

Resilience and Risk in Coastal Regions

Real Estate Investment,
Insurance Markets, and
Professional Practices

An Urban Land Institute Global Policy and Practice Forum

Organized by:

The ULI Climate Change, Land Use, and Energy (CLUE) Initiative

January 16–17, 2013 • Washington, D.C.



As global greenhouse gas emissions climb beyond modeled worst-case scenarios, changing climate and weather patterns introduce new dimensions of uncertainty into an already rapidly evolving real estate marketplace. Storms, surges, and rising sea levels reshape the risk profile for land use decisions in coastal regions.

How are investors, owners, and communities mitigating or pricing this risk? Are available information sources able to adequately support professional and underwriting practices? How are these issues informing site selection criteria and redefining the responsible use of land?

Purpose:

ULI will convene an interdisciplinary group of market stakeholders that includes investors, lenders, insurers, owners, and planners to assess how environmental risks are informing land use decisions in coastal regions. Discussion will explore how the increased frequency and magnitude of storms combined with other land use trends presents new challenges to communities and real estate markets. This leadership dialogue will inform future research and programs across ULI's global councils and networks.

Questions Explored:

- Are existing and emerging environmental risks priced into coastal real estate markets?
- Is the appropriate information available to underwriters to adequately assess risks?
- What role will insurance markets and practices play in shaping land use decisions?
- How might new infrastructure strategies shape real estate markets?
- How do communities choose between competing interests in postcrisis regeneration efforts?
- How are regions and communities seeking to be resilient to environmental impacts?

Outcomes:

- Online knowledge resources.
- Forum summary document.
- ULI District Council and Product Council program toolkit.

Wednesday, January 16, 2013

Program takes place at House of Sweden, 2900 K Street, N.W.

1:00 p.m. Pre-Event Registration and Networking

1:30 p.m. Pre-Event Workshop NOAA's Digital Coasts and Coastal Change Initiative

An in-depth presentation of the National Oceanographic and Atmospheric Administration's (NOAA) Digital Coast initiative and demonstration of the place-based knowledge platform dedicated to intergovernmental coordination and documentation of land use and environmental information.

Nicholas Schmidt, Digital Coasts Initiative, NOAA

Joshua Murphy, Digital Coasts Initiative, NOAA

3:00 p.m. Forum Opening ULI Welcome and Forum Overview

Uwe S. Brandes, Senior Vice President, Initiatives, ULI

3:15 p.m. Informing Markets with Dynamic Information

How are science, data, and evaluation tools able to inform the marketplace with information on changing weather patterns, rising sea levels, and evolving shorelines? How are data being aggregated? How is this information being made accessible to support market decisions?

Moderator:

Phil Payne, CEO, Ginkgo Residential; Cochair, ULI CLUE Advisory Group

Discussion Leaders:

Ron Dembo, Founder and CEO, Zerofootprint

Michael Kistler, Director, Model Solutions, RMS

Nicholas Schmidt, Digital Coasts Initiative, NOAA

Peter Williams, Chief Technology Officer, Big Green Innovations, IBM

4:45 p.m. Trends in the Insurance Marketplace

What are the trends in coastal weather and property damage claims? How is the insurance industry responding to long-term environmental trends? How might changes in regulation, insurance markets, and underwriting practices affect land use decisions and other real estate investment decisions? How does the insurance industry make market assumptions, model future claims, and make long-term market predictions?

Moderator:

Jonathan Rose, CEO, Jonathan Rose Companies; Founding Cochair, ULI CLUE Advisory Group

Discussion Leaders:

Jeff Alpaugh, Director of Real Estate Services, Marsh

Joe Fobert, Real Estate Practice Leader, AIG

Robert Gordon, Senior Vice President, Policy and Research, Property Casualty Insurance Association of America

Pete Thomas, Chief Risk Officer, Willis Re, Willis Group

6:00 p.m. New York State 2100: Considerations on Infrastructure and Resilience

Jonathan Rose, CEO, Jonathan Rose Companies
Member, New York State 2100 Commission

6:30 p.m. Forum Reception and Dinner

Sequoia Restaurant • 3000 K Street, NW

**7:30 p.m. Dinner Discussion
Dimensions of Community Decision Making**

Over the past decade, ULI has repeatedly been asked to advise communities in postcrisis rebuilding. These individual projects have formed a body of work and experiences that set the stage for future actions.

