

2020

# ULI Virginia Leadership Handbook



**Urban Land  
Institute**

**Virginia**

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## The Mission of ULI-the Urban Land Institute

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.

Established in 1936, the Institute today has more than 46,000 members worldwide, representing the entire spectrum of the land use and development disciplines. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

### ULI Virginia's Mission

... to implement the ULI mission and create a positive impact on Virginia through informative and timely programs, effective involvement in the community and sharing of best practices in commercial real estate.

## ULI Code of Ethics

### 1. Respect for the Land

I know that each parcel of land is a precious, distinct, and irreplaceable portion of this distinct and irreplaceable planet. I will treat it with the respect that it deserves, recognizing that I will be judged by the integrity and permanence of my developments, which will survive my lifetime.

### 2. Respect for the Profession

ULI—the Urban Land Institute has pioneered many of the practices and techniques that have become the standards in the land use and development profession. I will support the profession's continuing efforts to create a wider understanding of sound land use and development principles and practices and to disseminate knowledge thereof through its research and educational programs. I will observe the highest standards of professional conduct and will seek continually to maintain and improve my professional skills and competence.

### 3. Respect for the Consumer

Recognizing that a good reputation is a possession and beyond price and that the quality of my product will determine the quality of my reputation, I will always strive to ensure the professional quality of my enterprise.

### 4. Respect for the Public

I will always endeavor to enhance public understanding of the development process, to preserve the public's confidence and trust in my profession, and to protect the public welfare.

### 5. Respect for Equality of Opportunity

I will support the private enterprise system that can provide the widest latitude of equality for opportunity, creativity, and innovation.

### 6. Respect for Others in the Land Use and Development Profession

I will treat others in my profession fairly and honestly. I will share with them my knowledge and experience, recognizing that both the people and the land will benefit from the dissemination of that knowledge.

### 7. Respect for the Larger Environment

In attempting to provide adequate staging for decent environments in which people will live, work, and play, I will be ever vigilant toward preserving the quality of the larger environment—the air, the water, and the land.

### 8. Respect for the Future

Recognizing that change is inevitable, I will pursue excellence with an open mind, challenged by the need to provide housing and facilities for employment, distribution, relaxation, and enjoyment.

### 9. Respect for Future Generations

Recognizing that younger generations will be more affected by what we do than by what we say, I will do my utmost to set a good example and will participate wholeheartedly in the development community's efforts to inform and encourage future generations of land use and development professionals.

### 10. Respect for Personal Integrity

I will employ the highest ethical principles and will observe the highest standards of integrity, proficiency, and honesty in my professional and personal dealings. I will remain free of compromising influences or loyalties and will exercise due diligence in ensuring that my performance is always creatively, competently, and responsibly managed.

## ULI's Organizational Priorities

1. **Advising communities in need**  
Deliver the experience and expertise of ULI members to communities facing critical land use challenges
2. **Shaping cities and regions**  
Foster the planning and development of vibrant, competitive metropolitan areas through sharing global best practices and promoting effective relationships among business, government, and community stakeholders
3. **Developing excellence through education**  
Create learning experiences that develop professional expertise and personal leadership skills in support of the individual, the community, and the real estate industry
4. **Driving innovation in real estate and urban development**  
Analyze the evolution of real estate market demand, changing technology, policy trends, and investment patterns to help identify opportunities, develop creative responses, and manage risk
5. **Building sustainably**  
Clarify the connections between responsible use of resources, the built environment, and long-term environmental health, and demonstrate a compelling business case for resource efficiency
6. **Connecting capital and the built environment**  
Ensure the attractiveness of real estate to global allocators of capital by understanding and explaining the dynamics affecting real estate value

## ULI 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.

Much of the Institute's program of work cuts across these areas:

1. **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.

2. **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.

3. **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.

4. **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.

5. **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 Resources



### Advisory Services

The ULI Advisory Services program delivers the expert, independent advice of senior members of the Institute to communities facing complex land use challenges.



### Case Studies

ULI Case Studies tell the stories of real estate developments that showcase innovations in design and construction methods, project finance, urban regeneration and revitalization, and the adaptive use of historic assets.



### Awards and Competitions

The ULI Awards, Competitions, and Honors Program recognizes visionaries in urban development; recognizes excellence in project design, finance, and execution; and inspires the next generation of land use leaders.



### Emerging Trends in Real Estate®

A joint project of ULI and PwC, Emerging Trends in Real Estate® is an annual series of forecast publications on trends in capital markets, real estate development and investment, individual property sectors, and metropolitan areas in three global regions—the Americas, Europe, and the Asia Pacific region.



### Fall Meeting

The ULI Fall Meeting is the largest convening of Institute members, attracting the full spectrum of land use professionals to learn from one another, expand networks, and understand the latest market trends. The meeting's programming emphasizes issues and trends in the Americas.



### Spring Meeting

An exclusive gathering for full members of the Institute, the ULI Spring Meeting provides a key opportunity for ULI's most engaged members to share best practices and strategies for building thriving, sustainable communities.



### Europe Conference

The ULI Europe Conference provides a forum for peer exchange among European members and delivers fresh insights from industry leaders and programming focused on the economic and social forces shaping cities and the economy, with an emphasis on Europe.



