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Manufactured Housing Community Council

Chair:	David Lentz	Phone: (727) 451-1006	Email: davidlentz@greencourtepartners.com
Assistant Chair:	John Whitcomb	Phone: (813) 254-0722	Email: john@whitcomb.com
Membership Vice Chair:	Jenny Hodge	Phone: (703) 558-0666	Email: jhodge@mfghome.org
Vice Chair:	Bill Cramer	Phone: (412) 688-7200	Email: bcramer@trekdevelopment.com
Vice Chair:	Open	Phone: ----	Email: ----

Council Reception – October 21st 2014

Council Reception Location:	Fishtail
Address:	135 E 62nd St, New York
Telephone:	(212) 754-1300
Time:	Cocktails from 6:30-7:30pm; Dinner to Follow
Transportation:	None Provided
RSVP Contact and Cost:	David Lentz Mobile: (847) 778-9297 Email: davidlentz@greencourtepartners.com <i>Cost included with billing for Council Affiliation Fee</i>

Council Day Agenda – October 22nd 2014

Millennium Broadway Hotel (Room 4.05/4.04), 145 West 44th Street

- 7:30-8:00 Networking Breakfast
- 8:00-8:15 Chair's Welcoming Remarks/Introductions/General Announcements/Business Session
- Introduction of Members and Guests
 - Reminder to Complete Attendance Sheet
 - Reminder to Complete Evaluation Form
 - ULIF Announcement
 - Review of ULI Priorities & Council Member Expectations (see back page of your agenda)
 - Discussion re: Suggestions for Future Council and Concurrent Meeting Programs
 - Announce Next Meeting:
 - ULI Spring Meeting – Houston, TX
 - Receptions on Wednesday May 13th, 2015
 - Council Meetings on Thursday May 14th, 2015

8:15-9:00

Lightning (and Thunder!) Round: How is the Ongoing Recovery Impacting You and Your Business?

In this lightning round, we will ask our members to respond briefly to the following three questions, with feedback encouraged (or even expected) from the rest of the group. Expect some thunder!

- What was your greatest business (or personal) success since our meeting in Vancouver?
- What was your greatest business (or personal) failure since our meeting in Vancouver?
- What is the greatest challenge you face in your business today, and how do you expect to solve it?

Moderator:

David Lentz (f) (c)
President and Chief Executive Officer
American Land Lease, Inc.
Clearwater, FL

9:00-10:00

The Power of Change in Your Company Culture

Does your company have an engaged culture? Does your entire team understand the company's vision, how they fit into it and how they can contribute to it? Winning companies also have winning cultures, yet this key success factor is often ignored because it's not always obvious how it can contribute to the bottom line. Mark Ripka, a New York-based corporate strategy and change management consultant and President/Founder of LNAstrategies, will illustrate the power of change in your culture through a series of vignettes about actual companies and how they have profited from creating alignment and engagement among their team members by developing more effective company cultures.

Speaker:

Mark J. Ripka (nm) (c)
President/Founder
LNAstrategies
New York, NY

10:00-10:50

Where Will the New Road Take Us? Contemplating the Industry's Future Success in a Post-Recession, Post-Regulatory Environment

Following up on our "100,000 Shipments" discussion in Vancouver, we will again challenge our members to consider key factors that may impact the industry's future.

- **Challenge Topic #1: Can we expect the same demand for homes in land-lease communities as the demand that built the industry?** The baby boomers are very different from the post-war generation that fueled the retirement explosion in Sun Belt communities, and today's "millennials" have different priorities and different needs than yesterday's "mobile home" customers. Retirees are staying closer to home, and millennials face financial and social pressures not experienced by previous generations, leading to intergenerational living. What does this mean for our industry?
- **Challenge Question #2: Can we truly expect the regulatory environment to conform to the industry's needs sufficiently to facilitate industry growth, or is the old model gone forever?** Will entrepreneurial solutions emerge to today's regulatory challenges, or does the industry lack the critical mass to incite the emergence of new ventures? Will the availability of home financing continue to decline as new regulations take effect? Will rental homes ultimately be the predominant model, especially for all-age communities?
- **Challenge Question #3: Is the land-lease model itself attractive to today's consumers?** Does "more housing bang for the buck" still hold sufficient appeal to carry the day, or will today's internet information overload (which sometimes comes with misinformation) lead consumers to a more skeptical perspective about the land-lease business model? After being financially whipsawed for such an extended period during the recent economic crisis, will today's retirees accept the inherent volatility that comes with leasing their land? Might alternative lease structures overcome these concerns? Millennials stream their music and lease their cars, so do they even want to own a house, much less the land underneath it?

