



AMERICAS | SHOWCASE OF EXCELLENCE
DISTRICT COUNCIL STAFF SUMMIT





AMERICAS | JANUARY 12-14, 2021

DISTRICT COUNCIL STAFF SUMMIT

We are thrilled to share the finalists for the 2021 District Council Awards, which will be presented to District Councils at the ULI Americas District Council Staff Summit on January 14, 2021. For the first time, we are inviting all ULI Americas and Global Services staff to vote for their picks for the most exciting District Council projects. These categories reflect the goals of the District Councils department, as well as ULI overall. Over the past nine months, ULI has pivoted to address the impact of COVID-19 on our members, communities, and industry, and we've also committed to addressing diversity, equity, and inclusion. The awards will recognize District Councils' contributions to those goals through their on-the-ground programming.

A handwritten signature in black ink that reads 'Heidi Zukoski Sweetnam'. The signature is fluid and cursive, with the first name 'Heidi' being the most prominent.

Heidi Zukoski Sweetnam

Urban Land Institute
SVP, District Councils



BEST HIGH-QUALITY PROGRAM TO SUPPORT
MEMBER ENGAGEMENT

FINALIST #1

ULI Nashville NEXT Program

The ULI Nashville NEXT initiative provides opportunities to identify, connect, and elevate the next generation of leaders of mid-career professionals age 35 to (approximately) 45 years. NEXT provides a range of benefits to participants as they continue to develop their leadership skills and build lasting relationships amongst peers, with ULI leadership, and throughout the ULI network. ULI Nashville NEXT is run by an active steering committee of NEXT-aged members and led by two co-chairs. NEXT currently has three active offerings: NEXT Lunch with a Leader series, the NEXT Cohort Program, and the NEXT Coffee Club. NEXT also offers larger in-person social events, which will resume when doing so safely is possible. The NEXT Lunch with a Leader series, planned by NEXT members, offers informal lunch discussions that provide NEXT members with the opportunity for small-group face-to-face conversations with key leaders from Nashville. Not only does this offer networking among peers, but also professional insights and leadership stories for more tenured members. Typically hosted three to four times a year, during COVID one Lunch was held virtually and one small group “Lunch” discussion was held in-person, socially distanced, masked, and outside. Meeting monthly, the NEXT Cohort program establishes informal, small groups led by an engaged NEXT leader. NEXT Cohorts provide a valuable opportunity for mid-career professionals to build meaningful and important connections with colleagues and to share professional and personal experiences. Formed during COVID, the NEXT Coffee Club provides members with two “matches” each month to build their professional networks with – either in-person or virtually.



AWARD 1: Best high-quality program to support member engagement

FINALIST #2

ULI New Mexico Bike Tour

This summer, ULI New Mexico staff and board members collaborated on a bike tour. This served as a morale booster by allowing members to gather in a safe manner. District Coordinator Dan Majewski leveraged his past experience as a bike tour guide to design a route which highlighted locations requested by board members, while allowing for safe passage by less confident riders. The tour was split up into four groups of 10 (9 attendees and 1 tour guide), since 10 was the gathering limit in New Mexico at the time. The tour started and ended at a food hall, allowing attendees to support local businesses and mingle after the event if they desired. The official event explicitly did not include the food hall, reducing liability while also incorporating flexibility for attendees and their various comfort levels. The event was a great photo opportunity, with many great images captured. Overall, it was a great template that can be used again.



AWARD 1: Best high-quality program to support member engagement

FINALIST #3

ULI San Antonio Member Engagement Programs

Since the pandemic hit, ULI San Antonio pivoted to offer a variety of programs to encourage member engagement: 1) Energy Task Force - a group of 30 select ULI/SA leaders and CPS Energy executives met virtually for eight learning sessions - four on CPS Energy's business model and four on development trends and public/private collaborations. 2) Public Sector Workshop for City of Cibolo - a series of four virtual workshops led by ULI/SA leaders for city officials and employees on Development 101, Value of Density, Economic Development & Downtown Revitalization. 3) Launched six New Local Member Councils engaging over 125 members through Mobility, Housing, Neighborhood Development, Urban Core, Office & Placemaking LMCs. The Kick-Off including a Leadership Session for all members. We are planning for each council to present at a ULI/SA LMC PechaKucha on the Patio at the Tobin Center in May 2021. 4) Development 360 Series - launching a year-long in-depth case study of a new development in San Antonio led by a local developer (and ULI/SA sponsor) for ULI/SA members.