### Asia Pacific Summit

The ULI Asia Pacific Summit draws top government officials, academics, urban planners, and real estate executives from throughout the region to discuss solutions to the greatest urban development challenges facing Asian cities today.



### Leadership Network

The ULI Leadership Network directs members to the countless leadership opportunities that exist throughout the Institute, empowering them to advance their careers, give back to the industry, and improve their communities.



## ULI Resources (continued)



### UrbanPlan

UrbanPlan is an immersive, hands-on educational workshop for high school and university students in which lessons on the interplay of market and nonmarket forces within urban development are shared by ULI member-volunteers.



### Rose Center for Public Leadership

The Rose Center for Public Leadership in Land Use, operated jointly by ULI and the National League of Cities, encourages and supports excellence in land use decision making by local government leaders.



### Building Healthy Places

The ULI Building Healthy Places Initiative shapes projects and places in ways that promote and improve the health of people and communities.



### ULI Americas

ULI Americas represents members living and working primarily in the United States, Canada, and Latin America and supports the member-driven initiatives of 53 district councils across the region.



### ULI Asia Pacific

ULI Asia Pacific represents members living and working primarily in the Asia Pacific region and supports the member-driven initiatives of five national councils in the Chinese Mainland, Japan, Singapore, the Philippines, and Australia.



### ULI Europe

ULI Europe represents members across Europe, the Middle East, and Africa and the member-driven initiatives of 14 national councils, located across Europe.



### Product Councils

Composed of top industry leaders from different geographical markets and organized by property sector or industry focus, the ULI Product Council Network facilitates candid conversations on sector-specific issues and trends.



### Center for Capital Markets and Real Estate

The ULI Center for Capital Markets forecasts and analyzes real estate investment trends around the world through research publications, economic forecasts, and in-person forums.



### Terwilliger Center for Housing

The ULI Terwilliger Center for Housing provides expert advice and develops best practice recommendations that reflect the residential land use and development priorities of ULI members in all residential product types, with special attention to workforce and affordable housing.



### Center for Sustainability

The ULI Center for Sustainability provides leadership on energy performance, resource efficiency, and building resilience to sea-level rise, extreme weather, and other risks to real estate posed by climate change.



### Fellows

ULI fellows are experienced public and private sector leaders who conduct original research on housing, public/private partnerships, economic development, infrastructure, and other topics of relevance to the Institute's global membership.



### Urban Land

Urban Land magazine is ULI's flagship publication, providing timely, accurate, and in-depth coverage of trends in urban real estate development and land use.



## District Council Key Objectives from ULI National

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ULI MISSION: To provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

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ULI is uniquely positioned to connect professionals in the many diverse fields of real estate, and to advance the mission. ULI is an inclusive organization that spans the lifecycle of your real estate career. No other organization can create the impact on you as a professional in real estate and as a leader in your community.

### District Council Key Objectives from ULI National

1. Enhance Member Development model that better matches programs and services to ULI member needs
2. Grow opportunities for connection among and between members by expanding existing opportunities and creating new ones to increase loyalty and to provide more opportunities for more members to get involved, share, and contribute
  - a. Enhance connectivity with other members thru offerings such as Advisory Service Panels, TAPS, Product Councils, NEXT, YLG, WLI, etc.
  - b. Welcome diversity and inclusion initiatives
  - c. Share lessons learned locally
  - d. Collaborate to find solutions and alternatives for local real estate matters
3. Focus on advancing ULI's mission and measuring the resulting Member and Community Impact
4. Leverage opportunities for engagement, learning and impact by aligning with ULI Centers such as Building Healthy Places, Housing, Greenprint Center for Building Performance, etc.
5. All District Councils will:
  - a. Achieve financial sustainability for the DC
  - b. Increase member engagement and membership growth
  - c. Be the one local organization trusted by public officials for advice on local land use issues
6. Leverage HQ tools and resources (Navigator, Knowledge Finder, Membership Directory, Centers, UrbanPlan, Advisory Services)

## ULI VIRGINIA Goals Submitted to National (Business Plan)

### Primary Objective:

ULI VA will remain a proactive thought leader and change agent to make Virginia a vibrant & sustainable community. We want to be a responsive resource to public and private leadership to foster collaboration, share knowledge, and join in meaningful strategic action.

### Supporting Objectives:

- 1) Continue programming with national speakers on locally relevant topics
- 2) Strengthen member engagement through YLG, Mentorship, WLI, Urban Plan programs, special events and core committees
- 3) Continue to develop Local Product Councils
- 4) Continue Public Leadership engagement and be a responding resource on topical issues

### Areas to Address:

- 1) Explore more TAP opportunities for local public agencies and non-profits
- 2) Explore new revenue sources (larger luncheon venue, sponsorships, grants, etc.)
- 3) Expand Hampton Roads membership
- 4) Stronger management committee engagement
- 5) Find sponsorship chair (s)

### Considerations/Limitations:

- Staff
  - 1 full time employee fully scheduled with current initiatives/committees/etc.
  - All initiatives/committees need to have a member leader/champion
- Number of events/activities in year (for members as well as staff)
- Membership fees determined by national
  - Associate: \$492
  - Public/U35: \$240
  - Student: \$120
- Financials
  - ULI Americas Cost Sharing/Investment Allocation (new this year)
  - Based on previous year's actuals - 5% of 2019 Expenses = \$7,507.38 (\$625.61 monthly)
  - (10% in FY21 & 15% in FY22 and future)

## ULI VIRGINIA Overview

- ULI Virginia was started in July 2015 from a merge between ULI Richmond and ULI Hampton Roads.
- ULI Virginia has 3 satellites: Hampton Roads, Richmond, and Charlottesville.
- The fiscal year for ULI is July thru June, with budgeting and an annual plan due February/March prior to the new fiscal year.