Moderator:

Richard Rosan, President, ULI Foundation

Discussion Leaders:

Joseph C. Canizaro, President/Chief Executive Officer, Columbus Properties L.P.

Betty Massey, Chairman, Galveston Long-Term Recovery Committee

Tom Murphy, Senior Resident Fellow, Joseph C. Canizaro/Klingbeil Family Chair for Urban Development, Urban Land Institute

8:30 p.m. Adjourn Dinner

Thursday, January 17, 2013

All Day Two activities take place at ULI Headquarters, 1025 Thomas Jefferson Street, N.W., Suite 500 West.

7:30 a.m. Breakfast Reception Networking

8:00 a.m. Welcoming Remarks

Patrick L. Phillips, Chief Executive Officer, Urban Land Institute

8:20 a.m. Keynote The Changing Landscape of Business and the Environment

How is the business community responding to issues of climate change adaptation and the risks associated with coastal storms, surges, and rising sea levels? With 75 percent of the world's population destined to live in coastal megacities by 2050, how is the private sector positioned to deliver on adaptation?

Keynote Speaker:

Fred Krupp, President, Environmental Defense Fund

9:00 a.m. Panel One Inside the Investment Committee

As investors weigh a multiplicity of trends in a rapidly changing real estate marketplace, how does coastal risk represent a factor? How do property casualty trends change the game for real estate investment?

Moderator:

Chuck Leitner, Chairman, SVP Real Estate; Cochair, ULI CLUE Advisory Group

Discussion Leaders:

James J. Chaffin Jr., Chairman, Chaffin Light Management LLC

Robert C. Lieber, Executive Managing Director, Island Capital Group

Tom Owens, Chief Risk Officer, Hines

Ronald Weidner, Founder & CEO, PLB Capital Partners

10:00 a.m. Coffee Break

10:15 a.m. Panel Two Assessing Risk across Regions and Markets

What are the major factors affecting regional risk and resilience? How are regions similar or unique? Are some more resilient than others? How are regional resilience and risk being defined by public and private activities? How can lessons learned from implemented risk-mitigation measures be generalized across regions?

Moderator:

William Lashbrook, Senior Vice President, PNC Real Estate Finance

Discussion Leaders:

Sarah Ellis Peed, Deputy Director for Strategy, Office of Infrastructure Protection, Department of Homeland Security

Joe Gunset, Exposure Management and Reinsurance, Lloyd's America

Mack Paul, Morningstar Law Group

**11:15 a.m. Panel Three
Diversity across the Metropolitan Region**

How do urban markets encompass a variety of different risk profiles? How are cities and counties responding? Which adaptation measures are most significant and replicable across cities? How fragile is urban infrastructure and the markets it supports?

Moderator:

Marilyn J. Taylor, Dean, School of Design, University of Pennsylvania

Discussion Leaders:

Wendi Goldsmith, CEO, The Bioengineering Group

Gary Lawrence, Director of Sustainability, AECOM

Jim Murley, Executive Director, South Florida Regional Planning Commission

Charles Rutheiser, Senior Fellow, the Annie E. Casey Foundation

12:30 p.m. Buffet Lunch

**1:15 p.m. Panel Four
On Site: Mitigating Risk in the Project**

How are development projects becoming the incubator of new ideas? How have projects needed to respond to new policy initiatives? How will land entitlement change? How does underwriting happen in a context of new awareness of coastal risks?

Moderator:

Kenneth W. Hubbard, Executive Vice President, Hines; Founding Co-chair ULI CLUE Advisory Group

Discussion Leaders:

Joseph F. Azrack, Managing Partner, Apollo Global Real Estate

Linda Conrad, Director, Strategic Business Risk, Zurich

Stanton Eckstut, Principal, Perkins Eastman

**2:30 p.m. Open Discussion
Dialogue and Discourse: The Road Ahead**

Moderated discussion will explore how civic debate and professional practice is likely to change over the coming months and years. Dialogue will explore next steps and ongoing strategies of engagement for ULI programs and research as more stakeholders enter the conversation.