AWARD 1: Best high-quality program to support member engagement

FINALIST #4

ULI San Francisco ULI Night Event

To celebrate the ULI San Francisco community and to recognize all that our members do throughout the year, ULI San Francisco held our first ULI Night in September 2019. Held on the top floor of the Salesforce Tower, on a gorgeous night with sweeping views of the Bay Area, ULI Night brought together 300 members for an evening of fun, food, drinks, and friends, and to honor esteemed members for their contributions and commitment to ULI SF and the Bay Area land use and real estate industry. This event also featured a silent auction with a wide array of prizes, which raised several thousand dollars for ULI San Francisco's local initiatives and programs. This sold-out event was truly a night to remember, and a great way to celebrate the members who make all that happens at ULI San Francisco possible. In particular, ULI San Francisco recognized a number of members and committees for their outstanding participation or commitment to ULI SF and the greater Bay Area community with the following awards: Decades of Giving Back – an outstanding long-term ULI SF volunteer, someone who is a true advocate of ULI and represents the spirit and mission of our organization. Three C's – a new initiative or a twist on an existing initiative that demonstrates creativity, collaboration, and community. Super User (People's Choice Award) – someone who goes above and beyond and dedicates significant time and effort to multiple District Council committees, initiatives, and/or events. Mover and Shaker (People's Choice Award) – a Young Leader (YLG) making an impact in the real estate and land use industry, for ULI, and for the communities where we live and work.



AWARD 1: Best high-quality program to support member engagement



MOST INNOVATIVE REVENUE ENHANCEMENT INITIATIVE TO
SUPPORT DC FINANCIAL STABILITY

FINALIST #1

ULI Indiana Restarting Our Engines Event

The world's largest single-day sporting event, the Indy 500, and associated events throughout the month of May play a major role in uniting Central Indiana's thriving community and fueling its economy. In 2020, the race—along with a month full of track activities and business networking—was canceled for the first time since WW2. To engage ULI members and provide them with a sense of normalcy, ULI Indiana arranged a special online event featuring John Lewis, Senior Vice President for Penske Entertainment (owner of the Indianapolis Motor Speedway). In a candid and lively conversation with ULI Indiana's district council chair, John shared insider updates about facility renovations and his insights into the IndyCar series and drivers. To reduce the gap in our year-end fundraising, we asked members to help us “go the distance” by becoming “Drivers” and paying \$33 for the event (the number of drivers in the Indy 500). We also reached out to companies who had never sponsored ULI before, asking them to become “Champions” by paying \$500. “Restarting our Engines: Q&A with John Lewis, Penske Entertainment” raised \$4,325 when most associations weren't bringing in event revenue. More importantly, our members enjoyed the program's spirit of celebration and optimism for brighter times ahead.



FINALIST #2

ULI Philadelphia Shark Tank

Originally scheduled for an in-person event in March 2020, ULI Philadelphia's 4th Annual Shark Tank event was pivoted and rescheduled for September over Zoom Webinar. The event featured two emerging Philadelphia real estate developers pitching their projects to a panel of local real estate icons and industry leaders. This year's developers each had a special focus on impact development and their commitment to improving their local neighborhoods. The event had about 80 registrants and raised over \$4,800 through sponsorship and ticket revenue; significantly more than other standard virtual events.