### ULI VIRGINIA FY19 SUMMARY

- As of August 2019, ULI Virginia has 412 members and \$128,000 annual revenue.

**ULI recently** unveiled a new Global Strategic Plan for FY19-FY22 to help guide our work and deliver greater mission impact. While each region has its own tailored plan, the following themes are shared across all regions:

- Invest in Members, local Networks, and National and Product Councils to execute the mission on a local, national, regional, and global basis

- Grow and measure globally relevant Mission Impact through offerings, such as Advisory Services and UrbanPlan
- Build global platform for Corporate Accounts, Leadership, and Knowledge Sharing
- Focus on a stronger and more sustained Financial foundation for the Institute

In the Americas, the priorities are:

- Enhanced **Member Development** model that better matches programs and services to ULI member needs
- Greater **Member Engagement** that realigns Americas' sources and uses of funds to provide more opportunities for more members to get involved, share, and contribute
- Stronger focus on advancing ULI's mission and measuring the resulting **Member Impact**

**For more information about the strategic plan, see Appendix I.**

### New Tools:

In line with the Strategic Plan, there are several exciting new tools at ULI designed to promote member development, engagement, and impact. For more information on these, see Member Engagement Tools on page 36.

- **Navigator** is the website for members to find and connect with ULI opportunities to learn, lead and grow, from applying to be on a Product Council to signing up to be an UrbanPlan volunteer. Check it out at [Navigator.uli.org](https://navigator.uli.org).
- **Knowledge Finder** is a searchable website connecting members to an expanding library of member generated content and ideas, from TAP reports to Product Council meeting agendas and much more. Check it out at [Knowledge.uli.org](https://knowledge.uli.org).
- **Member Directory** connects you with ULI members across the globe. Recently enhanced, it has new features including intuitive design, an advanced search, and expanded information about member participation. Check it out at [Members.uli.org](https://members.uli.org).

## ULI Virginia's Leadership and Committee Structure

The **Governance Committee** consisting of the District Council Chair, Chair of Mission Advancement/Incoming Chair, and other Past Chairs, is responsible for providing guidance and input for succession planning and remaining mission centric.

The **Advisory Board** made up of the Governance Committee members and key sponsors, meets four times during the year.

**Management Committee** is responsible for the oversight and direction of all ULI Virginia District Council activities and is responsible for implementing the ULI Virginia Strategic Plan. The Management Committee also coordinates initiatives and directives from ULI Americas. The ULI Virginia Management Committee is comprised of Chairs or Co-Chairs of the functional working committees. Reference the attached Org Chart for this year's Management Committee members and roles.

### District Council Chair

This position is a two-year term appointment. Responsibilities include providing leadership and guidance for the District Council. The Chair will be responsible for appointing all positions on the Advisory Board (upon advisement of the Governance Committee), representing ULI Virginia at major programs and other community meetings and offer strategic leadership of the District Council. Once we become an official District Council, he/she has the authority to sign agreements up to \$10,000 in value and approve expenditures on behalf of the District Council. Annually, the Chair will attend the District Council meetings at the ULI Spring Meeting, Fall Meeting (District Council day is typically held on Tuesday) and a Summer Chair's Meeting. New Chairs will attend Boot Camp the day prior to the Summer Chair's Meeting.

### Governance Chair

The Immediate Past Chair of ULI Virginia will serve as Chair of the Governance Committee for two-years after their service as Chair. The Immediate Past Chair can also serve as the CMA the first year in the position (or until an Incoming Chair is appointed).

### Chair of Mission Advancement (CMA)

The Incoming Chair is appointed for at least one year, prior to progression to the District Council Chair. The Incoming Chair also serves as the CMA and when the Chair is not able to represent the District Council, act on his/her behalf. The Incoming Chair will attend the District Council meetings at the ULI Spring Meeting, Fall Meeting. As Chair for Mission Advancement (CMA), he/she should be actively participating in the major work of the District Council, acting as a bridge between ULI and the District Council activities. He/she will help create the annual program of work and monitor to ensure the District Council's work remains mission-centric.

### Treasurer

This appointed position is an individual responsible for monitoring and approval of revenues and expenditures of the District Council. ULI produces financials monthly and emails the previous month's financial detail and reports by the 20<sup>th</sup> of each month. The Treasurer is responsible for reporting this information to the Management Committee. This position is a two-year appointment and may be renewed.

## Governance Committee

The ULI Virginia Past Chairs include:

- Muriel Rodriguez, Schnabel Engineering (2015-2017)
- Ann Neil Cosby, McGuire Woods (2017-2019)

**I. Structure/Composition:** The District Council Governance Committee is made up of former District Council Chair and ULI

Trustees. The current Chair of the District Council serves ex-officio with voting rights. It is chaired by the District Council Past Chair who is responsible for setting the schedule and the agenda of the meeting(s).