Moderator:
Jenny Hodge (f) (c)
Vice President, National Communities Council
Manufactured Housing Institute
Arlington, VA

10:50-11:00 **Morning Break**

11:00-11:45 **Buying and Selling Land-Lease Communities and Manufactured Homes in the “.com” Age**
With over \$25 billion of properties sold and regular coverage in national business and real estate media, Auction.com is changing the way commercial and residential properties are sold by adding online auctions as a streamlined, viable alternative to traditional brokered sales. Does this signal opportunity or impediment for the industry? Does it portend unwelcome disruption or suggest a new and more effective means for connecting with prospective community residents?

Speaker:
Pierre Bonan (m) (c)
Vice President
Auction.com LLC
New York, NY

11:45-12:55 **Lunch/Roundtable Discussion: The Future of the Manufactured Housing Communities Council**
With notable exceptions (!), the manufactured housing industry has been less enthusiastic about engaging with the Urban Land Institute and the product council program than other real estate sectors. Many real estate companies and most real estate sectors have deeply ingrained “ULI cultures” that make ULI membership a coveted privilege for top leadership or junior leaders who are on the “fast track.” Other product councils are full to capacity (50 members) and have lengthy waiting lists. A small industry without a ULI culture makes for challenging council recruiting and results in stiff competition for speakers and topics with other industry events, and a small council facilitates intimate discussions but lacks the critical mass needed to engage many speakers who don’t have a direct connection to the industry. Our council is at a crossroads because its size is approaching the lower limit for viability within ULI, so it’s time for a candid discussion about our future. As a follow-up to our similar discussion in Vancouver, we will explore the future and consider the following key questions:

- Would it make sense to expand the council’s focus beyond communities to include all applications of the factory-built product type?
- Would it make sense to merge the council with another council or councils (e.g. Affordable Housing, Senior Housing, Residential Neighborhood Development, etc.)?
- Can we undertake a council-wide recruiting effort and expand membership to 25 members by the Spring 2015 meeting?

Moderator:
David Lentz (f) (c)
President and Chief Executive Officer
American Land Lease, Inc.
Clearwater, FL

12:55-1:15 **Relocate to Jacob K. Javits Convention Center for General Program Concurrent Session**

1:15-2:30 **General Program Concurrent Session: The Changing Face of Residential**
The global financial crisis started in the U.S. housing market. But the housing market is recovering and trends are emerging. What do today’s renters want, and where do they want it? What are single-family and condo buyers purchasing and what factors are moving renters into the for-sale market? The nation’s leading thinkers on this complex topic will offer the perspectives that are driving the directions that they – and their companies – are taking.

Moderator:
Dale Ann Reiss
Senior Managing Director
Artemis Advisors, LLC

Speakers:
Bruce A. Beal, Jr.
President and General Partner
Related Companies
New York, NY

Wendy Rowden
Managing Director
Jonathan Rose Companies
New York, NY

Robert I. Toll
Executive Chairman
Toll Brothers, Inc.
Horsham, PA

2:30-2:35 **Meet in Front of Jacob K. Javits Center for Transportation to The Stack**

2:35-4:30 **Food For Thought...A Visit to The Stack: A Modular Mid-Rise Apartment Project in Manhattan!**
Manufactured housing has finally made an appearance in New York City! The Stack, a seven-story apartment project near Manhattan's northernmost tip, is proving that the benefits of factory-built housing are just as relevant in a dense urban environment as they are in a low-rise suburban setting. The Stack's 28 units were assembled from 56 modules that are all 12.5 feet wide and 50-60 feet long but have different interior walls, doorways, and other attributes. The modules sit roughly side by side, but their interior layouts interlock like jigsaw puzzle pieces to form apartments of various sizes and configurations with large windows, stylish design features, and sometimes terraces. A full 60% of the building's units were rented in a month after the unique construction approach shaved six months of conventional construction time and 15-20% of the cost. With a mix of affordable and market rate units, this project may start a trend in New York City. This is not your father's trailer park!

4:30-6:00 **Jacob K. Javits Convention Center**
General Session: Capital Markets: A Global Perspective
Capital users and providers from across the globe will engage in a provocative conversation on where the money is coming from and how it is being used.

