



VOLUNTEER LEADERSHIP

**ICSC 2016/2017
Volunteer Leadership
Playbook**

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Tom McGee Talks Strategy

Our strategic ambition is that “the retail real estate industry is broadly recognized for the integral role it plays in the social, civic, and economic vibrancy of communities across the globe.” While aspirational, this ambition is attainable if we work together, *As One*, and focus on three clear strategic priorities:

1. **A Pre-eminent Voice** – To become recognized as a pre-eminent voice in the marketplace by redefining the role of our industry in the public consciousness.
2. **World Class Service** – To serve as a strategic partner to our industry by embracing a service mentality.
3. **High-Performance Culture** – To become best-in-class by responsibly investing in people, systems, and processes.

Our volunteers are the backbone of ICSC and key to achieving our strategic ambition. We are privileged to have thousands of active members who help plan meetings, speak at conferences, engage in public policy efforts, educate and mentor younger professionals, and participate in a host of other ICSC-related activities. I am deeply appreciative of your passion and contribution, and I am committed to serving you as well as you serve us.

With Margaret Wigglesworth as our Executive Vice President of Member and Volunteer Services, and her newly established team in place, I’m confident that we will deliver world class service to all of our members, and most importantly to you, our volunteers. Our goal is to work closely and collaboratively with you and to better support you by ensuring the time you spend with ICSC is well spent.

In addition to hosting training sessions and our Volunteer Leadership Summit, we have created this new volunteer playbook to serve as a resource guide and to help address questions. It includes information about our *As One* strategy, as well as volunteer committees, leadership positions, the nominations process, and more.

As you may have heard me say before, the retail real estate industry **Builds Communities, Fuels Economies, and Inspires Innovation**. Through our engagement with external stakeholders throughout the community, at events, in the halls of government, and in everyday conversations, we are telling this story. We recognize and appreciate that in your many volunteer activities, you too play a critical role in this effort.

Thank you for your commitment and support of our industry and ICSC. We look forward to accelerating into the future *As One*.

Sincerely,



Tom McGee
President and Chief Executive Officer

ICSC As One

Our Strategic Ambition

The shopping center industry is broadly recognized for the integral role it plays in the social, civic, and economic vibrancy of communities across the globe.

ICSC's Strategic Priorities

A Pre-eminent Voice



Become a pre-eminent voice in the market by redefining the role of retail real estate in the public mindset.

World Class Service



Serve as a strategic partner to our industry by embracing a client service culture.

High-Performance Culture



Become best-in-class by responsibly investing in people, systems, and processes.

Each priority is supported by specific initiatives

Successful implementation will take time, consistency, and alignment in focus.



A Pre-eminent Voice

Become recognized as a pre-eminent voice in the market by redefining the role of retail centers in the public mindset.

- Implement a formalized and comprehensive internal and external **communication, marketing, and publishing strategy**
- Increase Federal, state, local, and global advocacy efforts through a defined **public policy strategy**
- **Focus our research** efforts to support our industry's brand-building activities and the needs of our members



World Class Service

Serve as a strategic partner to our industry by embracing a client service culture.

- **Innovate** to ensure the breadth and depth of our networking and other services remain relevant to the segmented needs of our diverse membership group
- **Collaboratively engage with volunteer leadership and broader membership** to address current and future industry challenges and opportunities
- **Responsibly diversify and broaden our membership base** (retail, restaurant, service, and technology industries) to strengthen our ability to represent the industry and member needs
- Formalize, socialize, and implement a **comprehensive international strategy**



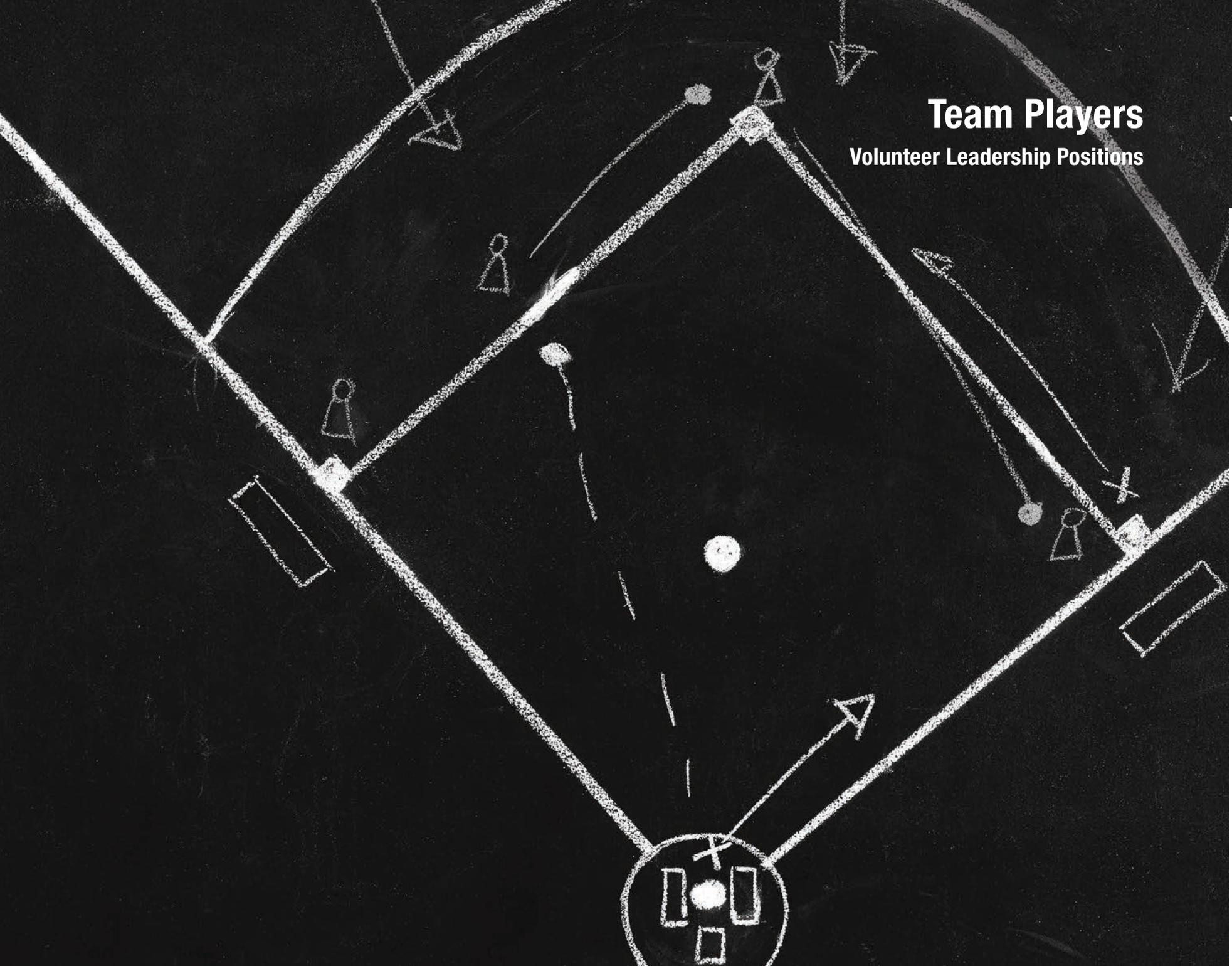
High-Performance Culture

Become best-in-class by responsibly investing in people, systems, and processes.

- **Modernize** our operational, legal and financial processes, systems, and practices to ensure the future viability and positioning of ICSC for the benefit of our members
- **Redesign our approach to talent** to attract, retain, and develop the best in the business
- **Measure** progress, support accountability, **align** resources, and **reward** success

Team Players

Volunteer Leadership Positions



Key Stats: Economic Impact on Our Economy

The current value of shopping center real estate in the U.S. is **\$1.3 trillion.**

Source: ICSC

The business of retail still holds a large economic impact on our economy as well as the communities where they do business; total shopping center sales yielded **\$2.6 trillion in 2015.**

Source: ICSC U.S. Fact Sheet



On average, American adults visit shopping centers **5.6 times per month.**

Source: ICSC Media Talking Points

Shopping center sales make up **15% of U.S. GDP.**

Source: ICSC Media Talking Points

Team Players: Volunteer Leadership Positions

Volunteer Leaders

- Serve as a voice for the industry sector they represent;
- Keep ICSC current on issues, trends, and changes impacting the industry; and
- Work closely with Committee members, Division leadership, and ICSC staff to advance ICSC's strategic initiatives.

