of the transformation that is underway—to be part of the solution, rather than succumbing to its problems.

This recession is unlike any experienced before in history. We have never had a pandemic like the one today on such a global scale. It is starting to alter many aspects of our daily life, our investment behavior, and the role of technology in our lives. The pandemic seems to have an accelerating effect in a brief, compressed period, but which aspects will have a lasting and meaningful change?

Additionally, recent social protests have brought the issues of ubiquitous racial inequality and economic injustice to the forefront of our national narrative. COVID-19 has perhaps accentuated these social fissures as well.

Our GEC Town Hall session will explore these and other related topics to try to make sense of it from a global view. We welcome your input before our session to help shape our dialogue.

- 8:15-9:15  Facilitated Town Hall
- 9:15-9:30  Wrap Up

**Moderator:**
Kenneth Munkacy (i)
Senior Managing Director, Kingbird Investment Management
Boston, MA

9:30-10:30  **Shelter Me: A Perspective On Global Housing**

In 1762 Benjamin Franklin set sail from England to Philadelphia after several years away. On his arrival, he was shocked by what he saw. "The Expense of Living is greatly advanc’d in my Absence," he wrote to a friend. Housing, he thought, had become particularly expensive. "Rent of old Houses, and Value of Lands...are trebled in the last Six Years," he complained.

According to The Economist, housing is at the root of many of the rich world’s problems. The financial crisis of 2008 illustrated the "immense dangers of a mismanaged housing market." Housing markets in some of the world’s most productive cities are limited, with not enough new housing, thereby constraining growth and making affordable housing more expensive.

And now, housing is at the front line in the fight against COVID-19. Shelter-in-place orders have been widely adopted in the United States and around the world to slow the pandemic. The Washington Post writes, "the massive economic slowdown and widespread job losses are expected to lead to a cascade of rental arrears and mortgage defaults during 2020, in the United States and internationally. If proactive policy measures and financial assistance are not forthcoming to help those who cannot meet their monthly payments, widespread evictions of renters and defaulters or utility cut-offs could occur, which would cause
further economic and social devastation. Evictions could lead to increased homelessness, making it even more difficult to contain a potential second or third wave of the pandemic before a vaccine is available."

This esteemed panel of global investors will examine the many facets, challenges, and opportunities around global housing. The markets represented are diverse, from Canada and the United States to Latin America, Europe, India, and Asia. Additionally, the panelists will provide insights into how they are deploying technology and Capital to scale in both EMEA and developed countries, as they manage assets across geographies. A global housing market fluctuates, resulting from geopolitical risk, immigration, cultural and socio-economic policies of each government. This esteemed panel will discuss these issues, affordability, and other facets of the world's largest asset class, from the workforce, short-term rentals, co-living models as a new asset class, single and multifamily residential strategies, regulation, tech-enabled disruption, and more.

**Speaker(s):**

Brian Finerty (i)
Chief Investment Officer, Equity International
Chicago, IL

Gabriel Braga (i)
Co-Founder & CEO
QuintoAndar
Sao Paulo, Brazil

J. Alberto Donoso (f)
Managing Director, Global Development, Greystar
Charleston, SC

Sachin Doshi (j)
Founder & CEO | Chairman of The Board, Weave Living
Hong Kong, SAR

**Gabriel Braga** is a Brazilian entrepreneur, founder of the real estate startup QuintoAndar. Braga first trained in business administration at the University of Minas Gerais, and then studied an MBA at the Stanford business school. Braga started his career in venture capital and operating a software company in Brazil. Subsequently, he worked briefly on the international expansion of Airbnb, which would give him an overview of the real estate market in Brazil and how it could be improved through technology.

In 2012, Gabriel Braga and André Penha founded QuintoAndar, a technology-based real estate company initially focused on long-term residential rentals. QuintoAndar simplified the rental process by digitalizing the whole experience from search, transacting, and living; and by eliminating the need for expensive and cumbersome rent guarantees from tenants while guaranteeing that landlords get paid on time every month no matter what happens (even during the COVID crisis). Over the years the company attracted USD350M in venture capital from top tier investors like General Atlantic, Softbank, QED, and Kaszek; and is now expanding into other areas of the housing market such as for sale transactions, mortgage, title, and hybrid ownership models. They are currently focused on the large and underserved Brazilian market, but also aim to expand beyond it in the coming years.

