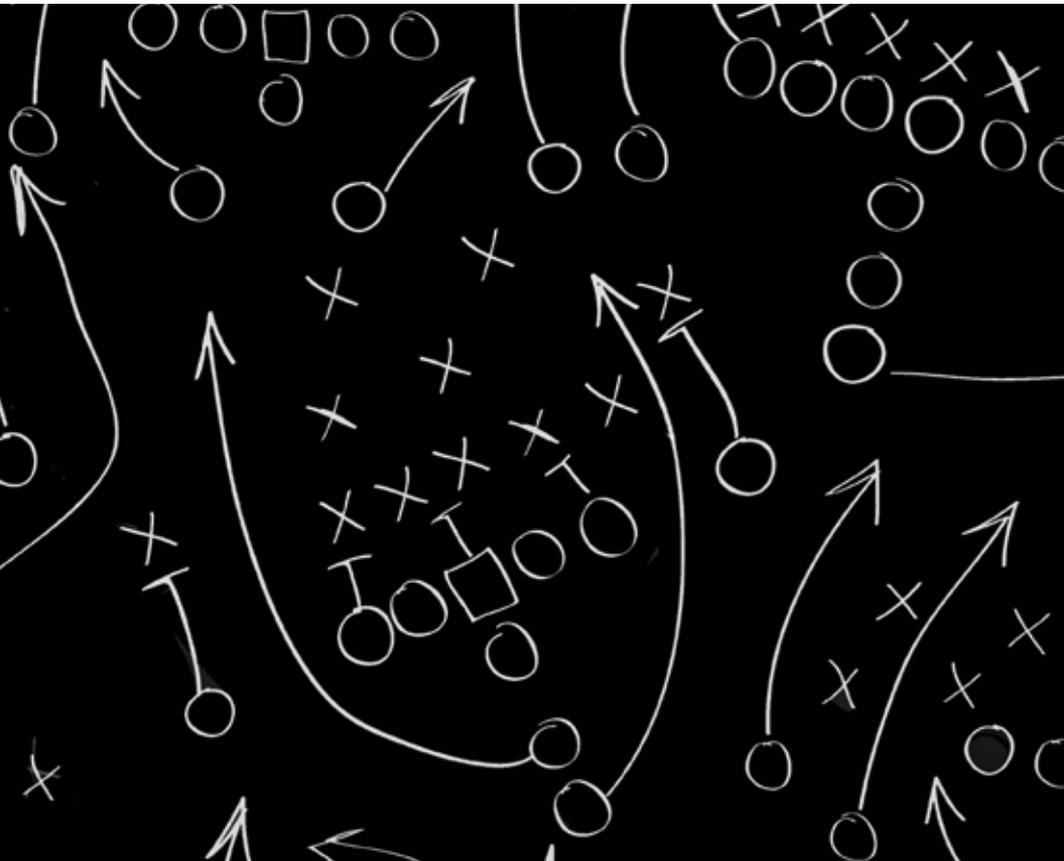




2017/2018 Volunteer Leadership Playbook



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. **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.

Last year, Margaret Wigglesworth joined as our Executive Vice President of Member and Volunteer Services. More recently, Stephen Taylor transitioned into a new role at ICSC as Director of Volunteer Services. With this team in place, we are focused on delivering world class service to all of our members, most importantly to you, our volunteers. We have made tremendous progress to date, and our goal continues to be to work closely and collaboratively with you and to better support you by ensuring the time you spend with ICSC is well spent.

The Volunteer Leadership Summit is an opportunity for us to come together, share our ideas and update you on a number of initiatives critical to our organization and the industry. This volunteer handbook serves as a resource guide for you throughout the year and can help answer questions when we are not together. 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. Over the course of last year, we frequently engaged with external stakeholders throughout the community, at events, in the halls of government, and in everyday conversations, to tell our story. We recognize and appreciate that in your many volunteer activities, you too play a critical role in this effort.

Thank you for your passion, your commitment and your support of both our industry and ICSC. Every day, we are accelerating into the future *As One*.

Sincerely,



Tom McGee

President and Chief Executive Officer

ICSC As One

Our Strategic Ambition

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.

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.

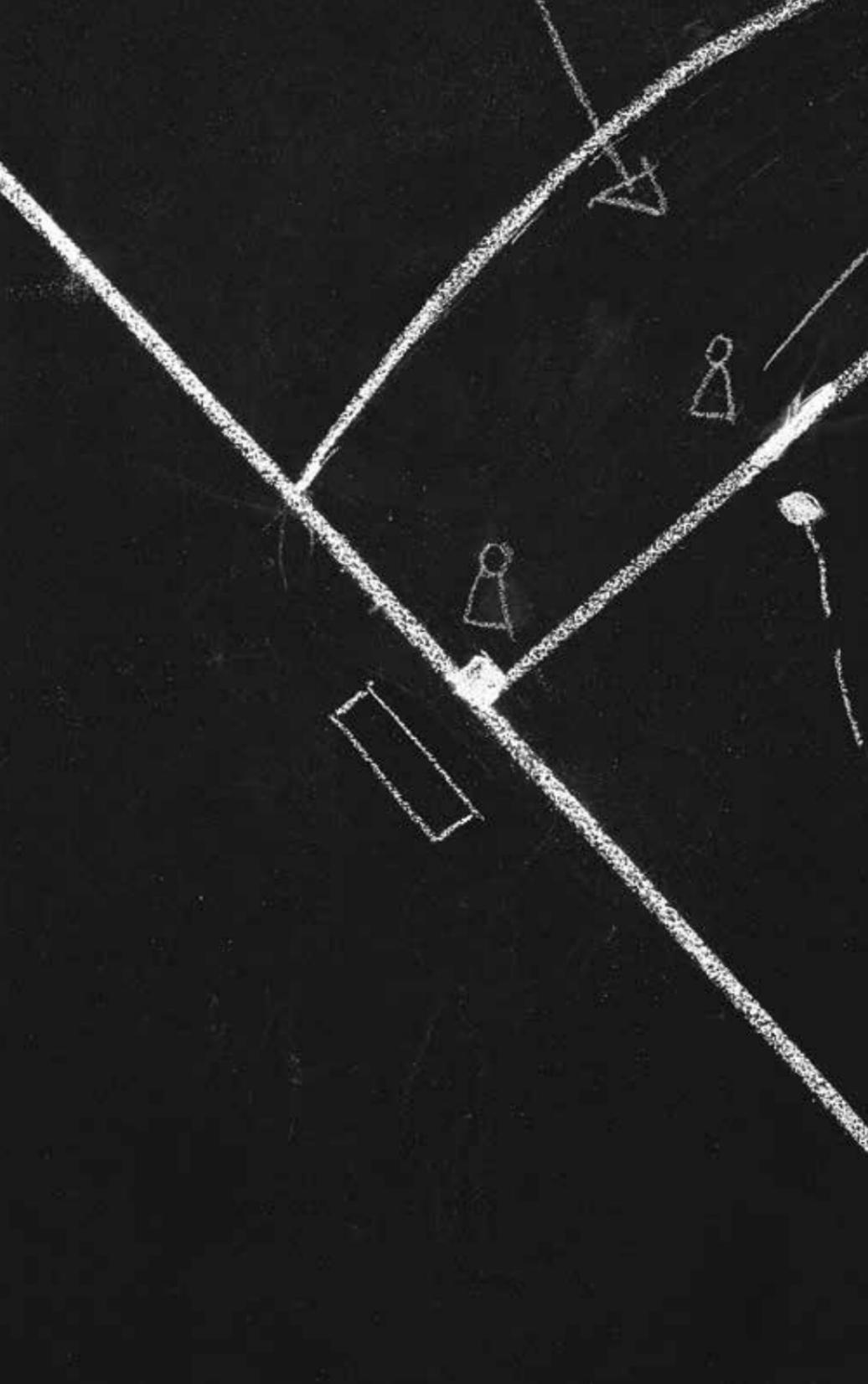
- **Innovate** to ensure the breadth and depth of our networking and other services remain relevant to the segmented needs of our diverse membership group
- **Collaboratively engage with volunteer leadership and broader membership** to address current and future industry challenges and opportunities
- **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