Miguel Baptista



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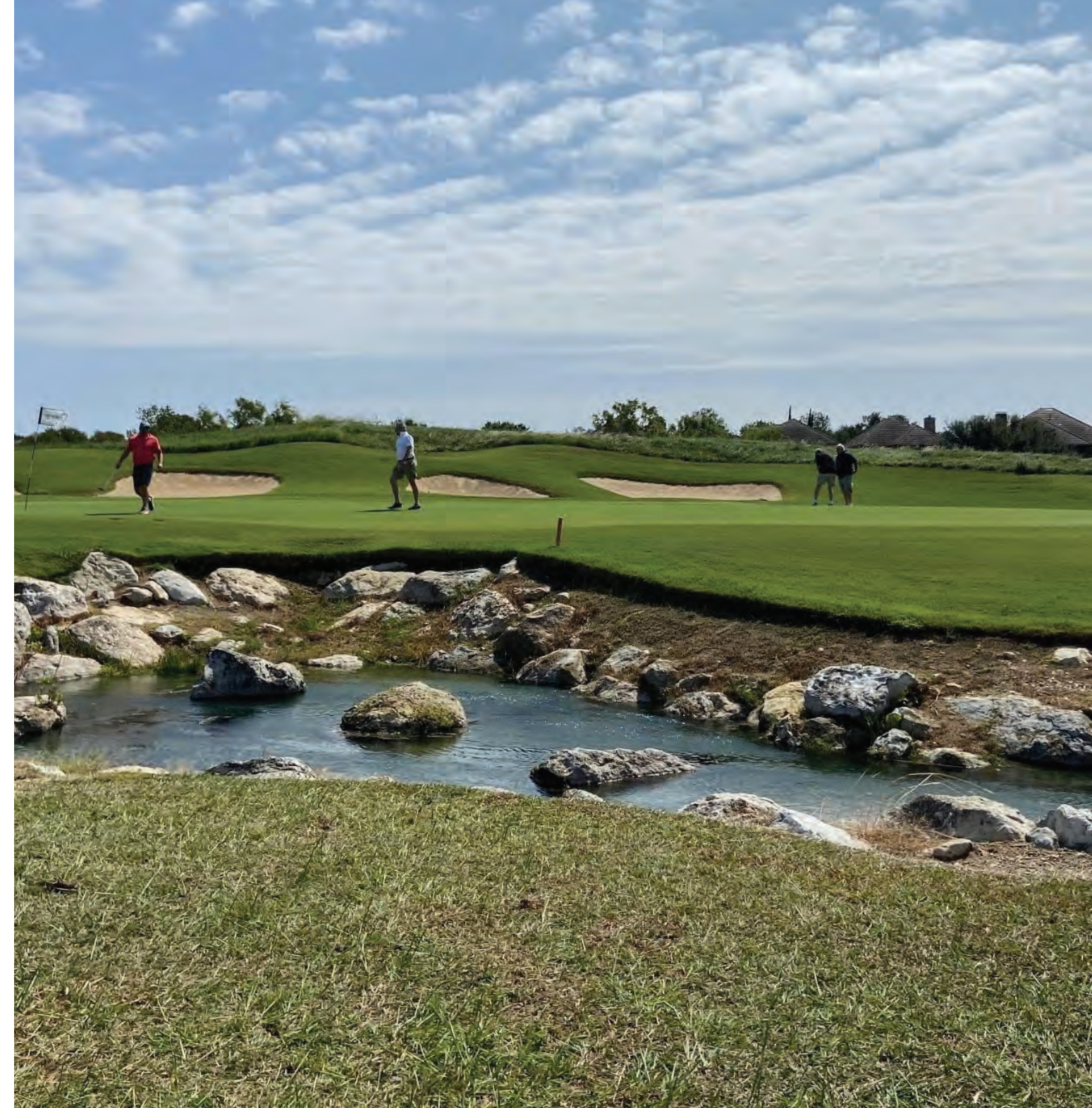
Jacqueline Kluger



FINALIST #3

ULI San Antonio Golf Tournament

ULI San Antonio hosted the 11th Annual Golf Tournament on September 28, 2020. Participants were in small groups on the course...and masked/socially distanced for the awards presentation at the end. This tournament has become a local, fun favorite and all participants are sponsors. This year, revenue was over \$50,000 to go towards ULI/SA's bottom line. The proceeds also cover ULI memberships for over 40 UTSA students in the Urban Planning and Real Estate/Finance/Development programs.