**J. Alberto Donoso** is Managing Director, Global Development Operations for Greystar; in this role, Alberto supports all of Greystar's international development efforts. Active in the real estate development industry since 2006, Alberto works closely with the company's international Investment and Development teams to develop purpose-built rental housing in target international markets – seeking to deliver high quality housing to renters and create class-A real estate assets for Greystar and its investors. Prior to joining Greystar, Alberto worked as director of development for Kettler, a luxury multifamily developer in the Washington, DC area. Before that, he served in various construction management roles for Clark Builders Group, one of the largest multifamily general contractors in the US. Alberto holds an MBA with a concentration in finance from the University of Virginia Darden School of Business, and a Bachelor of Science in civil engineering from the University of Virginia.

As Chief Investment Officer, **Brian Finerty** leads Equity International's Investments group, overseeing all investment activity and portfolio company management. Drawing from a deep network of relationships and experience in global markets, Brian is responsible for setting investment strategy and guiding the team in originating and executing deals. Brian is also a member of EI's Management Committee and Investment Committee. Prior to joining EI in 2009, Brian was vice president at Madison Dearborn Partners, responsible for sourcing and executing transactions across various real estate sectors. Previously, he held positions at Merrill Lynch, ultimately as a vice president in the global commercial real estate group. Brian is a director of six EI portfolio companies: Acosta Verde, ARG Realty, Decameron Hotel & Resorts, Estapar Estacionamentos, GuardeAqui, and SAMHI. Brian is also board member of the Global Real Estate Institute. Brian earned an MBA in analytic finance from the University of Chicago Booth School of Business and a MBA from the University of Michigan.
Sachin Doshi is the Founder, CEO & Chairman of the Board of Weave Living, based in Hong Kong. Weave is Asia Pacific’s leading lifestyle-focused rental accommodation brand. Weave’s beautifully designed and professionally managed living options include private co-living spaces, studio bedrooms and luxury serviced suites in prime city centre locations. Weave pride itself in bringing a hassle-free city living experience to its residents delivering fantastic value. Weave’s properties are home to global citizens who crave about their fully-furnished, design-led living spaces, amazing shared spaces, state-of-the-art technology, luxury amenities, unmatched service and most importantly a vibrant community led by their very own brand ambassadors. Weave is a portfolio company of leading global private equity firm Warburg Pincus who invested USD400M into Weave in 2018 to help it scale throughout APAC.

Prior to founding Weave, Sachin was the Managing Director & Head of Asia Pacific Real Estate for Dutch pension investor APG. He has a 17 year career in real estate and has worked in global investment banking firms Merrill Lynch and Citi in Sydney and Hong Kong. In 2016 Sachin was selected as Urban Land Institute’s 40-under-40 most influential people in global real estate and urban land use industries. He graduated from the Australian National University in Canberra with first honours in Engineering and Physics and was awarded the University Medal. In his spare time Sachin likes reading about global current affairs and is a tennis fanatic.

10:30:-10:40 Break Live From London

10:40 – 12:00 ESG: Natural and Social Capital
Investing In Africa - An Opportunity for Leadership, Impact, and Returns

The economic impact of the COVID-19 pandemic has been severe in Sub-Saharan Africa. While the region where GDP growth has averaged 5% per year since 2000 was initially spared, the urgent need for a response to the pandemic is forcing rapid change. Local economies have collapsed, leaving unsupported communities reliant on their environment for sustenance. Much of rural Africa faces a wholly avoidable hunger crisis. Valuable, iconic wildlife and ecosystems are at risk of being eradicated. According to the World Economic Forum, nine of the ten countries globally most vulnerable to climate change are in sub-Saharan Africa. These countries are most susceptible due to a high degree of dependence on natural resources.