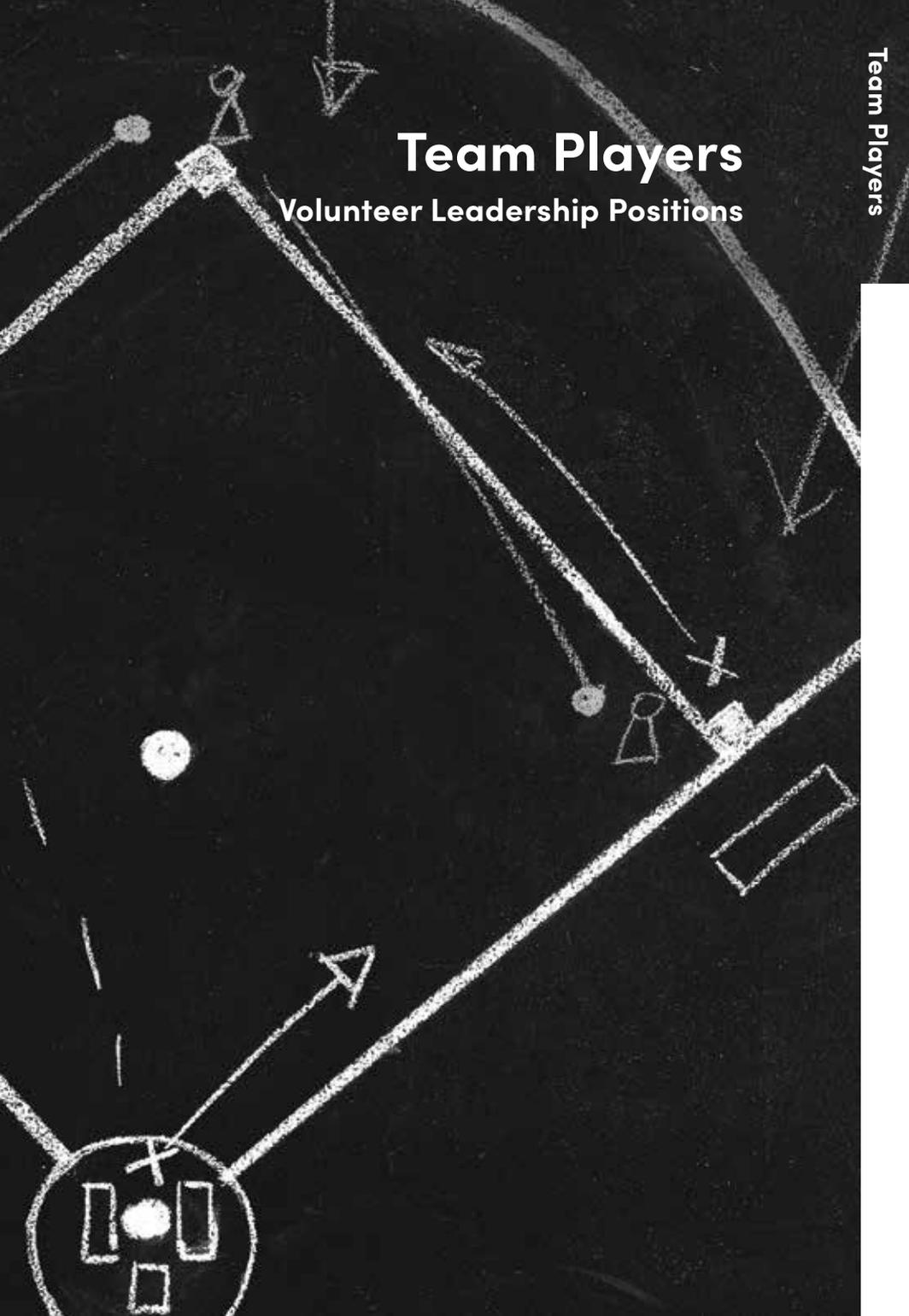
Become best-in-class by responsibly investing in people, systems, and processes.

- **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.**

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 **\$2.7 trillion in 2016.**



Two-thirds of the **\$18 trillion U.S. GDP** comes from consumer spending on goods and services.

On average, American adults visit shopping centers **5.3 times per month.**

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 the ICSC Team 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 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 Program 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 the ICSC Team, 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 the ICSC Team. The Chair recruits committee members and chairs committee meetings. The group advocates on behalf of the retail real estate 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 serve in tandem – a Chair representing the Private Sector and a Chair for the Public Sector. Together they help 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/Province 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 Next Generation professionals, and providing quarterly reports to the Division and State/Provincial Leadership on challenges and issues facing the Next Generation professional.

Operations Chair

The Operations Chair represents the operations, management, leasing, and marketing sectors of the retail real estate industry, working with the ICSC Team 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/Provincial Director, serve for one year, and include one or more chairs, as well as ICSC team members.

A Deeper Dive into Roles and Responsibilities

State/Provincial Directors

Overview

The role of a State/Provincial Director is to serve as the conduit between various committees operating at the State and Divisional level. The role is designed for Volunteer Leaders with tremendous organizational skills, leadership capabilities, and knowledge of the various groups that make up the volunteer leadership committees in their State or Province. The State/Provincial Director promotes communications throughout their entire State/Province. Another vital function of the State/Provincial Director is disseminating of ICSC updates and the monitoring of programming activity in conjunction with Operations Chairs.

State/Provincial Director Role and Responsibilities

State/Provincial Directors are selected through the formal ICSC volunteer leadership nominations process. To be considered for this role, candidates must have extensive volunteer experience, and be well-versed in the process of organizing programs.

State/Provincial Directors foster creative, collaborative, and dynamic communication and programming across committees. State/Provincial Directors work closely with Divisional and State/Provincial Program Operations Chairs to monitor events, schedule programming, and recognize new opportunities to add value to existing ICSC initiatives. State/Provincial Directors will:

- Maintain regular contact with State/Provincial committee; and
- Coordinate with the Divisional Operations Chair on the Divisional events calendar;
- Establish program planning committees with the ICSC Team to generate programs and events;
- Engage with new ICSC members about volunteer opportunities;
- Ensure expectations and responsibilities of committee members are recognized and met via committee goals and reports;
- Support State/Provincial committee efforts and goals;
- Emphasize succession planning and its importance to ensure continuity within volunteer leadership structure;
- Attend ICSC programs and events, including the Volunteer Leadership Summit and other volunteer leadership meetings and training sessions.

Government Relations Chair

Overview

The Government Relations Chair works closely with the ICSC team to track and monitor policy and legislative issues at the State and Local levels. The Chair is responsible for creating a policy agenda and organizing committee efforts that support legislative advocacy work. The Government Relations Committee works in tandem with ICSC's Office of Global Public Policy to coordinate programming that elevates the voice of ICSC and the retail real estate industry. The Chair organizes communication among the committee and other volunteer groups and generates quarterly reports for their Divisional Government Relations Chair and State/Provincial Director.