**II. Term of Service:** Members serve an initial two-year term of service, commencing with ULI's fiscal year. An option of

extending the term is possible at the discretion of the District Council Chair.

**III. Selection Process:** The District Council Governance Committee is selected by the District Council Chair and immediate

past District Council Chair

**IV. Responsibilities:**

- a. Provide guidance and leadership in compliance with ULI policies and practices.
- b. Provide general governance and adherence to ULI code of ethics.
- c. Have responsibility for succession planning for District Council Chair.
- d. Submit to ULI's Governance Committee, as requested, the names of members of the District Council with outstanding leadership capabilities suitable for other roles at ULI.

**V. Selection Criteria:** Members should be active local community leaders, ULI Full Members and should be drawn from a pool of former District Council Chairs and ULI Trustees. Convenings of this group would occur at least quarterly, or as strategic direction or large problem solving is needed.

## Committees

Each committee chair will serve on the Management Committee. Committee Chairs typically serve a two-year term and will now have an assistant chair who assists in achieving committee goals. Member committee appointments will be reviewed by the committee chair annually and will take into consideration diversity, new representatives, and past contributions to the committee activities. A committee chair is responsible for grooming future committee members and chairs, in an ongoing effort to engage members.

## Management Committee

**I. Structure/Composition:** The Management Committee generally runs between three and nine members. Membership should be composed of the three leadership positions (District Council Chair, Treasurer, and Chair for Mission Advancement) and the most active District Council members, including prospective candidates for the three standard leadership positions. The District Council Chair chairs the Management Committee and is responsible for setting the schedule and the agenda of the meeting(s).

**II. Term of Service:** The members serve at the pleasure of the Chair who may recommend that the Management



Committee composition remain as is, add or delete as he/she sees most beneficial in meeting the needs and initiatives of the District Council. Appointments coincide with ULI's fiscal year.

**III. Selection Process:** Incoming members to the Management Committee may be identified by the District Council Chair, other members of the Advisory Board and/or the District Council Governance Committee. Members are appointed by the District Council Chair.

#### **IV. Responsibilities:**

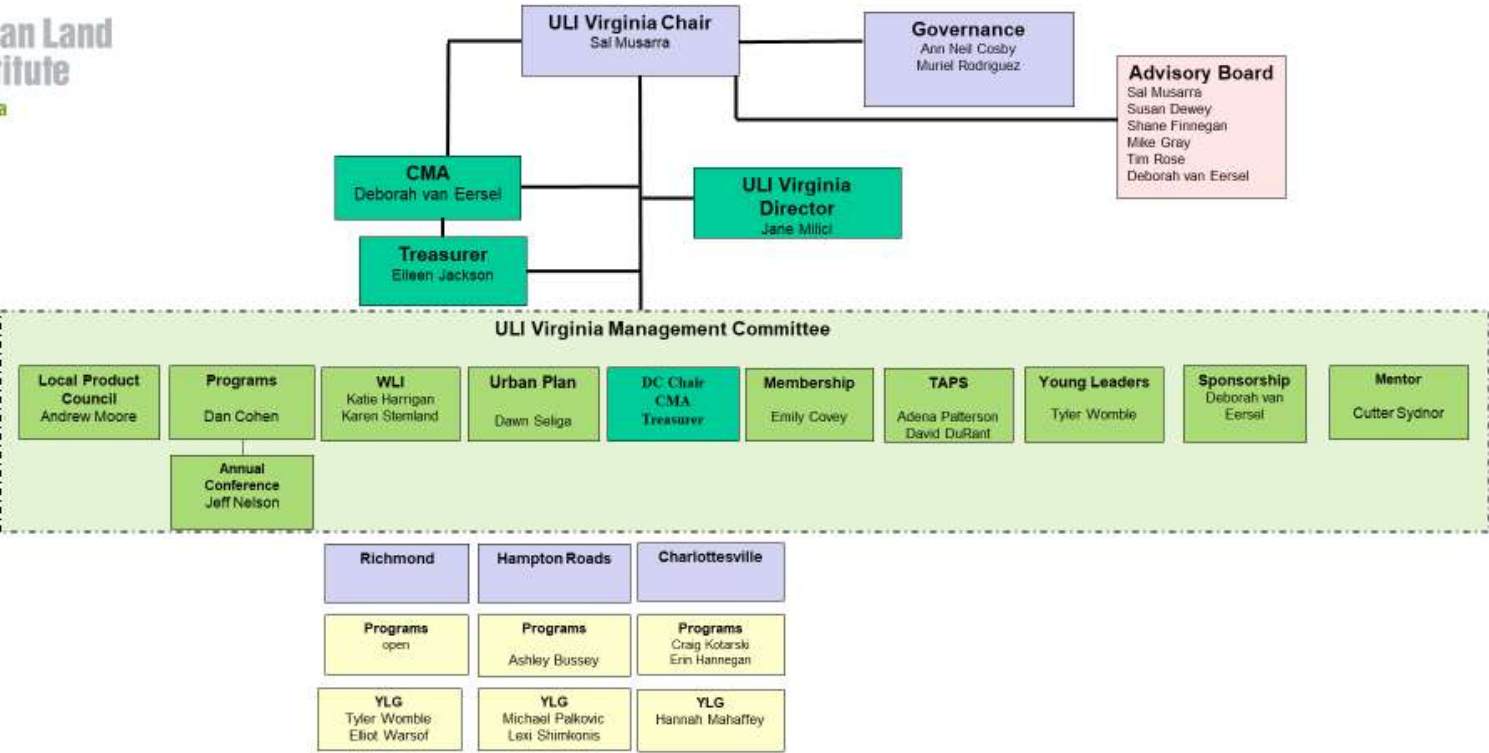
- a. Ensure a Strategic Plan (a five-year outlook) is in place.
- b. Create a Business Plan which annually focuses on the next 1 to 3-year cycle of programmatic work. District Council priorities and key initiatives would be developed.
- c. Develop a practical budget for the Business Plan with the Treasurer.
- d. Review key programs and events regularly.
- e. Develop, periodically review and actively engage in the District Council's Sponsorship/Fundraising Plan.
- f. Discuss and enlist ULI member involvement, both in the public and private sectors.
- g. Serve as the Management Committee for the District Council in support of its Chair.

