



ULI Mission: Shape the future of the built environment for transformative impact in communities worldwide. ULI is an independent global nonprofit supported by members representing the entire spectrum of real estate development and land use disciplines.

Integrated Development Council Meeting

Thursday, 22 September 2022

WeWork, Auditorium @ Level 1, 21 Collyer Quay, Singapore 049320

Product Council Leadership

Co-Chair: [Ng Hsueh Ling](#), Managing Director, Singapore and CIO, Asia, Lendlease

Co-Chair: [Chan Hui Min](#), Director, DP Architects

Agenda

2:00pm – 2:30pm Registration & Networking

2:30pm – 3:00pm ULI Singapore Welcome Remarks / General Announcements

- Review of ULI Priorities & Council Member Expectations (Annex A)
- Introduction of New Council Members, speakers and guests (Annex B)
- Recap of past meeting

Case Study Presentation

Developers present mixed use development case studies covering building history, innovative approaches, lessons learned in the development process and the results.

3:00pm – 4:30pm **Nihonbashi Revitalization Plan**

Hideo Suda, Chief Senior Researcher of Mitsui Fudosan will present their ongoing Nihonbashi Revitalization Plan.

In 2004, Mitsui Fudosan brought together public and private sector stakeholders along with local communities to create the Nihonbashi Revitalization Plan – “preserving and revitalizing the heritage while creating the future.” With this in goal in place, the second stage saw the introduction of 4 key concepts: Creating Business Clusters, Neighbourhood Renaissance, In Harmony with the Community and Reviving the Aquapolis.

The plan is now in its third stage which encompasses the entire Nihonbashi district under an area management approach that recognizes and values the characteristics of local neighbourhoods. The 3 key themes featured in this stage are River and Waterside Regeneration, A Focus on Tomorrow’s Innovative Industries and A Vital and Welcoming International Stage.

This sharing will be followed by a discussion around:

1. Technical Challenges: Preserving the cultural and heritage value and integrating it seamlessly as an integrated precinct
2. ESG Intentions: re-adaptive use vs redevelopment; net zero initiatives; policy considerations; gaps between intentions and final deliverable



3. Financial Considerations: financing model / approach; use of green financing; observations

4:30pm – 5:30pm

Redesigning for Resilience – 21 Collyer Quay

WeWork has taken over the lease of the former HSBC building owned by CapitaLand Integrated Commercial Trust (CICT) and re-designed it from a traditional headquarter corporate office into its flagship flexible workspace that serves today's enterprise needs.

Elizabeth Fuller, Head of Growth, Southeast Asia will share the considerations that underpinned the redesign of the space, the projected demand in the new pandemic-recovery era, and how Singapore fares vis-à-vis global market demand. The sharing will be followed by a guided tour of the 21-storey 220,000 sq ft building, highlighting the experience-based elements across the different floors.

5:30pm

Wrap Up and Suggestions for Future Council Meetings and Programmes

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 participant 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 numbers, as well as successes and lessons learned.

ATTEND EVERY MEETING:

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.

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:

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.

RECRUIT THE BEST AND BRIGHTEST:

Council members often come into contact with new leaders in the industry—both 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 ULI Singapore meetings and work with your Council leadership to help them become future members of ULI and 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 at the ULI Asia Pacific Summit
- Attend and participate at ULI Singapore programmes
- Contribute to ULI publications/research

COUNCIL MEMBERS

S/N	Name	Organization	Job title
1	Darren Sabom	8MRE	Managing Director
2	Scott Dunn	AECOM	Vice President, Asia
3	Chintan Raveshia	Arup	Markets and Clients Leader Cities Leader
4	Terence Tang	Atelier Capital	CEO
5	Wesley Louie	Benoy	Head of Design, Singapore
6	Chew Peet Mun	CapitaLand	Managing Director, Workspace and Residential
7	Jack Backen	Cistri Pte Ltd	Regional Director
8	Frank Khoo	City Developments Limited	Group Chief Investment Officer
9	Gerald Yong	City Developments Limited	Principal Staff Officer and Head of Business Development and Investments
10	Tang Wei Leng	Colliers	Managing Director Head of Capital Markets
11	Dan Cerf	DevinQi Advisors	Principal
12	Chan Hui Min [#]	DP Architects	Director
13	Ong Choon Fah	EDMUND TIE	Board Advisor
14	David Calkins	Gensler	Regional Managing Principal, APAC & Middle East Region
15	Cheng Hsing Yao	GuocoLand Group	CEO
16	Valerie Wong	Guocoland Singapore	General Manager, Commercial
17	Dr Chong Fook Loong	Housing and Development Board	Group Director (Research & Planning)
18	Chris Fossick	JLL	Chief Executive Officer, Southeast Asia
19	Anthony Chua	Keppel Urban Solutions	General Manager
20	Ng Hsueh Ling [#]	Lendlease	Managing Director, Singapore and Chairman, Lendlease Global Commercial Trust Management, Asia
21	David Fassbender	PGIM Real Estate	Managing Director and Head of Southeast Asia
22	Kwee Ker Wei	Pontiac Land Group	Senior Vice President, Alternative Investments
23	Ben Robinson	Raffles Quay Asset Management	Chief Executive Officer
24	Wang Wei	Ramboll Studio Dreiseitl	Director, Master Planning & Urbanism
25	Eric Cheah	Union Investment Real Estate	Head of Investment Management Asia Pacific
26	Hwang Yu-Ning	Urban Redevelopment Authority	Chief Planner & Deputy Chief Planner
27	J. Christoph Panfil	WATG	Vice President, Director of Strategic Planning & Urban Design
SPEAKERS & GUESTS			
1	Soon Su Lin	Frasers Property Ltd	Chief Executive Officer, Singapore
2	Zheng Wanshi	Frasers Property Ltd	Group Chief Strategy & Planning Officer
3	Hiroshi Hisada	Mitsui Fudosan Investment Advisors	Director, Global Investment Advisory Department
4	Hideo Suda	Mitsui Fudosan Investment Advisors	Chief Senior Researcher, Space & Environment Institute
5	Elizabeth Fuller	WeWork	Head of Growth, Southeast Asia

[#]Council Co-Chairs