State/Provincial Government Relations Chair Role and Responsibilities

State/Provincial Directors are selected through the formal ICSC volunteer leadership nominations process. Upon appointment, Chairs work closely with the ICSC Team to determine the legislative priorities in their State/Province. Additionally, Government Relations Chairs establish a Government Relations Committee comprised of ICSC members from their respective State/Province.

The ICSC Team will provide Chairs with information and materials related to the industry and legislative issues, and serve as a resource for committee building. Government Relations Chairs will:

- Recruit and engage new volunteers to committees;
- Serve as the voice of the Government Relations effort on behalf of the Office of Global Public Policy;
- Lead Federal and State elected leaders grassroots efforts;
- Coordinate "Day at the Capital" events and other meetings with legislators at the State/Provincial level;
- Provide quarterly reports to State/Provincial Leadership and Divisional Leadership;
- Stay up-to-date with emerging State legislative/regulatory issues that may impact the retail real estate industry;
- Communicate regularly with the members in the State/Province to provide updates on key issues;
- Identify and mentor a potential successor for at least one year before term ends; and
- Attend ICSC programs and events, including the Volunteer Leadership Summit and other volunteer leadership meetings and training sessions.

P3 Retail Public and Private Chairs

Overview

ICSC launched the P3 Retail Program in 1997 to promote the positive economic impact of the retail real estate industry on communities across America. P3 provides a forum for dialogue to develop better working relationships between developers, retailers, brokers, lenders, and local government officials.

State/Provincial P3 Retail Chair Role and Responsibilities

State/Provincial P3 Retail Chairs are selected through the formal ICSC volunteer leadership nominations process. P3 Retail is a dual office comprised of one Chair from the private sector and one Chair from the public sector. The persons appointed to these positions should be committed to building and fostering positive relationships between the public and private sector members of ICSC. State/Provincial P3 Chairs will:

- Recruit and oversee P3 Retail Program Planning Committee;
- Act as the voice for the public sector members of ICSC and the advancement of public-private partnerships;
- Provide State/Provincial Director with quarterly updates on outreach initiatives and growth in public sector membership;
- Work with the Divisional P3 Retail Co-Chairs and P3 Retail Advisory Group to support the mission and goals of the program and ensure brand integrity;
- Provide quarterly reports on outreach initiative and growth in the public sector membership to the Division and State/Provincial Leadership;
- Participate in local outreach opportunities to promote public sector engagement;
- Identify and mentor a potential successor for at least one year before term ends; and
- Attend ICSC programs and events, including the Volunteer Leadership Summit and other volunteer leadership meetings and training sessions.

Retail Chair

Overview

The Retail Chair works closely with the ICSC Team to track industry trends and create programming that addresses relevant industry topics. The Retail Chair works with the ICSC Team to set the agenda for retailers in the State/Province and continually examine options to better address the needs of the retail community. The position requires industry awareness, strong leadership on retail-specific issues, and the ability to critically analyze challenges and opportunities for industry professionals. The Chair organizes communications among the committee and other volunteer groups and provides quarterly report to the Divisional Retail Chair and State/Provincial Director.

Retail Chair Role and Responsibilities

Both State and Provincial Retail Chairs are selected through the formal ICSC volunteer leadership nominations process. To be considered for this role, candidates will have served on local program planning committees and will be familiar with the ICSC Team and existing Volunteer Leaders. An effective Retail Chair will work with the ICSC Team to monitor retail trends and communicate with fellow Volunteer Leaders.

This is a dynamic position as the Chair is responsible for creating and disseminating information to their retail committee, State/Provincial Directors, and Divisional Leadership. Maintaining constant communication with the ICSC Team is vital to ensuring cutting edge programming that presents the most relevant information to the ICSC members. Whether focused on industry trends, producing an educational program, or coordinating a networking event, the ICSC Team is in place to supplement and support the efforts and vision of the Retail Chair. Retail Chairs will:

- Engage and recruit new members to the volunteer leadership structure;
- Produce programming designed to network, share ideas and discuss industry issues;
- Share information with fellow Volunteer Leaders to ensure the most relevant content and information is being presented;
- Provide the State/Provincial Director with quarterly updates on outreach initiatives and the recruitment of retailers to ICSC and to retailer-specific programming;
- Encourage those involved in retail to attend RECon, regional, and local programs;
- Identify and mentor a potential successor for at least one year before term ends; and
- Attend ICSC programs and events, including the Volunteer Leadership Summit and other volunteer leadership meetings and training sessions.

Next Generation Chair

Overview

The Next Generation Chair provides vision, leadership, and support for the next cohort of industry leaders. Through a variety of programs, the Next Generation Chair works with the ICSC Team to create the forum in which the young professionals network.

Next Generation Chair Role and Responsibilities

Both State and Provincial Next Generation Chairs are selected through the formal ICSC volunteer leadership nominations process. To be considered for this role, candidates will have served on local program planning committees and will be familiar with the ICSC Team and existing Volunteer Leaders. Whether focused on recruiting new members, creating a forum to network, or producing an educational program, the ICSC Team is in place to assist and supplement the efforts of the Chair.

Next Generation Chairs have an array of resources and a wide scope of programs at their disposal. Next Generation Chairs will:

- Engage and recruit new members to the volunteer leadership structure;
- Build positive relationships between Next Generation and fellow volunteer leadership committees;
- Produce programming designed to network, share ideas and discuss industry issues;
- Continue to grow Next Generation initiatives and further establish Next Generation as a coveted aspiration for Next Generation leaders;
- Provide the State/Provincial Director with quarterly updates on outreach initiatives and growth in public sector membership;
- Encourage those involved in Next Generation to attend RECon and the National Next Generation Conference, as well as participating in Next Generationerosity opportunities;
- Identify and mentor a potential successor for at least one year before term ends; and
- Attend ICSC programs and events, including the Volunteer Leadership Summit and other volunteer leadership meetings and training sessions.

Operations Chair

Overview

The State/Provincial Operations Chair organizes communications among committees and other volunteer groups, providing a focal point for committee work and overseeing the execution of meetings throughout the State/Province. Operations Chairs provide quarterly reports to the leadership at the State and Division level, while working with the ICSC Team and the Division Program Operations Chair to maintain the Division's event and program calendar.