In addition to being an effective leader, all Volunteer Leaders are:

- Knowledgeable about ICSC;
- Represent the interests of all members equally;
- Promote the benefits of ICSC membership; and
- Uphold ICSC Policies and Procedures, as well as the ICSC Membership Terms and Conditions.

Divisional positions include:

Division Vice President

Chairs for:

- Government Relations
- P3 Retail (Public-Private Partnership)
- Retail
- Next Generation
- Program Operations

State/Provincial positions include:

State/Provincial Director

Chairs for:

- Government Relations
- P3 Retail (Public-Private Partnership)
- Retail
- Next Generation
- Operations

Team Players: Volunteer Leadership Positions

Division Positions

ICSC has five divisions, four in the U.S. (Western, Central, Southern, and Eastern) and one in Canada - each headed up by a Division Vice President.

Division Vice President

The Division Vice President is an ICSC Trustee who has been appointed by the Executive Board of Trustees to represent his or her region and provide strategic guidance and support to volunteers in the Division.

Division Chairs

In each division, the Division Chairs serve in an oversight and advisory capacity for their specific groups. They remain current on events and matters pertaining to the division and their specific committee: Government Relations, P3 Retail (Public-Private Partnership), Retail, Next Generation, and Operations.

State/Provincial Positions

State/Provincial Director

The State/Provincial Director convenes regular committee meetings with the leadership Chairs to stay well informed of activities, industry trends, and issues impacting the region. The Director is responsible for communicating this information to the Division Vice President and ICSC staff, for appointing local Program Planning Committee Chairs, and conducting annual evaluations of Chairs.

State/Provincial Chairs

The State/Provincial Chairs coordinate with the State/Provincial Director for events and work with Divisional Chairs on best practices. Following is a summary of the Chair responsibilities by committee:

Government Relations Chair

The Government Relations Chair acts as the point of contact for government relations activities and legislative issues, and works closely with ICSC staff. The Chair recruits committee members and chairs committee meetings. The group advocates on behalf of the shopping center industry, identifies legislative priorities, and provides quarterly reports to the Division Government Relations Chair and the State/Provincial Director.

P3 Retail Chairs

The P3 Retail Chairs build positive relationships between the public and private sector members of ICSC through forums designed to network, share ideas, discuss industry issues, and explore retail development opportunities. The Chairs advance public-private partnerships, recruit and lead program planning committees, and provide quarterly reports on outreach initiative and growth in the public sector membership to the Division and State/Provincial leadership.

Retail Chair

The Retail Chair monitors retail activity within the state or provincial and stays in close communication with Division and State/Provincial leadership on issues uniquely important to retailers. The position must be filled by a retailer or member of the retail real estate community who will act as the voice of the retail sector and advance their interests, and will provide quarterly reports to the Division and State/Provincial leadership on issues, challenges, and opportunities for local retailers.

Next Generation Chair

The Next Generation Chair serves as the voice of the future of the industry by advocating on behalf of up-and-coming industry professionals. This group helps develop careers and build relationships within the industry by identifying mentorship opportunities for NextGen professionals, and providing quarterly reports to the Division and State/Provincial leadership on challenges and issues facing the NextGen professional.

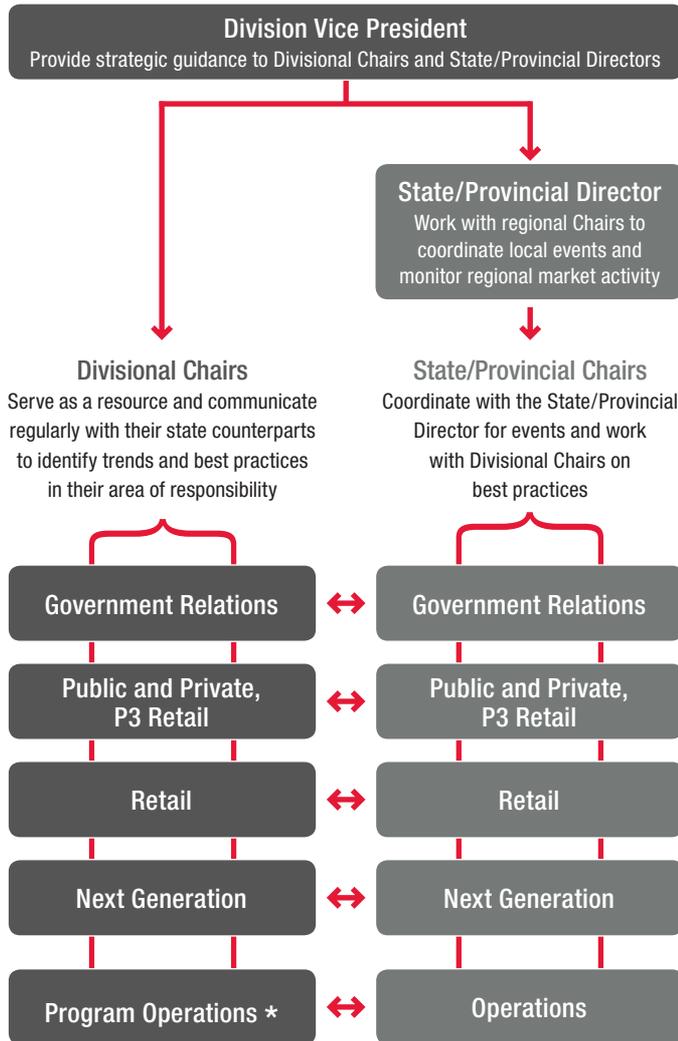
Operations Chair

The Operations Chair represents the operations, management, leasing, and marketing sectors of the retail real estate industry, working with ICSC staff and program committees to manage the content and number of programs in their respective states, and helps promote ICSC education and industry certification activities.

Local Program Planning Committees

Local Program Planning Committees are meant to shape program content and identify industry professionals to serve as participants. They are formed by the State or Provincial Director, serve for one year, and include one or more chairs, as well as ICSC staff.

ICSC Volunteer Leadership Team



* The Division Chair for Program Operations is now focused on coordinating all programs within the Division and keeping a calendar of division meetings.

All-Stars: The Ambassador Program

ICSC's Ambassador Program is a platform for our most seasoned volunteers to continue to contribute to our industry. Ambassadors provide leadership, guidance, and support to officers, program committees, members, and volunteers.

ICSC Ambassadors are available to help with:

- Volunteer succession planning;
- Speaking at local events and Idea Exchanges to create awareness;
- Mentoring current and new volunteers;
- Networking with local public official members; and
- Engaging with new members.

A Lead Ambassador is appointed by ICSC staff, and Lead Division Ambassadors are appointed by the Lead Ambassador. There is no term for Ambassadors, however, there is a three-year term for leadership roles.

Ambassadors must meet the following criteria:

- All must be current ICSC members in good standing, have the full support of their organization, and have the time and interest to commit to the position;
- All must work in the State in which the Volunteer Leadership role will serve; and
- All must have previously served extensively in a volunteer capacity within ICSC.

Tips for Making the Most of Your Leadership Position

As an ICSC member and Volunteer Leader, you're part of a powerful business partnership with a multitude of opportunities designed to help businesses grow, lead, and prosper.