Speakers:

Jeff T. Blau
Chief Executive Officer
Related Companies

Kok Huat Goh
Chief Operating Officer and President
GIC Real Estate

KEY:

(f)=Full Member

(m)=Member

(nm)=Nonmember

(i)=Invited Speaker/Moderator/Panelist

(p)=Proposed Speaker/Moderator/Panelist

(c)=Confirmed Speaker/Moderator/Panelist

For more information about ULI please visit www.uli.org

ULI's Priorities

1. Promoting Intelligent Densification and Urbanization

- What are the most responsible ways to provide cost-effective housing for a rapidly increasing global population that is becoming increasingly urbanized?
- How can we advance the understanding of the relationship between a high-quality of life and the built environment to create high-quality, appropriately-priced density that is attractive to users?
- What is the relationship between a thriving economy and a thriving city (and vice versa)-the relationship between a dynamic society and the built environment?

2. Creating Resilient Communities

- What are the best new business models in the real estate and land use industry and how can we support their development?
- How can we best adapt and reuse existing real estate while eliminating obsolete space to create thriving communities?
- How can we influence land use leaders locally and around the world as they reshape the process of community building and developing both social and physical infrastructure?

3. Understanding Demand and Market Forces

- How can we best understand the demand (quantity, type, price, and location of the need) for real estate and discover what the market wants short-term versus what the market needs long-term
- How can we help balance local, regional, national, and global interests as well as public and private interests in terms of how they affect land use decisions and development?
- How will changing technology influence building and buildings, and how will people's use of technology influence how they interact with the physical environment?

4. Connecting Capital and Real Estate Through Value

- How can we best generate value in the built environment that is greater than its cost?
- What are the best ways to ensure the attractiveness of real estate as an investment as institutional capital allocators continue to change and become more global?
- What is the most effective way to demonstrate and explain the relationship between investment in public projects and amenities and the impact on real estate value?

5. Integrating Energy, Resources, and Uses

- How can we best reduce the negative impact of the built environment on our natural resources and climate?
- What are the best ways to use the world's energy resources and protect the built environment from volatile and unpredictable conditions?
- How will trends in energy and resources impact the future best use of land?



ULI Council Member Expectations

Council membership is a privilege desired by many ULI members and the value of the Council experience is determined by the quality and participation of its members. Each Council member is therefore expected to be a committed and participating part of the Council, contributing as much value to the Council experience as they take home.

OPEN, HONEST, SPECIFIC INFORMATION AND EXPERIENCE: Come to Council meetings ready to participate openly and honestly with specific, detailed information and experience from your current real estate practice.

CONFIDENTIALITY: Everything discussed within a Council is kept completely confidential by all Council members. This is the foundation that makes open and honest sharing of detailed information and experience possible. Violation of confidentiality will result in immediate expulsion from your Council.

REAL DEALS, REAL NUMBERS: The key to truly valuable interaction between the Council members is the sharing of real deals and real number, successes as well as lesson learned.

RESPECT FOR OTHERS: Help make discussions productive and high value by engaging your fellow council members respectfully with your most relevant information and experience.

NO SELF PROMOTION: Councils members are all highly successful real estate professionals. Self-promotion and pitching do not add value for your fellow council members. Keep your presentations and discussions aimed at delivering real take home value for your peers, not your business.

NO CELL PHONES OR BLACKBERRIES: It should go without saying that you cannot be fully engaged in your council while checking your email. Most Councils have breaks designed to allow members to check in and stay connected a few times during the day.

ATTEND EVERY MEETING AND ATTEND ALL DAY: Each Council member has been chosen for the value that their unique background and experience brings to the Council. Missing a Council meeting or part of a Council meeting reduces the value for every other member of your Council. Your empty seat could easily be filled by someone else who has value to bring to the table.

RECRUIT THE BEST AND BRIGHTEST: Council members often come into contact with new leaders in the industry, ULI members and non-ULI members, with exciting new products, ideas and best practices that will add greatly to the value of their Council. Bring these new leaders as guests to your Council, sponsor them for Council membership and work with your Council leadership to help them become future members of your Council.

PARTICIPATE IN ULI AND ULI LEADERSHIP: Council members are expected to be active participants in ULI's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Your involvement in ULI provides excellent opportunities to network and to learn both within and beyond the boundaries of your industry segment:

- Attend and participate as speakers and panelists at ULI Spring Council Forums and Fall Meetings.
- Attend and participate as speakers and panelists at Council meetings.
- Serve as panelists at Project Analysis Sessions held at Spring Council Forums and Fall Meetings.
- Serve as panel members for Advisory Services assignments scheduled throughout the year.
- Contribute to ULI publications through the contribution of articles and papers.
- Contribute to the ULI Foundation.
- Participate as Committee/Subcommittee/Task Force members.
- Participate in research and education programs.
- Participate in District Council programs in each member's area.