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# TABLE OF CONTENTS

- 2017 Board of Directors .................................................. 2
- President’s Message ......................................................... 3
- By the Numbers ............................................................... 4
- A New Era of Leadership ..................................................... 6
- Global Expansion Launches with CREW UK ............................ 7
- New Technologies Transform Our Networking, Digital Brand ........ 8
- Diversity: The Business Advantage ........................................ 10
- CREW Network Events Connect and Grow Leaders .................. 11
- Industry Visibility ............................................................. 15
- Honoring the Achievements of Women .................................... 16
- Financial Summary ........................................................... 18
- Sponsor Directory ............................................................ 19
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It was a banner year for CREW Network, as we welcomed a new CEO and embarked on our global expansion into Europe. We reached new heights through new technologies, increased membership, and experienced strategic growth in all aspects of our organization.

We launched into the year introducing our new CEO Wendy Mann at the Winter Leadership Summit in Hollywood, Calif. Wendy hit the ground running on February 1 and we are so pleased to have her leading CREW Network.

CREW Network’s strength lies in our 10,700+ members spanning more than 36 disciplines of the commercial real estate industry. We now have a presence in 74 markets, including our first global affiliate, CREW UK, which launched in April 2017.

The introduction of our new business networking platform was CREW Network’s most significant technology upgrade in the history of the organization. The addition of the new CREWbiz Member Community transformed the way our members communicate with one another across our global network, creating new opportunities for business, connections and resource sharing.

We proudly released our 10th white paper, *Diversity: The Business Advantage*, highlighting 10 commercial real estate companies and their best practices of diversity and inclusion. In the white paper, CREW Network also developed specific action items for company leaders to tackle unconscious bias, implement strategies to create a more inclusive workplace and take the steps necessary to achieve parity within the commercial real estate industry.

Our annual Convention and Marketplace raised the bar even further as we welcomed more than 1,100 attendees to Houston. The event offered unparalleled industry education, professional development, inspiration and insight from thought-provoking speakers including our keynote, Geena Davis, who is moving the needle on gender equity in the entertainment industry.

We exceeded all expectations of what was achievable this year. Together, we pushed the boundaries, we challenged the status quo and we implemented technologies to sustain our growth for years to come. I am so proud of our team, including the entire CREW Network staff, our dynamic CEO, our board of directors, our chapter leaders, our highly committed and forward-thinking sponsors, and most of all, you, our members, who collectively bring us to new heights year after year. Thank you for your commitment to transforming the commercial real estate industry together.

Warmest regards,

Alison Beddard
2017 CREW Network President
Senior Director, Office and Investment
Cushman & Wakefield
CREW Utah
By the Numbers

OUR MEMBERSHIP

Years of Experience

- **22%** More than 25 years
- **19%** 11-15 years
- **17%** 6-10 years
- **15%** 16-20 years
- **12%** 2-5 years
- **12%** 21-25 years
- **3%** Less than 2 years

CRE Specialties

Our members represent every discipline of the CRE industry, including:

- Law
- Finance
- Brokerage
- Property/Facility Management
- Marketing/Business Development
- Construction
- Architecture
- Commercial Lending
- Real Estate Development
- Engineering

Membership Growth

- **1,100** 1989
- **2,300** 1994
- **4,500** 1999
- **6,000** 2004
- **7,650** 2009
- **9,450** 2014
- **10,710** 2017
2017 by the Numbers

- **35 new integrated chapter websites**
- **40 chapter visits by CREW Network leaders**
- **70% of members logged into CREWbiz**
- **74+ markets across the globe**
- **10,710 members**
- **109,500 crewnetwork.org users and 799,400+ page views in the last half of 2017 (3x more than the old site)**
- **11,426 social media followers**
- **68 million reached by media mentions of our industry research**
- **130 million reached by media mentions of CREW Network**
A New Era of Leadership

Wendy Mann, CAE, an accomplished executive with nearly 30 years in association management, was named chief executive officer of CREW Network and president of the CREW Network Foundation on January 3, 2017. Mann came to CREW Network after serving as senior vice president at NAIOP, the Commercial Real Estate Development Association, where she oversaw day-to-day business operations of the association and was executive director of its Research Foundation.

Her first day on the job was February 1 at the 2017 CREW Network Winter Leadership Summit, and she hit the ground running—and took to the air flying—visiting many chapters across North America and launching our first global affiliate in the U.K. in April.

On Oct. 26, Mann opened the 2017 CREW Network Convention and Marketplace in Houston outlining our organization’s key objectives, including:

1. **Staying mission-focused and following our strategic plan**
2. **Seeking partners aligned with our efforts to expand our reach**
3. **Working diligently to move the needle on equity and parity in the industry**
4. **Advancing more women into C-suite roles**

She also shared four key practices to implement in our careers, lives and CREW:

1. **Be curious.** Listen more, ask questions, and consider ideas that might disrupt the status quo. It will lead you to a more open-minded way of leading and thinking.
2. **Never give up your power.** Your power is your voice. Be vocal. Speak up for yourself and for others. There is strength in our voices when join together. We are all one voice for the industry.
3. **Always be in choice.** As a leader, you make the choice of how you respond to a situation. You choose how you show up in a meeting. If voice is your power, choice is your strength. Use your strength—your choice—to choose how you respond, react and lead.
4. **Be self-aware.** Be willing to take a hard look at yourself in the mirror. Understand the great things about your leadership skills and understand where you can improve. Be willing to change to go from good to great.

**CREW View: Wendy’s Blog**

In April 2017, we launched CREW View, Wendy’s CEO blog, to keep up with what’s happening with CREW Network and the CRE industry as Wendy and guest bloggers share their perspective, expertise and experiences across the network. Staying connected to CREW Network is a great way to expand your knowledge, resources and resources.
Global Expansion Launches with CREW UK

In 2016, one of our strategic priorities was to develop a Global Agenda to connect women globally to encourage member-to-member business opportunities within CREW Network. On April 25, 2017, our first global affiliate, CREW UK, was successfully launched in London, with more than 150 commercial real estate leaders in attendance.

The lively event included a reception, inspirational speakers and networking. Renowned journalist and women's advocate Harriet Minter led a thought-provoking, inspiring program featuring fellow talkRadio "Women's-Hour" presenters and company founders Natalie Campbell and Emma Sexton.

"After personally experiencing the power of the CREW Network in the US and Canada, I am thrilled to be able to introduce CREW’s diverse network and mission to the UK," said Julia Nott-Macaire, Executive Director of Procurement Principles Ltd and a leader of CREW UK.