O- Engage via ICSC's Social Media:

- Join ICSC's LinkedIn Group
- Follow ICSC on Twitter
- Like ICSC's Facebook page

O- Use the "Members Only" section of the website:

- Manage various communication subscriptions
- Update your business listing and information
- Change your individual User ID and Password
- Register for upcoming events

O- Access information:

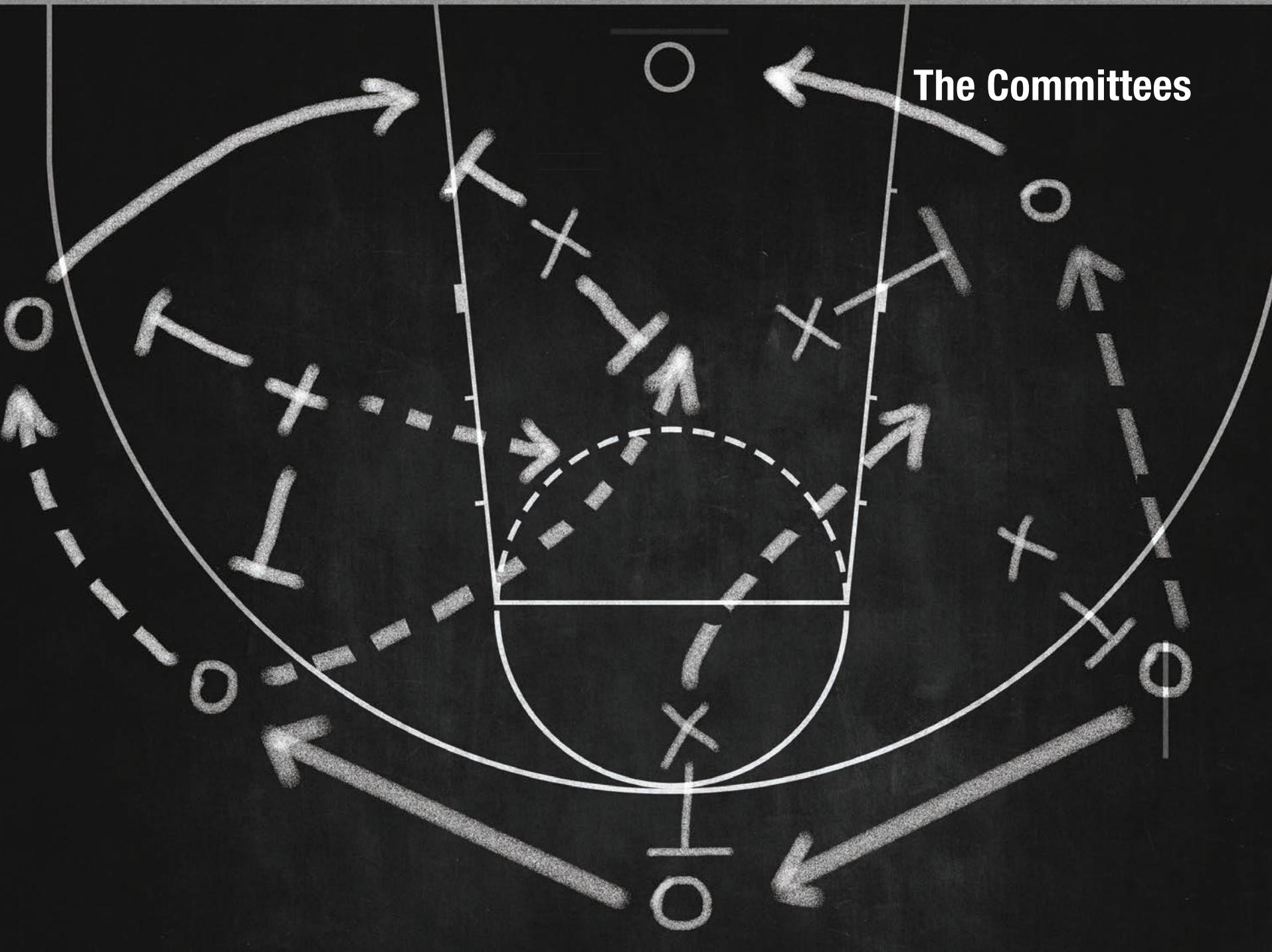
- Member Directory, ICSC IFA Matchmaking, Global Shopping Center Directory, VRN Global Outlet Project Directory, VRN Value and Outlet Retail Directory, and Affiliates Directory
- Quickstats (source for shopping center industry-related data produced or collected by the ICSC Research Department)
- The latest ICSC legislative news, events, and resources

The Do's and Don'ts of Best Practices

To ensure best practices and standards, guidelines have been developed to help manage some of the most common matters you will encounter in your role as an ICSC Volunteer Leader. Policies and procedures are determined by ICSC's By-Laws, the Board of Trustees, and ICSC Management.

- O-** Statements to the press or other organizations on behalf of ICSC should be handled by ICSC's Media and Public Relations Department.
- O-** All mailings sent out on behalf of ICSC must be approved by ICSC staff.
- X-** Charitable events may not be held in conjunction with ICSC meetings.
- X-** The ICSC logo may not be used in a context that implies ICSC approval, endorsement, or recommendation of a company, product, or service. The ICSC logo policy is on our website (www.icsc.org).
- X-** Money matters and meeting budgets are solely the responsibility of ICSC staff. Volunteers should not handle money on behalf of ICSC or establish a bank account in ICSC's name.
- O-** Negotiating and signing contracts with hotels, speakers, or other service providers on behalf of ICSC are exclusively staff responsibilities.
- O-** Soliciting funds or sponsorship for meeting activity must be coordinated with ICSC staff. To avoid the impression of endorsement by ICSC, sponsored meeting activities require a minimum of three different sponsors.
- X-** Reimbursement for out-of-pocket expenses must be pre-approved by ICSC staff.
- X-** Consult with ICSC staff prior to forming any partnership or planning any events in collaboration with other organizations.
- O-** ICSC organizes award programs to recognize excellence within the industry. All are subject to strict criteria and judges by panels of professionals in appropriate fields.

The Committees



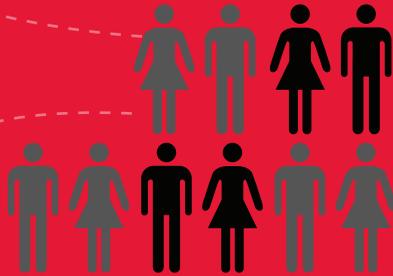
Key Stats: Job Creation

There are **12.8 million** shopping center-related employees accounting for **1 out of every 11 jobs** in the U.S.

Source: ICSC Media Talking Points

In 2015, we reached an all-time high of **15.6 million** retail employees.

Source: ICSC Media Talking Points



About one-third (**30%**) of Americans over the age of 18 have **worked at a shopping center** at some point in their lives.

Source: ICSC Media Talking Points

The Committees

At the Divisional and State/Provincial levels, the Volunteer Leadership Chairs are selected to represent distinct interests of the industry – Government Relations, P3 Retail, Retail Committee, Next Generation, and Program Operations Committees. The committees serve as a collaborative forum to exchange ideas and experiences, and engage in open-minded dialogue. These committees meet regularly throughout the year to gather and evaluate information and coordinate volunteer activity. Any ICSC member in good standing can serve on a State/Provincial committee.

Government Relations

State and Provincial Government Relations Committees connect ICSC members to influence policy outcomes. These committees serve as the organization's liaison to both state and local governments on legislative and regulatory issues that affect the retail real estate industry. Government Relations Committees educate ICSC members about policy implications, develop proper strategy in response, identify and build relationships with key policy makers and industry leaders, and build volunteer involvement and effective participation.

The ICSC Office of Global Public Policy in Washington, D.C., actively shapes public policy and influences the Federal, state, local, and provincial legislative, regulatory, and political processes for the benefit of our members.

E-Fairness continues to be ICSC's top legislative priority.

- Online sellers have as much as an 11 percent price advantage over brick-and-mortar retailers
- House Judiciary Chairman Bob Goodlatte (R-VA) has resisted calls to move legislation out of his committee
- Many states and localities are facing budget issues because of the loss of state tax revenue from online sales

Other Federal priorities include growing support for ADA lawsuit reform legislation, preparation for tax reform in 2017, monitoring of potential threats and opportunities (i.e., labor, access to capital, environmental regulations), and improving value of ICSC policy committees.

