Governors Experience Nashville’s Renaissance

BY BILL LEWIS

On a recent afternoon in Nashville, cranes lifted construction materials at several new buildings that are remaking the downtown skyline: a 45-story luxury residential high-rise, Bridgestone America’s new 30-story headquarters, and a 25-story mixed-use building being developed by Hines. These cranes were among the 28—more than in Denver, San Francisco, or New York City—recently counted across town by the Nashville Business Journal.

“I’ve seen this in China, but not anywhere else,” said James Callard, vice chairman

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Ron Nahas’s Gift to UrbanPlan Encourages Others to Match

ULI Foundation governor Ron Nahas has pledged a $300,000 matching gift to UrbanPlan, a program he co-founded in the early 2000s through ULI San Francisco that has transformed young people’s understanding of the built environment.

With his gift, Nahas aims to accomplish several goals: significantly expand the program to new markets so that additional district councils, high schools, universities, and students participate; modernize and enrich UrbanPlan’s curriculum and teaching materials so they can be accessed through digital platforms; expand UrbanPlan for Public Officials workshops to engage more public sector leaders; and build staff capacity to deliver the program and assess its impact.

The gift will be made over four years, and is contingent on other ULI members matching his gift with their own

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Greetings,

As we approach the start of fiscal year 2018—and a new giving cycle for the Foundation—I want to thank each of you for your ongoing support of ULI. Your gifts to the ULI Foundation empower the Institute to expand its reach to more markets and to influence community building for the future.

I’m proud to share two recent examples of how the Foundation is continuing to help members deliver ULI’s mission globally and locally. At the global level, Foundation governor Ron Nahas has made a generous pledge to be used to continue the expansion of UrbanPlan, the highly popular program he cofounded in the early 2000s to educate young people about the role urban development plays in cities’ success. Ron will match contributions up to $300,000 to keep the momentum going for this key global program, which reached more than 3,500 students and engaged more than 700 members in the United States and Europe this past academic year.

At the local level, ULI’s impact was bolstered with a $285,000 gift from governor Lizanne Galbreath to build on the work of ULI Columbus. Since its establishment in 2008, this district council has demonstrated a forward-looking approach, including exploring a new growth strategy for the Central Ohio region. Lizanne’s pledge is an excellent example of how Foundation governors can strengthen ULI’s local impact through support of the district councils. Thank you, Ron and Lizanne!

I’m also pleased to tell you that we have reached the $200,000 fundraising goal we set for the Annual Fund during the six-month period between the end of calendar year 2016 and the start of fiscal year 2018. This is due in large part to 100 percent participation in giving from 34 product councils—a record. Thanks to all who contributed. You have helped position the fund to reach and, we hope, exceed our goal of raising $1.65 million over the next 12 months. Your donations reflect your willingness, as ULI leaders, to give back and help ULI make a difference.

Among ULI’s priorities for the coming fiscal year is to expand the Advisory Services program to serve more communities in need and include more full members as participants. Over the past year, ULI continued this program’s success, adding more cities to the hundreds that have benefited from panelists’ expertise. From Hong Kong to El Paso, ULI was there, advising on a variety of urban growth challenges.

To make this great program even better, we need your help. On October 23 at ULI’s Fall Meeting in Los Angeles, the Foundation will be hosting a gala, which will be the first event of the meeting. At the gala, we will honor Foundation governor Roy March for his support of ULI, and we’ll be raising funds for the Advisory Services program. Please save the date and plan to make a generous contribution. I look forward to seeing you there!

Sincerely,
Stephen R. Quazzo
ULI Foundation Chairman

Proceeds from the gala will benefit ULI’s Advisory Services program, which convenes panels of experts from the Institute’s membership to assist communities with complex land use challenges. A longtime ULI member-leader, March has been a strong advocate for Advisory Services. He is chief executive officer of Eastdil Secured, a leading investment banking firm in the United States.

March is involved in numerous real estate research and education organizations as well as other philanthropic causes. He is executive campaign committee chair for Union Rescue Mission, an organization that works to end homelessness and serves the homeless population in Los Angeles.

To learn more about sponsorship opportunities for the ULI Foundation gala, please email foundation@uli.org.

Ron Nahas (continued)

donations, as well as increased support for UrbanPlan from the ULI Foundation Annual Fund and other ULI sources.