Moderators:

Uwe S. Brandes, Senior Vice President, Initiatives, Urban Land Institute

Alice LeBlanc, Principal, Environmental and Economic Consulting

3:30 p.m. Closing Reception/Light Refreshments

4:00 p.m. Forum Adjourns

Speaker Biographies

Jeffrey Alpaugh Managing Director, Marsh

Alpaugh is the global real estate practice leader for Marsh. In this capacity, he is responsible for growth, retention, innovation, client service, and market delivery for Marsh's real estate clients globally. Before taking this role, he was the client executive practice leader for Marsh in the Northeast, where he was responsible for overseeing the delivery of services to its clients. He began his career with Marsh in 1989 as an account executive in the casualty department in New York working on large multinational casualty and professional liability risks.

Joseph Azrack Chair, Apollo Global Real Estate

Azrack is chairman of Apollo Global Real Estate and a member of the senior management committee for Apollo Global Management. He is responsible for oversight and guidance of Apollo's real estate business and is chair of its investment committees. He is also chair of Apollo Commercial Real Estate Finance and a member of the Board of Directors of Atrium European Real Estate Ltd., an Apollo portfolio company. Azrack is a member and past chairman of the Pension Real Estate Association (PREA). He is also a trustee and member of the Board of Directors of the Urban Land Institute.

Uwe S. Brandes Senior Vice President, Initiatives, Urban Land Institute

Brandes is senior vice president, Initiatives, at the Urban Land Institute, where he leads ULI's Climate Change, Land Use, and Energy (CLUE) initiatives. Recent projects and publications completed include *The City in 2050: Creating Blueprints for Change*; *What's Next? Real Estate in the New Economy*; and *What's Next? Getting Ahead of Change*.

Joseph C. Canizaro President and Chief Executive Officer, Columbus Properties L.P.

Canizaro is chairman of First Bank and Trust's holding company, First Trust Corporation. He is founder, president, and CEO of Columbus Properties L.P., a commercial real estate development company that has acquired,

developed, and/or managed office buildings, mixed-use projects, and land and residential projects throughout the southeastern and southwestern United States. Canizaro is a trustee and former chairman of the Urban Land Institute and has served on the Advisory Committee on Real Estate Development of the Harvard University Graduate School of Design. In addition, he is the founder and cochairman of the Committee for a Better New Orleans.

James Chaffin President, Chaffin Light Management

Chaffin is the cofounder and president of Chaffin/Light, which has developed communities from Snowmass Village, Colorado, to Hilton Head, South Carolina. He is a past chairman of the Board of Trustees of the Urban Land Institute. He is also past chairman of the National Real Estate Advisory Board of the Trust for Public Land and of the Lowcountry Institute. Chaffin was president of the Alumni Council of the College of Arts & Sciences at the University of Virginia.

Linda Conrad Director of Strategic Business Risk, Zurich

Conrad is director of strategic business risk for Zurich. She leads a global team responsible for delivering tactical solutions to Zurich and to customers on strategic issues such as business resilience, supply chain risk, Enterprise Risk Management (ERM), risk culture, and Total Risk Profiling. Conrad holds a Specialist designation in ERM, and serves on the board of the Institute of Risk Management in London. She has taught at the University of Delaware Captive program and in the Master of Supply Chain Management program at the University of Michigan's Ross School of Business.

Ron Dembo Founder and CEO, Zerofootprint

Dembo is the founder and CEO of Zerofootprint, a cleantech software and services company that makes environmental impact measurable, visible, and manageable for corporations, governments, institutions, and individuals. He is also the founder and former CEO of Algorithmics Inc., growing it from a start-up to the world's largest enterprise risk-management software company. He had a distinguished ten-

year academic career at Yale University, where he was cross-appointed in computer sciences and operations research. Dembo has published more than 60 technical papers on finance and mathematical optimization and holds a number of patents in computational finance.

Stanton Eckstut
Principal and Director, Perkins Eastman

Eckstut is a principal and director of Perkins Eastman. His work encompasses large-scale development, higher-education buildings and plans, primary and secondary schools, transit systems, office buildings, waterfronts, and courthouses. Many of Eckstut's projects have received awards and critical acclaim. In 2006, he received a Distinguished Service Award from the Citizens Housing & Planning Council, and in 2004 he was given a Distinguished Achievement Award by the New York Society of Architects. Perhaps Eckstut's most praised project, Battery Park City, was given ULI's prestigious Heritage Award.