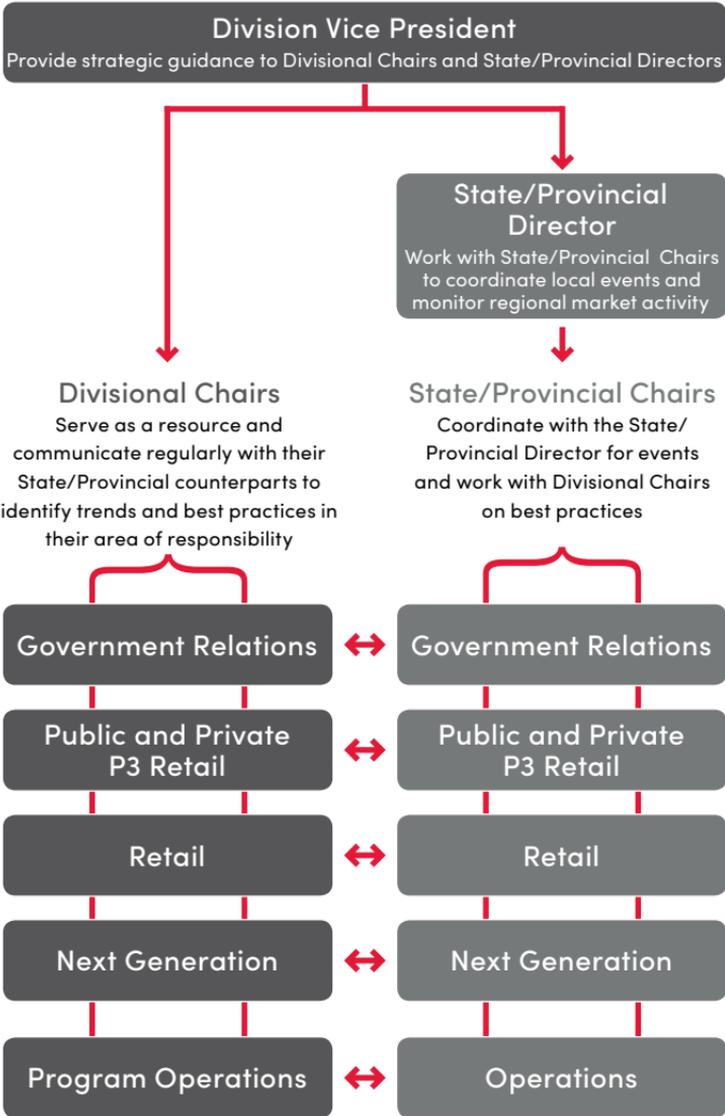
State/Provincial Operations Chair Roles and Responsibilities

State/Provincial Operations Chairs are selected through the formal ICSC volunteer leadership nominations process. To be considered for this role, candidates must have extensive volunteer experience, particularly as it pertains to working with the ICSC Team and program planning committees.

State/Provincial Operations Chairs work closely with every volunteer committee in the State or Province, as well as the ICSC Team to coordinate and maintain a schedule of events and programs. Operations Chairs will:

- Work with State Chairs for Next Generation, P3, Government Relations, and Retail to ensure that programming addresses each sector as needed;
- Coordinate with Divisional Meetings Manager and Chairs for Next Generation, Retail, Government Relations, and P3 to establish a quarterly calendar of events;
- Work with the Divisional Operations Chair to ensure programs are in line with the region's goals;
- Be knowledgeable about ICSC guidelines, policies and procedures and ensure that program planning committees work within them;
- Identify and mentor a potential successor for at least one year before term ends; and
- Attend ICSC programs and events, including the Volunteer Leadership Summit and other volunteer leadership meetings and training sessions.

ICSC Volunteer Leadership Team



All-Stars: The Ambassador Program

The Ambassador Program is a platform for ICSC's most experienced volunteers to provide leadership and support to the volunteer leadership community as well as to the broader ICSC membership.

Ambassadors provide guidance and support to the State and Local volunteer leadership and assistance with succession planning and nominations. In addition, Ambassadors are actively engaged in outreach to new ICSC members and mentorship to ICSC student members, colleges and universities.

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

0- Engage via ICSC's Social Media:

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

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

- Manage various communication subscriptions
- Update your business listing and information
- Register for upcoming events

0- Access information:

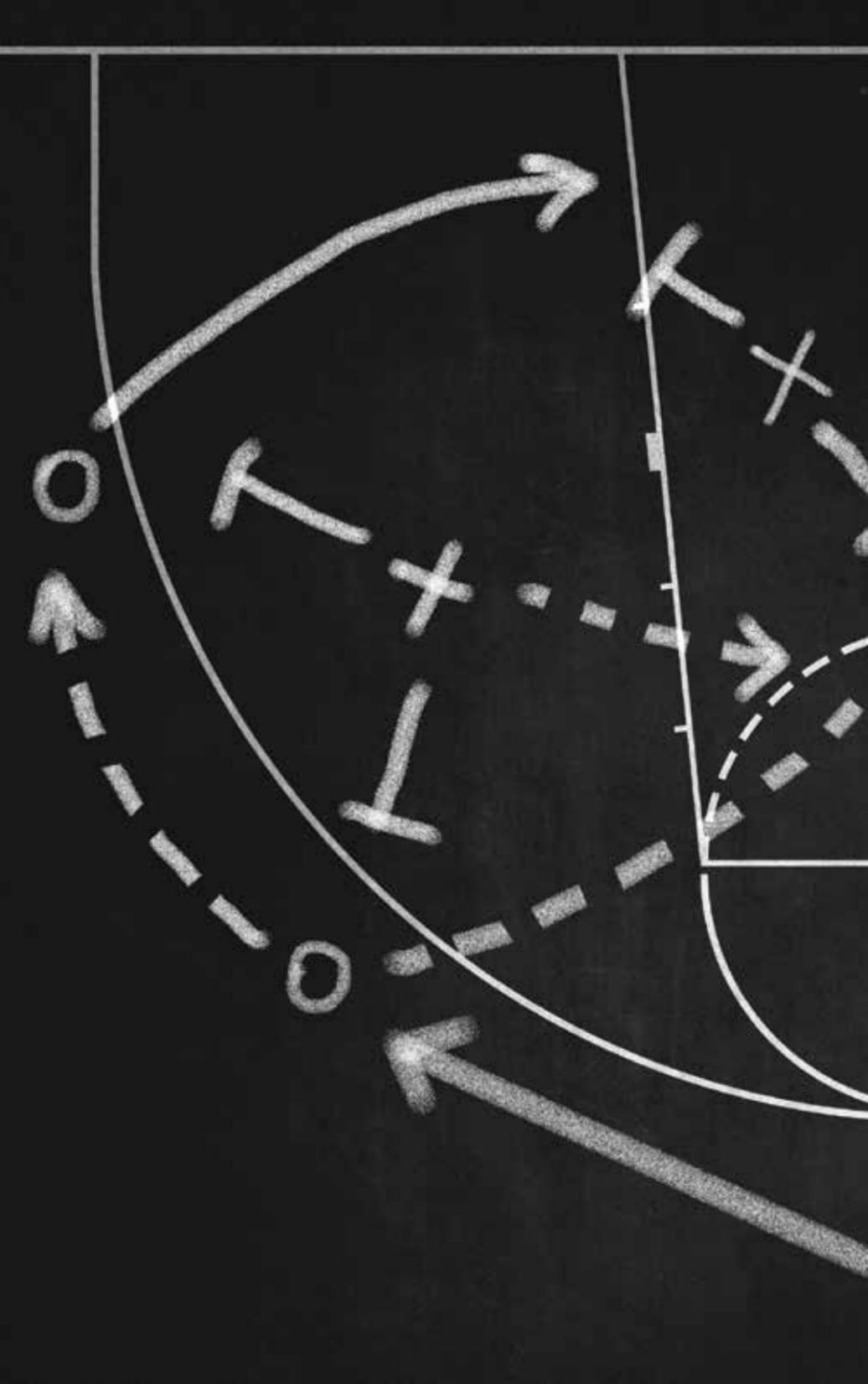
- Member Directory, ICSC IFA Matchmaking, Global Shopping Center Directory, VRN Global Outlet Project, VRN Value and Outlet Retail Directory, and Affiliates Directory
- Quickstats (source for shopping center industry-related data produced or collected by the ICSC Research Department)
- The latest ICSC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