“We are looking forward to bringing together leaders from over 35 different disciplines within the commercial real estate industry, whilst being part of an established organization that supports the advancement and achievements of women, globally.”

With the support of Global Sponsor Cushman & Wakefield, CREW Network will continue to work to expand membership in major markets across the globe as we build an international network for members to give and get business. To learn more about CREW UK, visit crewuk.org.
New Technologies Transform Our Networking, Digital Brand

Upgrading and enhancing our technology offerings to better serve our members and chapter leaders was a strategic priority for CREW Network in 2017. The two-year project, with the support of Technology Program Sponsor Norton Rose Fulbright, resulted in a new-and-improved digital brand for the organization and a transformational platform for members to connect, do business and exchange resources and referrals.

In July, CREW Network debuted its new website (crewnetwork.org), members-only CREWbiz community (crewbiz.org) and mobile app (CREWbiz). In addition, 35 new integrated chapter websites were launched by the end of the year.

The new websites showcase CREW Network and our chapters across the global commercial real estate industry to attract new members and supporters. The new CREWbiz community provides members with an enhanced platform for networking, resources, referrals and personal marketing.

The two sites are connected, but are separate by design. Members utilize CREWbiz to:

• Search the member directory to give and get business exclusively with other members
• Share best practices and employment opportunities through the new CREW Network Open Forum discussion threads
• Expand their network across all disciplines of commercial real estate
• Search the Resource Library for members-only documents and tools – including playbooks, marketing tools, chapter leader materials, and samples from chapters
• Update or create a speakers directory profile or find a fellow member to speak at an upcoming event. The speakers directory can be viewed by the public, but is only populated by members.

Technology Metrics and Successes

CREWbiz transformed the way our members communicate with one another across our global network, creating new opportunities for business and resource sharing. CREWbiz meaningfully connects members in countless ways. Problems are solved. New jobs are found. Referrals and resources are shared. Meet-ups convene. Members move to new markets and have an instant network. CREWbiz makes the difference.
Notable Statistics from CREWbiz in its First Six Months

70% of members logged into CREWbiz on their desktop over 45,500 times between July and December. Our implementation team leader said this was the highest login rate he had ever seen (the industry average is 15%).

On Dec. 12, the first ever membership renewal email was sent from CREWbiz. This single email resulted in the highest number of dues paid online (more than 700 logins) in a single day in the history of CREW Network.

From July to December, the CREWbiz app was downloaded 1,033 times and recorded 9,437 logins during that time.

CREW Network’s website was recognized as a ★★★ Top 10 Website ★★★ for the month of December by Kentico, which is one of the world’s leading content management system, E-commerce and online marketing platforms.

Notable statistics from the new site:

In August, crewnetwork.org had an all-time high for monthly users: 19,178 which was 15% higher than our previous record month.

All told, our website had more than 109,500+ users and 799,400+ page views in the last six months of 2017. This is approximately three times the engagement and views of the old crewnetwork.org.
Diversity: The Business Advantage

We are proud to be the world’s leading producer of research on women in commercial real estate. Through this cornerstone initiative, CREW Network delivers data and action items to advance women in commercial real estate and positively impact the industry.

In addition to the release of our 10th white paper publication in 2017, our research came alive throughout our Network in thought-provoking presentations and panel discussions.

Best Practices for Gender Equity and Inclusion in Commercial Real Estate

Gender equity and diversity and inclusion efforts result in clear business advantages and measurable growth in the commercial real estate industry, according the 2017 CREW Network white paper, Diversity: The Business Advantage - Best Practices for Gender Equity and Inclusion in Commercial Real Estate.

After reviewing hundreds of testimonials and conducting extensive research, CREW Network selected 10 companies in the commercial real estate industry in Canada, the U.K. and U.S. to profile for case studies. Each of the companies have benefitted from improvements in gender equity and more diverse workforces. Many have seen increases in profits and stock performance. Others have been more successful in recruiting and retaining women. All have experienced gains from the greater creativity, critical thinking and innovation that comes from diverse teams.

The case studies outline the organizations’ representation of women employees, top executives, and board members. They explore employee programs, networking and interest groups, mentoring and sponsorship programs, and flexible work arrangements. Company sizes ranged from 30 employees to more than 77,000. Even the most admirably inclusive and gender equal companies admit they still have work to do to achieve their stated goals.

While CREW Network’s research agenda is focused on advancing women in the industry, it found that the firms’ efforts expand well beyond gender equity. The companies made overall diversity—the inclusion of different people based on race, ethnicity, and sexual orientation—a business priority. Notable diversity and inclusion initiatives and strategies are also highlighted in the white paper.

Each of the companies were asked for advice and tips for improvements in gender equity and diversity efforts, which are included in the case studies. Five similar practices and general themes emerged:

1. **Greater gender equity and diversity start at the very top of your organization.** Leaders and stakeholders must be invested and involved to be successful.

2. **Diversity efforts should be written and visible to all employees.** Include these objectives in your business plan and on every executive and board meeting agenda to keep them top of mind.

3. **Accountability is key.** Success must be measured and lack thereof must be addressed.

4. **Be honest about unconscious biases in all facets of your business practices.** Once identified, take quick action to overcome them.

5. **Evaluate your recruiting process.** Does your company lean towards hiring through networking or formal application processes? Are diverse hiring pools required?

The white paper was produced by the 2017 CREW Network Industry Research Committee and made possible by the support of CBRE.
CREW Network Events
Connect and Grow Leaders

At CREW Network events, business connections are made. Ideas are shared. Deals are discussed. Friendships are formed. More than just business cards are exchanged—valuable knowledge is exchanged and leaders are developed.

Excitement and Energy Surround Winter Leadership Summit

More than 250 leaders gathered in southern California for the 2017 CREW Network Winter Leadership Summit, Feb. 9-10 at the Loews Hollywood Hotel. The event featured a full program of knowledge exchange, dynamic leadership training and networking opportunities.

Leadership Summit attendees gained valuable knowledge and best practices to guide their chapters and utilize the power of our global Network. In the delegate training and council meeting, leaders shared valuable tools including chapter playbooks, industry research publications and marketing toolkits.

The event also marked the debut of Wendy Mann, new CREW Network CEO and CREW Network Foundation President. Mann networked with attendees throughout the event and gave an introductory speech at Friday’s networking lunch. Mann referenced the quote, “You may not always end up where you thought you were going, but you will always end up where you were meant to be,” when describing the path that led her to CREW Network.