Sarah Ellis Peed
Deputy Director for Strategy,
Office of Infrastructure Protection,
U.S. Department of Homeland Security

Ellis Peed is deputy director for strategy with the Department of Homeland Security's Office of Infrastructure Protection. Her portfolio covers a range of strategic initiatives, including climate change and aging infrastructure, as well as more general challenges regarding how to enhance public/private partnerships. Before joining the Office of Infrastructure Protection, she led the Strategic National Risk Assessment conducted on behalf of the department to support Presidential Policy Directive 8, which established the National Preparedness System. Ellis Peed has also consulted for a variety of other federal agencies, with a focus on organizational design, business process reengineering, and strategy.

Joseph Fobert
National Practice Leader, AIG Real
Estate Industry Practice Group

Fobert is the national practice leader for the AIG Real Estate Industry Practice Group in the United States and Canada. Before joining AIG, he worked for several insurance companies in underwriting and management roles; he began his career in the insurance industry on the agency side. Fobert has drafted more than a dozen property and casualty coverage forms and endorsements, and has been

quoted in leading industry publications such as the *National Underwriter* on real estate and "green" insurance topics. He holds Chartered Property Casualty Underwriter (CPCU) and Associate in Risk Management (ARM) designations.

Wendi Goldsmith
CEO, The Bioengineering Group

Goldsmith is CEO and founder of The Bioengineering Group Inc. and a national leader in the civil engineering industry. As project manager, consulting bioengineer, or horticultural adviser to numerous government agencies, she has often led interdisciplinary collaborative design teams to adopt ecologically rich strategies. She has played a key role in promoting local familiarity and acceptance of bioengineering methods, and has aided in the logistical planning for innovative projects. Goldsmith is skilled in the areas of soil science, fluvial geomorphology, biogeochemistry, landscape design, and wetland management.

Robert Gordon
Senior Vice President, Policy and
Development Research, Property
Casualty Investors of America

Gordon is the senior vice president, policy development and research, for Property Casualty Investors (PCI). He is responsible for working with PCI members to develop and frame public policy positions on the opportunities and challenges facing the property casualty insurance industry at the state, federal, and international levels. Gordon also coordinates policy support for PCI's extensive state and federal advocacy efforts, media outreach, and information products. Before joining PCI in August 2008, Gordon was the parliamentarian, senior counsel, and ethics compliance officer for the Committee on Financial Services in the U.S. House of Representatives.

Joe Gunset
General Counsel, Lloyd's America

As general counsel, Lloyd's America, Gunset oversees a wide range of U.S. legal issues, including legislative and regulatory policy, and acts as Lloyd's key liaison with U.S. regulators, legislators, and government officials on a variety of matters. He joined Lloyd's in 2000. He has worked in the insurance industry, in private practice, and in house, for more than 25 years. Most recently, Gunset was vice president and general counsel for a division of American International Group.

Kenneth Hubbard
Senior Managing Director, Hines

Hubbard is a senior managing director at Hines. Since joining the firm in 1974, he has been involved in all phases of development, management, and acquisition activities. In 2009, he made the transition from his executive vice president/CEO position to become an entrepreneurial partner with Hines and is working on various initiatives for the East Coast and the firm. Hubbard is a member of the Board of Trustees of Duke University, where he serves on the Facilities and Environment and Audit Committees. He is a trustee of the Urban Land Institute and founding cochair of ULI's CLUE Advisory Group.

Michael Kistler
Director, Model Solutions, RMS

Kistler has served at RMS for four years, currently as director of model solutions in New Jersey, taking a lead role in outreach to rating agencies and regulators, with a focus on model use and best practice. During the version 11.0 release, he drove industry communications and sales enablement, focusing on client changes in results for the 2011 Atlantic Basin Hurricane Model among RMS's Americas clients.

Fred Krupp
President, Environmental Defense Fund

Krupp is widely recognized as a pioneer in harnessing market forces for environmental ends, from the market-based acid rain reduction plan in the U.S. Clean Air Act to strategic partnerships with FedEx, McDonald's, Walmart, and others. In 2011, U.S. Energy Secretary Steven Chu appointed Krupp to the seven-member panel charged with recommending measures to reduce the environmental impact and improve the safety of natural gas production. Krupp is coauthor with Miriam Horn of the *New York Times* best-seller *Earth: The Sequel—The Race to Reinvent Energy and Stop Global Warming*.