The Do's and Don'ts of Best Practices

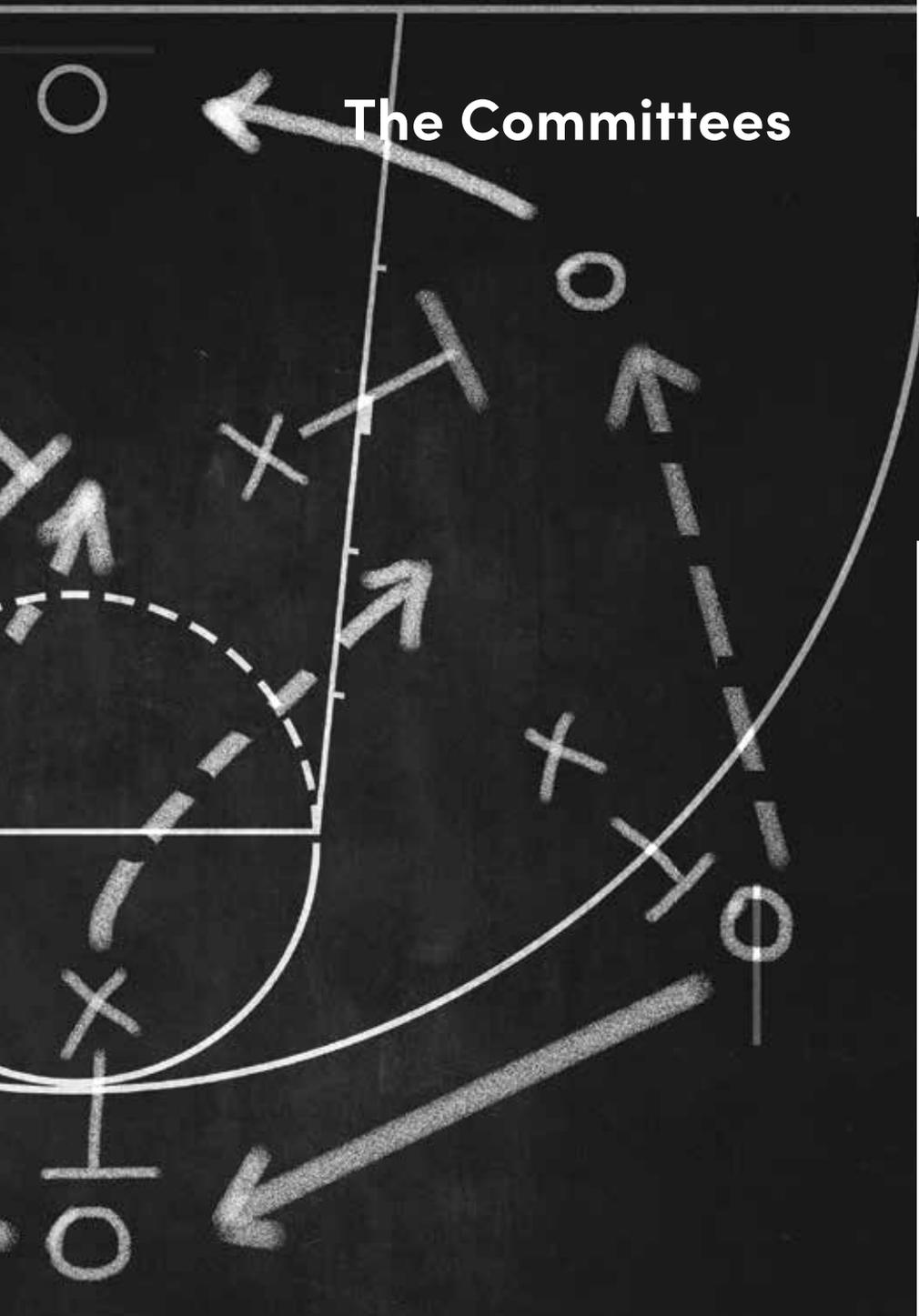
To ensure best practices and standards, guidelines have been developed to help manage some of the most common matters you will encounter in your role as

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 Public Relations Department.
- O- All mailings sent out on behalf of ICSC must be approved by the ICSC Team.
- 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 the ICSC Team. Volunteer Leaders 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 the ICSC Team. 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 the ICSC Team.
- X- Consult with the ICSC Team 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.



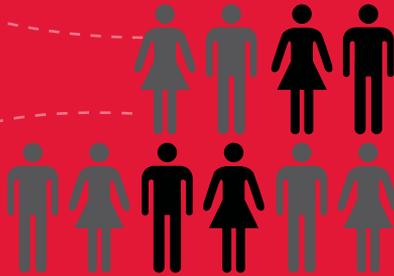
The Committees



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.**

In 2016, we reached an all-time high of **15.8 million** retail employees.



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

The Committees

At the Divisional and State/Provincial levels, the volunteer leadership Chairs are selected to represent distinct interests of the industry in the areas of Government Relations, Retail, Public/Private Partnerships, Next Generation, and Operations Committees. The Committees formed around these issues serve as a collaborative forum to exchange ideas and experiences, and engage in open-minded dialogue. Committees meet regularly throughout the year, gather and evaluate information, and coordinate volunteer activity. Any ICSC member in good standing can serve on a committee.

Committee Specifics

Government Relations

State/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.

With the 115th Congress underway, ICSC's legislative agenda is comprised of the following:

Tax Reform

The 1986 Tax Act was the largest tax imposed on the real estate industry. The law had a significant detrimental effect on the commercial real estate industry and the US economy from which it took years to recover. Congress is again focused on tax reform with legislation expected to be introduced in the mid-2017.

The real estate community supports four broad principles with regard to tax reform. Tax reform should:

- Encourage capital formation (from domestic and foreign sources) and appropriate risk-taking, while also providing stable, predictable, and permanent rules conducive to long-term investment;
- Ensure that tax rules closely reflect the economics of the underlying transaction – avoiding either excessive marketplace incentives or disincentives that can distort the flow of capital investment;

- Recognize that, in limited and narrow situations (e.g., low-income housing and investment in economically challenged areas), tax incentives are needed to address market failures and encourage capital to flow toward socially desirable projects; and
- Provide a well-designed transition regime that minimizes dislocation in real estate markets and considers the impact on existing assets as well as future investment.

E-Fairness

Community-based retailers continue to face a price disadvantage based on sales tax collection requirements versus their online-only competition. Under the current state sales and use tax system, local retailers must collect sales taxes on all sales, while their online-only counterparts are exempt. The law should reflect the changes in shopping patterns and sellers should be allowed to compete fairly based on price, inventory and customer service, without a difference in sales tax treatment. We expect e-fairness legislation such as the Remote Transactions Parity Act in the House or the Marketplace Fairness Act in the Senate will be reintroduced in this Congress. ICSC believes leveling the playing field on sales tax collection will ease the burden on consumers and businesses and support community services we depend upon.

ADA Lawsuit Reform

In January 2017, the ADA Education and Reform Act of 2017 (H.R. 620) was introduced with the goal of discouraging “drive-by” ADA lawsuits, which increased by 37 percent in 2016 from the previous year. The bill requires the plaintiff provide specific notice of the alleged violation and provides the business owner/defendant with 120 days to fix the problem before the clock starts running on legal fees. H.R. 620 enjoys bipartisan support. ICSC believes the legislation is a targeted solution to address an unintended consequence of the existing ADA enforcement mechanism that should help businesses improve access for all. In 2016 Senator Jeff Flake (R-AZ) introduced a companion bill in the Senate and thus far has expressed interest in doing so again this Congress.