ICSC's Office of Global Public Policy is led by a group of ICSC professionals and headed up by Betsy Laird, Senior Vice President, Global Public Policy. Each division has a dedicated manager to support our members.

P3 Retail (Public-Private Partnership)

P3 Retail generates a greater understanding of the positive economic effect the shopping center industry has on communities and provides a forum to initiate dialogue and develop better working relationships between developers, retailers, brokers, lenders, and local government officials.

This includes:

- Networking between local public officials and private industry for deal making and relationship building (non-lobbying), and
- Open dialogue on emerging issues affecting the industry and the quality of life in local communities, and sharing ideas and best practices to enhance communities.

ICSC's P3 Retail is part of our Community Development Division, led by Cindy Stewart, Vice President, Community Development. Jazmen Johnson, Program Manager, P3 Retail, is ICSC's dedicated staff person supporting this group.

Retail Committee

The Retail Committee serves as the voice of the retail community on issues uniquely important to this segment of the shopping center industry.

Retail leaders come together to discuss objectives that support both ICSC and our retail constituents nationwide in areas of advocacy, industry messaging, and programs and services. The Committee ensures all major retail categories are represented with more retailer-focused conference content, networking, and education events. The goal of the Committee is to maximize the value of ICSC-sponsored events to the retail community so that retail attendance in our organization will continue to grow.

William Taylor, CMP, Manager, Retailer Initiatives, is ICSC's dedicated staff person based in New York City supporting this group.

Next Generation

Next Generation is grounded in the concept of members supporting members. The program promotes leadership development through educational forums, networking events, and one-on-one mentoring. It offers retail real estate professionals a local, relaxed setting in which to interact with peers, build new relationships, and progress in their careers.

Alison Turkos, Program Manager, Next Generation, is ICSC's dedicated staff person based in New York City supporting this group.

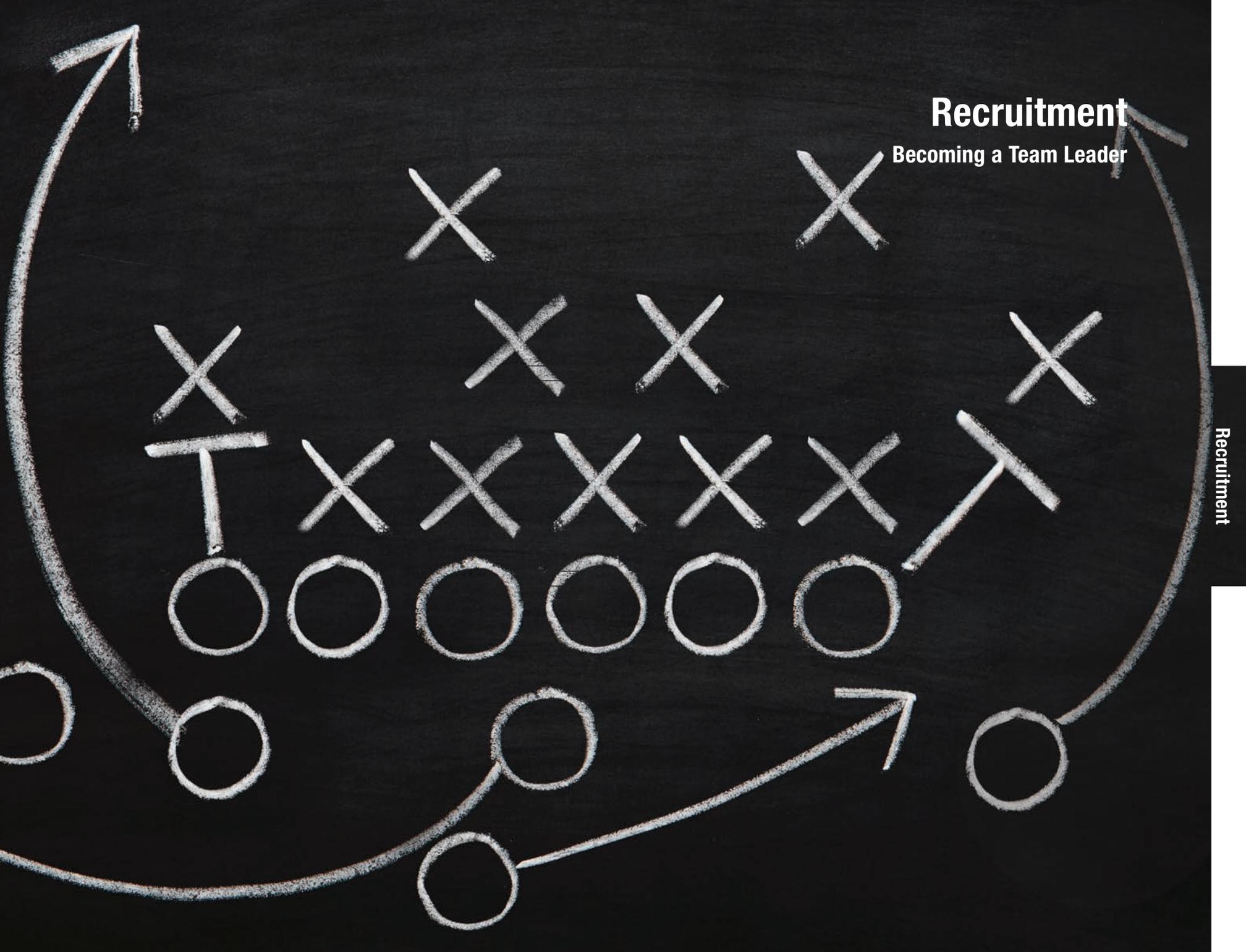
Operations Committee

The Operations Committee works with ICSC staff and program committees to manage the content and number of programs, as well as the timing of ICSC events and assists State/Provincial Directors in the planning and coordination of annual events.

Operations is led by a group of ICSC professionals based in New York City, headed up by Jackie Riscoe, Vice President, Meetings and Conferences. Each division has a dedicated manager to support our members.

Recruitment

Becoming a Team Leader



Recruitment

Key Stats: Job Creation

Over 44% of retail occupations are completely unrelated to sales and include professions in information technology, logistics, and strategic management.

Source: ICSC Media Talking Points

ICSC members represent 15% of the Fortune 100 and are the largest employers in 21 states.

Source: ICSC, Fortune Magazine



For every 100 individuals directly employed at a U.S. regional shopping center, an additional 20 to 30 jobs are supported in the community due to multiplier effects.

Source: ICSC

Recruitment: Becoming a Team Leader

The Nominations Process

Every year, a Division Nominating Committee is assembled within each of the five divisions to select a qualified and diverse slate of candidates for open positions. Each Division Nominating Committee consists of the Division Vice President, the Division Chairs, and the Executive Vice President of Member and Volunteer Services.

Each Division Nominating Committee works with State/Provincial Chairs and ICSC staff to research and recommend nominees for vacant leadership positions within the division.

Appointments to leadership positions are for a one-year term effective in May of each year, with a limit of three consecutive terms. Nominees must meet the following criteria:

- All candidates must be current ICSC members in good standing, have the full support of their organization, and have the time and interest to commit to the position.
- All candidates must work in the state or province in which the Volunteer Leadership role will serve.
- All candidates must have previously served in a volunteer capacity within ICSC.
- All candidates must have experience relevant to the Volunteer Leadership position for which they are nominated.

Note: Succession planning is critical to success and creates an effective process for recognizing, developing, and retaining top leadership talent.

The Nominations Timeline for 2017

First week of DECEMBER 2016

ICSC staff will notify each Division Nominating Committee of current and upcoming vacancies within their jurisdiction, and will work with current Volunteer Leaders to assess interest in second- and/or third-term candidacies and determine vacancies. Division Vice Presidents and State/Provincial Chairs will be kept apprised of progress or difficulties in this phase. (1 month)

Monday, JANUARY 2, 2017

Responses are due from current Volunteer Leaders.