William Lashbrook
Senior Vice President, PNC Real Estate Finance

Lashbrook is senior vice president, real estate, at PNC Financial Services Group. He was a board member of the New Jersey chapter of the U.S. Green Building Council for eight years, was vice chair for two years, and is still a member of its speakers bureau. He is a frequent speaker at programs on green buildings, how

they create value, and how they are viewed by the financial markets. Lashbrook is also a member of the Urban Land Institute, its Policy and Practice Committee, and its Climate, Land Use, and Energy (CLUE) Advisory Group; cofounder and cochair of ULI's new Redevelopment and Reuse Council; and a frequent member of ULI Advisory Services panels.

Gary Lawrence
Vice President/Chief Sustainability Officer, AECOM

Lawrence is vice president and chief sustainability officer for AECOM Technology Corp. He leads AECOM's sustainability efforts by managing AECOM's extensive resources and skills in sustainability for projects across the enterprise. He was an adviser to President Clinton's Administration Council on Sustainable Development, as well as many other councils on matters of sustainable development, economics, and environmental policy.

Alice LeBlanc
Principal, Environmental and Economic Consulting

LeBlanc is an economist who has worked for more than 20 years to promote market mechanisms as tools for environmental protection and sustainable development. She formerly headed the Office of Environment and Climate Change at American International Group (AIG), where she designed and implemented AIG's global corporate climate change strategy. She worked as a senior economist at the Environmental Defense Fund; as senior vice president at Environmental Financial Products and the Chicago Climate Exchange; and as an independent consultant to clients including the U.S. Environmental Protection Agency, the government of Australia, the World Bank, the United Nations, the Commission for Environmental Cooperation, and the U.S. and Canadian private sectors.

Charles Leitner
Chairman, SVP Real Estate; Founder, Greenprint

Leitner is a member of the Advisory Council of Strategic Value Partners (also known as SVP Global), a private investment management firm specializing in distressed assets and event-driven investment strategies in the corporate and real asset-backed credit markets. He also is the chairman of the ULI Greenprint Center for Building Performance. Before his work at SVP and the Greenprint Center,

Leitner spent 24 years at RREEF, serving in a variety of roles, including chairman. He is a trustee of the Urban Land Institute, where he currently is treasurer. He also serves the University of Pennsylvania as a member of the Board of Trustees.

Robert Lieber
Executive Managing Director, Island Capital Group

Lieber joined C-III Capital Partners in 2010 as an executive managing director after having served as deputy mayor for economic development for New York City. He is also an executive managing director of Island Capital Group and a vice president of Anubis Advisors, which provides strategic planning, executive management, restructuring, mergers and acquisitions, and other financial services to Island Capital Group's portfolio companies, including C-III Capital Partners. Lieber was named Financier of the Year in 2005 by *Commercial Property News*. He is a trustee of the Urban Land Institute and vice chairman of the Zell-Lurie Real Estate Center at the Wharton School, University of Pennsylvania.

Betty Massey
Chair, Galveston Long-Term Recovery Committee

Massey is chair of the Board of Commissioners of the Galveston Housing Authority. She is the executive director of the Mary Moody Northern Endowment, a private foundation based in Galveston, Texas. Before joining the endowment, Massey worked for the Galveston Historical Foundation for nearly 17 years, the last 11 as executive director. She is a graduate of the University of California at Berkeley.

Jim Murley
Executive Director, Southern Florida Regional Planning Commission

Murley is executive director of the South Florida Regional Planning Council. He previously was secretary of the Department of Community Affairs under Governor Lawton Chiles, working on comprehensive planning, economic development, energy, and emergency management issues. He has served on various state commissions, including the Florida Housing Finance Corporation and the Florida Communities Trust, and most recently served three years as the chair of the Florida Energy and Climate Commission. Murley spent more than ten years with Florida Atlantic University overseeing research on urban and environmental issues.

Joshua Murphy
Management and Program Analyst, Digital Coasts Initiative, NOAA

Murphy is a management and program analyst with the National Oceanic and Atmospheric Administration's (NOAA) Coastal Services Center, based in Silver Spring, Maryland. Over the past decade, he has supported the application of geographic information system (GIS) technologies to coastal issues through numerous capacity-building activities. More recently, Murphy was the project manager for the Digital Coast, a community-oriented platform for the development and delivery of issue-focused geospatial resources. He currently supports the U.S. Department of Housing and Urban Development's Office of Policy Development and Research by working to identify and develop geospatial information resources in support of resilient coastal communities.