Regulatory Reform

Business owners are confronted with a growing number of massive, costly, and complex regulations that breed uncertainty and stifle hiring and investment. It is ICSC’s position that Federal regulations should be narrowly tailored, supported by strong and credible data and impose the least burden possible on business and property owners. ICSC urges Congress and the Administration to restore checks and balances over a Federal regulatory bureaucracy that has overreached its exercise of authority in certain instances and require a cost benefit analysis for future regulations.

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.

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 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.

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.

Operations Committee

The Operations Committee works with the ICSC Team and program planning committees to manage the content and number of programs. The Operations Committee also assists State/Provincial Directors in planning and coordinating of annual events and their timing across the State/Province.



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.

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



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 in 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 ICSC Executive Vice President of Membership and Volunteer Services.

Each Division Nominating Committee works with State/Provincial Chairs and the ICSC Team 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/Province in which the volunteer leadership role will serve;
- All candidates must have previously served in a volunteer capacity within ICSC; and
- All candidates must have experience relevant to the volunteer leadership position for which they are nominated.

Succession Planning

Having a strong bench is an asset to any team. The depth of your committee's bench is a resource which ensures momentum, continuity, and increases the likelihood of your team's ability to be successful.

As Volunteer Leaders term out of various roles, unfilled vacancies threaten a committee's ability to maintain momentum and continue toward a collective goal. Identifying Volunteer Leaders who can step into these vacancies is the best way to address both current and impending vacancies. Current leaders have a responsibility to recognize talent and promote growth, and are encouraged to identify and mentor those who might assume their current position.

Succession Planning Quick Tips

- Be aware of the term-status of your current position;
- Have an idea of the next position you would like to move into, and communicate this to the ICSC Team;
- Ensure State/Provincial Volunteer Leadership is aware of your impending vacancy;
- Establish contact with the ICSC Team to address any concerns that arise in regard to the succession planning process;
- Reach out to the Ambassador(s) in your State/Province to assist you in finding a successor;
- Designate a potential successor, and begin to incorporate him/her into your communication; and
- Communicate with the ICSC Team to ensure your successor is both qualified and eligible to assume a leadership role.

This 5-Step Guide to Successful Succession Planning

1. Recognize a member in good standing with interest in your area of focus

While the existing committee you are on may be large and talent-rich, look to program planning committees and Next Generation when succession planning.

2. Communicate with your potential successor

It is absolutely vital you share your thoughts on the position you currently hold. Do your best to paint a clear picture of the responsibilities and expectations of the role.

3. Ask your successor-in-waiting for help

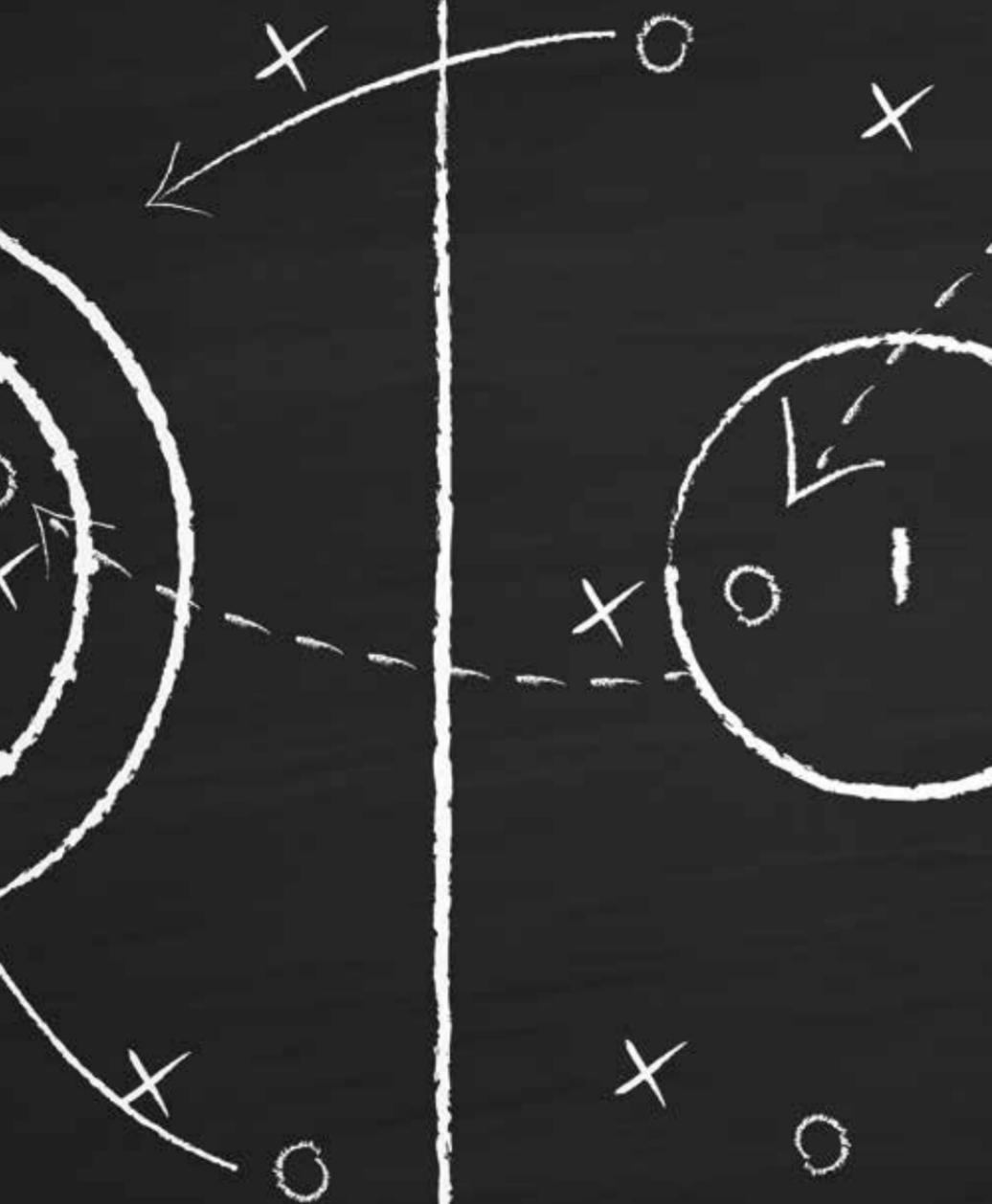
Getting an idea of the workload and deliverables helps to further show the expectation State/Provincial and Divisional Leadership places in fellow Volunteer Leaders.