**V. Selection Criteria:** In addition to the Selection Criteria outlined for Advisory Board members, Management Committee members are called up to execute specific leadership tasks within the District Council and must possess time to meet on an as needed basis.

#### **ULI Virginia committees include:**

- Programs
- Sponsorship
- Membership
- Young Leaders Group (YLG)
- Mentorship
- Women's Leadership Initiative (WLI)
- TAPs
- Urban Plan
- Local Product Councils
- Annual Conference

ULI VIRGINIA MANAGEMENT COMMITTEE



ORGANIZATIONAL CHART

## Leadership Expectations

### Advisory Board Member Expectations

- Board Members must be ULI members or sponsors in good standing.
- Board Members should attend at least one of the Advisory Board meetings per year
- The District Council supports itself through event revenues, sponsorships, memberships and grants. Advisory Board members should support ULI by promoting membership, sponsorship, and event attendance through their business networks.
- Each Board Member is asked to:
  - pledge or bring in at least one sponsorship per year
  - **or** a bring in prospects for Technical Assistant Panels (TAPs), which generate revenue for our District Council.

### Committee Chair Expectations

- To ensure continuity, each chair serves a two-year term, which may be renewed.
- Committee chairs should hold regular meetings and are responsible for scheduling, minutes and committee assignments.
- Each committee should have a chair and assistant chair. The assistant chair will represent the chair at Management Committee meetings, should the chair be unable to attend.
- One week prior to leadership meetings, a written report of major committee activities, goal updates, and key discussion items should be submitted for inclusion in the agenda.
- Committee chairs must nurture working committees. These volunteers do much of the work that makes ULI an effective organization, including reaching out to public officials and sponsors, securing technical assistance panels (TAPs), supporting membership retention and growth, and researching program topics and speakers.

*A position of leadership in ULI Virginia is a highly valued volunteer member contribution to the Institute and our District Council. We thank you for taking on this position.*

## ULI Virginia Action Plan

Several action items have been identified to continue to inform, influence and engage our growing membership.

### GOALS:

1. Continue with a minimum of 4 outstanding programs for FY20 in each satellite.
2. Plan at least 4 project tours to inform and engage membership on best practices in Development
3. Inform and educate ULI members and the broader real estate community about industry issues and trends thru annual conference.
4. TAP Committee to solicit more TAPS or Advisory Service Panels
5. Grow Urban Plan in the public official arena.
6. Continue to grow Local Product Councils
7. Create member opportunities for small group engagements
8. Increase Sponsorships by 20% and offer Sponsors-only appreciation events
9. Continue Mentorship Program and increase professional development opportunities

### STRATEGIC DIRECTION:

#### WHO WE ARE

##### Guiding Principles-

- Be the “thought leader” in the region for quality development and healthy places
- We will be the “intellectual exchange” body in the region for best practices

#### WHAT WE DO

##### Initiatives that Support the Guiding Principles or Strengthen the Solid Foundation -

- Deliver relevant educational programs on current topics of interest
- Be a conveyer of groups for networking, learning and the exchange of ideas

#### HOW WE DO IT

##### Build a Strong Foundation with:

- Strong staff
- Strong financial position
- Strong leadership and succession plan
- Strong member retention program
- Cross pollination of the committees

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## ULI Virginia Committees

Descriptions

Responsibilities

Goals



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## S PONSORSHIP COMMITTEE

Committee Chair: Deborah van Eersel  
Committee Size:  
Meeting Frequency: As needed

### General Description

The high-quality programs and initiatives that ULI Virginia provides each year are made possible by the generous contributions of our local sponsors and individual donors in the real estate and land use community. The Sponsorship Committee is responsible for the maintenance and growth of revenue from local sponsors by actively recruiting and retaining annual sponsors.

### Committee Responsibilities

- Annually review and update the sponsorship program.
- Coordinate the outreach campaign for retaining present sponsors.
- Illustrate benefits of upgrading sponsorship levels to invite present sponsors to move to the next highest level.
- Ensure benefits for sponsors are delivered.
- Assist in engaging sponsors into committees, at events and throughout ULI San Antonio.
- Plan and coordinate one sponsor only event annually.