Tom Murphy
Senior Resident Fellow, Joseph C. Canizaro/Klingbeil Family Chair for Urban Development, Urban Land Institute

Murphy is one of five ULI senior resident fellows. Since 2006, he had served as ULI's Gulf Coast liaison, helping coordinate with the leadership of New Orleans and the public to advance the implementation of rebuilding recommendations made by ULI's Advisory Services panel last fall. Before ULI, Murphy served three terms as the mayor of Pittsburgh, from January 1994 through December 2005. He is a board member of both the Pennsylvania League of Cities and Municipalities and the National Rails to Trails Conservancy. He received the 2002 Outstanding Achievement of City Livability Award from the U.S. Conference of Mayors and was selected for the 2001 Pittsburgh Man of the Year Award by Vectors Pittsburgh.

Thomas Owens
Senior Managing Director/Chief Risk Officer, Hines

Owens, who joined Hines in 1973, is executive vice president and chief risk officer for Hines investments worldwide. He is a member of the investment committee of all Hines funds and the Hines Investment Committee for company projects and joint ventures. In addition to fund management, he has extensive experience in construction and project management, asset and portfolio management, and project acquisition/disposition.

Mack Paul
Partner, Morningstar Law Group

Paul focuses on zoning, land use, and environmental permitting. He also specializes in public/private partnerships and public finance of infrastructure. He has represented local governments, property owners, and environmental groups on fisheries issues, sea level rise policy, public trust rights, coastal development, and large infrastructure projects such as inlet relocations and beach nourishment. He is active with green building and smart growth initiatives. Paul is a LEED Accredited Professional, a distinction he earned through the U.S. Green Building Certification Institute. In 2012, Governor Bev Perdue appointed Mack as the public member of the North Carolina Building Code Council.

Phil Payne
CEO, Ginkgo Residential

As CEO, Payne has primary responsibility for the overall strategic direction, growth, and development of Ginkgo. Previously, he served as CEO of Babcock & Brown Residential. Before Babcock's acquisition of BNP, he was the chairman of BNP. Payne is a member of the Board of Directors of Ashford Hospitality Trust, a REIT focused on the hospitality industry, and is the chairman of its audit committee. He is a member of both the National Multi Housing Council and the Urban Land Institute, and is the founding chairman of ULI's Responsible Property Investing Council.

Patrick L. Phillips
CEO, Urban Land Institute

Phillips is the chief executive officer of the Urban Land Institute. A longtime member of ULI and a ULI trustee, he has a career in the economic analysis of real estate and land use that spans more than 20 years. Before taking the position as the top staff executive at ULI, he was president and chief executive officer of ERA AECOM (formerly Economics Research Associates). He is a frequent speaker on urban development issues and is the author or coauthor of eight books and numerous articles. He teaches at Harvard University's Graduate School of Design Executive Education Program and at the Carey Business School of Johns Hopkins University. Before joining ERA, he was a senior manager with the real estate consulting group of Ernst & Young.

Richard Rosan
President, ULI Foundation

Rosan is president of the ULI Foundation, the philanthropic arm of the Urban Land Institute. He recently made the transition full time to the role of ULI Foundation president after stepping aside as chief executive officer of ULI Worldwide. For more than 17 years, Rosan served simultaneously as ULI's top executive and as the ULI Foundation president. Before joining ULI, he was New York City's economic development director. He also spent six years as president of the Real Estate Board of New York and five years in the private development business working as project director on several large New York City development projects. He is an independent trustee of the American Mortgage Acceptance Company and is an architect and fellow of the American Institute of Architects.

Jonathan Rose
CEO, Jonathan Rose Companies

A thought leader in the smart growth, national infrastructure, green building, and affordable housing movements, Rose's work has received widespread media attention from CNN to the *New York Times* and was profiled in *e²*, a PBS series on sustainable development. The firm's innovative development, planning, investment, new construction, conversion, and historic preservation work has won awards from a wide range of notable organizations. Rose is a board member and trustee of the Brooklyn Academy of Music and Enterprise Community Partners. He also was chair of the Metropolitan Transportation Authority's Blue Ribbon Sustainability Commission, which developed the nation's first green transit plan. He is the founding cochair of the ULI's CLUE Advisory Group.