Networking opportunities were aplenty in Hollywood. Attendees enjoyed two networking receptions, lunch,
dine-arounds and breaks throughout the two-day event. Small group leadership meetings also provided delegates, chapter presidents and general members the opportunity to meet with CREW Network leaders to discuss initiatives, as well as chapter successes and challenges.

One of the summit highlights was a dynamic development training by Dr. Valerie Young, an internationally known expert, speaker and author of the award-winning book The Secret Thoughts of Successful Women: Why Capable People Suffer from the Impostor Syndrome and How to Thrive in Spite of It. Her career advice has been cited in popular media around the world including the BBC, Wall Street Journal, Chicago Tribune, USA Today Weekend, Entrepreneur, Kiplinger’s, Inc., The Globe & Mail and many more.

Spring Leadership Summit Brings Specialized Leadership Training to Toronto

The 2017 CREW Network Spring Leadership Summit in Toronto featured a full program of chapter best practices and knowledge exchange, plus a dynamic leadership training and negotiation workshop. Participants were also treated to sweeping harbor views, warm Toronto CREW hospitality and energetic connections. A record 271 participated, and CREW Network members represented 73 chapters and affiliate groups from the U.S., Canada and the U.K.

To open the summit, chapter leaders shared best practices on the topics of:

- **CREW Careers** – Paula Beasley, McTaggart & Beasley, PLLC (CREW Dallas)
- **Member Value** – Courtney Ryan, Urban Villages, Inc. (CREW Denver)
- **Mentoring** – Martha Carpenter, Colliers International (CREW New Mexico)
- **Moderator**: Alison Beddard, Cushman & Wakefield (CREW Network President, CREW Utah)

Participants also gathered in small-group leadership meetings to discuss initiatives, chapter successes and challenges, and what chapter leaders are doing to provide value to their members while establishing a presence in their local communities. The first day of the summit closed with a lively Welcome Reception and dine-arounds hosted by CREW Network leaders and board members.
Future of work and change leadership expert Cheryl Cran led a dynamic leadership training, *Authentic Leadership Skills for Women in Commercial Real Estate*. In this interactive, fun and content-rich two-hour workshop, participants focused on adaptability, creativity and authentic leadership, and took away valuable and immediate action items to integrate with their unique personality traits and problem solving skills.

In the afternoon, negotiation guru George Pincus led a workshop, Negotiating Skills: Make Your Best Deal. Participants split into buyer and seller groups to negotiate a "complicated" land deal, resulting in creative, lively and blockbuster mock deals.

Three Dynamic Days in Houston: A Participant’s Convention Perspective

By Vanessa Manners, CREW Atlanta

The CREW Network Convention and Marketplace isn’t your run-of-the-mill annual conference. Through conversations with fellow participants, including individuals from my firm (Kimley-Horn), my local chapter (CREW Atlanta) and new connections, I truly came to understand the personal and professional impact of CREW Network and the convention experience. In the words of my colleague, Lesley Netzer, P.E. from Chicago:

“The 2017 CREW Network Convention and Marketplace proved the Network’s immense power. Recently returning from maternity leave, I made a conscious choice that for the remainder of the year, I’d focus on continuing to expand my network and build my practice. In the weeks prior to the convention, my colleagues across the country who were also planning to attend scoured the attendee list looking for potential connections. We researched warm connections and introductions from people across our firm and then reached out to attendees to try and set up quick meetings. This is standard practice for conferences, generally with a 50% response rate. We each reached out to about 10-15 women, but in this instance, every single CREW member responded within 24 hours with a ‘Yes! Let’s definitely meet up!’ We were blown away. Those meetings produced quick but fruitful conversations about potential projects and introductions. As always, I am blown away by CREW and the wonderful, empowering women it attracts.”

Wednesday evening at the Distinguished Leaders Roundtable, moderated by 2015 CREW Network President Lori Kilberg, the panelists discussed career challenges they faced and how they’ve overcome various obstacles along the way. On Thursday morning, Dr. Travis Bradberry, author of *Emotional Intelligence 2.0*, pointed out the seemingly obvious point that none of us are getting enough sleep. What we did not realize was how profoundly that lack of sleep is affecting our emotional intelligence. His three “silver bullets” for improving our emotional intelligence were:

- Lower your stress levels
- Get enough sleep (most people need 7-9 hours per night)
• Lower your caffeine intake (and keep it to the morning hours)

The breakout sessions on Thursday and Friday covered industry trends and topics as diverse as our membership’s disciplines. Experts presented on hospitality, logistics, retail, site selection, experiential design, social sustainability, healthcare, capital structure and driverless cars. Where else can you find this breadth of industry education? Learning excursions and the new Conversation Corners also provided more intimate learning and networking opportunities.

Our closing keynote speaker was the multi-talented Academy-Award winning actor Geena Davis, founder of the nonprofit Geena Davis Institute on Gender in Media. This group engages film and television creators to dramatically increase the percentages of female characters—and reduce gender stereotyping—in media created for children 11 and under. Davis was engaging, witty, brilliant and inspiring.

Participating in the convention strengthens personal and professional development, but also strengthens our CREW chapters. Jessica Rossi, 2017 CREW Charlotte President, reflected on the personal, professional and chapter impact of the convention:

“As working professionals in a fast-paced industry, our time is often spread very thin. As we consider how best to spend our time away from family, work, and friends, events that offer us both personal and professional development opportunities move up on the priority list. For me, the CREW convention is one of those events. The Fall Leadership Summit and board training provides takeaways for our local chapter, breakout sessions are educational and enhance industry knowledge, and Geena Davis’ work in promoting women in films was nothing short of inspirational. What an amazing keynote speaker! The opportunity to network with my chapter, my company, and other rock stars in the industry is invaluable.

CREW Charlotte feels strongly about helping our members realize the power of CREW Network. Once a member attends, they bring so much valuable information back to the chapter, returning with a renewed passion for creating connections and advancing women in the commercial real estate industry. With so many strong speakers, informative breakout sessions, and unrivaled networking opportunities, each attendee is easily able to find something that peaks their interest and keeps them engaged throughout.”
CREW Network’s brand recognition and stature are a key component to our growth, and our visibility at industry events are an important way to achieve this growth. Our CEO Wendy Mann and members of the CREW Network Board of Directors Executive Committee hit the road in 2017 to amplify our presence and stature at top industry events including the Real Estate Roundtable and International Council of Shopping Centers (ICSC) RECon, The Global Retail Real Estate Convention.