FINALIST #4

ULI Toronto Emerging Trends in Real Estate

PwC and ULI's Emerging Trends in Real Estate is a highly-regarded and widely-read forecast report in North America. This year's keynote was delivered by Andrew Warren, Director of Real Estate Research at PwC followed by a panel of local experts moderated by PwC. This year the program was expanded to provide attendees a chance to participate in focused sessions under the various asset classes and a closing Fireside Chat with Jon Love and Aliyah Mohamed to further explore the economic landscape of the real estate development sector. Registration included a digital copy of the report.



SPEAKER

Geoff Smith

Chief Executive Officer, EllisDon Corporation



SPEAKER

Aliyah Mohamed

Director, Investment Banking, TD Securities



SPEAKER

Jon Love

Chief Executive Officer, KingSett Capital, Inc.



SPEAKER

Andy Warren

PricewaterhouseCoopers LLP



SPEAKER

Miriam Gurza

Managing Director, National Real Estate



SPEAKER

Ray Wong

Altus Group



SPEAKER

Allison Wolfe

Chief Financial Officer, Oxford Properties Group



SPEAKER

Renee Gomes

Chief Development Officer and VP, Development, First Gulf Corporation



BEST DEI PROGRAM OR INITIATIVE SUPPORTING
ULI'S VALUE OF INCLUSION

FINALIST #1

ULI Chicago YIELD Program

ULI Chicago and LISC Chicago have partnered to address the lack of diversity in commercial real estate development and created Yield. Modeled after ULI's Product Councils, the Yield Cohort shares experiences, leverages relationships, discusses challenges and opportunities around development, and builds valuable connections. The current Yield Cohort is comprised of 24 members, 63% of which are POC and 29% of which are women. Yield aggregates emerging and seasoned real estate professionals who share best practices and work together to further actionable neighborhood-based commercial real estate projects. Every member of the Cohort has developed, or is in the process of developing, projects throughout Chicago. More significant than creating dialogue through convention, the purpose is to drive projects to completion, providing financial and civic success. With plans to launch in early March 2020, Yield moved to a virtual format. In July, at the third meeting, the Cohort was joined by over 100 invited guests for a panel discussion with Chicago's Mayor Lori Lightfoot, the Yield Co-Chairs and two Yield Cohort members, discussing development opportunities in Chicago. The Cohort met a total of eight times in 2020 and will continue to meet over a two-year period.



FINALIST #2

ULI Los Angeles 20th Annual Urban Marketplace

This year marked the 20th anniversary of the ULI-LA Urban Marketplace. And with the theme of “A Reflection on Progress and a Vision for the Future,” the program continued its annual tradition to promote Los Angeles real estate investment opportunities and development strategies for investment in underserved communities. Urban Marketplace attracts real estate industry leaders, elected officials, policymakers, developers, planners, and dealmakers to “Make a Deal, Make a Difference.” - A highly diverse selection of private, public, and academic sector leaders – including California State Senator Scott Wiener – discussing UM’s 20yrs of making a difference, Capital Access, Shelter and Zoning, and anticipating the future.



AWARD 3: Best DEI program or initiative supporting ULI's value of inclusion

FINALIST #3

ULI Memphis 21 Day Equitable Challenge

The goal was to encourage spending time personally reflecting and in groups identifying actions to take individually, at their organizations, and as a community to address the inequities in the real estate industry. For three weeks participants received a weekly email with a list of articles, blogs, videos, etc. and they were encouraged to complete seven items each week – one of which was a discussion group. Each week had a theme: Week One: Doing the Work: Educating Myself included resources to bring awareness to individuals about the roles we play. Week Two: The Role of the National Real Estate Industry focused on the impact the real estate industry played and continues to play in getting us where we are today. And Week Three: Here in Memphis was local content including studying a redlining map and doing a tour of neighborhoods and the impact of redlining observable today. (This was very powerful to the participants.) 96 people took the challenge and the discussion group feedback informed our Fall ULI programming. Since then, ULI Austin completed a 21-Day challenge and ULI Tampa Bay is planning one, as it is easily replicable.