Nahas also seeks to create a long-term source of funding for UrbanPlan, he noted during a Friends of UrbanPlan event at the ULI Spring Meeting in Seattle, where he announced the gift. The event drew current and former UrbanPlan volunteers, including Rick Dishnica, a ULI Foundation governor, who said UrbanPlan could reach 15,000 students and 750 public officials over the next three years through the Nahas gift. Since its founding, UrbanPlan has engaged more than 40,000 students, more than 2,600 member/volunteers, and 150 public officials.

Donate today to match Ron Nahas’s generous $300,000 gift to UrbanPlan. To make a donation, contact Corinne Abbott, senior vice president, ULI Foundation, at corinne.abbott@uli.org.
ULI Columbus Receives Major Gift from Lizanne Galbreath

ULI Foundation governor Lizanne Galbreath has pledged a $285,000 gift to ULI Columbus to strengthen the district council’s long-term growth and positive impact on the central Ohio region.

Established in 2008, ULI Columbus has developed several signature programs, including the inaugural ULI Columbus Awards for Excellence, which recognize outstanding real estate projects in the Columbus region; insight2050, a scenario-planning process that helps local municipalities understand the fiscal, health, and environmental benefits of compact, mixed-use development in accommodating future growth; a storyteller series that features local and national industry leaders; and other programs.

“Ms. Galbreath’s recent and unprecedented investment continues to challenge our district council to focus on initiatives and programs that will truly have a positive and measurable impact on the growth and development of our region, while focusing on the advancement of the ULI mission and providing value to the members we serve,” said ULI Columbus chairman Terry Foegler. ULI Columbus will be required to match Galbreath’s gift with support from members, partners, and other funding sources.

Galbreath, managing partner of Galbreath & Company, a Norwalk, Connecticut–based real estate development firm, has roots in Columbus, where her father, Daniel, and grandfather John W. Galbreath established a family-run real estate development, management, and leasing business.

“My gift to ULI Columbus is rooted in my deep belief in the importance of ULI’s work in making cities better places through its thoughtful programming, education, and research,” Galbreath said. “Real estate is a local business, and my family’s roots in Ohio with three generations supporting Columbus in being an exciting, vibrant, and successful city made it an obvious choice for my gift. I look forward to supporting ULI Columbus’s growth and continuing my family’s legacy of giving back to the community.”

Donate today to match Lizanne Galbreath’s generous gift to ULI Columbus. To make a donation, contact Alicia Gaston, ULI Columbus coordinator, at alicia.gaston@uli.org.

Key Leaders Program to Keep ULI’s Senior-Level Members Engaged

ULI is developing a program aimed at significantly increasing the participation of its most senior-level members in leadership, volunteering, and mentorship opportunities across the Institute. The Key Leaders Program will work closely with the approximately 600 members who are senior leaders of the Institute.

The Key Leaders Program will serve three distinct member groups:

- ULI Foundation governors;
- Current trustees, now to be known as governing trustees; and
- Former trustees, now to be known as trustees.

At the 2017 Spring Meeting, ULI’s leadership approved a plan to reengage individuals who have ever served—but are not currently serving—as a trustee. Trustees will now serve on a permanent basis, initially serving an executive term as governing trustees before continuing to provide their expertise as part of the wider Key Leaders Program.

The Key Leaders Program will allow trustees and ULI Foundation governors to align their passions, interests, and expertise with volunteer opportunities. The goal is to ensure that these senior-level members continue to stay engaged in ways that are meaningful to them and that they continue to derive value from their ULI membership. Another goal is for the Institute’s programs to continue to benefit from the brainpower, skills, and expertise of this special group of senior members.

The Key Leaders Program exists in tandem with the Navigator, a new web portal that enables all ULI members to learn about, search, and apply for volunteer opportunities across the Institute. Members of the Key Leaders Program are encouraged to submit their interest in opportunities by going to navigator.uli.org. (See page 11 for more on the Navigator.)
of Klingbeil Capital Management. “It looks like you’re building a whole new city.”

Callard and other ULI Foundation governors visited Nashville in March to learn how this quiet, southeastern city has transformed itself into one of the most dynamic growth markets in the United States. Through the four-day retreat, governors discovered a city that has captured the imagination of developers, investors, and young people looking for an affordable and amenity-rich place to start careers and families.