### FY20 Goal

- Exceed the \$100,000 annual sponsorship budget.
- Possibly recruit more committee members to assist with sponsorship

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## M EMBERSHIP COMMITTEE

Committee Chair: Emily Covey  
Assistant Chair:  
Committee Size: 0  
Meeting Frequency:

### General Description

Responsible for actively recruiting new members, developing marketing strategies for reaching prospective members, and working on retaining current members, as well as understanding the wants and needs of members.

### Committee Responsibilities

- Membership recruitment program which may be held in conjunction with an approved member only program.
- Contribute to member communication outlets including pre-meeting presentation, newsletter, website and social media.
- Assist in engaging members in the various ULI initiatives and committees.
- Encourage new/renewing members to update their member profiles within the ULI Membership Directory.

### FY20 Goals

- Increase membership by at least 5% using District Council-wide events and targeted programming (YLG, Mentorship) as recruitment tools
- Outreach to members who do not participate in events/meetings to encourage engagement and retention.
- Outreach to Non-Members who regularly attend events
- Possible outreach to former or recently expired members
- Set up Membership table at events; greet new and potential members
- Help committee members become better versed in explaining the “How To Get Involved” flyer so the committee can take a stronger lead on speaking at the quarterly Sunrise Socials.
- Recruit additional committee members so we can continue to expand outreach and make more timely welcome calls to new members.
- Continue to focus on increasing member engagement; get more people involved.
- Support regional expansion by recruiting members from cities and companies doing business in the surrounding suburban communities.

## (Membership continued)

### STRATEGIC PLAN FOR NEXT 12 MONTHS

#### 1. Form a committee (~5 people)

- Committee member responsibilities include the following:
  - Attend committee call every other month
  - Sign up to man the membership table for 1 event per quarter
  - Make personal call to new members
  - Help with planning for New Member Event 2x per year
  - Focus on increasing member engagement; get more people involved
- Review list of members that attend events, but are not on a committee to find possible membership committee members
  - First pass of the Member Activity – proposing the following to reach out:

Michael	Hellmann
Borden	Edgerton
Reginald	Tabor
Daniel	Schmitt
Chris	Engel
Maggie	Thacker
Andreas	Addison

- At least one person from Hampton Roads, Charlottesville, public sector and one Young Leader on the committee
- One committee member to be slated to be the next chair

#### 2. Growth of membership – 5-10%

- Particular goal within Hampton Roads
  - Reach out to Dan Cohen
- Increase full membership
  - Review targets
  - Use Advisor Board
  - Possible full member event in spring 2020
- Increase Public Sector Membership
  - What brings value to them?

#### 3. Plan ULI Info Sessions twice a year

- “booths” for each committee
- Invite all members with focus on new members

#### 4. Review National Power BI Spreadsheet once/month to keep a pulse on membership trends and any concerns

- Get reports from Jane monthly

#### 5. Review National Incentives to see if any are worthwhile – email out if applicable

- Current incentives

- Email to those who have not been to an event in 6 months with a \$10 credit to the next event
- \$25 gift cards given to referrals with the intent to take the new member to lunch (get gift cards to “Lunch/Supper” in Scotts Addition)

## PROGRAMS COMMITTEE

Committee Chair: Dan Cohen  
Hampton Roads Chair: Ashley Bussey  
Richmond co-Chairs: Open  
Charlottesville Chair: Craig Kotarski  
Committee Size: 10-12 members  
Meeting Frequency: Monthly

### General Description

The goal of the committee is to provide an array of high-quality educational programs to enhance the knowledge of our members, sharing trends and best practices. All programs will focus on the topics and initiatives based on the ULI mission.

### Committee Responsibilities

- 4 Topic-driven Events
- 2 Member Only Events

### OTHER OPPORTUNITIES

- Roundtable Discussions

The program chair will select a point person for each event. This person will be responsible for convening a sub-committee for their specific event. The committee will develop the event agenda, qualifying and engaging speakers, developing event sponsorship when necessary, and promote the event to encourage attendance. Committee members are requested to be an active attendee at each of the ULI Virginia events.



## YOUNG LEADERS GROUP

Committee Chair:	Tyler Womble
Co-Chair Richmond:	Elliot Warsof, Tyler Womble
Co-Chair Charlottesville:	Hannah Mahaffey
Co-Chair Hampton Roads:	Michael Palkovic & Alexis Shimkonis
Committee Size:	5 - 15 members
Frequency:	Monthly Meeting

### General Description

The Young Leaders Group offers opportunities for the next generation of real estate professionals to develop skills and build relationships that will help advance their careers and foster an understanding of thoughtful development practices. Young Leaders (YL) is made up of young professionals from the private and public sectors, involved in real estate development, architecture, marketing, finance, urban planning, transportation, construction and more.

### Committee Initiatives

- To engage future leaders in land use by integrating YLG members (under the age of 35) into ULI activities, committees, and initiatives.
- Enhance and promote engagement of the young leaders with experienced land use professionals.
- To plan and execute quarterly project tours for ULI/VA membership. These programs are meant to offer a close and personal look at a specific project.
- Connect members through networking socials, events aimed at driving ULI membership through social gatherings
- Plan and execute two Young Leaders only Special Events

### FY20 Goals

- Recruit and manage Young Leaders to plan and facilitate ULI/VA member engagement events.
- These anticipated events include:
  - 4+ Project Tours in FY20
  - 4 social events in FY20
  - 2 Special Events for Young Leaders only

## MENTORSHIP COMMITTEE

Committee Chair: Cutter Sydnor  
Committee Size: 1  
Meeting Frequency: As needed

### General Description

The mission of this ULI / VA Mentorship program is to provide an opportunity for ULI YLG members and seasoned ULI members to connect, grow and create lasting relationships by sharing their knowledge and experiences in an atmosphere of confidentiality, trust and mutual respect.