AWARD 3: Best DEI program or initiative supporting ULI's value of inclusion

FINALIST #4

ULI Philadelphia Equity Research

In response to the murder of George Floyd and subsequent protests, ULI Philadelphia, in partnership with the Delaware Valley Regional Planning Commission (DVRPC) and Temple University, wanted to examine the complex array of benefits and burdens that transportation infrastructure investments and land use policies have on communities. The partnership includes a research project consisting of a case study-based retrospective of two or more major transportation infrastructure projects in the Philadelphia region spanning multiple decades and land use policy contexts, highlighting the successes, missed opportunities, barriers, and mistakes of the past, and their lingering effects on communities. Each case study would especially focus on the federal and state legislative, statutory, and regulatory (i.e. policy) environment and the political context(s) in which the project was developed. Comparing case studies over time will allow the student-led teams to make observations on whether changes to project regulatory environments resulted in more inclusive projects with more equitable outcomes or not. The project will culminate in a written report, and presentation to a broad audience including ULI members, providing a history of case study transportation project(s) and land use policies summarizing the students' findings and policy recommendations for the future. Student groups will be advised by a collaborative steering committee assembled by ULI Philadelphia and DVRPC with regular convenings to share student progress and garner practitioner feedback, to be incorporated into the final recommendations.



AWARD 3: Best DEI program or initiative supporting ULI's value of inclusion



BEST COLLABORATION WITH HQ AND/OR OTHER DISTRICT
COUNCIL SHOWCASING THE VALUE OF ONE ULI

FINALIST #1

ULI Austin COVID Frontlines:

East Coast, West Coast, and Asia (involved ULI New York, ULI San Francisco, and ULI China Mainland)

Austin's first virtual program after the pandemic lockdown was our April (virtual) breakfast. This was a time of uncertainty and Austin was hit later by the pandemic than some other larger US cities. Our members had questions about what other cities further along in the pandemic were experiencing. We provided a program with the Executive Directors of Mainland China, New York, and San Francisco sharing their cities' and personal experiences. This program highlighted that ULI is a global organization with resources that we can easily access. Program Description: As the rapidly evolving COVID-19 pandemic impacts the globe, the real estate industry is experiencing unprecedented challenges to navigate uncertainty and anticipate immediate and long-term impacts. Join ULI Austin to hear from ULI leaders from three global markets that have been hit hard. Hear how they are responding to the current challenges, what their priorities are and what we can learn from their experiences. Speakers were: Kenneth Rhee, Executive Director, ULI China Mainland; Michelle Malanca Frey, Executive Director, ULI San Francisco; Felix Ciampa, Executive Director, ULI New York. It was moderated by Eric DeJernett, Senior Vice President, Advisory & Transaction Services, CBRE, Austin.



BREAKFAST SERIES

REAL ESTATE PERSPECTIVES FROM COVID FRONTLINES



SPEAKER

Kenneth Rhee
Executive Director, ULI China Mainland



SPEAKER

Michelle Malanca Frey
Executive Director, ULI San Francisco



SPEAKER

Felix Ciampa
Executive Director, ULI New York



SPEAKER

Eric DeJernett
Senior Vice President, Advisory &
Transaction Services, ICSC

FINALIST #2

ULI Chicago Accessory Dwelling Units Initiative

(ULI Chicago and Building Healthy Places)

ULI Chicago, in partnership with the Building Healthy Places (BHP) Initiative, launched an initiative in August 2019 to unlock Accessory Dwelling Units (ADUs) in the City of Chicago as a market-driven solution for adding new housing units at a lower cost than is typical of new construction units. ADUs, often known as granny flats, can increase housing choice and affordability, especially for lower and middle-income households, helping create more inclusive neighborhoods. ULI Chicago's ADU Initiative engaged over one hundred ULI members, community representatives, and city officials to prepare recommendations for a successful and equitable ADU policy that provided the basis for a new ADU ordinance currently under consideration by the Chicago City Council. BHP's extensive outreach to peer cities to identify best ADU practices was a critical input in the process and a perfect example of leveraging ULI's national (and global) reach to create better outcomes for District Councils and local communities.