First week of JANUARY – Tuesday, FEBRUARY 28, 2017

Division Nominating Committees and State/Provincial Directors will hold conference calls to discuss vacancies, research, and recommend nominees, and prepare a slate of candidates. (8 weeks)

Wednesday, MARCH 1, 2017

Draft slates are due to ICSC from each division.

Friday, MARCH 10, 2017

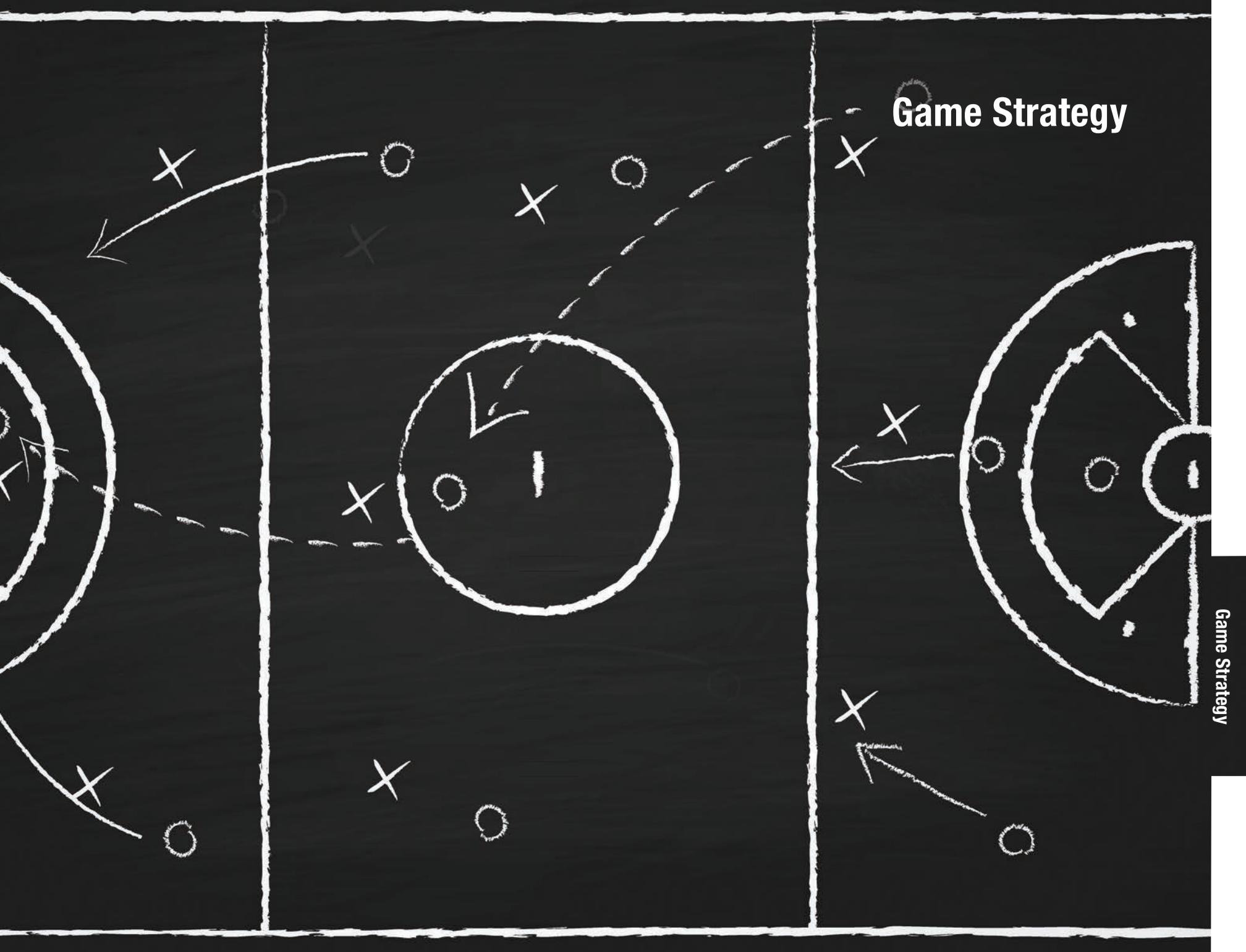
ICSC completes the vetting process for each slate. (10 days)

First week of APRIL 2017

Slates are approved by Division Nominating Committees and announcements are made.

VOLUNTEER LEADERSHIP TRAINING 2017 (proposed)

- APRIL 21, 2017 Training for the Eastern Division
New York City
- APRIL 24, 2017 Training for the Southern Division
Atlanta
- APRIL 26, 2017 Training for the Central Division
Chicago
- APRIL 28, 2017 Training for the Canadian Division
Toronto
- MAY 21, 2017 Training for the Western Division
Las Vegas (in conjunction with RECon)



Game Strategy

Game Strategy

Key Stats: Small Businesses



The vast majority (**88%**) of U.S. shopping centers are small, local convenience, and neighborhood centers. Almost half of these are occupied by locally-owned businesses.

Source: ICSC Media Talking Points



Over 20% of shopping center tenants are in non-retail industries and include doctors and dentists, personal finance and tax professionals, and institutions of higher learning.

Source: ICSC Media Talking Points



Game Strategy

Events/Meetings Snapshots

All meetings are categorized based on clearly defined categories, which allows ICSC to better evaluate and measure the effectiveness of events and develop best practices.

National Events	RECon and NY National Deal Making	<ul style="list-style-type: none"> - Signature deal making events held annually
	Specialty Conferences	<ul style="list-style-type: none"> - Focused subject matter that appeals to a specific member sector - No deal making component - Examples: OAC, Law, CenterBuild, SLS, Mocial

Regional Events	Deal Making Conferences	<ul style="list-style-type: none"> - Regional events that focus on providing expanded deal making opportunities - Include "Retail Central" - free registration for retailers in the exhibit hall - Events attract more than 1,500 attendees
	Idea Exchanges	<ul style="list-style-type: none"> - Smaller regional events that feature sessions about industry trends and educational opportunities - Deal making component is generally tabletop exhibits

Local Programs	Next Generation	<ul style="list-style-type: none"> - Topics focused on serving members in early career - Supported by Next Generation Chairs
	P3 Retail	<ul style="list-style-type: none"> - Topics focus on cultivating public/private partnerships - Supported by P3 Retail Chairs
	Specialty Programs	<ul style="list-style-type: none"> - Any local program addressing local, industry-specific topics

Programs in a Can

Planning programs can be daunting, and while there are many components that contribute to a successful program, determining an appropriate topic can be the biggest challenge. Programs in a Can is a new concept, created by Jazmen Johnson, the Program Manager for P3 Retail, which provides program templates for topics directly related to the mission of each division program. Programs for P3 Retail, for example, cover topics such as economic development, public investment, planning, use and design, and public-private partnerships. Each template can be adjusted to localize the conversation to serve the audience. Once a topic is chosen, the planning timeline and checklist will help guide the planning process.

Possible Program Formats

- **“Lightning Talk”** is a short presentation lasting only a few minutes. Usually, more than one lightning talk is delivered by different speakers in a single session. The rest of the session is devoted to a discussion of the ideas presented during the presentations.
- **“Paired Sessions”** is a panel on a particular topic, followed by a roundtable discussion.
- **Cafe-Style Meetings** begin with a brief introduction to a specific topic and a leading question about a problem or opportunity. Attendees then break into groups of four (one person serving as the table host) and for 15 - 20 minutes discuss the topic and respond to the question. Once the time is up, everyone except the “table host” moves to a different table. This meeting style leads to collaboration and more meaningful networking opportunities.
- **“TED” Style Talk** is a scripted presentation delivered without notes. It may be on any topic, guided by professional and innovative visual aids, and limited to a maximum length of 18 minutes.
- **Panel Discussions** are formal presentations and dialogue by a group of subject matter experts. Panels should consist of between two and four people.
- **Webinars** are presentations conducted over the internet, allowing participants from different geographical locations to participate.