Worldwide, the global lockdown has broken unsustainable business models. Mass tourism, export flower farms, and donor-dependent conservancies are examples of these fragile approaches in Africa, not fit-for-purpose unless integrated into holistic, purpose-led investments. Africa is the world’s youngest and fastest urbanizing continent, its population set to grow by over 1bn persons by 2050, with steady growth in domestic market potential. Africa’s future is innovation, rather than industrialization.

A genuine opportunity exists where private Capital can play a catalytic, transformative leadership role in securing thriving communities by effective stewardship of unique landscapes and by building resilient business models to grow long-term value. With the collapse of mass tourism and the decay of the traditional hunting estate, there is a much-needed role for responsible social impact-focused Capital to transform the prospects of some of the most important ecosystems on the planet. It is no longer adequate or appropriate for investors to only think inside the boundary and focus on tourism-based investment returns. The future of protecting Africa’s at-risk biodiversity must sit at landscape-level, protecting and restoring natural systems across various types of land-use. Natural and social impact investing must integrate across industries such as Agriculture, Carbon, Sustainable Forestry, Real Estate, and Infrastructure.

Through the pandemic, the proof of such models is in the success and resilience of, for example, communities supported by the Northern Rangelands Trust in Kenya and the integrated landscape approach taken at Karingani in Mozambique: both projects that will be explored further by the panel.

There is a hidden power in Africa’s social Capital. Our esteemed panel will explore the opportunity to improve long-term value from the perspectives of the communities, wildlife, government, global thought-leaders, and investors they represent. David Yarrow, a celebrated photographer, will begin with a bespoke introduction to Africa’s natural Capital, taking you on a journey through his camera lens to see what few others ever have.

10:40 -10:55 DAVID YARROW: Opening Film

10:55 -11:10 Claire Akamanzi
Rwanda - The Government Perspective
Opportunity and Incentives for Private Investments

11:10 - 11:50 am Panel Discussion & Questions: Investing For Value And Impact, Perspectives From Experience:
Practice: Paul Milton
Wildlife: Charlie Mayhew MBE
Communities: Tom Lalampaa
Returns: Richard Meredith
Government: Claire Akamanzi
Alexander Rhodes is Head of Mishcon Purpose. He provides strategic Environmental, Social and Governance (ESG) advice and purpose-driven insight to help clients navigate the opportunities and risks presented by a rapidly changing world. Alexander is a trusted advisor to typically international clients, with more than 15 years legal and global consultancy experience. He acts for families in relation to their personal, business and philanthropic interests; businesses seeking transition to more sustainable and resilient ways of working. He is privileged to have worked closely with governments and global leaders in their efforts to achieve the UN's Sustainable Development Goals.

A seasoned litigator, he has particular expertise in the resolution of complex multi-jurisdictional disputes, usually with reputational aspects, and public affairs. As a trustee and advisor, Alexander's long-term preoccupation has been balancing the imperatives of environmental conservation and human development. He was the founding CEO of the charity Stop Ivory; Head of the Secretariat to the inter-governmental Elephant Protection Initiative; and is a Trustee and Co-Chair of the Strategic Projects Committee of Tusk Trust. He is a Fellow of the Royal Geographic Society and a Conservation Fellow of the Zoological Society of London (ZSL). In 2018, the ZSL named him its Conservationist of the Year in recognition of his work supporting African governments in combatting the illegal ivory trade and in elephant conservation. Alexander also sits on the advisory board of the Athens Democracy Forum.

David Yarrow was born in Glasgow, Scotland in 1966. He took up photography at an early age and as a 20-year-old found himself working as a photographer for The London Times on the pitch at the World Cup Final in Mexico City. On that day, David took the famous picture of Diego Maradona holding the World Cup and, as a result, was subsequently asked to cover the Olympics and numerous other sporting events. Many years later David established himself as a fine art photographer by documenting the natural world from new perspectives and the last nine years have been career defining David's evocative and immersive photography of life on earth is most distinctive and has earned him an ever growing following amongst art collectors. His large monochrome images made in Los Angeles are on display in leading galleries and museums across Europe and North America. He is now recognised as one of the best-selling fine art photographers in the world and his limited edition works regularly sell at high prices at Sotheby's and other auction houses.