“For those of us who do not know Nashville at all, the retreat provided an insider’s view of Nashville’s pattern of growth, its diversity, and its challenges,” said ULI Foundation governor David Waite, partner at Cox, Castle, and Nicholson. “With its exciting food scene, amenities, and relative affordability, you can see why Nashville attracts so many millennials and gen-Xers.”

Nashville is one of the ten fastest-growing cities in the United States and ranks third in job growth. Over the next 20 years, the region’s population, currently 1.8 million, is expected to grow by 1 million.

Many are, indeed, millennials either moving to the region or choosing to stay after graduating from one of Nashville’s nearly two dozen colleges and universities. Growing numbers want to live and work in the urban core, either in a downtown high-rise or one of the emerging neighborhoods nearby.

“Nashville is an example of a city that has transitioned to an upper-tier secondary market,” said ULI Foundation Chairman Stephen Quazzo, cofounder and CEO at Pearlmark Real Estate Partners.

“Nashville has nailed this approach by building on its core brand.”

Nashville’s core brand—country music, the Ryman Auditorium, and honky-tonk bars—still draws crowds of tourists each year. Yet people are arriving these days not as visitors, but to set down roots. Newcomers have discovered solid job opportunities in health care management and other sectors, a strong quality of life, and unique neighborhoods.

Take historic Germantown, where the city recently opened a new baseball stadium. Or Wedgewood-Houston, a “maker” community of new residences and artisan-producers such as Corsair Distillery. Or Tech Hill, a neighborhood designed to promote entrepreneurship and collaboration.

Public transportation options have been limited in Nashville, but that could soon change. Officials are considering a $6 billion mass transit plan that incorporates light rail, bus rapid transit, and miles of pedestrian upgrades and express bus routes along highway embankments.

“Nashville’s urban core is turning into one of the most exciting destinations in the country,” said ULI Foundation governor Mark Kehke, managing director and chief executive officer of Pacific Ventures Management.

Nashville’s built environment reflects the city’s shift away from heavy manufactur-
ing to more sustainable industries. Dean addressed the governors at a Leadership in Energy and Environmental Design (LEED)-certified venue situated on a site where barges were once manufactured.

Nearby, the John Seigenthaler Pedestrian Bridge—one of the longest pedestrian bridges in the world—crosses the Cumberland River and leads to the SoBro (South of Broad) district, another redevelopment success story. This one-time area of warehouses and vacant lots has attracted more than $1.1 billion in investments since 2013.

In SoBro, Hines is developing 222 Second Avenue South, a 391,000-square-foot Class AA office building across the street from the amphitheater and West River Front Park. Within a short walking distance are the Bridgestone Arena, the Schermerhorn Symphony Center, and the Country Music Hall of Fame and Museum. These venues comfortably share the neighborhood with local cultural institutions: Tootsie’s and Robert’s Western World honky-tonks are just around the corner.

SoBro “has clearly become the center of gravity for Nashville,” said Vikram Mehra, Hines managing director. A greenway connects SoBro with Rolling Mill Hill, the former home of the city’s public hospital now repurposed as a growing neighborhood of apartments and condominiums, including affordable housing for artists. Nashville’s appeal is spurring job and population growth while also placing pressure on the housing market, making some wonder how long its affordability will last.

“Nashville is experiencing its share of growing pains,” Waite said. “Gentrification and displacement were some of the issues we heard about, but Nashville does have a degree of affordability that other cities, relatively speaking, do not have.”

Another neighborhood rising in the new Nashville is the Gulch. In the early 2000s, MarketStreet Enterprises began transforming a derelict railyard on the fringe of downtown into the first LEED-certified neighborhood in the South. The Gulch’s master plan projects a density of 4,500 residential units, 500,000 square feet of retail space, and 2 million square feet of office space.

Just beyond the Gulch, other new mixed-use projects are set to open, expanding the development momentum from downtown, including oneC1TY. The oneC1TY project lies on a stretch of Charlotte Pike that the ULI Healthy Corridors project selected as a demonstration site to transform automobile-oriented corridors into pedestrian-friendly destinations. The corridors project is just one of several initiatives ULI Nashville and Nashville’s local government have partnered on. The city will host the ULI Spring Meeting in 2019.