Example Template

Topic: Tax Increment Financing (TIF) and Economic Incentives

Suggested Format: Panel Discussion, including city representative, economic development official, developer, retailer, TIF consultant, bond expert, tax attorney

Possible Titles:

Show Me the Money

Making the Best of Public Investment

Tax Incentives: How, Why, and Do They Work?

Tax Increment Financing: A Paradigm for Private and Public Partnering!

Public Sector Incentives: TIF, Enterprise Zone, Opportunity Zone, and Others

Description: TIF is a popular and effective tool used to bring retail development to underserved and/or blighted neighborhoods. When done well, TIF and other economic incentives can help improve local communities by making way for new job and housing opportunities, improving economic stability, and enhancing the appearance and infrastructure of a specific geographic area. During this session, city officials will share their goals for redevelopment and the role TIF can play in making this possible. Participants will also hear about successful TIF projects and the steps taken to get the job done.

Objectives:

At the end of this session, participants will be able to:

- Explain the components of their state or local TIF incentive.
- Explain the importance of public-private partnerships as they relate to TIF incentives.
- Provide three elements of a successful TIF project/case study.

Supporting Resources: TIF Guide 2nd Edition

Possible Speakers:

- Cynthia Stewart, National
- Lamont Blackstone, New York/New Jersey/Connecticut
- Council of Development Finance Agencies (CDFA) is also a great collaborative partner

Localize this program by including other local incentives used to attract retail development.

Program Planning Committee Guidelines

In today's climate of rapidly evolving needs, changing expectations, new technologies, and globalization, we rely more than ever on our volunteer leaders' ability to gather and evaluate information, identify trends, and respond to the needs of the industry.

Program Planning Committees are integral to the volunteer organizational structure, and vital to ICSC's ability to provide our members with information and tools to succeed. We appreciate the willingness of our volunteers to share time and expertise, and have developed guidelines to enable the greatest impact with the least demand on time.

How Do ICSC Program Planning Committees Work?

Purpose – The purpose of Program Planning Committees is to identify, or respond to, a need within the industry and shape program content and identify professionals willing to share information, experiences, and industry expertise.

Structure – Committees are structured to utilize the expertise of our members and to facilitate continuity. All ICSC Program Planning Committees consist of:

- Committee Chair
- Committee Co-Chair
- Appropriate State/Provincial Chairs representing a topic group (Government Relations, P3 Retail, Retail, and Next Generation)
- An ICSC staff liaison
- No more than two individuals from the same company
- Diverse representation of disciplines (i.e., retailer, owner developer, broker, etc.) within the industry

Terms of Service – All committee members are selected by the State/Provincial Director and serve for one year. The State/Provincial Director may reappoint committee members for up to three years (or during the course of the State/Provincial Director's term) and may defer the selection of committee members to the Program Planning Committee Chair.

Leadership Roles and Responsibilities – Volunteer Program Planning Committees and ICSC staff have distinct roles in providing the support services and resources needed to implement successful events.

The Program Planning Committee Chair is the leader of the committee and is responsible for guiding the committee in its work. The Program Planning Committee Chair is responsible for:

- Partnering with the ICSC staff liaison to ensure that the event supports ICSC's strategic priorities
- Advising on meeting goals and objectives
- Ensuring the committee knows, and works within ICSC policies and procedures
- Facilitating all committee meetings
- Providing guidance and serving as a resource to ensure responsibilities are fulfilled
- Mentoring Program Planning Committee Co-Chair

The Program Planning Committee Co-Chair provides support to the Chair and leads the committee in the absence of the Chair. It is expected that the Co-Chair will assume chairmanship in the following year.

Program Planning Committee Members

Under the direction of the Chair, the Program Planning Committee is responsible for working in conjunction with the ICSC staff to plan meetings designed to share information and professional experiences, cultivate industry expertise, and promote networking opportunities for all ICSC members, non-members, and industry professionals. Committees are responsible for putting together programs that advance the organizations, strategic priorities and enhance the image of our industry. Working as a team, the committee and staff liaison ensure that the committee's work and recommendations are in keeping with the organization's strategic priorities.

The ICSC Staff Liaison

The liaison provides an orientation for Program Planning Committee members on their roles and responsibilities, articulates ICSC's strategic priorities, ensures adherence to ICSC policies and procedures, and serves as a resource for speakers, session topics, and session formats.

The staff liaison is also responsible for:

- Selecting meeting facilities
- Planning meeting logistics
- Negotiating contracts with hotels, speakers, and other service providers
- Creating and producing marketing and promotional materials
- Setting fees
- Managing all funds
- Assigning Deal Making tables and/or booth space
- Facilitating communications among the program planning committee
- Attending program planning committee meetings
- Taking meeting minutes and maintaining meeting history
- Working with the program planning committee to ensure that responsibilities are fulfilled and agendas are met

How to Play: Plan, Prepare, and Run a Successful Meeting

Program Planning Committees set the meeting agenda, ensuring the proper marketing guidelines and resources are used.

Program Planning Committees establish a clear purpose for events:

- Is the meeting for networking, deal making, industry insight, or education?
- Who is the intended audience and how many attendees are expected?
- What will the general topics be for any sessions?
- Who are the potential speakers being pursued?
- Is the content unique and/or relevant to a membership sector, region, or locality?
- Is the meeting at least six weeks away from another meeting that serves members in the same geographic area?

It is ICSC's policy not to discriminate against any person on the basis of race, color, religion, national origin or ancestry, age, marital status, sex, sexual orientation, veteran status, disability, gender identity, or for any other human condition protected under the law.

It is important to be aware and observant of ICSC's Anti-Trust Policy, which is set forth below:

ICSC is committed to full compliance with all applicable laws, including Federal and state antitrust laws.

As a trade association, ICSC is subject to strict scrutiny under Federal and state antitrust laws. Many of ICSC's activities have procompetitive effects that benefit its members, the industry, and the general public. However, because ICSC members and event participants may constitute competitors in the retail real estate industry, great care must be taken to ensure that ICSC activities are conducted consistently with antitrust laws. It is the responsibility of ICSC staff, members, and event participants to be guided by this policy of strict compliance with the antitrust laws in all ICSC activities.

ICSC may not play any role in the competitive decisions of its members or their employers, or in any way restrict competition in the retail real estate industry. The purpose of this policy is to prevent ICSC from being misused as a vehicle for anti-competitive agreements regarding prices, boycotts, exclusion of players from the market, or other unlawful activities.

Accordingly, in connection with any ICSC event or activity, discussion of the following subjects is prohibited in order to avoid even an appearance of anti-competitive conduct:

- Pricing (current or future), pricing methods, formulas, policies, or strategies (including discounts, rebates, or credit terms);
- Profits or profit margins;
- Terms or conditions of sales;
- Operating costs;
- Wage and labor rates;
- Allocation of markets, territories, or customers;
- Operating plans or market practices (current or future);
- Terms or conditions of business transactions (current or future);
- Claims settlement practices;
- Boycotts, exclusions, refusals to deal with suppliers, customers, competitors, or other third parties (or any class or type of suppliers, customers, or other third parties);
- Adoption of particular actions or policies;
- Any other competitive aspect of a company's operations.

The foregoing policy applies to all discussions, messages, and other communications in any way related to ICSC events or activities.

Key Stats: Omni-channel: Bricks and Clicks

Omni-channel shoppers **shop more frequently and spend 3.5 times more money** than their single-channel counterparts.

Source: Barclays

About **two-thirds** of consumers who buy online say they use a store either pre- or post-purchase.

Source: ICSC Media Talking Points



Last holiday season, **32%** of shoppers purchased an item online to be picked up at a store, with **69%** of those shoppers making an additional purchase in store.

Source: ICSC Media Talking Points

On average, **66%** of shoppers are likely to go online to do research before going to a store.

