

Global Wellness Summit

**11th Annual Global Wellness Summit
The Time Has Come: Business Opportunities in
Wellness Communities, Lifestyle Real Estate and
Our Right to Live Well with Jared Weiner**

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[START RECORDING 200PM THE TIME HAS COME.MP3]

MR. JARED WEINER: [music plays] [crosstalk] Okay, welcome everybody. I know that everyone is still trickling in from lunch so we're probably going to get many more people in the room. I think we might still be missing one or two of our panelists but as I've been instructed by the powers that be, we are going to keep to a nice tight schedule here. So, if everyone would kindly take their seats we'll get started in a few moments.

All right, it looks like we have just about everybody, fantastic. Okay, well, welcome everybody. A show of hands, how many of you in the room right now have already attended one of the roundtables in this format? Okay, so most of you, so, that's great. Okay, so you understand the format here. What we're doing for the next hour is we are going to hear from, it looks like really a productive conversation, we are going to hear from, it looks like about a dozen, I think we have 13 exactly, contributors to this roundtable. We are going to get all of their thoughts and input on what's a really, really important topic around business opportunities in wellness communities and wellness real estate. And this is a topic that is actually officially Business Opportunities in Wellness Communities, Lifestyle Real Estate and Our Right to Live Well.

Now, I actually moderated a session about this very topic, I think it was about four years ago at the summit and it was very well received and people were really buzzing about this, and it's very encouraging for me to see that here as we stand here in 2017 in Palm Beach that this has become an increasingly a focus at the summit. I think that this is a topic that many, many people are interested in because this is one of the areas, I think, with the most evidence right now of putting theory, wellness theory into practice, whether it's in the build environment or the physical space. We're really taking a lot of theory that we hear about in, you

know, a lot of other brilliant sessions and we are figuring out how to - - .

Just a quick note about format we have some brilliant people around the table, I am going to let them introduce themselves, just a quick note about format, we are going to try to build in time for audience participation to ask questions, not make comments, I have to remind everyone of this. When we come around to the audience we are here to ask questions of the participants, please don't use it as an opportunity to deliver a monologue.

We are going to try to give people as much time as possible. If I cut any of you off, please don't be offended, it's not meant personally, it's just to keep the conversation flowing. So, let's get started. I would like for all of you, starting with Jeffrey, kindly to my left over here, 'cause we are in alphabetical order, just tell everyone your name, your affiliation, one or two sentences about what you do and then I'd like for you to answer the following question, how do you define a wellness community? What would your definition of a wellness community be? And I would like all of you to answer that question as you introduce yourselves. So, take it away, Jeffrey.

MR. JEFFREY ABRAMSON: Well, thank you for letting us know that question right now. [laughter] So, my name is Jeffrey Abramson, I'm a second generation real estate developer in the Washington DC area. We happen to have the good fortune of building the first lead certified portion of VASTU [phonetic] which are principled. We were the first to build the largest commercial application of VASTU which are principles of orientation, proportion and placement and how that effects human capital, the greatest cost of running a business is people, and how can architecture become an amenity that elevates people's creativity, well being and the desire to come to work every day?

And then we've recently had the opportunity to rebrand or reimagine a 30 acre suburban apartment community that was based on the car that my father built in the '50's and '60's which has now become an urban area next to a subway station, replacing parking with parks and creating this connectivity of a necklace of parks, that creates all of these different

shared areas, including an urban farm where we actually teach people to live a well life by eating, one of the aspects is eating well and we actually bring the chefs in, in - - to them.

So, I think that's the future - - teach people how to, what nutrition is really important to them. So, I think that's the future of real estate because real estate is that other component, the missing component of 24/7 health, it's where we sleep, it's where we connect, it's where we meet neighbors and so it's the build environment that I think is the last and more meaningful step for truly holistic health.

MR. WEINER: Thank you. Luigi.

Mr. LUIGI ANGELINI: Hi, first of all, thank you very much. I am honored to be at this round table as my first time on the, at the summit. Wellness Foundation is a not for profit organization based in Italy. We work on a project that is called the Wellness Valley which is an example of an existing and live area where people are working together on any side from the public side to the private side as individuals, as groups, and they live there or visit in order to create the condition for people that visit that they live there or visit that place to live healthier, to move more, to have a better nutrition and to have all the opportunities that we have heard during these days and that we have shared during these days.

To me, a wellness community is a group of, a large group of people in our case because we are talking about an areas that counts 1.1 million residents. So, it's a group of people that share the same vision, the same goal and most of all is, all of them they are conscious that as individuals they have impact with their lifestyle, they have impact not only on themselves, but also on the community where they live. So, they have the sense of being responsible for the, not only for them, their wellness but for the wellness of the rest of the community of the city.