### Committee Responsibilities

- Brainstorm and invite quality mentors to participate in the program to create value
- Organize and execute a Mentorship Mixer for interested participants in July
- Evaluate applications and select participants for the year long program
- Follow up with mentorship groups throughout the year to encourage and support a quality experience
- Organize closing mixer for program participants

### FY20 Goals

- Successfully launch FY20 Mentorship program with 5 mentors and 30+ participants
- Survey past participants and mentors to evaluate and improve program

## T<sub>AP</sub> COMMITTEE

Committee Chair: Adena Patterson &  
David DuRant  
Committee Size: 5-8 members  
Meeting Frequency: As needed

### General Description

The purpose is to externally market the Technical Assistance Program to organizations in the ULI Virginia region. TAPs are a way to engage our members in a land use challenge in a community outreach program that can have true impact.

### Committee Initiatives

- To create a marketing plan for publicizing the TAP program.
- To build a committee with enough support to execute and achieve the plan.
- To reach out to prospective non-profit and government organizations about the TAP program, cultivating opportunities.
- Provide ongoing outreach to past TAP clients to assist and provide input on the prior TAP services.
- Coordinate, plan and execute the TAP from beginning to end.

### FY20 Goals

- Establish a reputation of the TAP program as highly prestigious and desirable among public agencies and nonprofit organizations.
- Engage one or two paid TAPs.
- Review past TAPs and choose 4 TAPs to showcase as individual events describing the report, what was or was not implemented. Invite the sponsor, past panel, and key committee members to present at event.

## WOMEN'S LEADERSHIP INITIATIVE (WLI) COMMITTEE

Committee Chair: Katie Harrigan & Karen Stemland  
Committee Size: 5-8 members  
Meeting Frequency: Monthly

### General Description

The mission of WLI is to raise the visibility and number of women leaders at ULI and in the real estate industry.

#### 4 Primary Objectives to Accomplish the Mission

- Promote the advancement of women throughout their careers and as leaders in the real estate industry.
- Increase the number of women serving in leadership positions in the real estate industry and at ULI.
- Increase the visibility of women leaders in the real estate industry and at ULI.
- Increase the number of women who are active full members at ULI and support the development of young women members as leaders at ULI and in their professions.

### Committee Initiatives

- Intimate speaker series with profound women speakers and leaders in our industry and region
- Social gatherings and project tours exclusively for professional women in land use and real estate from ULI and other groups
- Development programs to foster more women leaders in the land use and real estate industry
- Potentially identify and host a ULI Event sponsored by WLI but open to all ULI Virginia members
- Meet quarterly over breakfast for the speaker series, hosted at different offices and no charge to participate
- Must be an active ULI member to participate and it is by application/invitation only

### FY20 Goals

- The committee will review the event agendas, provide suggestions for women speakers and participants throughout ULI
- Develop event sponsorship or initiate participation fee
- Promote events to encourage robust attendance.
- Two WLI mixers per year

## URBAN PLAN

Committee Chair: Dawn Seliga  
Committee Size: 55 trained volunteers  
Meeting Frequency: As needed

### General Description

This committee plans and organizes the Urban Plan engages local decision makers and students about the fundamental forces that shape and affect the built environment and the important leadership roles that elected and appointed officials play in the real estate development process. Intended for public officials, the one-day workshop uses the UrbanPlan curriculum to frame an interactive dialogue about the challenging issues, varying private and public sector roles, risk and complex tradeoffs, and economics that are at play in land use in communities across the country.

### Committee Responsibilities

- Provides oversight and strategic direction for ULI Virginia's Urban Plan program.
- Recruit Urban Plan participants and volunteers

### FY20 Goals

- Make Urban Plan a well-known and recognized entity within ULI Virginia and with local public entities and Universities
- Create a sense that being an Urban Plan volunteer has prestige, camaraderie and is beneficial to careers & networking
- Develop ways to use the Urban Plan volunteers as part of a larger outreach program in schools in upcoming years



## Annual Conference

Committee Chairs: Jeff Nelson & Dan Cohen  
Committee Size: 2  
Meeting Frequency: As needed

### General Description

The ULI Virginia Annual Conference brings together leaders from every sector of the real estate industry: developers, investors, architects, planners, brokers, academics, attorneys, decision makers, and public officials.

ULI Virginia's annual conference is a mini version of the ULI National Fall Conference with keynotes speaker, break-out sessions, tours, and ample networking opportunities.

Planning for the 2020 Conference begins June 2019.

### Committee Responsibilities

- Creates annual theme based on Virginia's focus and ULI pillars
- Plan one-day event in March

### FY20 Goals

- Build valuable professional relationships with partners and clients.
- Meet the people making the most important development deals of the year.
- Tour groundbreaking projects with the visionaries who created them.

## Local Product Council

Committee Chair: Andrew Moore

Meeting Frequency: As needed

### General Description

Modeled after ULI's national Product Councils, Local Product Councils provide opportunities for members in specific development disciplines to connect with peers, study issues in depth, share information, and network with industry leaders.