Real Focus at the Real Estate Roundtable
Mann and 2017 CREW Network President Alison Beddard represented CREW Network in April at The Real Estate Roundtable (RER), the premier lobbying organization for commercial real estate in the U.S. The twice-a-year meetings bring together industry leaders to get insight about U.S. government action that will impact the commercial real estate industry.

At RER, Beddard and Mann educated government leaders about our work, spoke with several members of Congress, and connected with industry leaders who share our goals of diversity and parity for women.

CREW Network at ICSC RECon 2017
Our energy and presence was felt at ICSC RECon 2017, the world’s largest global gathering of retail real estate professionals. CREW Network leaders and staff hosted deal making tables, receptions, learning and mentoring sessions, all while networking and learning alongside nearly 40,000 industry professionals.

For the first time, CREW Network hosted a cabana at the RECon Opening Reception, which became a central gathering point for members. CREW Network leaders also presented to college students in the Talent Development Pavilion and held a small-group mentoring session, which was a great opportunity to respond to students’ specific questions, provide real work-life insights and encourage their continued pursuit of a commercial real estate career.

The CREW Network booth in Central Hall was often at capacity as members took advantage of the opportunity to book appointments in our space. Many members stopped by to say hello, meet other members and connect with our team. To round out RECon 2017, ICSC, in conjunction with CREW Network, hosted industry mogul Barbara Corcoran as a luncheon keynote speaker.
Honoring the Achievements of Women

CREW Network is proud of the outstanding achievements of our members and their continued impact on the industry. Through our recognition programs, including Circle of Excellence and Impact Awards, we continue to provide a platform to recognize these outstanding professionals.

2017 Circle of Excellence

The Circle of Excellence Award is CREW Network’s top honor, which recognizes individuals and companies who consistently deliver excellence, and whose efforts advance the commercial real estate industry and show support for the organization’s mission. Inductees demonstrate excellence, integrity and innovation, and serve as thought leaders, change agents and champions of diversity.

Our 2017 Circle of Excellence honoree, Gail S. Ayers, PhD, served as CREW Network Chief Executive Officer and CREW Network Foundation President from 2005-16. A leading voice in promoting the benefits of diversity and gender equity in commercial real estate, Ayers led the development of CREW Network’s thought-leadership white paper initiative, which addresses issues directly impacting the advancement of women in the industry.

Counted among her many accomplishments at CREW Network include the organization becoming a member of the Real Estate Roundtable; establishing the CREW Network Certificate in Leadership program; and launching a Global Agenda to expand the CREW Network mission and business network globally. As President of CREW Network Foundation, Ayers developed a Scholarship Endowment which has awarded 106 college scholarships to date.

2017 Impact Awards

The CREW Network Impact Awards recognize member achievements considered exceptional in four areas: Member-to-Member Business, Entrepreneurial Spirit, Economic and Community Improvement, and Career Advancement for Women. Below are highlights of our 2017 honorees.

Career Advancement for Women Impact Award - Marie McLucas

Marie McLucas has made it her mission to transform careers by mentoring and investing in women of CREW Network and beyond. McLucas’ involvement with UCREW and support of the CREW Network Foundation embodies her dedication to seeing the next generation succeed. She was instrumental in CREW Charlotte meeting the CREW Network Foundation Chapter Challenge for the first time. During her tenure as CREW Charlotte Chapter...
Entrepreneurial Spirit Impact Award – Deborah Bauer

Deborah Bauer launched her brokerage company, Drake Commercial Group, in the early 1990s, as one of the few women leaders in a male-dominated industry. She has grown her business to become one of the most well-known and respected companies in the San Antonio area today. Bauer’s company represents some of the largest and most prominent land, retail, and multi-family sites in the San Antonio area. She consistently uses the Network to ensure the entire transaction team is comprised of fellow members – including a current deal regarding one of the largest land transactions in San Antonio.

Economic and Community Improvement Impact Award – Tamara Knapp and Krista Capp

CREW Detroit members Tamara Knapp and Krista Capp of Bedrock Real Estate Services guided the relocation of Detroit News and Detroit Free Press newspaper headquarters. Knapp spearheaded the search for an appropriate site, and the decision was made to renovate the Federal Reserve building. Once an iconic Detroit building with over 164,000 square feet, and close to the central business district, the Federal Reserve had been vacant for 15 years. Bedrock, under the guidance of Capp, renovated the building entirely, providing for the technology needs and adding community spaces.

Following the renovation of the Federal Reserve, Bedrock turned its attention to the old headquarters building at 615 W. Lafayette. Another total renovation turned the building into a hot commodity, and is now 100% occupied by tenants including Quicken Loans. The renovation of these two buildings and the surrounding area has widened the scope of the central business district of Detroit. Economic impact of the project is close to $200 million annually.

Member-to-Member Business Impact Award – Tina McCall

In 2017 alone, Tina McCall used the Network to connect with dozens of fellow members to include them in prospective business deals. She has completed deals with six fellow members along the east coast, totaling more than 7 million square feet in assets. McCall embodies the principal of “CREW first” by intentionally contacting fellow members when preparing the bidding process for projects. She is a member of the CREW Network Leadership Certificate 2016 cohort and is slated to serve as CREW Atlanta Chapter President in 2018.
Financial Summary

Total Revenues = $5,094,050

- Membership Dues ............................................... $1,812,807  36%
- Sponsorship ......................................................... 1,263,000  25%
- Convention Fees ................................................... 896,330  18%
- Leadership Summit & Council Meetings Fees .................... 161,825  3%
- Administrative Services Income .................................. 566,023  11%
- Career Outreach Funding ........................................... 16,668  0%
- Interest & Miscellaneous Income .................................. 377,397  7%

Total  $5,094,050  100%

Total Expenses = $4,465,749

- Convention .............................................................. $1,169,484  26%
- Leadership Summit Meetings ....................................... 357,273  8%
- PR/Marketing/Publications/Web ..................................... 338,899  8%
- Administrative Services (billable) ................................. 524,675  12%
- Member/Chapter Services ............................................ 306,809  7%
- Career Outreach ......................................................... 16,668  0%
- Sponsorship ............................................................. 126,225  3%
- Governance .............................................................. 268,314  6%
- Management & General Administration ............................ 1,357,402  30%

Total  $4,465,749  100%
The Chapter Leadership Circle is a valuable program that allows chapters to sponsor CREW Network. This partnership positions chapters as leaders within CREW Network, gaining year round exposure to corporate sponsors and over 70 markets globally.