Source: ICSC Media Talking Points

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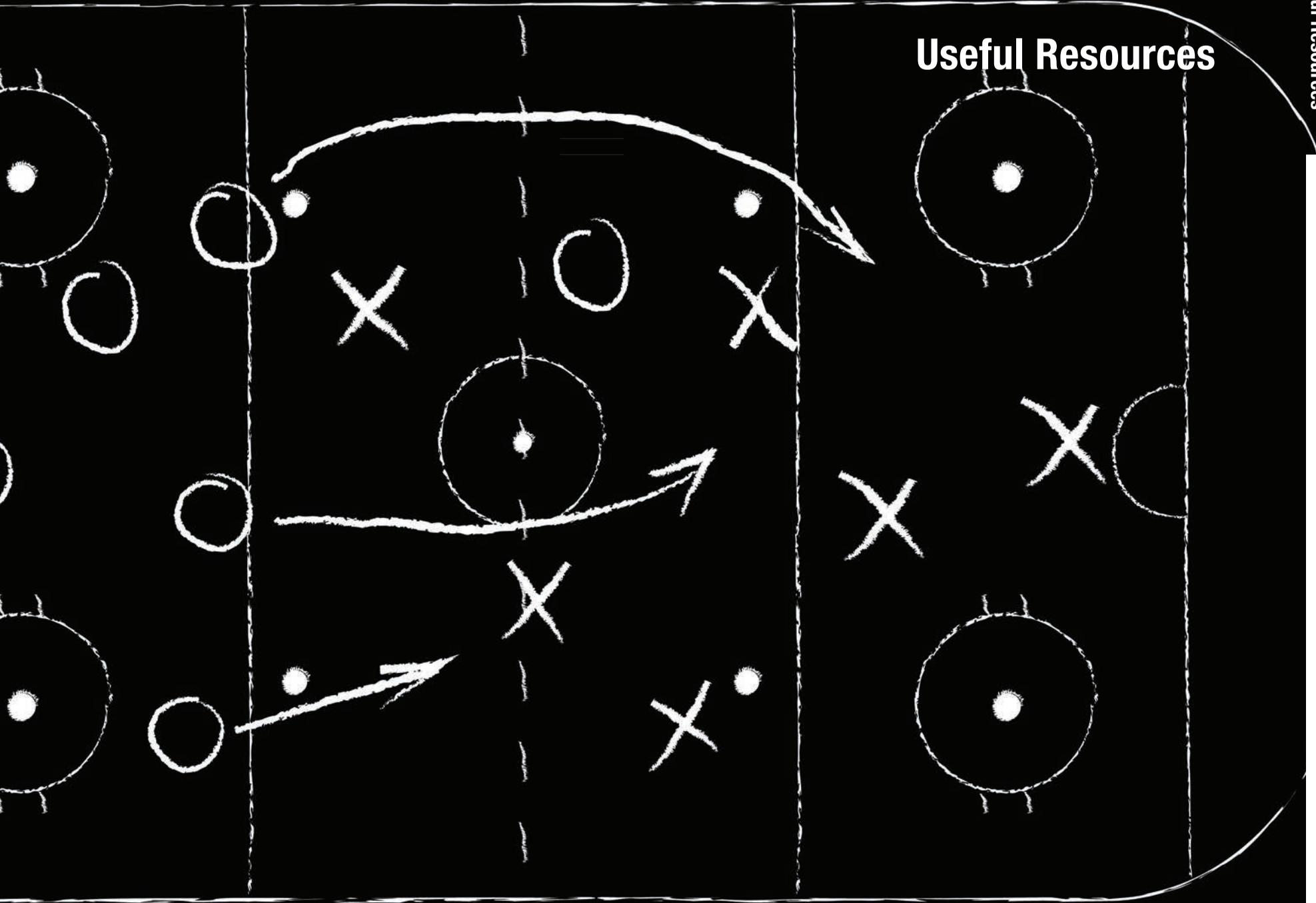
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Useful Resources



Key Stats: Omni-channel: Bricks and Clicks

83% of brands suggest their physical store expansion plans will not be affected by the growth in e-commerce in 2016.

Only **22%** of brands are concerned about stiff competition from online retailing as a threat to the market in 2016.

Source: CBRE, "How Active Are Retailers Globally?" International/global data



Nearly **three-quarters** of multichannel retailers are more profitable than their single-channel counterparts, and Rent the Runway, Blank Label, Bonobos, and BaubleBar all report higher average order values in-store than online, where customers are more likely to make both high-value and incremental purchases.

Source: L2 Intelligence Report, 2016

Useful Resources

ICSC Master Narrative

The narrative organizes our core messages into themes and is the result of extensive research into media and analyst coverage of the industry, and interviews with members and ICSC leaders. It enables us to address critical industry opportunities and challenges, and proactively tell the story about how the retail real estate industry is **Building Communities**, **Fueling Economies**, and **Inspiring Innovation** on a global scale. The master narrative talking points are highlighted below, and are also available on the ICSC website, to serve as a guide for you and to be tailored as appropriate in your conversations about the industry as a whole.

I. Building Communities

"Unlike any other place shopping centers are built around the needs of communities, while building value in them, too."

From Istanbul's ancient Grand Bazaar to Seattle's modern-day Bellevue Square, the value of shopping centers reaches far beyond receipts – they build, revitalize, and even place entire communities on the map.

- Shopping centers are located in every community across the U.S. – 115,000+ in total. (Source: ICSC Media Talking Points)
- Since 2010, there have been more than 1,500 new shopping centers built in the U.S. to meet the high demand of consumers. (Source: ICSC Media Talking Points)
- Shopping centers are integral to the social fabric of communities by providing a "third place." They are community centers, providing a place to be with friends or family when not at work or home. Shopping is still a very social event. (Source: ICSC Media Talking Points)

Once anchored solely by the department store, retail's move toward mixed-use centers is creating a cultural shift where "signature" dining and experiences encourage foot traffic that stays longer, spends more, and keeps it local.

- New developments anchored by high-end restaurants and surrounded by food markets, clothing stores, office space, and residential areas are creating urban multi-use megaplexes focused on "placemaking." (Source: *Bloomberg*, "A \$20 Billion Megaproject's Key Ingredient: The Luxury Food Court")
- Leasing teams work very hard to find the "right" tenant that will best complement the shopping center. Shopping centers are being far more creative in how they lease their space, with a rise in non-traditional tenants and anchor stores (e.g., Whole Foods as a mall anchor). (Source: ICSC Media Talking Points)

II. Fueling Economies

“The combined power of two of the most influential industries supports the perpetual heartbeat of local, national, and global economies.”

- Retail real estate is a catalyst of the global economy. A bellwether connecting Main Street and Wall Street, the industry’s impact stretches from the wallet to the global exchange.
- The current value of shopping center real estate in the U.S. is \$1.3 trillion.
- 93% of all retail sales occur in physical locations (U.S.).
- Shopping center sales make up 15 percent of the U.S. GDP.
- Shopping center sales account for about 8 percent of Australian GDP and almost 12 percent of South African GDP.
- In the U.S., shopping centers generate \$167.3 billion annually in sales taxes, which help fund critical municipal services such as fire, police, schools, and infrastructure like roadways and parks. Shopping centers are also responsible for the payment of \$25.7 billion in local property taxes—more than enough to cover the 2015 budget for the state of California, the world’s eighth largest economy.
- Redevelopment is an essential part of maintaining any piece of real estate—commercial or residential. Over the past several years, the industry has successfully constrained the amount of new supply being put into the pipeline and has focused on redevelopment. Therefore, we are now in a situation where the existing stock of centers and malls is incredibly healthy.
- According to the U.S. Census Bureau, the value of shopping center construction, including work done on both new and/or existing structures, reached nearly \$17.2 billion in 2015—a level not seen since 2008.
- The vast majority (88%) of U.S. shopping centers are convenience and neighborhood centers. Almost half of these are occupied by locally-owned businesses.

III. Inspiring Innovation

“The industry’s far-reaching influence uniquely positions it to shape the practices, policies, and technologies that impact the future of business and society.”