MR. WEINER: Thank you, Luigi. And just really quickly 'cause you and I had a nice chat the other-

MR. ANGELINI: [interposing] The area where we are, which-

MR. WEINER: --has your project impact so far?

MR. ANGELINI: --the area where we are, which is a region, northeast Italy, counts 1.1 million residents and the 20 million visitors every year because it's a summer destination, so... Of course, we unluckily don't touch all of them but we try to, we try to.

MR. WEINER: Fantastic, thank you. Yeah.

MS. GLORIA CAULFIELD: Well good afternoon, great to be here. Gloria Caulfield and I am the Vice President of Strategic Alliances for Tavistock Development Company and I get up every day thinking about creating this super project that we call Lake Nonna [phonetic]. We're creating a city within the city of Orlando, 9,000 acres, 17 square miles, and really the sole focus is optimizing human performance. And so, you know, when you have sort of a like minded approach around, you know, putting the person first and the people that are going to live there and work there, and develop around and think through strategies to optimize their everyday life. That's really what we're focused on. And so, to answer that question in terms of what I consider a wellness community, you know, I consider it holistic, you know, not just one aspect of physical health but it's a community that inspires you to be your best and it advances through choice architecture an environment that hopefully makes a healthy choice the default choice.

MR. WEINER: Thank you. And one of the reasons, just to preface this, that I asked that question to start is because I think similar to the term wellness itself, which I think a lot of people have different definitions for, I think the term wellness community which is increasingly part of the vernacular here is something that I think a lot of individuals kind of define uniquely. And since you all are among those who are making this really happen, it's interesting to see the similarities and some of the differences in terms of how you define them.

MS. KATHERINE JOHNSTON: Hi everyone, Katherine Johnston, I am a Senior Research Fellow with the Global Wellness Institute. For those of you who don't know, that's the non profit arm of the summit. And I, along with Ophelia do the research studies for them, so you, many of you probably saw us on

stage yesterday presenting this year's research study on wellness real estate and wellness communities.

You saw our definition up there yesterday, probably, but just to remind those of you who maybe didn't see it, we define wellness real estate and wellness communities as very different but complimentary and mutual things. So, we think of real estate as something you build, something you invest in, and when we do wellness lifestyle real estate we are building real estate in a way that promotes and encourages holistic wellness. Like Gloria said, not just physical but spiritual, social and all of the dimensions of wellness.

The wellness community we see as being about people, you know? A community can be virtual but the community part is when you build a culture of wellness within a group of people who then, you know, are sharing common goals to pursue wellness. Real estate can encourage and be very powerful in encouraging the community, but just because you are building wellness real estate does not mean you are automatically building a community.

MR. WEINER: Thank you. Thomas?

MR. THOMAS KLEIN: Okay, thank you, thank you and good afternoon, Tom Klein, President and Chief Operating Officer, Canyon Ranch. Great to be here and great question. You know, we have been in the wellness community business for about 40 years, almost four decades, you know, with Tucson with 100 residential homes there in Tucson and, of course, Lenox, we're opening up our condominium units there next month and it all, it's all part of a lifestyle. So, I think, you know, when, wellness is an interesting word and something we have been discussing a lot of as you can define that, but from a community standpoint and a residential standpoint, it's something that we've really focused on and we continue to focus on is that personalized, you know, and precise relationship that we build with all of the homeowners as it relates to their intentions of living and being within a Canyon Ranch community. And I really underline the personalized because no two are alike, but we have that team of really professional service providers through a diverse range of programs that we can meet their needs. And, you know, it's interesting, because we can get into different

demographics and that's where the whole wellness real estate experience is evolving.

So, it's a fascinating time for us as we grow and our CEO Susan and I, we often say, oh, Canyon Ranch is a 38 year old start up because it is evolving, you know, but it's truly exciting and we see real estate being a big part of our future.

MR. WEINER: Thank you.

MR. KLEIN: Thank you.

MR. WEINER: Mia.

MS. MIA KYRICOS: Hi everyone, my name is Mia Kyricos and I am President of Kyricos and Associates which is a strategic advisory firm for wellness trip and businesses, hospitality, travel, lifestyles and communities. And I think I was asked to be at the table today because I chair the Wellness Communities Initiative on behalf of the Global Wellness Institute and that initiative has, was started three years ago as a precursor almost to the great work that Katherine and Ophelia have done and we brought to, of wellness communities and lifestyle with active and real estate driven interest in the space of wellness communities and lifestyle real estate.