**CREW Atlanta**
Tina Renee McCall
2018 Chapter President
PO Box 5007
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execdirector@crowatlanta.org
www.crewatlanta.org

CREW Atlanta exists to influence the success of the commercial real estate industry by advancing the achievements of women.

**CREW Austin**
Amy Ables
Administrator
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(512) 828-7455
aables@crew austintx.com
www.crew austintx.org

CREW Austin aims to influence the success of the commercial real estate industry by advancing the achievements of women. We do this through promotion of our core values of leadership, excellence, influence, community and advancement.

**CREW Boston**
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Director of Operations
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laura@crew boston.org
www.crew boston.org

CREW Boston is New England’s leading professional organization promoting the advancement of women within the commercial real estate industry. Since 1982, CREW Boston has been an important force behind the increasing success and parity of women in our real estate community.

**CREW Calgary**
Caroline Abougoush
2018 Chapter President
PO Box 22487
Calgary, AB T2P 4G7 CANADA
(403) 206-6409
calgary@crew calgary.com
www.crew calgary.com

CREW Calgary’s mission is to be the association of choice in Calgary to promote and support the advancement of women as leaders across all disciplines of the commercial real estate industry.

**CREW Charlotte**
Patty Drummond
Executive Director
PO Box 36692
Charlotte, NC 28236 USA
(704) 968-0609
executive@crewcharlotte.org
www.crewcharlotte.org

Founded in 1990, CREW Charlotte transforms the commercial real estate industry by accelerating the advancement of women. Noted for superior programming, professional development and networking opportunities, it is the premier commercial real estate association in Charlotte.

**CREW Chicago**
Mary Fuller
Chapter President
4210 W. Irving Park Road
Chicago, IL 60606 USA
(312) 726-8353
mfuller@sschicago.org
www.crewchicago.org

CREW Chicago's mission is to positively impact the commercial real estate industry by advancing the power and success of women. CREW Chicago is where you find the “A” players and where you learn to be an “A” player!

**CREW Dallas**
Kimberly Hopkins
Executive Director
4501 Sunbelt Drive B
Addison, TX 75001 USA
(214) 890-6490
khopkins@crew-dallas.org
www.crew-dallas.org

We are a leading commercial real estate association with a growing, engaged, loyal and diverse membership that encompasses all commercial real estate disciplines and career stages. Our Chapter delivers high quality programs that creates success for women in the industry.

**CREW Denver**
Kim Duty
President
Denver, CO USA
(303) 475-9695
kduty@nmhc.org
www.CREWDenver.org

CREW Denver was founded in 1984 and has been blazing trails ever since. We mentor and empower women in all career stages to take the lead in ensuring their own success, the success of the organizations they lead and to positively shape the future of our city.

**CREW Detroit**
Heather Greene
President
(248) 336-4824
heather.greene@stantec.com
www.crewdetroit.org

As a founding chapter of CREW Network with over 180 members, CREW Detroit provides focused networking, promotes member-to-member business, offers educational and leadership development and enriches members through philanthropic experiences.

**CREW Fort Worth**
Sarah Lancarte
Chapter President
PO Box 1202
Fort Worth, TX 76101-1202 USA
(817) 228-4247
slancarte@fort-companies.com
www.crewfw.com

CREW Fort Worth is a non-profit organization of commercial real estate professionals affiliated nationally through membership in the CREW Network, providing opportunities for networking, education, leadership development and civic/philanthropic involvement.

**CREW Houston**
Jan Sparks
CREW Houston President
10401 Westoffice Drive
Houston, TX 77042 USA
(713) 270-3398
jan.sparks@transwestern.com
www.CREWHouston.org

With 233 highly motivated members from diversified fields, CREW Houston represents all segments of the commercial real estate industry. By offering premier programs and networking, members expand resources to better serve clients needs and build professional relationships.

**IndyCREW**
Brandi Floyd
President
PO Box 3461
Carmel, IN 46082 USA
(317) 577-1390
bmfloyd@aquamerica.com
www.indycrew.org

IndyCREW will serve as the catalyst for its members to achieve business success, promote professional development and establish a diverse network within the commercial real estate community.

**CREWJacksonville**
Caryn Carreiro
2017 President
8841 Corporate Square
Jacksonville, FL 32216 USA
(903) 398-7330
Caryn.Carreiro@cushwake.com
www.crewjacksonville.org

Founded in 2002, CREW Jacksonville’s mission is to create a dynamic, supportive environment that promotes advancement with knowledge sharing, networking opportunities and building effective leaders. The chapter holds annual awards, philanthropic outreach and premier events.

**CREW-Miami**
Sara Hernandez
CREW-Miami President
8004 NW 154th Street, #444
Miami Lakes, FL 33016 USA
(305) 447-5050
shernandez@biscaynebank.com
www.crewmiami.org

CREW-Miami offers members quality educational, mentoring and networking events, and opportunities for business and personal development that advance the professional achievements of women. We welcome inquiries about Miami-Dade’s vibrant commercial real estate industry.

**MNCREW**
Colleen Ayers
MNCREW Executive Director
4248 Park Glen Road
St. Louis Park, MN 55416 USA
(952) 928-4669
info@mncrew.org
www.mncrew.org

We exist to ignite the commercial real estate industry through the collective achievements and unique strengths of women.
CREW New York
Jaimie Nardiello
2018 President
(212) 682-6800
jnardiello@zdlaw.com
www.crewny.org
CREW New York's mission is to build a powerful network of professionals dedicated to the advancement of women in commercial real estate by providing our members with opportunities to network and to develop their business and leadership skills.

CREW NJ
Jennifer Mazawey, Esq.
President
26 Park Street, Suite 2011
Montclair, NJ 07042 USA
(973) 250-4614
JMazawey@genovaburns.com
www.crewnj.org
CREW NJ is comprised of a diverse member base of well-regarded professionals in commercial real estate and its related industries. Our mission is to advance the professional development of women in commercial real estate and promote opportunity for business growth.

CREW Northern Virginia
Megan Pawlowski
2017 President
601 F Street, NW;
Attn: JLL, Engineering Dept.
Washington, DC 20004 USA
(202) 628-3200 ext. 7762
megan.pawlowski@am.jll.com
www.crewnorthernvirginia.org
CREW NoVa brings together industry professionals to form a trusted network dedicated to the advancement of women in the commercial real estate industry.