4. Engage in program evaluational with your potential successor

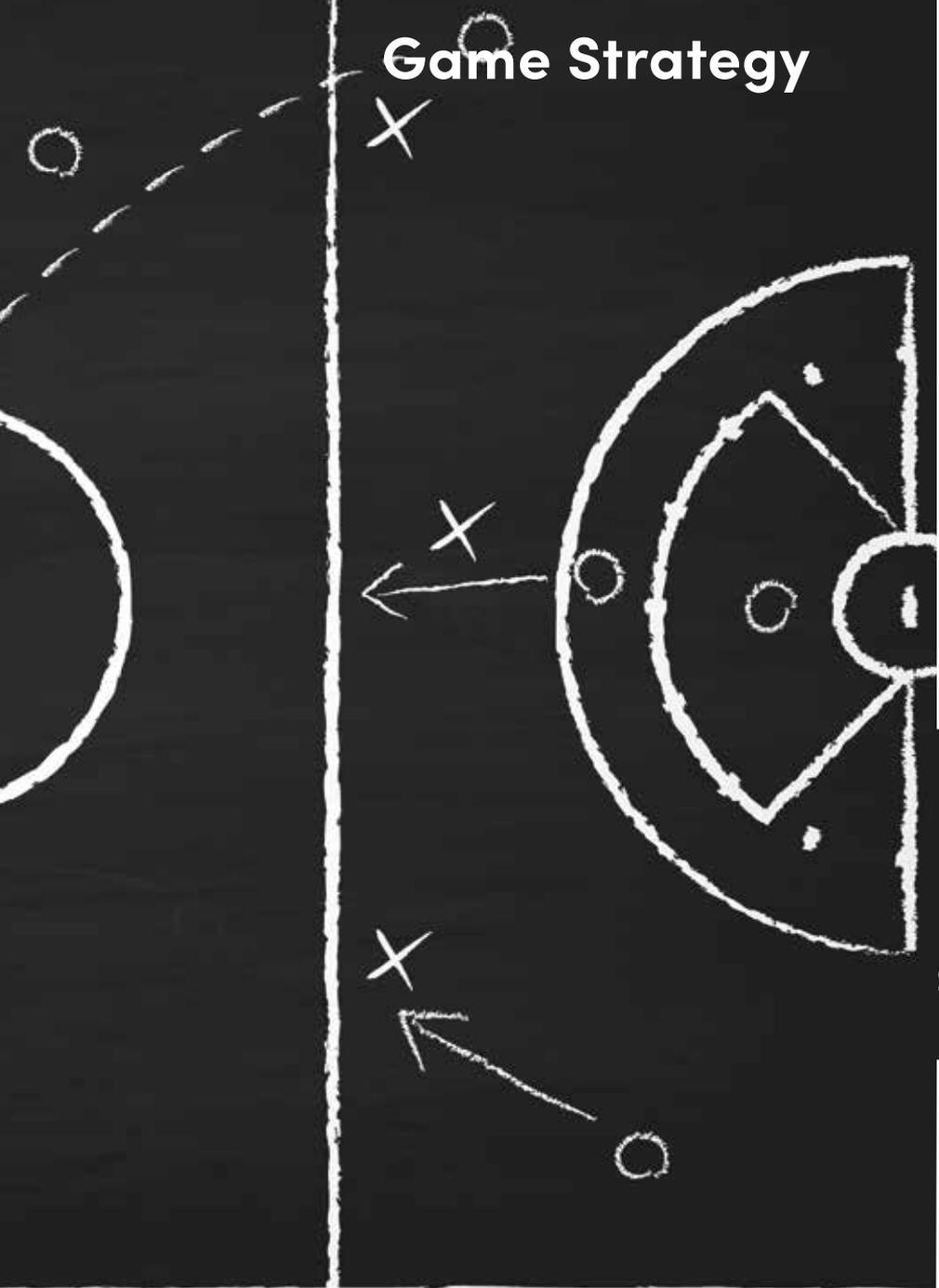
Analyzing a program's agenda helps to shed light on organizing techniques, while providing examples of how a program could have been structured in different ways. Teaching through experience allows potential successors to develop a more holistic perspective of what Volunteer Leaders encounter on a regular basis.

5. Keep an open mind

There are a number of ways to create and produce a program. Keeping an open mind to the thought process and vision of a potential successor can yield significant results or even change a current process for the better.



Game Strategy



Key Stats: Small Businesses

X X X X X X

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.



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.

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- 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 concept, created by Jazmen Johnson, the Program Manager for P3 Retail, that 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) to discuss the topic and respond to the question for 15 to 20 minutes. 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, from memory. These may be on any topic, are guided by professional and innovative visual aids, and are 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 Volunteer Leaders 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 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)
- ICSC Team member
- 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

Program planning committees and the ICSC Team have distinct roles in providing the support services and resources needed to carry out successful events.

The Program Planning Committee Chair is responsible for guiding the committee in its work, specifically:

- Partnering with the ICSC Team 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 Team 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 ICSC Team member ensure that the committee's work and recommendations are in keeping with the organization's strategic priorities.

The Role of the ICSC Team

The ICSC Team provides orientation for program planning committee members on roles and responsibilities, ICSC's strategic priorities, and ensures adherence to ICSC Policies and Procedures.

The ICSC Team 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

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

Program planning committees establish a purpose for events and set the meeting agenda. As a program planning committee, ask yourself:

- 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?

ICSC Anti-Trust Policy

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 Contacts



Key Stats: Omni-channel: Bricks and Clicks

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

When buying online from a retailer, roughly **two-thirds (67%)** of adults in the U.S. say it is more important for that company to also have a physical store presence.



Last holiday season, **36%** of shoppers purchased an item online to be picked up at a store, with **61%** of those shoppers making an additional purchase in store.

On average, **78%** of shoppers are likely to go online to do research before going to a store.