AWARD 4: Best Collaboration with HQ and/or other District Council showcasing the value of One ULI

FINALIST #3

ULI Arizona, Colorado, Utah, & Idaho – ULI Mountain West

In the midst of the COVID pandemic, four District Councils – ULI Arizona, ULI Colorado, ULI Idaho and ULI Utah -- searching for ways to monetize programming and create value for members, worked together to produce a program entitled “Recovery in the Mountain West Region.” In the true spirit of ONE ULI, each district council took on a vital role in planning the program – securing speakers and sponsors, creating sponsorship collateral and graphics for marketing, handling event set-up and Zoom details. Staff from each district council met virtually on a regular basis to discuss format, topics and vet speakers. Speakers included one representative from each District Council as well as two Keynotes...one on the outlook for recovery in the Mountain West region, and the other on how equity plays a role in that recovery. A nominal fee was charged for private sector registrants and public sector attendees were able to register free of charge. More than 275 people from across the country tuned in to the program and eight sponsors representing each District Council supported the event, making it a positive experience both in terms of education for our members and guests, and financially for each District Council.



SPEAKER

Adam Kamins

Director - Economic Research, Moody's Analytics



SPEAKER

Barbra Coffee

Economic Initiatives Director, City of Tucson



SPEAKER

Theresa Foxley

President and CEO, Economic Development Corporation of Utah



SPEAKER

Eric Hiraga

Executive Director, Denver Economic Development and Opportunity



SPEAKER

Clark Krause

Boise Valley Economic Partnership



SPEAKER

Adam Briones

Economic Equity Director, The Greenlining Institute

FINALIST #4

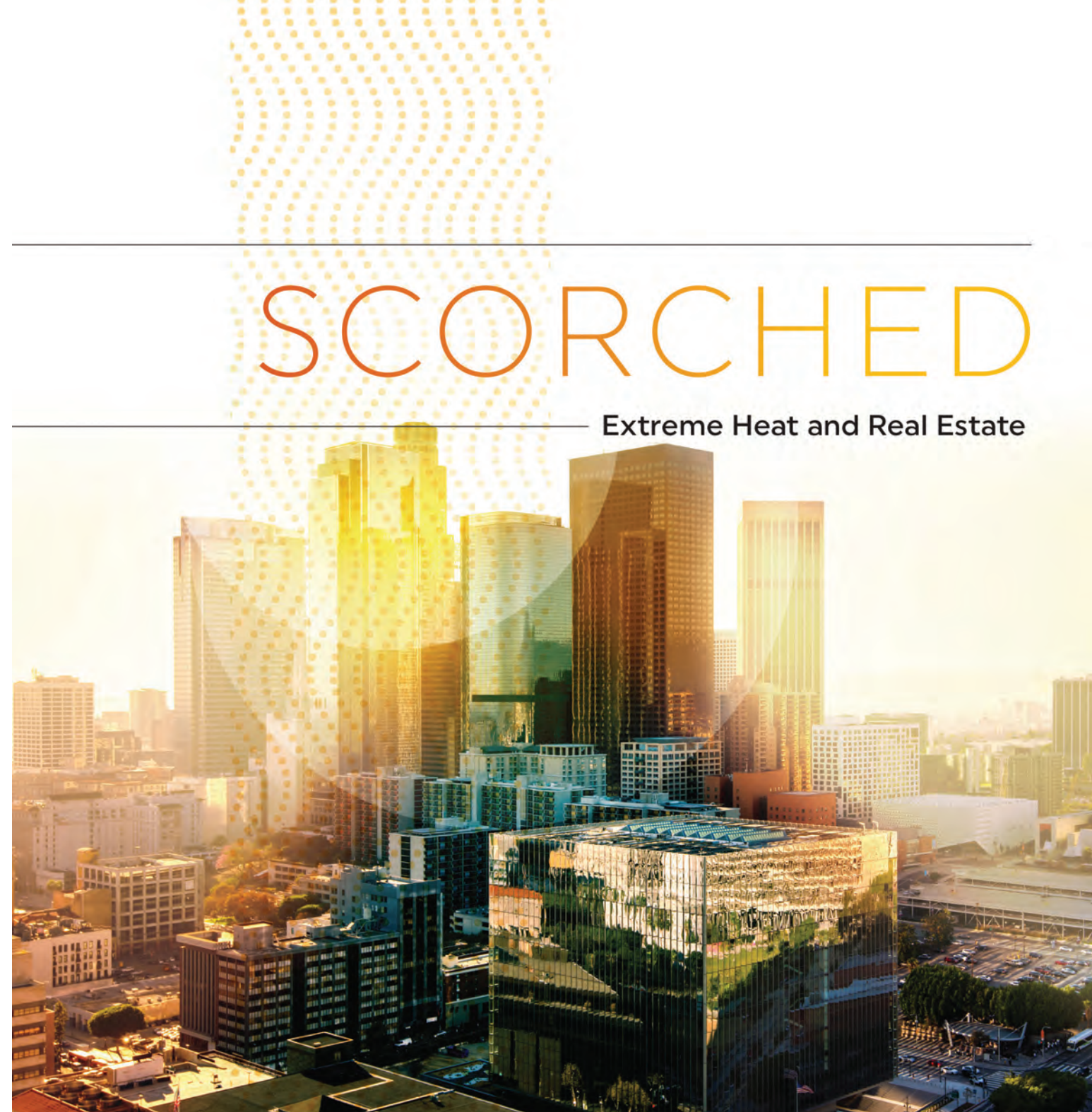
Scorched – Urban Resilience and Eight District Councils