Charles Rutheiser
Senior Associate, Center for Community and Economic Opportunity, Annie E. Casey Foundation

Rutheiser is a senior associate in the Civic Sites and Community Change Unit of the Annie E. Casey Foundation's Center for Community and Economic Opportunity. He coordinates the unit's learning and knowledge development activities and is a member of the management team for Family-Centered Community Change, Casey's new place-focused investment strategy. Rutheiser is also the author of *Imagineering Atlanta: The Politics of Place in the City of Dreams* (Verso, 1996) and numerous articles and reports on urbanism in the United States, the Caribbean, and Latin America.

Nicholas Schmidt
Digital Coasts Initiative, NOAA

Schmidt joined the NOAA Coastal Services Center in 1996. After serving as a manager of the center's geographic information systems (GIS) program for four years, he became deputy chief of the Coastal Geospatial Services division, which leads the center's GIS and remote sensing activities. In 2004, he was named division chief. An expert in applying geospatial technologies, Schmidt has had a long career with the federal government. From 1988 to 1991, he was a civilian remote sensing scientist for the U.S. Army's Strategic Defense Command.

Marilyn Taylor
Dean of the University of Pennsylvania School of Design

Taylor became dean of the School of Design at the University of Pennsylvania in 2008 after spending more than 30 years as partner, architect, and urban designer at Skidmore Owings & Merrill LLP, where she led the firm's practices in airports, transportation, and urban design and served as its first woman chair. Taylor was a trustee and worldwide chair of ULI, president of the American Institute of Architects NYC chapter, visiting professor at the Harvard Graduate School of Design, chair of the New York Building Congress, board member of the Regional Plan Association, and founding chair of New York New Visions.

Pete Thomas
Chief Risk Officer, Willis Re, Willis Group

Thomas is chief risk officer of Willis Re. He joined the firm in October 2004 as a senior vice president and was promoted to executive vice president and managing director in 2005. Before Willis, he worked at Arch Re as a management consultant. Thomas was the cochair of the HB Insurance and Reinsurance Litigation and Insolvency Roundtable. He is a regular lecturer for the Reinsurance Association of America (RAA) and other groups. He recently received the 2012 ReScholar Educator of the Year award from the RAA. He is also a member of the Risk and Insurance Management Society.

Ron Weidner
Founder and CEO, PLB Capital Partners

Weidner is the founder and visionary behind the Greenprint Foundation, a worldwide alliance of real estate owners, investors, financial institutions, and other industry stakeholders committed to reducing carbon emissions across the global property industry. He is founder and CEO of PLB Capital Partners, which for the past year has acted as adviser to Thomas H. Lee Partners and Tianjin Innovative Finance Company, which are developing a new low-carbon financial center in Tianjin, China. Before forming PLB Capital in 2011, Weidner was the global CIO of Allianz Real Estate. He is a trustee of the Urban Land Institute and serves on the advisory board of the Greenprint Foundation, Retroficiency, and ULI's Climate, Land Use, and Energy initiative.

Dr. Peter Williams
Chief Technology Officer, IBM Big Green Innovations

Williams is the chief technology officer for IBM's Big Green Innovations unit, whose role is to create environmentally focused businesses for IBM. He has had a major role in developing both the intellectual foundation for IBM's Smarter Planet initiative and in identifying and specifying its technological components. Williams holds the title of IBM Distinguished Engineer, and is also a visiting lecturer on Environmental Informatics at Stanford University. He holds, co-holds, or has pending nine U.S. patents.

Forum Participants

Steve Adams

Senior Adviser, Climate Adaptation
Institute for Sustainable Communities

Nick Allen

CLUE Research Intern
Urban Land Institute

Jeff Alpaugh

National Managing Director
Marsh & McLennan Companies

Joseph Azrack

Chair
Apollo Global Real Estate

Susan Baltake

Executive Director
ULI Philadelphia

Jeffrey Benoit

Chief Executive Officer
Restore America's Estuaries

Gayle Berens

Senior Vice President
Urban Land Institute

Claire Bonham-Carter

Director of Sustainable Development
Design and Planning
AECOM

Uwe S. Brandes

Senior Vice President
Urban Land Institute

David Burson

Senior Project Manager
Partners HealthCare

Peter Byck

Author and Filmmaker
Board Member, Louisville Science Center

Joseph Canizaro

President and Chief Executive Officer
Columbus Properties L.P.

