

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

Friday 1 June 2023

KLOUD, 1 Pickering Street, Level 8 Great Eastern Centre, Singapore 048659

### Product Council Leadership

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

Co-Chair: [Ng Hsueh Ling](#), Managing Director, Singapore and Chairman, Lendlease Global Commercial Trust Management, Asia

### Agenda

- 9:00am – 9:15am      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. The sharing will be centered around 3 key aspects: (i) technical challenges (ii) ESG intentions (iii) financial considerations.

9:15am – 10:15am	<p><b>MixC Nanjing</b></p> <p>Sharing by Simon Chua, Co-Founder and Executive Director, Lead8</p> <p>MixC Nanjing is a retail-led, mixed-use development covering 80,000 sqm in the city’s central 700-year-old district known as Sanshan Street. With the intent to carefully balance between ‘traditional’ and ‘new era’, the design team looked at (i) maintaining old village street texture (ii) the options between one unified site versus smaller individual plots (iii) fostering commercial activity for the new generation within a memorable historic site.</p>
10:15am – 10:45am	Intermission with light refreshments
10:45am – 11:45am	<p><b>ANKEN Alley 363 Changping – ULI Global Awards for Excellence Winner</b></p> <p>Sharing by Caroline Dellasega, Director of Investment Strategy, ANKEN</p> <p>ANKEN Alley 363 Changping is a five-building network of repurposed, formerly dilapidated warehouses and factory buildings linked by public lanes, rooftops, and art located in the heart of Shanghai’s Jingán district. Totaling 6,680 sqm of space, the project preserved the historic architecture and character of existing buildings and now houses design studios, boutique offices, fashion showrooms and art galleries.</p>
11:45am – 12:00pm	Nominations for Council Co-Chairs Suggestions for Future Council Meetings and Programmes

## **Annex A: 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

**ANNEX B: 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	Ilan Freiman	Bryan Cave Leighton Paisner LLP	Partner
6	Chew Peet Mun	CapitaLand Development Singapore	Managing Director, Investment & Development
7	Jack Backen	Cistri Pte Ltd	Regional Director
8	Gerald Yong	City Developments Limited	Principal Staff Officer and Head of Business Development and Investments
9	Tang Wei Leng	Colliers	Managing Director, Head of Capital Markets Singapore
10	Dan Cerf	DevinQi Advisors	Principal
11	Chan Hui Min <sup>#</sup>	DP Architects	Director
12	Ong Choon Fah	EDMUND TIE	Board Advisor
13	Soon Su Lin	Frasers Property Limited	CEO, Frasers Property Singapore
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	Tan Szue Hann	Keppel Land	Head of Sustainability
20	Ng Hsueh Ling <sup>#</sup>	Lendlease	Managing Director, Singapore and Chairman, Lendlease Global Commercial Trust Management, Asia
21	Matthew Pryor	MaceTPM	Managing Director
22	David Fassbender	PGIM Real Estate	Managing Director and Head of Southeast Asia
23	Kwee Ker Wei	Pontiac Land Group	Senior Vice President, Alternative Investments
24	Ben Robinson	Raffles Quay Asset Management	Chief Executive Officer
25	Wang Wei	Ramboll Studio Dreiseitl	Director, Master Planning & Urbanism
26	Frank Khoo	ULI Singapore	Exco Member
27	Eric Cheah	Union Investment Real Estate	Head of Investment Management Asia Pacific
28	Hwang Yu-Ning	Urban Redevelopment Authority	Chief Planner & Deputy Chief Planner
29	Anthony Chua	Viva Land	Deputy CEO
30	Chris Panfil	WATG	Vice President, Director of Strategic Planning & Urban Design
<b>SPEAKERS &amp; GUESTS</b>			
1	Simon Chua	Lead8	Co Founder and Executive Director
2	Caroline Dellasega	ANKEN	Director of Investment Strategy

<sup>#</sup>Council Co-Chairs

## **ABOUT THE SPEAKERS**

### **Simon Chua, Co Founder and Executive Director, Lead8**

Simon is a Co Founder and Executive Director of Lead8. With extensive experience in international design projects, he has worked predominantly in Asia, mainland China and Hong Kong on major complex and mixed-use projects. He is a member of the Singapore Institute of Architects (SIA).

With his hands-on and dedicated approach, he has led major award-winning projects that include ION Orchard in Singapore, ICC and iAPM in Shanghai, One Bangkok and Taipei iFG. He currently focuses on transport and entertainment-led, mixed-use developments, including two major transit-oriented developments in Shanghai for Sun Hung Kai Properties.

His expertise has seen him become an active voice in the industry, participating in design discussions, universities forums, and contributing as a speaker at the MIPIM Asia Summit, RECON Asia Pacific, Transit-Oriented Development Asia Conference, and Urban Land Institute (ULI) events.



### **Caroline Dellasega, Director of Investment Strategy, ANKEN**

Caroline is a Chartered Surveyor with over sixteen years of real estate experience in the UK, Europe, Singapore and China, concentrating on multi-sector investment and development, regeneration, capital sourcing/structuring, market intelligence, IPO/fund reporting and valuation for leading international investors, developers, occupiers and public bodies.

Caroline has worked on some of the most significant real estate transactions in Europe and in China, advising developers, investors and land-owners on schemes and strategies ranging from large-scale new town developments to prime skyscrapers and regeneration projects.

In her current role with ULI Global Award for Excellence winner ANKEN Group, Caroline leads investment strategy and the formation of strategic partnerships. ANKEN Group has developed over 130,000 sqm of mixed-use urban renewal projects in Shanghai and has a current portfolio under management of 77,000 sqm over 10 projects.