Said Nashville native and ULI Foundation Governor Bert Mathews: “ULI has been a foundational part of where this city has gone.”

Bill Lewis is a freelance writer in Nashville.
ULI Foundation governor Bob Sharpe is president of Sharpe & Associates and the founder of Rancho Sahuarita, a 3,000-acre master-planned community of nearly 6,000 homes outside Tucson, Arizona. Rancho Sahuarita is considered by industry experts to be among the most successful communities of its type in the United States, offering middle-class families spacious homes, high-quality schools, and safe neighborhoods filled with parks, trails, and resort-style amenities—all at an affordable price point. Sharpe has been a ULI member since 1994 and has held several leadership positions within the Institute, including trustee, member of the Fall/Spring Meeting Program Committee, chair of the Community Development Council (CDC) product council (Green Flight), Terwilliger Center board member, and ULI Arizona advisory board member. He is currently a member of the CDC (Green Flight) and a council counselor.

Bob’s son, Jeremy, followed his father into the family business and serves as vice president of community development at the Rancho Sahuarita Company. Jeremy grew up attending ULI meetings with his father and has been an active member since 2007. He was named a member of Urban Land magazine’s 40 Under 40 class of 2016, is a founding member of ULI NEXT, has served on the Fall/Spring Meeting Program Committee, and recently became a ULI Foundation governor. Giving Back spoke with Bob and Jeremy Sharpe about the role ULI has played in their lives and in Bob’s recent recovery from glioblastoma, an aggressive form of brain cancer.

Giving Back: Welcome, Bob and Jeremy. Bob, you were diagnosed with brain cancer in March 2015. After surgery, your doctors said you had a 2 percent chance of surviving. Yet, here you are today, cancer-free and living life to the fullest. How has that experience shaped your outlook?

Bob: I’ve been told that you never truly beat brain cancer, and that you’re essentially waiting for another tumor to come back. Waiting for “the other shoe to drop” can be stressful, but only if I allow myself to waste the precious time that I may have left by worrying and postponing doing the things that make me happy today. Regardless of the time remaining in my life, I am moving forward with the attitude that what will be, will be. I am appreciating every moment of every day as a miracle.

Jeremy: My family has been very fortunate. With any type of brain surgery, you can never know the possible adverse outcomes. In my dad’s case, the surgery amplified his positive traits. All my life, my dad was the one taking care of others and making people feel good about themselves. Since his surgery, he has become even more positive and seeks to remind people that “today is a good day,” no matter what is happening in their life—which reflects the mission of our company: to create a better life for others.

Giving Back: Bob, I understand that “Today Is a Good Day” has become your life philosophy and the name of a foundation you’ve started. Can you talk more about what has become your life’s passion—to help others afflicted with brain cancer and support research toward finding a cure?

Bob: Every day after my surgery, Jeremy would call me and ask, “How are you feeling today?” No matter what had happened that day, I would always say, “Today is a good day.” Jeremy surprised me on my one-year survival anniversary with 1,000 “Today Is a Good Day” stickers, and over the past year I have handed out over 3,000 stickers to people. Since my surgery, I have devoted my life to helping others afflicted by cancer but [who] don’t have my resources or connections with the goal of having something good come out of my own struggle with brain cancer.
I have partnered with the National Brain Tumor Society [NBTS] to move cancer research forward in a big way. Through various fundraisers we have raised about $550,000, and my goal for the end of the year is to get to $600,000. Many of my ULI friends helped me raise that money. With those funds, we have set up the Sharpe-NBTS Brain Cancer Research Awards, which is a minimum of $25,000 award for each of the top ten cancer research institutions in the United States for immunotherapy research. The remaining money will support an awards program for 2018 where we will offer a $100,000 first-place award for the best idea to cure brain cancer [$50,000 second place; $25,000 third place]. The institutions that received the initial $25,000 will be eligible to compete for the 2018 award.

Giving Back: Both of you are highly involved ULI members. Can each of you talk about what ULI has meant to you, professionally and personally?