Kathleen Carey

Chief Content Officer
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George Carfagno

Principal
GJC Associates

Dennis Carlberg

Sustainability Director
Boston University

James Chaffin

President
Chaffin Light Management LLC

Anthony Chang

Vice President
Cassidy Turley

So-Min Cheong

Associate Professor
University of Kansas

Davis Cherry

Development and Communications
Associate
Global Adaptation Institute

Linda Conrad

Director of Strategic Business Risk
Zurich Financial Services

Rob Crespi

Member of the Firm
Wolff Samson

Ron Dembo

Founder and CEO
Zerofootprint Inc.

Mark Devaney

Vice President
Langan

Bradford Dockser

Founder and CEO
Green Generation Solutions

Rowan Douglas

Chief Executive Officer
Willis Research Network

Stanton Eckstut

Principal and Director
Perkins Eastman

Thomas Eitler

Vice President, Advisory Services
Urban Land Institute

Sarah Ellis Peed

Deputy Director for Strategy, Office of
Infrastructure Protection
U.S. Department of Homeland Security

Joseph Fobert

National Practice Leader
AIG Real Estate Industry Practice Group

Heather Foley

Director
ULI South Carolina

Christina Forst

Director, Science
AIG Property Casualty

Clare Game

Head of Council & Governance
ULI Europe

Wendi Goldsmith

CEO and Founder
The Bioengineering Group

Robert Gordon

Senior Vice President, Policy and
Development Research
Property Casualty Insurers Association of
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Jessica Grannis

Supervising Attorney and Adjunct
Professor
Harrison Institute for Public Law at
Georgetown University

Joseph Gunset

General Counsel
Lloyd's America Inc.

Maureen Guttman

Executive Director, Building Codes
Assistance Project
Alliance to Save Energy

Stephane Hallegatte

Senior Economist
World Bank

Alaina Harkness

Program Officer
MacArthur Foundation

Dorine Holsey Streeter

Executive Vice President
James Campbell Company LLC

Kenneth Hubbard

Senior Managing Director
Hines

Mike Kangior

Senior Policy Adviser
U.S. Department of Homeland Security

Gadi Kaufmann

Managing Director and Chief Executive
Officer
RCLCO

Richard Kessler

Chief Operating Officer
Beneson Capital Partners LLC

Michael Kistler

Director, Model Solutions
RMS

Fred Krupp

President
Environmental Defense Fund

Christopher Kurz

President and Chief Executive Officer
Linden Associates Inc.

M. Leanne Lachman

President and Chief Executive Officer
Lachman Associates LLC

William Lashbrook
Senior Vice President
PNC Real Estate Finance

Gary Lawrence
Vice President, Chief
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ULI Climate Change Statement and Principles

As presented to the ULI Trustees in Las Vegas, Nevada, on October 27, 2008, by Kenneth Hubbard and Jonathan Rose on behalf of the ULI Task Force on Climate Change appointed and convened by ULI Chairman Todd Mansfield.

ULI will bring its organizational resources to the complex issues surrounding energy and climate change, acknowledging that the successful global reduction of greenhouse gas (GHG) emissions requires substantial investments in local communities. We believe ULI has the ability to foster new policies and solutions to address global climate change that are both feasible and effective at the nexus of land use, real estate, energy, and infrastructure.

As an organization, we seek to move forward with new urgency by fostering leadership among ULI members and identifying the tools, techniques, and best practices needed to address difficult choices and tradeoffs, for which there are no precedents to measure decisions. We seek to empower individuals and organizations to solve one of the most important and complex long-term challenges ever faced by communities around the world, in a manner that meets the needs of the present, without compromising the ability of future generations to meet their own needs.

ULI recognizes that effective strategies to combat global climate change will require cooperative effort by all segments of the economy and all segments of society around the globe. Given the multifaceted challenge and the many exemplary efforts by organizations around the world to meet this challenge, ULI does not seek to duplicate the effective efforts of others, such as those focused on transportation technologies or building technologies. By focusing on issues at the core of the ULI mission—the responsible use of land—ULI seeks to make an important contribution within the emerging chorus of collaboration and partnership.

For the full Statement and Principles, please go to www.uli.org/clue.

CLUE at ULI

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