CREW Orlando
Therese Taylor
President
37 N. Orange Avenue, Suite 500
Orlando, FL 32801 USA
(407) 595-8846
taylor@bbrt.com
www.creworlando.org
CREW Orlando exists to influence the success of the commercial real estate industry through advancing the achievements of women in the industry. CREW Orlando encourages this success through the programs it provides, the events it plans and the network opportunities it offers.

CREW Philadelphia
Stephanie Sprenkle
President
Philadelphia, PA USA
(215) 665-3200
stephanie.sprenkle@obermayer.com
www.crewphiladelphia.org
As a founding chapter of CREW Network, CREW Philadelphia brings together influential professionals in the commercial real estate industry to make connections and advance and promote the successes that our members achieve.

CREW San Antonio
Dena Welch
CREW San Antonio President
PO Box 160013
San Antonio, TX 78280 USA
(210) 455-2478
dwelch@highlandresources.net
www.crew-sanantonio.com
Established in 1983 and boasting over 160 members, CREW San Antonio is the leading organization for senior-level executive women in the San Antonio commercial real estate industry. In growing and strengthening our network, we aim to create more opportunities for women.

CREW San Diego
Catharine Hughes
CREW San Diego 2017 President
(619) 244-3600
chughes@waremalcomb.com
www.crewsandiego.org
Established in 1983 and becoming founding chapter of CREW Network in 1989, CREW San Diego brings women together to build professional and personal relationships, expand industry knowledge and expertise, and support the development of commercial real estate.

CREW San Francisco
Stacie Goeddel
President
San Francisco, CA 94111 USA
(415) 743-6902
stacie.goeddel@skhlaw.com
www.crewsf.org
CREW SF is a 225+ talented professionals dedicated to our mission of developing and advancing women as leaders in CRE. We have been an integral part of San Francisco CRE for over 30 years. Professional diversity is our hallmark, with members working in over 35 CRE fields.

CREW Seattle and Sound
Mollie Fadule
Chapter President
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Kirkland, WA 98034 USA
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mollie.fadule@cephaspartners.com
www.crewseattle.org
To promote and advance business, networking and leadership, for the success of women in commercial real estate.

CREW Silicon Valley
Anna McQuilian Rose
2017 Chapter President
(408) 753-1785
anna.rose@transwestern.com
www.crewsv.org
CREW Silicon Valley is dedicated to influencing the success of commercial real estate industry by advancing the achievements of women.

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lgoessling@salawus.com
www.crewstl.org
Founded in 1982 by a group of female brokers, CREW St. Louis now stands at nearly 200 members. CREW St. Louis is known for its educational, networking and philanthropic events and promoting the contributions of women in commercial real estate.

CREW St. Louis
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www.crewstl.org
Founded in 1982 by a group of female brokers, CREW St. Louis now stands at nearly 200 members. CREW St. Louis is known for its educational, networking and philanthropic events and promoting the contributions of women in commercial real estate.

CREW DC
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President
PO Box 10764
Raleigh, NC 27605 USA
(919) 745-6370
jenna.geigerman@citrix.com
www.trianglecrew.org
Triangle CREW (Raleigh-Durham-Chapel Hill, NC) is a catalyst of opportunity, visibility and influence for women in the Triangle commercial real estate community and improves the success of the industry by advancing the achievements of women.

CREW NC
Jenna Geigerman
President
PO Box 350
Ernst & Young Tower,
673 Potomac Station Drive, Suite 801
Kirkland, WA 98034 USA
(425) 729-6071
torontocrew@crewnetwork.org
www.torontocrew.org
CREW DC, formed in 1979, is a proud founding member of CREW Network. Our Vision is to influence and transform CRE through the advancement of women as reinforced by our mission to be the premier organization for achieving success in CRE.
 Intersection of community, creativity managers, innovating together at the engineers, scientists and project communities too we serve, because they're communities. At Stantec, we care about the Philadelphia, PA 19130 USA 1500 S Associate, Business get you the quality product you need network of experienced providers we’ll using our own staff and national services—ALTA Surveys, Zoning and Property Condition Assessments, Phase I and Phase II ESAs services—ALTA Surveys, Zoning & ALTA, DUE DILIGENCE Assessments, ASSESSMENTS. AEI provides real property insights internationally through environmental and property condition assessments, energy efficiency evaluations, zoning analysis, ALTA surveys, remediation and corrective action, and construction risk management from over 20 office locations.

Brock & Clark-An NV5 Company Laura Hengle Director of Marketing 3550 W. Market Street, Suite 200 Akron, OH 44333 USA (800) 787-8397 lhengle@bockandclark.com www.bockandclark.com Leaders in national due diligence services—ALTA Surveys, Zoning Reports, Phase I and Phase II ESAs and Property Condition Assessments. Using our own staff and national network of experienced providers we’ll get you the quality product you need. An NV5 company.

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Stantec Leslie K. Whitby Associate, Business Development Manager 1500 Spring Garden Street, Suite 1100 Philadelphia, PA 19130 USA (215) 751-2951 Leslie.Whitby@stantec.com www.stantec.com At Stantec, we care about the communities we serve, because they’re our communities too. We’re designers, engineers, scientists and project managers, innovating together at the intersection of community, creativity and client relationships.

ASSOCIATION
CCIM Institute Barbara Jani Outreach Manager 430 N. Michigan Avenue, Suite 700 Chicago, IL 60611 USA (312) 321-4536 bjanicccim.com www.cccim.com CCIM Institute is commercial real estate’s value creation organization. A global community of 13,000 members, more than 50 chapters and 30 countries, CCIM educates and connects the world’s leading experts in investment strategy, financial analysis and market analysis.

National Association of REALTORS® Jean Maday Director, Commercial Real Estate Development & Services 430 N. Michigan Avenue Chicago, IL 60611 USA (312) 329-8821 jmaday@realtors.org www.nar.realtor The National Association of Realtors® is America’s largest trade association, representing 1.3 million members involved in all aspects of the residential and commercial real estate industries.

BROKERAGE
Herrin Commercial Real Estate Sharon Herrin President 4501 Sunbelt Drive, Suite B Addison, TX 75001 USA (214) 980-0400 sherrin@herrincommercial.com www.herrincommercial.com Herrin Commercial Real Estate specializes in retail leasing and brokerage and the disposition of surplus restaurant and daycare properties in the Dallas Fort Worth and North Texas markets. HCRE represents owners, tenants and developers in brokerage services.