Jeremy: When my dad got sick, I had the daunting task of informing our company, family, and friends. I called 60 of my dad’s ULI friends, and I can’t tell you how many people said, “What do you need? What can we do to help?” That experience exemplified what ULI has meant to our family. In our darkest of times, those ULI friends were there. In the first three months of my dad’s treatment—when he was undergoing radiation and his initial chemotherapy—those conversations made all the difference in guiding me through not just a difficult time personally, but also through the business challenge of keeping the company moving forward in the right direction. The biggest support was that people just listened. They let me vent as I expressed my anger, frustration, and sadness at times.

Professionally, ULI has provided me with incredible learning experiences. My dad drilled into us the importance of learning and asking questions, and ULI was the perfect forum to soak everything up. Through different service opportunities that I’ve had with ULI, I’ve developed invaluable relationships with people I consider to be mentors and friends.

Bob: ULI has been a family affair since I became a member nearly 25 years ago. I would bring Jeremy to meetings when he was a teenager. Until my diagnosis in 2015, I had never missed a Fall or Spring Meeting! My goal has always been to give back to ULI as much as I’ve gotten out of ULI. I initially got involved with ULI because I bought 3,000 acres of land and had a vision of creating a town and a better place for people to live. But at 32 years old, I didn’t know anything about development! People were so generous with me at ULI. They invited me to their projects and answered my questions as they shared their own mistakes made and lessons learned. I took the best ideas from around the country and implemented them in ways that would be appropriate for southern Arizona.

Giving Back: Bob, Rancho Sahuarita will be a big part of your legacy. You took barren, desert land and turned it into a thriving community with more than 17,000 residents. Do you feel your vision for Rancho Sahuarita has been realized?

Bob: Our guiding principle has always been: how do you provide amenities that improve people’s lives without adding to the cost? For me, it has never been about the money but about our mission and vision of creating a great lifestyle for people and families at a price they can afford. Remarkably, we have built a financially sustainable land development company by staying true to our mission. It’s Jeremy’s turn now to make Rancho Sahuarita his own and continue the work that we have started.

Jeremy: Since the beginning, we’ve had an incredible team. It all comes down to our people, who have adopted our mission of creating a better life for our residents. We try to continually improve on what we’re doing. We started out with a few events per month; now we host over 150 events per year. During the recession, everyone was struggling, including many of our residents whose homes were underwater. Rather than taking away services, we provided even more value for them. We provided free and affordable babysitting and we have taken the health and wellness of our residents to the next level by not only offering a system of parks and trails, a gym, and fitness classes, but also adding a nutritionist and chef on site to teach families how to make healthy meals.

Bob: Rancho Sahuarita lives well and provides value, and values, for its residents. That’s my legacy, but I think you’ll find that the project speaks for itself.

Daniel James Brown Shares the Back Story of *The Boys in the Boat*

If Daniel James Brown had never made it to his homeowners’ association meeting that day several years ago, he might never have met the woman who led him to write his career-making book, *The Boys in the Boat: Nine Americans and Their Epic Quest for Gold at the 1936 Berlin Olympics.*

“This story literally walked into my life [at that meeting],” he said during an intimate conversation with ULI Foundation governors at the 2017 Spring Meeting in Seattle. “My neighbor came to me and said she was reading my first book to her dad, who was in hospice care at her house. She asked if I could come meet her dad, named Joe Rantz.”

Joe Rantz ended up being the main protagonist in Brown’s book, the true story of a nine-man crew team from the University of Washington that, despite long odds, made it all the way to the 1936 Olympics in Berlin and became the winners of the gold medal, beating Italy and Germany in a close race. When Brown met Rantz, the latter was frail and elderly but shared with Brown stories of growing up during the Great Depression. He then mentioned his experience on the crew team and the Olympics, and Brown was hooked. “I fell into the story that day [and] I couldn’t get it out of my mind,” Brown said. “The next day, I got to work on the book. It’s probably the most satisfying thing I’ve ever done in my life.”

ULI Foundation chairman Stephen R. Quazzo interviewed Brown, asking how he pulled together his story when seven of the nine crew members were dead. Rantz, in fact, would die shortly after initially meeting Brown in the mid-2000s. Brown spent “hundreds of hours” with Rantz’s daughter, Judy, who had had the foresight to follow her father around with a tape recorder during the last few years of his life. She is also the one who connected Brown to the families of the crew team, many of whom had kept letter, diaries, and newspaper clippings from the 1930s, when rowing was popular and widely covered in the news media.