(ULI Arizona, Austin, Dallas, Houston, Nashville, New Mexico, Oklahoma, and San Antonio)

At the first of July, the official “summer” season was just getting started. However, several of our cities had begun feeling the heat weeks prior, some already hitting record highs. Compounded by urban development patterns and climate change, these increasingly blistering temperatures have previously, and are currently, making significant impacts upon human health, our built environment, and operation costs. On July 15th, 2020, eight district councils from across the South/Southwestern region of the United States and ULI’s Urban Resilience Program team together presented “Too HOT to Handle?: ULI South/Southwest Region Explores Urban Heat Mitigation.” This webinar offered a brief overview of ULI’s “Scorched” report, and then gave members insight on how extreme heat is already impacting the real estate industry, from land use patterns to building design and operational costs. Moderated by ULI’s Urban Resilience Program Manager, Elizabeth Foster, we welcomed expert panelists from across the region to discuss their research, cities and developments, and how using “heat-resilient” building designs and urban heat mitigation could change our cities before they become “Too Hot to Handle.”

SCORCHED

Extreme Heat and Real Estate



AWARD 4: Best Collaboration with HQ and/or other District Council showcasing the value of One ULI



MOST CREATIVE VIRTUAL PROGRAM OR PROGRAM
ADAPTATION TO VIRTUAL FORMAT WHICH STRENGTHENED
ULI'S ABILITY TO FULFILL OUR MISSION DURING COVID

FINALIST #1

ULI Arizona Virtual Tour

Early in 2020, ULI Arizona's Young Leaders planned an in-person tour of a project called 850 N. 5th Street at the Phoenix Biomedical Campus. No sooner had the event opened for registration, then the state was in lockdown due to COVID and all events were postponed or cancelled. After some time and people feeling more comfortable with the Zoom platform, the Young Leaders decided to resurrect the tour – this time taking it virtual. Instead of recording the tour and replaying during a Zoom, the team decided to do the tour live to give registrants the feeling of being on an active construction site ... and the opportunity to ask the project manager and team questions while they walked through the site. Armed with an iPhone, iPad and headset, the tour guide practiced with staff prior to the event to determine where wifi coverage was best on site (and where it was lacking) as our guide made his way through the project. This practice resulted in a seamless event which was enjoyed by over 75 attendees (quite a few from out of the market) at a time when many of our members felt disconnected from their everyday routine of being on job sites, in their offices, etc. Following the success of the program, we were able to share best practices with the global team as well as other District Councils...and have continued to perfect the method of conducting live tours.