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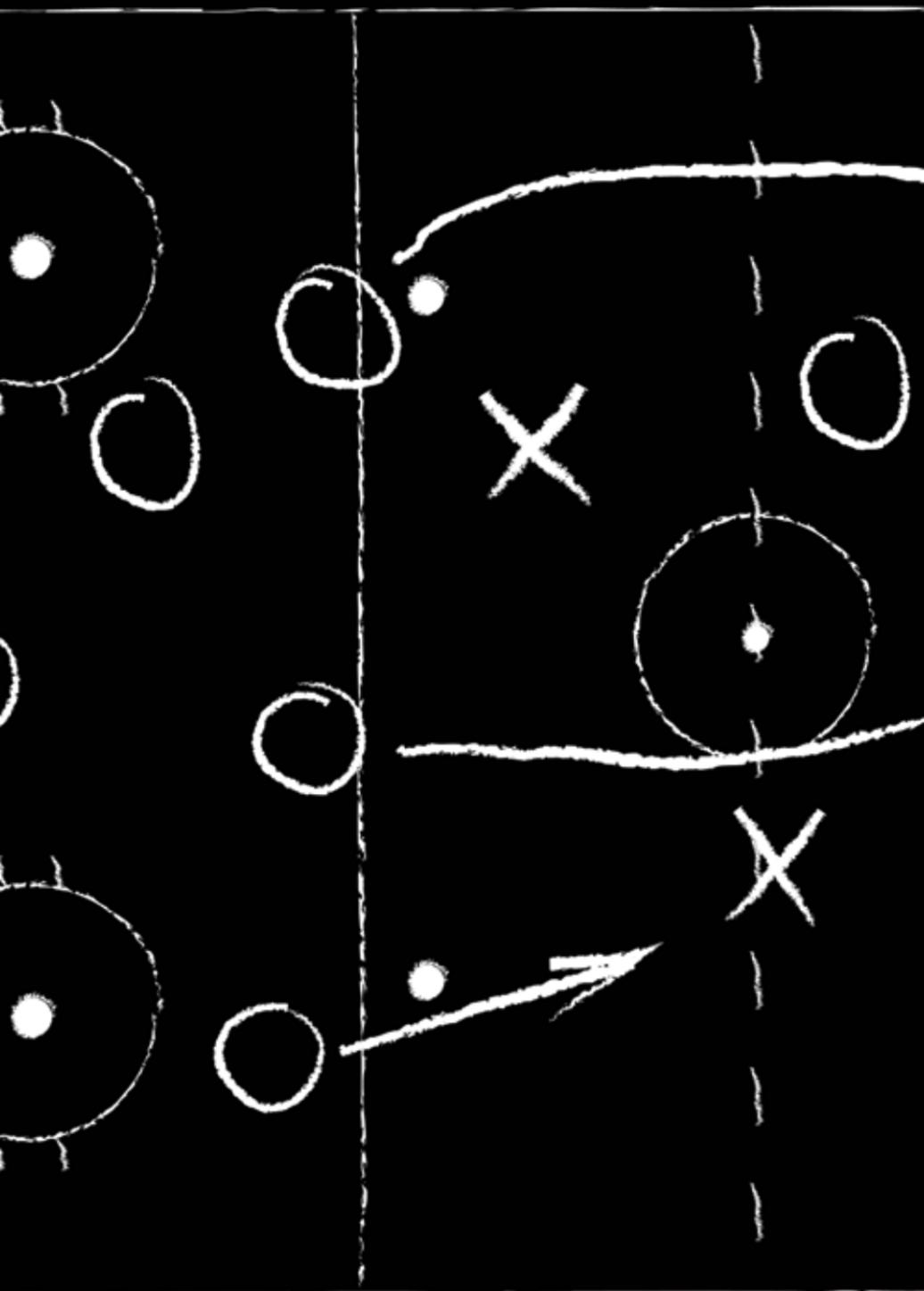
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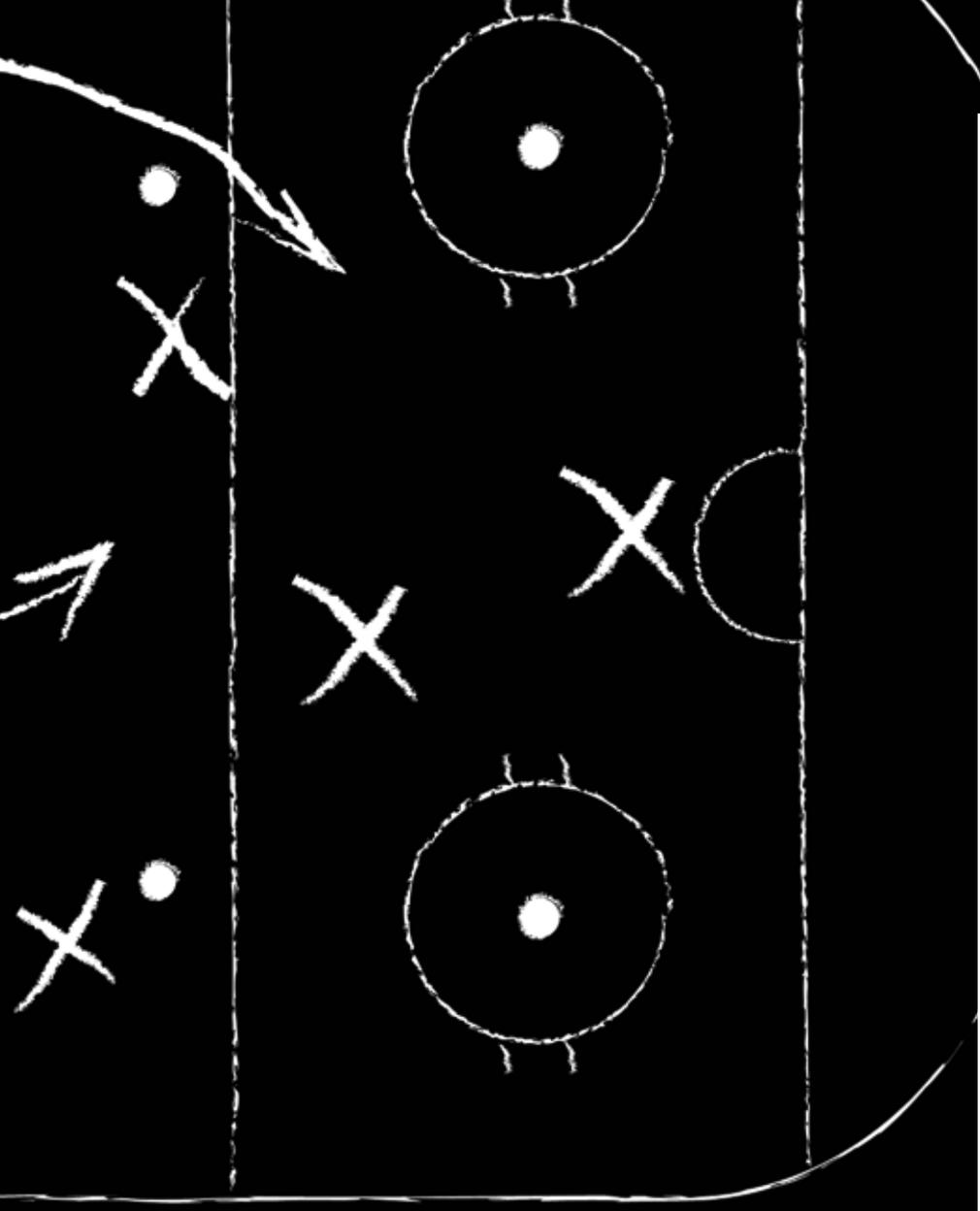
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Useful Resources



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)
- 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)
- 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.

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).

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.
- 92% of all retail sales occur in physical locations (U.S.).
- Shopping center sales make up 15 percent of the U.S. 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.
- Pure-play e-commerce only accounts for about 3.5 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 media, in both print and digital formats, providing in-depth analysis of 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*
- *SCT Global*
- *Shopping Centers Today Iberoamérica*
- *Value Retail News*
- *International Outlet Journal*
- *Specialty Retail Report*

eNewsletters include:

- INSIGHT
- 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 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 in Washington, D.C., in conjunction with the ICSC's Committee on PAC Management.

ICSC PAC is the political voice of ICSC. It pools voluntary contributions from ICSC members to support the reelection campaigns of Representatives and Senators who advance ICSC's legislative priorities on Capitol Hill. It is the only PAC to represent the retail real estate industry.

ICSC PAC uses its resources to foster relationships between Members of Congress, ICSC members and ICSC Team members alike. Access to Congressional leaders helps ICSC influence policy and provides the opportunity to influence decision makers in communities across the United States.

ICSC PAC is bipartisan and focuses on Federal Congressional elections. By law, ICSC PAC may only accept personal contributions made by ICSC members, not corporate entities. 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

- \$1,150,000 direct campaign contributions to House and Senate campaigns
- Focus on Congressional committees with jurisdiction over ICSC legislative priorities

To learn more about ICSC PAC, please log on to www.icsc.pac/org.

ICSC Foundation

ICSC recognizes the achievements of our industry by giving back through the ICSC Foundation. Since 2007, the Foundation has invested nearly \$1.9 million in retail real estate education scholarships and \$425,000 in grants to global charities that partnered with members in community campaigns.

In 2016, the Foundation awarded 115 scholarships to undergraduate and graduate students, and ICSC professionals. The philanthropic work of ICSC's shopping centers around the world was recognized through Community Support Awards.

In 2015, we added to our philanthropic reach with the establishment of the ICSC Foundation Canada. Like its US counterpart, it will support students, professionals, and the philanthropic work of the shopping center community across Canada.

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 given to some of the world's most notable companies.

- 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.