In September 2019, Rizzoli published their second book by David Yarrow. It was Rizzoli's flagship book and their Autumn catalogue featured David's image on the cover. The books foreword was written by global NFL star Tom Brady and an afterword written by American cultural icon Cindy Crawford. All royalties from this book will be donated to conservation charities Tusk, in the UK and WildAid, in the United States. David's position in the industry has been rewarded with a wide range of advisory and ambassadorial roles. He is an ambassador for WildArk and The Kevin Richardson Foundation. As the European ambassador for Nikon, he has recently been integral to the company's most anticipated camera release of the last decade. In December 2017,
he shot LVMH's latest "Don't Crack Under Pressure" campaign with Cara Delevingne, which can be seen in airports around the world. In January 2019, David was appointed as a global ambassador for UBS. Most recently, in the spring of 2020, David was appointed a Global Ambassador for Best Buddies - one of America's most established children's charities. In 2018 and 2019, David's work raised over $4.5m for philanthropic and conservation organisations. At Art Miami in December 2019, David's photograph "The Wolves of Wall Street" broke new records. One print, signed by Leonardo DiCaprio and Martin Scorsese, featuring the real Wolf of Wall Street - Jordan Belfort - sold for $200,000. The proceeds went to conservation NGOs supported by DiCaprio. At the start of 2020, David was in Australia documenting the devastating bush fires that have destroyed communities, wildlife and wildlands. Using the striking and poignant images that he captured of the effects of the fire, Yarrow launched the #KoalaComeback Campaign to support the recovery efforts in Australia. As of early June, the campaign has raised $1.4m.

In April 2020, during the Covid-19 pandemic, David joined the Art For Heroes campaign, to raise money for the NHS. He released a print - Our Pride - with all proceeds going to HEROES. For every print purchased, David donated an Our Pride print to an NHS worker. The campaign has surpassed its original target of £1m.

**Clare Akamanzi** is a Rwanda lawyer, public administrator, businesswoman and politician, who has served as the Executive Director and Chief Executive Officer of the Rwanda Development Board (RDB) since February 2017. The position is a cabinet-level appointment by the President of Rwanda.

She began her career in 2004 in Geneva at the World Trade Organization headquarters, as a Rwandan-government appointed diplomat / special trade negotiator at the WTO. Later, she transferred to the Rwandan embassy in London as the commercial attaché. Clare returned to Rwanda in 2006 and was appointed Deputy Director General of the then Rwanda Investment and Export Promotion Agency, before joining the RDB in 2008 and serving as the COO and Deputy CEO at the RDB until 2015. Clare then took study leave to pursue graduate studies in the United States, and when she returned, served as Head of Strategy and Policy in the President's Office. She also serves as Chairperson and on the Board of Directors of Aviation, Travel and Logistics, the holding company that owns Rwandair, Kigali International Airport, and Akagera Aviation.

**Paul Milton** is a global thought leader and a high-level strategist, dedicated to developing innovative and measurable investment models in conservation and global natural resource management. His 38 years of experience spans more than 40 countries. His role as a catalyst aligns people with common interests to integrate natural and social assets that maximize investor balance sheet values, protect environments and integrate community uplift.

Paul currently represents and manages property and real-estate investments for ten ultra-high net worth (UHNW) family offices, based in the United States and Europe. He is well-versed in bringing together like minded people in collaborations through diverse programs, attracting capital investment through special purpose vehicles and private partnerships and negotiating complex development agreements with national governments and local communities.

Paul's innovative approach to creating natural and social Capital serves to protect and enhance ecological and social assets, maximize owner and investor balance sheet values, and provide turnkey project delivery strategies at the highest international standards of excellence. In parallel, clients are supported to measure performance and impact. This unique approach and experience across various cultures in sustainable development helps distinguish him in the market. He has worked in over 40 countries and is currently active on branded hospitality and real estate projects in the United States, Colombia, Panama, Australia, Morocco, South Africa, Kenya, Mozambique, Rwanda, Zambia, Tanzania and Zimbabwe.