HFF Susan Hill Senior Managing Director 9 Greenway Plaza, Suite 700 Houston, TX 77096 USA (713) 852-3500 shill@hfflp.com www.hfflp.com HFF and its affiliates operate out of 26 offices and are a leading provider of commercial real estate and capital markets services to the global commercial real estate industry.

NAI Global Jay Olshonsky President 717 Fifth Avenue, 15th Floor New York, NY 10022 USA (212) 405-2500 jolshonsky@naiglobal.com www.naiglobal.com NAI Global is a leading global CRE brokerage firm. NAI 400 offices located throughout North America, LATAM, Asia-Pacific and EMEA, with 7,000+ local market professionals, managing $25+ million SF of property. Annually, NAI completes $20 billion in CRE transactions.

Savills Studley Ann Marie Lynch Senior Vice President, Professional Development 399 Park Avenue, 11th Floor New York, NY 10022 USA (212) 326-8686 ALynch@savills-studley.com www.savills-studley.com Savills Studley is the leading commercial real estate services firm specializing in tenant representation. Founded in 1954, the firm pioneered the conflict-free business model of representing only tenants in commercial real estate transactions.
### 2017 Sponsor Directory

#### COMMERCIAL REAL ESTATE APPRAISAL & LOAN UNDERWRITING

<table>
<thead>
<tr>
<th>Company</th>
<th>Contact</th>
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<tbody>
<tr>
<td>Situs</td>
<td>Cecilia Panizzo</td>
<td>5065 Westheimer, Suite 700E, Houston, TX 77056 USA</td>
<td>(212) 294-1304</td>
<td><a href="mailto:cecilia.panizzo@situs.com">cecilia.panizzo@situs.com</a></td>
<td><a href="http://www.situs.com">www.situs.com</a></td>
</tr>
</tbody>
</table>

Situs is a global provider of strategic business and technology solutions to the real estate industry. Situs has been involved in more than $1 trillion of real estate debt and equity deals across the globe, and is a rated servicer with Moody’s, Fitch and Morningstar.

#### COMMERCIAL REAL ESTATE DEVELOPMENT, CONSTRUCTION AND DESIGN

<table>
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<tr>
<th>Company</th>
<th>Contact</th>
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<th>Phone</th>
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<tbody>
<tr>
<td>The Opus Group</td>
<td>Christy Lewis</td>
<td>10350 Bren Road West, Minnetonka, MN 55343 USA</td>
<td>(952) 656-4407</td>
<td><a href="mailto:Christy.Lewis@Opus-Group.com">Christy.Lewis@Opus-Group.com</a></td>
<td><a href="http://www.opus-group.com">www.opus-group.com</a></td>
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The Opus Group is a family of commercial real estate development, construction and design companies headquartered in Minneapolis with offices and projects across the country.

#### CONSULTING, COMMERCIAL REAL ESTATE

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<th>Company</th>
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<tr>
<td>1st Service Solutions</td>
<td>Ann Hambly</td>
<td>1701 W. Northwest Hwy, Suite 100, Grapevine, TX 76051 USA</td>
<td>(817) 756-7227</td>
<td><a href="mailto:ahambly@1stss.com">ahambly@1stss.com</a></td>
<td><a href="http://www.1stss.com">www.1stss.com</a></td>
</tr>
</tbody>
</table>

1st SS provides advice and solutions on CMBS loans from routine servicing requests (disbursement from reserves, lease approvals, etc.) to a full blown workout of the loan. 1st SS was also the 1st company to achieve a ranking by Morningstar as a borrower advocate.

#### CORPORATE REAL ESTATE

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<th>Company</th>
<th>Contact</th>
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<tr>
<td>Cushman &amp; Wakefield</td>
<td>Janice O’Neill</td>
<td>225 W. Wacker Drive, Suite 3000, Chicago, IL 60606 USA</td>
<td>(212) 841-7673</td>
<td><a href="mailto:janice.onell@cushwake.com">janice.onell@cushwake.com</a></td>
<td><a href="http://www.cushwake.com">www.cushwake.com</a></td>
</tr>
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</table>

Cushman & Wakefield is a leading global real estate services firm that delivers exceptional value by putting ideas into action for the world’s top occupiers and investors. The firm is among the largest real estate services firms with 45,000 employees and revenue of $6B.

#### DEVELOPMENT / CONSTRUCTION / MANAGEMENT / HOME BUILDING

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<th>Company</th>
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<tbody>
<tr>
<td>The Bozzuto Group</td>
<td>Janice O’Neill</td>
<td>6406 Ivy Lane, Suite 700, Greenbelt, MD 20770 USA</td>
<td>(301) 479-5414</td>
<td><a href="mailto:moconnor@langan.com">moconnor@langan.com</a></td>
<td><a href="http://www.langan.com">www.langan.com</a></td>
</tr>
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Langan provides an integrated mix of engineering and environmental consulting services in support of land development projects, corporate real estate portfolios and the energy sector. The firm has more than 1,000 employees across 30 locations worldwide.

#### ENGINEERING

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<th>Company</th>
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<tbody>
<tr>
<td>Langan</td>
<td>Michele O’Connor</td>
<td>360 W. 31st Street, 8th Floor, New York, NY 10001 USA</td>
<td>(212) 479-5414</td>
<td><a href="mailto:moconnor@langan.com">moconnor@langan.com</a></td>
<td><a href="http://www.langan.com">www.langan.com</a></td>
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Langan has an unwavering commitment to creating opportunities and bringing value to customers and communities around the world.

#### DATA, SOFTWARE AND SERVICES

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<tbody>
<tr>
<td>Altus Group</td>
<td>Emily Haggerty</td>
<td>33 Yonge Street, Suite 500, Toronto, ON M5E 1G4 Canada</td>
<td>(703) 245-9735</td>
<td><a href="mailto:emily.haggerty@altusgroup.com">emily.haggerty@altusgroup.com</a></td>
<td><a href="http://www.altusgroup.com">www.altusgroup.com</a></td>
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</table>

We bring you greater transparency and insight into every aspect of the real estate life-cycle so you can make better, informed decisions. Our software, data analytics and technology-enabled expert services help you minimize risk and maximize value on your investments.