Quazzo and other governors were interested in parallels between the crew team’s story and the business world; and indeed, Brown noted, there are several. “One thing I’ve noticed, anecdotally, is a hard correlation between people who rowed in college and those who have had very successful careers,” he said. Rowing requires several skills relevant to the business world, including grit, determination, perseverance, and trust. It also demands a level of self-awareness to understand how one fits into the team.

“You have to have a big enough ego and be audacious enough to go for it,” Brown said. “But you also have to know how to fit that ego in with eight other egos on the boat.”

In addition to Rantz, there were several other memorable characters in the book to whom Brown said he became attached as he was writing about them. Bob Moch, the feisty coxswain of the crew team, went on to attend Harvard Law School and be a crew coach at the Massachusetts Institute of Technology. “He was good at making quick decisions, had a lot of attitude, and knew how to get these guys pulling together,” Brown said.

Another character was George Pocock, the British-born builder of the racing boats, or “shells,” who handcrafted each one out of cedar. “He was the consummate craftsman, and he taught these guys to approach rowing the way he approached his craft of building boats,” Brown said. “He taught them to put their heart into it, be earnest about it, and that they could lift themselves up by performing their craft as well as they could.”

Brown closed his talk by touching briefly on his next, highly anticipated project—a book about the highly decorated 442nd Infantry Regiment, made up of Japanese-American men who, despite being American citizens and forcibly relocated with their families to internment camps during World War II, chose to serve their country anyway.
ULI Foundation Annual Fund Supports New Report on Climate Resilience for Florida’s Gulf Coast

ULI Tampa Bay has released a groundbreaking report on climate resilience strategies for Florida’s Tampa Bay region, where more than half the area’s 3 million residents live within ten feet of sea level. Realizing Resilience recommends strategies that can make a difference in protecting the region—highly susceptible to sea-level rise and storm surges—against the impacts of climate change while also promoting social equity and expanding economic opportunity to historically disadvantaged residents.

ULI Tampa Bay’s work received a $20,000 Urban Resilience Grant, funded with support from the Kresge Foundation and the ULI Foundation Annual Fund.

The report is the result of an intensive, two-day workshop hosted by ULI Tampa Bay in December at which resilience experts from across the Institute’s member networks joined local members and city officials to share lessons from other climate-vulnerable cities such as New Orleans, Boston, and Miami. Although the report’s recommendations apply to the entire Tampa Bay region, the city of St. Petersburg, and its mayor, Rick Kriseman, sponsored the workshop and were closely involved throughout the process.

Also at the workshop were community activists who shared candid observations about the challenge of ensuring that all residents—regardless of income—share in the prosperity and other benefits that a more climate-resilient city can bring. The report’s recommendations include the following:

▶ Integrate resilience goals and decision making throughout all functions of city government and across agencies and make resilience a core value of the city’s capital budgeting process.

▶ Invest in infrastructure that yields multiple benefits, from hardening physical assets to connecting neighborhoods and contributing to the well-being of all residents.

▶ Identify new messengers and create an inclusive communications strategy so that all residents, particularly those in vulnerable areas, understand climate risks and opportunities.

“The Realizing Resilience report provides St. Petersburg with a framework for resiliency planning as well as project implementation recommendations that will improve our approach to equity across the investments we are making in the city’s future,” Kriseman said.
Sustainable Philanthropy Means Asking Others for Help, Setting Limits

BY KEVIN BRASS

At UDR Inc., a publicly traded apartment real estate investment trust (REIT), the management decided to take a different approach to corporate giving. Instead of the top executives picking causes, the 1,300 employees are given three days a year to use in any charitable way they choose and make recommendations for worthy projects, said chief executive officer Thomas W. Toomey during a panel discussion on philanthropy at the 2017 Spring Meeting in Seattle.

“We’re not telling them what to do, but offering them time and a say in where the money goes,” said Toomey, the incoming ULI global chairman and a ULI Foundation governor.

Moderated by ULI governing trustee Wendy Rowden, president of 42nd Street Development Corporation, the panel focused on the challenges facing industry executives interested in taking a leadership role in philanthropy while continuing to run a business and, in many cases, raise a family. In trying to find the balance, tough choices have to be made, panelists said.