The ULI Virginia Local Product Council provides an opportunity for members to share and discuss with their peers' pertinent issues that real estate and land use professionals face each day. Sharing many of the same characteristics as a National ULI Product Council, the ULI Virginia Local Product Council is consistent with ULI's tradition of sharing experiences gained, mistakes made, and lessons learned. Please know that to get the most out of your experience, confidentiality is crucial.

### Additional attributes the Local Product Council provides:

A confidential, trusting environment for educational and idea exchanges

Exploration of business and personal interests/issues

Business and personal networking

Professional and personal growth

Participants Commitment:

### Meet 3 times per year

Share information/best practices

Participate and collaborate in collegial and active, not passive, manner

\*\*\*\*You must be a ULI Associate or Full Member to be on a Council.

- Build valuable professional relationships with partners and clients.
- Meet the people making the most important development deals of the year.
- Tour groundbreaking projects with the visionaries who created them.

## Committee Resources

### Membership Information

#### Get to know ULI membership

When you join ULI, you are a member locally, statewide, nationally and internationally. That means no matter what type of membership and where you are in the world, you can take advantage of ULI membership. If your address is in an area that has a District Council, you are automatically a member of the District Council. If you would like to receive information from other District Councils, you can contact the ULI Customer Service department to be included in notifications from those District Councils.

#### Types of membership

- Associate Member – the most popular ULI membership, open to all. (\$492)
- Full Member - Full Membership is selective. In the U.S., applicants must provide professional references from three Full Members from different companies, along with a written biography. (\$1,220)

Discount on dues (either Associate or Full memberships) is for targeted segments:

- Under 35 receive a 50% discount on Associate or Full dues. (\$240)
- Students receive a 75% discount on Associate dues. (\$120)
- Retired from real estate industry career; 70+ of age; 10+ years of ULI membership (50% discount for Associate Dues; 75% discount for Full dues)
- Nonprofit, Government, or Academic Institution receives a 50% discount for Associate dues; 75% discount for Full dues.

#### Membership Packages

ULI offers packages for multiple employees to become members from the same organization or company.

*Public Agency Membership Package (\$560 per year for 1 Full membership and 2 Associate memberships; additional Associate memberships are \$100 per person)*

- For government, nonprofit, or academic institutions.
- Includes one Full Member and two Associate Members.
- Allows memberships to be transferred to other employees.

#### *Sustaining Membership Packages*

- For private sector companies.
- Choose employees to include in the membership package.
- If an employee member leaves the company, the membership may be transferred to another employee.
- Offers additional discounts and a limited number of free registrations for selected events.
- Provides recognition for your company.
- Master billing.

### 90 second pitch – know the ROI of ULI membership

- 1) Make connections with the right people – here in Virginia, nationally, and internationally. ULI's strength lies in its diverse, expert members; developers, city planners, architects, builders, contractors, engineers, consultants, lawyers, and policy analysts. ULI members are leaders committed to growing new ideas and improving communities.
- 2) Look smart - use ULI's wealth of information and resources (available to members only) to find information you can't find anywhere else.
- 3) Get the tools you need for future success – ULI offers solid, reliable analysis of demographic and market trends and what it means for real estate – especially at the local level but also on the national and international levels.
- 4) Improve your community – helping to connect the private and public sectors to discuss real estate-related topics that are most relevant and important to you.
- 5) Outstanding programming at the local level.

Member Benefits	Associate Membership	Full Membership
Significant discounts on events, education programs, and publications	X	X
<i>Urban Land</i> magazine—choose print, online, or both	X	X
Free members-only webinars on trends	X	X
Access to the Member Directory, Knowledge Finder, Case Studies	X	X
Members-only events offered by your local District Council and National Council	X	X
Member groups such as Young Leaders Group (under 35)	X	X
District Council and National Council volunteer, committee, and leadership opportunities	X	X
Eligibility to apply for an exclusive Product Council membership in the U.S., Europe, and Asia		X
Invitations to Full Members—only receptions and events		X
Opportunities to give back by mentoring, speaking, serving on national advisory panels, and serving on research center advisory teams		X
Eligibility to participate on national, regional, and global committees and in leadership		X
Use of the ULI Full Member logo		X

## ULI VIRGINIA FY20 ANNUAL SPONSORS

### **Urban Visionary (\$15,000)**

VHDA

### **Pioneer (\$7,500)**

UVA Research Park

Gumenick Properties

### **Champion (\$5,000)**

Gray Ryan Communications

Lingerfelt Commonwealth Partners

### **Partner (\$3,500)**

Schnabel Engineering

Colliers International

Whiting-Turner Contracting

Branch Civil

Timmons Group

3North

Stony Point Design/Build

Glave & Holmes Architecture

Bowman Consulting

Draper Aden Associates

HHHunt

Hirschler

DPR Construction

Marsch & McLennan Agency

Kimley-Horn

### **Advisor (\$2000)**

AES Consulting Engineers

Reynolds Development

Highwoods Properties

Barton Malow Company

Cornerstone Homes & Crescent Group

Dallan Construction

Grandbridge Real Estate Capital

HG Design Studio

Reynolds Development

Kotarides Companies

Woods Rogers, PLC

Kaufman & Canoles, P.C.

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