- As consumer behavior continues to evolve, the industry is responding by reimagining retail. Today’s showrooms are shaping how we will interact, shop, pay, and even run businesses of the future.
- The places where today’s children learn and play, and the services that protect them, are made possible by the billions of tax dollars generated by shopping centers across America.
- Bricks and clicks are not an “either or”; they are a relationship. When done right, omni-channel is a sales driver, improving service and convenience, and creating experience – the difference between a business and a BRAND.
- The industry’s far-reaching influence uniquely positions it to shape the practices, policies, and technologies that impact the future of business and society.
- Virtual reality is the latest and greatest innovation, and retailers and real estate developers alike are integrating the technology at a rapid pace to create the ultimate store and consumer experience.
- Omni-channel retailing allows consumers to simultaneously use linked channels to make their purchases as retailers provide a seamless experience across all channels. This ultimately minimizes fulfillment costs, while maximizing customer satisfaction.
- Omni-channel shoppers spend 3.5 times more than other shopper types.
- Approximately two-thirds of consumers who buy online say they use a store either pre- or post-purchase.
- E-commerce only accounts for about 7 percent of total retail sales.
- Retailers with a physical presence capture over 50 percent of all e-commerce sales, demonstrating the value of holding an innovative, omni-channel approach.

ICSC Products and Services

Education

ICSC Education offers cutting-edge programs with enhanced curriculum for all retail real estate industry professionals seeking to advance their career in any stage of their professional development. We focus on three key areas: professional development at deal making conferences, all-inclusive educational immersions, and online learning. Our flagship programs are University of Shopping Centers, where members may attend up to six classes and choose from a portfolio of subject-matter options over a three-day period; and the John T. Riordan School for Retail Real Estate Professionals, a week-long program that takes place in five global regions. Additionally, we offer 90-minute professional development workshops at our key deal making conferences across North America, including RECon. Our online portfolio includes the Retail Real Estate Management Institute, monthly live webinars, and certification study sessions.

Professional Certification

ICSC Certification awards special recognition to those who demonstrate the highest level of competency in their field, proven through experience, education, examination, and professional ethics. We offer five certifications and one designation:

CSM – Certified Shopping Center Manager

CMD – Certified Marketing Director

CLS – Certified Leasing Specialist

CDP – Certified Development, Design and Construction Professional

CRX – Certified Retail Property Executive

SLD – Specialty Leasing Designation

Speaking and Teaching Opportunities at ICSC

If one is interested in speaking or teaching at an ICSC event, you are encouraged to fill out ICSC's Speaker Application online at: www.icsc.org/speakers, or to contact the ICSC Event Contact listed on the specific web page of the program and ask to contact the Program Chairman or ICSC Program Manager.

There is also training material online in print and video form to help all ICSC speakers, plus specific tips offered to keynote speakers, facilitators, moderators, panelists, and discussion leaders.

Research

ICSC collects, interprets and disseminates relevant information pertaining to the shopping center industry. In addition to statistical data, ICSC's Research Department has joint ventures with several organizations, produces regular publications (including *Retail Property Insights*), offers an electronic library and a statistical database (QuickStats), and conducts webinars geared to department content and use of ICSC's research resources.

ICSC's vendor partnerships and international outreach efforts enable it to offer such resources as Country Fact Sheets with shopping center statistics for more than 30 nations; the Global Shopping Center Directory; and shopping center classifications that aid comparisons and studies around the world.

Publications

ICSC offers members a wide variety of magazines, in both print and digital formats, providing in-depth analysis of important retail real estate developments taking place around the globe. Our integrated publishing approach blends print, online and live events, and provides ICSC's members with targeted information.

Our magazine portfolio includes:

- *Shopping Centers Today*
- *Shopping Centers Today Global*
- *Shopping Centers Today Iberoamérica*
- *Value Retail News*
- *International Outlet Journal*
- *Specialty Retail Report*

Weekly eNewsletters include:

- SCT Week
- AsiaBrief
- EuroBrief
- IndiaBrief
- MiddleEastBrief
- LatinAmericaBrief
- Global Outlet News Brief
- Specialty Retail Report Snapshot

Books

ICSC offers a wide variety of textbooks, in both print and digital formats, covering a range of retail real estate subjects. The books, published in several different languages, serve as educational tools for members and also help support ICSC's professional certification and designation programs. The full book catalog is available online.

Other Volunteer Opportunities for Volunteer Leadership

ICSC PAC

The ICSC Political Action Committee is led by Susan Askew at the staff level in Washington, D.C., in conjunction with the ICSC Committee on PAC Management. It is the only PAC dedicated to advancing the policy interests of the shopping center industry, as well as fostering relationships between Members of Congress and ICSC members. Access to Congressional leaders helps the retail real estate industry influence policy, and without access, ICSC is unable to advocate for members and their businesses.

ICSC PAC is bipartisan and focuses on Federal Congressional elections. By law, ICSC PAC funds may only come from personal contributions made by ICSC members and not from ICSC operating funds. ICSC pays all administrative and solicitation costs for ICSC PAC. Therefore, every dollar contributed is used to support candidates for Federal office who support ICSC's legislative priorities.

2015 – 2016 ICSC PAC Expenditures

- \$1,250,000 direct campaign contributions to House and Senate campaigns
- Focus on Congressional committees with jurisdiction over ICSC legislative priorities

ICSC Volunteer Leadership ICSC PAC Participation

- 39 Volunteer Leaders contributed \$15,300 in 2015 – 90 percent of that money came from six people
- 16 Volunteer Leaders have contributed \$14,000 in 2016 – 93 percent of that money came from four people

ICSC Foundation

ICSC strives to recognize the achievements of our industry by giving back through the ICSC Foundation. Since its inception in 1988, the Foundation has invested nearly \$1.5 million in retail real estate education and \$350,000 in grants to global charities that partnered with members in community campaigns. In 2015, the Foundation awarded 107 scholarships and invested \$368,300 in undergraduate, graduate, and ICSC professionals. In addition, the philanthropic work of ICSC's worldwide shopping centers was recognized through 21 Community Support Awards, which totaled \$60,000 given to industry charity partners. In 2015, ICSC Foundation Canada was established to strengthen the Canadian retail real estate industry by supporting students, professionals, and the philanthropic work of the shopping center community.

REAP (Real Estate Associate Program)

ICSC is engaged with REAP, a diversity program bringing the country's most talented minority professionals into the world of commercial real estate.

This 10-week program offers complete immersion in real estate concepts and principles with support from the industry's major trade organizations and prominent real estate companies.

REAP was launched in Washington (1998); Atlanta (2001); New York City (2006); Chicago (2009); Los Angeles (2011); Cleveland (2012); Columbus (2014); and Dallas (2015).

Community Development

ICSC provides many tools and resources to the public sector and invites its members to help conduct outreach to educate public officials on the benefits of retail to their communities. Opportunities include speaking on conference panels, peer-to-peer outreach, and participating in webinars and as advisors on development of new products and services.

Global Awards

ICSC global awards recognize achievement for professional excellence in the global retail real estate industry. Awards for marketing, design and development, and retail store design have been claimed by the world's best companies and outstanding shopping center professionals.

- Asia Pacific Shopping Center Awards
- Canadian Shopping Centre Awards
- China Shopping Centre and Retailer Awards Program
- European Shopping Centre Awards
- Latin American Shopping Center Awards
- Middle East and North Africa Shopping Centre Awards
- Solal Marketing Awards
- U.S. Design and Development Awards
- U.S. Shopping Center MAXI Awards
- VIVA (Vision, Innovation, Value, and Achievement) Best-of-the-Best Awards
- Visual Victories Awards

ICSC Website

www.icsc.org

Tools and resources are available at www.icsc.org to assist you in your leadership role, including access to the ICSC calendar of events and online program registration, as well as access to contact information for ICSC staff, fellow volunteer leaders, and members. Additional information on local leadership programs, membership, publications, education, advocacy, and research is also available.