“One of hardest things is to say no,” said Lizanne Galbreath, managing director of Galbreath & Company and a ULI Foundation governor. “It requires the ability to be disciplined on how you want to spend time, which is such a limited resource.”

The process often starts with identifying a charity that touches you in a personal way, Galbreath said. She chose to focus on her home community in Connecticut, which led her to get involved with Fairfield County’s Community Foundation.

“Philanthropy, I think, is a lot about your own passion,” Galbreath said. “If you’re not passionate about it, it will wear you out.”

Milestone Communications chief executive officer and ULI trustee Leonard Forkas started Hopecam in 2002, when his nine-year-old son was diagnosed with leukemia. Hopecam uses webcams to connect children undergoing treatment for cancer with their friends and family. Forkas started raising money for the cause by running ultra-marathons and triathlons. “What I discovered was that my friends would pay me to suffer,” he said.

But he soon discovered that charity involves reaching out—that you cannot do it alone.
ULI Launches **Navigator**, an Online Portal to Help Members Get More Involved

ULI has launched the **Navigator**, a ground-breaking digital tool that connects members to volunteer and engagement opportunities across the Institute. The Navigator is an online web portal that allows members to learn about, search for, and apply for opportunities that match their interests, experience level, preferred location, and time commitment. Currently, there are more than 170 opportunities listed in the Navigator, and more are being added each month.

Developed over several months with extensive member feedback, the Navigator made its debut at the 2017 Spring Meeting in Seattle. The tool was created in response to members who expressed a desire to get more involved with ULI but were unclear about how to do so. Feedback from member focus groups and surveys at the 2016 Fall Meeting in Dallas indicated that members are eager to deepen their engagement and make an impact through ULI, but struggle to find a clear pathway of participation in the Institute’s various networks and programs.

The Navigator provides the transparency that many members say is needed to understand how they can contribute to ULI and make a difference in the industry and their communities. Not only does the Navigator aim to connect more members with more opportunities, but it will also help ULI gauge the opportunities that members are most interested in and identify potential gaps in the Institute’s current offerings to meet this demand.

The Navigator will work in conjunction with the Key Leaders Program, a new program designed to boost engagement of ULI’s most experienced and committed members—trustees, governing trustees, and ULI Foundation governors.

Go to [navigator.uli.org](http://navigator.uli.org) to learn about and apply for engagement opportunities at ULI.

**“I learned one thing: when you set a big goal, you need to ask for help. You have to ask everyone you know to support you, and you have to be humble,” Forkas said. “People want to help. People want to support you. You just have to be able to prove to them that the resources they are giving, whether time or capital, you’re putting them to good use.”**

For Toomey, the analysis includes examining your ability to make an impact and exactly what you are willing to give. “It narrows down to one question: Am I going to give time or money?” Toomey said, “because you only have so much of each.”

Volunteers must also determine what skills they can offer a charity, panelists said. Not everyone wants to be a fundraiser. Rowden realized her business skills and strategic visioning could help; many not-for-profits are led by executives with a background in social services, not business, she said.

“I think it is a realistic assessment of what you bring to the table,” Galbreath said. She found that her background in governance, bylaws, accountability, and budgets was a valuable commodity. Not-for-profits “don’t want [boards] to just write the checks. They want to see the results,” she said.

Success in philanthropy requires many different skill sets, panelists said. “You have to show results and impact,” Forkas said. “It’s storytelling. People are moved by the stories of how these people’s lives have changed.”

**Kevin Brass** is a freelance journalist based in southern California and recently won the 2017 ULI Apgar Urban Land Award. This article was adapted from an article originally published in Urban Land online.
NEW GOVERNORS

William G. Lashbrook
Senior Vice President
PNC

Jodie W. McLean
Chief Executive Officer
EDENS

Jeremy Sharpe
Vice President, Community Development
Rancho Sahuarita Company

Upcoming: 2017 ULI Fall Meeting

The ULI Fall Meeting will take place in Los Angeles this year, October 23–26. The meeting will be held at the Los Angeles Convention Center at 1201 South Figueroa Street. Details on the program schedule, tours, and sponsorship opportunities can be found at fall.uli.org. Register at fall.uli.org/register.

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