#### ENVIRONMENTAL PLANNING

<table>
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<th>Company</th>
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<tbody>
<tr>
<td>ATC Group Services LLC</td>
<td>Karen Pecoraro</td>
<td>9231 Rumsey Road, Columbia, MD 21045 USA</td>
<td>(410) 707-8758</td>
<td><a href="mailto:karen.pecoraro@atcconsultants.com">karen.pecoraro@atcconsultants.com</a></td>
<td><a href="http://www.atcgroupservices.com">www.atcgroupservices.com</a></td>
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ATC provides comprehensive environmental consulting services to commercial real estate clients at all stages of project development and operations. With more than 100 locations nationwide, ATC is local, everywhere—ready whenever and wherever our clients need us.

#### FACILITY MANAGEMENT

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<tbody>
<tr>
<td>SP Plus Corporation</td>
<td>Steven Aiello</td>
<td>200 E. Randolph Drive, Suite 7700, Chicago, IL 60601 USA</td>
<td>(312) 274-2054</td>
<td><a href="mailto:SAiello@spplus.com">SAiello@spplus.com</a></td>
<td><a href="http://www.spplus.com">www.spplus.com</a></td>
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SP+ is a diverse provider of professional parking, ground transportation, facility maintenance, security, and event logistics services to real estate owners and managers in a wide array of markets.

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<tbody>
<tr>
<td>Valet Parking</td>
<td>Nikita Bhappu</td>
<td>100 S. Ashley Drive, Suite 700, Tampa, FL 33602 USA</td>
<td>(813) 331-0680</td>
<td><a href="mailto:nikita.bhappu@valetliving.com">nikita.bhappu@valetliving.com</a></td>
<td><a href="http://www.ValetLiving.com">www.ValetLiving.com</a></td>
</tr>
</tbody>
</table>

Valet Living has been setting the standard for doorstep waste management since 1995. The only full service amenities provider to the multifamily industry, Valet Living’s turns, maintenance and pet solutions make life easier for property managers and residents.
Lionstone Investments
Erica S. Henning
VP Real Estate Portfolio Management
100 Waugh Drive, Suite 600
Houston, TX 77007 USA
(713) 533-5860
enning@lionstoneinvestments.com
www.lionstoneinvestments.com

Lionstone Investments is a data-analytics driven real estate investment firm that conceptualizes, analyzes and executes national investment strategies using proprietary algorithms and advanced analytics to understand the changing ways people in America want to live and work.

Jackson Walker LLP
Priya Coffey
Partner
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Houston, TX 77010 USA
(713) 752-4337
pcoffey@jw.com
www.jw.com

Jackson Walker LLP is a Texas-based, full-service global firm with more than 375 attorneys providing comprehensive services through a strategic, business-minded approach across numerous industries including commercial real estate, intellectual property and litigation.

Locke Lord LLP
Vicky Gunning
Dallas Office Managing Partner/
Chair Real Estate and Real Estate
Finance Practice Group
2200 Ross Avenue, Suite 2800
Dallas, TX 75201 USA
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Locke Lord is a full-service, international law firm that ranks among The American Lawyer’s top U.S. law firms. We bring a holistic approach to each real estate and real estate finance matter to seamlessly handle complex global matters.

Norton Rose Fulbright
US LLP
Jane Snoddy Smith
Partner and US Head of Real Estate
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Austin, TX 78704 USA
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Norton Rose Fulbright is a global legal practice. We provide the world’s pre-eminent corporations and financial institutions with a full business law service. We have more than 4000 lawyers and other legal staff based in more than 50 cities worldwide.

Perkins Coie LLP
Alexandra (Alex) Coile
Partner
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Chicago, IL 60603 USA
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ACole@perkinscoie.com
www.perkinscoie.com

Perkins Coie’s Real Estate group provides clients full range of commercial real estate and development services. They help clients with all aspects of the financing, acquisition, development, leasing and disposition of major projects around the globe.

Seyfarth Shaw LLP
Christa Dommers
Partner
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cdommers@seyfarth.com
www.seyfarth.com

As one of the five largest real estate teams in the U.S., Seyfarth has over 130 attorneys who helped clients close some of the largest, most notable transactions over the last several years, and is recognized for bringing creative structures to complex, sophisticated deals.

RealPage, Inc.
Stacey Blackwell
Director, Corporate Events
2201 Lakeside Boulevard
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(972) 820-3015
stacey.blackwell@realpage.com
www.realpage.com

RealPage, Inc. provides comprehensive, property management solutions to the multifamily, commercial, singlefamily, and vacation rental housing industries. For more information, visit: http://www.realpage.com.

LeFrak Commercial
Marylou Berk
Head of Commercial Real Estate, Senior Managing Director
40 W. 57th Street, 23rd Floor
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(212) 708-6650
MBerk@LeFrak.com

Affiliates of LeFrak Commercial own and manage an extensive portfolio nationally, part of which includes tenants ranging from global Top 50 corporations to start-ups in approximately 30 commercial buildings.
REAL ESTATE DEVELOPMENT

Avison Young
Parveen Sandhi
Senior HR Manager (Global)
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www.avisonyoung.com

Founded in 1978, Avison Young is a privately held firm headquartered in Toronto, Canada. Today, it is recognized as the world’s fastest-growing commercial real estate services firm providing services in all areas of real estate, with 2600 professionals in 82 offices.

Camden Property Trust
Laurie Baker
Senior Vice President of Fund & Asset Management
11 Greenway Plaza, Suite 2400
Houston, TX 77046 USA
(713) 354-2500
lbaker@camdenliving.com
www.camdenliving.com

Camden Property Trust is a real estate company engaged in the ownership, management, development, redevopment, acquisition and construction of multifamily apartment communities across the United States.

CoStar
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Senior Director, Marketing
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Washington, DC 20005 USA
(800) 263-5917 ext. 6962
sdittrich@costar.com
www.costargroup.com

CoStar is the leading provider of commercial real estate information, analytics and online marketplaces. CoStar conducts expansive, ongoing research to produce and maintain the largest and most comprehensive database of commercial real estate information.

Hines
Jerry Guerrero
Director - Diversity & Inclusion
2800 Post Oak Boulevard
Houston, TX 77056 USA
(713) 966-4370
jerry.guerrero@hines.com
www.hines.com

Hines is a privately owned global real estate investment firm, founded in 1957, with a presence in 201 cities in 21 countries. With extensive experience across all property types, Hines is one of the largest and most-respected real estate organizations in the world.

Remington Development Corporation
Gillian Lawrence
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