He works alongside some of the world’s leading resort and private residential real estate communities, hospitality operators and brands – Four Seasons, Mandarin Oriental, Auberge Resorts, Gleneagles, Aman Hotels, Rosewood Hotels, Singita, One&Only and Costa Smeralda Italy. He has helped to create the physical assets and set the market position for these places, often located in unique settings. Paul is the founder of Milton Group LLC, US and Milton Advisors Ltd, UK; co-founder of UK-based OnePlanet.com, a digital sustainability platform; a member of the board of Hart Howerton LLC, New York and San Francisco; and was a co-founder of sustainable design firm Sherwood Design Engineers LLC, New York and San Francisco.

He collaborates on conservation with Tusk, Peace Parks Foundation, African Community and Conservation Foundation (ACCF) and the Royal African Society. He is a regular speaker on matters of Natural and Social Capital investment and sustainable development.

**Charles Mayhew** is the co-founder and CEO of Tusk. Educated at Wellington College, Charles spent two years travelling and working in South Africa, Switzerland and Australia. After returning home, he began his career in the City of London as a Lloyds Broker with Willis Faber & Dumas Ltd.

In 1985 he set up and led the Young Europe Africa Expedition as an initiative of the United Nations Year of Youth. The 33 strong team of young Europeans crossed the Sahara and travelled through the Congo before arriving in Kenya, where it undertook a series of conservation and community projects filmed for a Channel 4 TV documentary. The 7-month expedition concluded in Cape Town. On his return, Mayhew was elected a Fellow of The Royal Geographical Society. After working for a small boutique financial services firm, Mayhew formed his own financial service business, which he later sold to the St James’s Place Group. In
1990 he cofounded the African conservation charity Tusk Trust and, as part of the stimulus for doing so, he co-produced the feature film ‘Lost in Africa’ – a drama that sought to highlight the ivory trade.

Under Mayhew’s stewardship, Tusk has since grown into a highly reputable and efficient UK conservation NGO, investing over $50m into conservation programmes across the continent. HRH The Duke of Cambridge became Royal Patron of Tusk in 2005. Since 2010, Charles has accompanied The Duke on a number of overseas trips, including most recently his visits to China, Vietnam, Namibia, Tanzania and Kenya. Charles also sits on the Boards of the Ernest Kleinwort Charitable Trust and The Community Conservation Fund Africa. In 2005, he was awarded an MBE by Her Majesty The Queen in recognition of his services to conservation in Africa.

Richard Meredith is Senior Partner of Hampden Advisors, which advises institutions and families on their philanthropic strategies. Clients include the Larry Ellison Foundation which supports conservation in the US and Africa. Richard was formerly a Senior Partner at Brunswick Group, the international strategy and communications consultancy, leading their corporate crisis practice and working with a range of global companies, including those in Africa. He also led the team advising the Bill and Melinda Gates foundation on their communications strategy. Prior to this, Richard spent 28 years in the British Diplomatic Service with a range of national security senior appointments in the US, the Middle East and Africa, including secondments to HM Treasury and the Cabinet Office. He lived for a number of years in Africa and was closely involved in the UK government’s approach to the introduction of democracy into South Africa and led the policy team on Southern Africa 2007-2010. He was Director of Communications on National Security issues under Prime Minister David Cameron.

Tom Lalampaa is a Samburu from the West Gate Community Conservancy, one of the most well-established NRT member conservancies. For the past 10 years, Tom has been a leader in the design, development, and expansion of the Northern Rangelands Trust. As someone with an in-depth knowledge of the challenges attached to pastoral life in north Kenya, Tom has earned a great deal of respect among the different ethnic groups he serves. He is the founder Chairman of the Kenya Wildlife Conservancies Association (KWCA), a trustee of the Kenya Wildlife Service Board, and has also served as the Vice Chair of the Wildlife Security Task Force formed by the government of Kenya. He has been awarded the Tusk Conservation Award and the Stanford University Law School Bright Award for Environmental Sustainability, among others.

12:00 – 12:05 Closing Session
12:05 – 12:15 Live from London and New York
12:15 – 12:45 Virtual Networking & Lunch
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.