AWARD 5: Most creative virtual program or program adaptation to virtual format which strengthened ULI's ability to fulfill our mission during COVID

FINALIST #2

ULI Austin Gentrification Fishbowl

After the 2019 Fall Meeting, ULI Austin's leadership was inspired by the Gentrification Fishbowl. The program was scheduled for September 2020. Our Programs Committee decided to attempt a virtual implementation. The marketing material included a description of the process: We will explore gentrification through a uniquely designed exercise beginning with three speakers initiating discussion in the "fishbowl", while the other speakers actively listen. The listening speakers may jump into the "fishbowl" at any point they wish to add to the conversation, thereby replacing one of the other active speakers. This innovative discussion model allows for fluid exchange of ideas to emerge throughout the session. The actual event had very engaging dialog. We received great feedback from attendees with many comments that the program would not have worked live (even from those familiar with the original concept). The only modification we would make for the next one, per attendee request, will be to make the program longer.



AWARD 5: Most creative virtual program or program adaptation to virtual format which strengthened ULI's ability to fulfill our mission during COVID

FINALIST #3

ULI Nashville Excellence in Development Awards

ULI Nashville's Excellence in Development Awards represents the mission that strong communities, good development partners, and excellence in development and design should be recognized and best practices shared. After having held this annual celebration for ten years, the Covid-19 crisis kept us from safely hosting the crowd of over 700 who typically gather every spring for the Awards event. Therefore, after a few postponements and thoughtful and repeated consideration of various options, ULI Nashville decided to go forward with a virtual version, hosting nearly 600 on-line guests in September 2020 to celebrate the Awards projects, project teams, sponsors, and attendees! Complete with robust multi-platform Award Sponsor recognitions, special gifts of appreciation to the sponsors and pre-virtual ticketed guests, the hour-long event was nearly entirely prerecorded in many segments, yet felt spontaneous and unscripted. Shots cut between the emcee, videos of the nominated projects, interviews with project reps, judges' site visits and commentary, winning project acceptance speeches, interactive polling, and live watch-parties at member firms or outdoor locations. As part of the virtual event, Nashville based country star Brad Paisley and his wife, actress Kimberly Williams Paisley, were recruited to help launch a ULI Nashville campaign of giving to our community: #ULINashvilleCommits.



ULI Nashville

EXCELLENCE
IN DEVELOPMENT

...UNMASKED!

AWARD 5: Most creative virtual program or program adaptation to virtual format which strengthened ULI's ability to fulfill our mission during COVID

FINALIST #4

ULI Utah Trends

Highly anticipated each year, ULI Utah's Trends program provides industry professionals with a deep dive into the most current state and national real estate trends, with a focus on what to expect in the future. This signature program regularly attracts over 400 of Utah's top leaders from business, government and the community to learn from highly respected local, regional and national experts in real estate, business and economics. Due to the pandemic, this year Trends was virtual with a few creative elements to make it feel like a signature event. We hired a livestream production crew who filmed the in-person speakers and also brought in the out-of-town speakers virtually. This gave our program a much more professional feel than our typical Zoom meetings. We had "virtual tables" in the sponsorship packages to encourage small group networking opportunities where people could gather safely. We partnered with a couple of local restaurants and ordered lunch and had it delivered to the sponsors office. Several sponsors opted not to gather, and we sent them DoorDash Gift Cards for their attendees to still enjoy lunch at home. We wanted to do something different than our standard Zoom Meeting or Zoom Webinar format so we hired a live stream production company to help us film the speakers on location and bring in the virtual speakers so it- We felt like the in-person speakers could have better dialogue. We also partnered with The Blocks (a subsidiary of the Downtown Alliance)- Salt Lake's Cultural Core, in partnership with KUAA, is proud to present Locally Made, Locally Played. A live, weekly radio show featuring some of Salt Lake City's great musicians, artists, makers, and creators. During the morning check-in, and the two breaks we played music from local artists while rotating our sponsorship logos on the screen. This was extremely well received. People felt in this sensory deprived world we find ourselves living in, live music was very refreshing, and they appreciated our efforts to support local artists.



AWARD 5: Most creative virtual program or program adaptation to virtual format which strengthened ULI's ability to fulfill our mission during COVID



VIRTUAL | JANUARY 12-14, 2021

DISTRICT COUNCIL STAFF SUMMIT