And so, when you ask us how we define a wellness community we basically merge the definitions of what a community and lifestyle real estate is, and I think you've rightfully spread it. But our focus has been on communities that have been proactively developed with the holistic health of the residents, its guests, its environment both natural and built and local community in mind.

And so, we've had the good fortune of getting together people from Lake Nonna, Gloria and Steve are actually, from - - are part of our initiative with people from all corners of the globe. And for us, I think we spent two or three months trying to find a definition that where we reside in the world that we can agree on, and that has been our guiding ship ever since. So, thank you. [crosstalk]

MR. WEINER: Thank you. And for those of you that don't know Mia, she's a powerhouse. So, the fact that you've been sort of

assigned to lead this initiative, it shows how important this topic is. [applause] Paul, yeah, yeah.

MS. KYRICOS: Thank you.

MR. WEINER: It's true, it's true.

MS. KYRICOS: Thank you.

MR. WEINER: Paul.

DR. PAUL LIMBURG: Thanks, tough act to follow. I'm delighted to be part of the panel today, thank you. I come from Mayo Clinic, I have a couple different roles there, one is to lead what's called our Office of Health and Well Being, which is really a strategy setting unit within our organization to think through how can we do more for our employees, for our patients, for the communities where the Mayo Clinic has activity, so trying to really think through that future state vision for 150 year old academic medical center.

With that backdrop, my definition for a wellness community is probably a little bit more, you know, a publication definition type than some of the ones that we've heard so far, but the way that we would frame it or describe it would be a wellness community providing the physical, social, spiritual environment and accompanying resources that allow individuals to navigate a pathway to finding and achieving their full potential.

MR. WEINER: All right, thank you. Steve?

MR. STEVE NYGREN: Steve Nygren with Serenbe. I'm a hospitality guy that was fortunate enough to sell his company and retire at a young age and I retreated to a farm on the edge of Atlanta to raise our family. And in the seventh year of retirement I became concerned the urban sprawl was going to destroy my paradise on the edge and I didn't want to move further out, we still enjoyed going to foreign films, ethnic food and all of the things that the urban center allowed. And so that, and trying to save our backyard, that led to recreating myself as a developer.

And Serenbe, today we broke ground in 2004 to precede breaking ground at our property we brought 500 landowners together to rezone first 40,000 acres. Today the

Chattahoochee Hill Country is 65,000 acres where 70 percent of everything developed has to be preserved to maintain agriculture, forestry and recreation areas. And we cluster all of the development. So, we have walkable - - is on the edge of Atlanta.

Serenbe is built around connecting people to one another and through nature, as you walk out the front door and you're in a village and the houses are close together and they all have front porches but you go out your back door and you're on public paths and either a forest a pasture, a farm or a wildflower meadow. And this really, we find, some of the benefits that now have come when we started as an environmental community, the health benefits that are coming out of every household are incredible.

We have a commercial focus in each community, one is on art, and we have policy and funding that comes with each. The second is on agriculture and that is where our organic farmers are and our markets. And now we're in the midst of building the third community which is based on wellness, and as we look at one of the key things, we are trying to free the two bookends of our society and that's our seniors and our children, and we tend to put them actually in prisons and we think it's for their own benefit and it is not a way to live.

And so, I, and then our fourth is education. And those things happen in all of our communities but we have specifically physical things that happen with each of the communities.

I think a wellness community is where the built in environment acts to naturally encourages people of any age and any economic background to thrive both mentally and physically.

MR. WEINER: Thank you, Steve, that's great Barry.

MR. BARRY SCHERR: Yeah, hi, my name is Barry Scherr, I was formerly a commercial real estate owner and developer and investor and now I've been writing books, my book that is related to this topic is called Enlightened Real Estate and I would define a wellness community as a place where people are looking for health, happiness and even enlightenment and not

to, rather than being repetitive with the beautiful definitions that everyone has brought up, I would go so far as to say that, well, the wellness community is the new - - building new cities and communities and really, a wellness world. So, it really relates exactly to, sort of on the other side of what's going on we have a huge obsolescence in real estate and then we have a new replacement for it.

So, if you look back before 100 years go and people were living in communities for security and being together for commerce and then we have this last 40 years with the advent of the automobile where everyone was separated out. So, now we're coming back together in a new way with a real intention for wellness, health, happiness and what we can do as a group here, and this is just an opening thought about it is that a wellness community, we, the whole idea of a community is evolving we can hear it even as it goes around the table. So, it can be, it could be a small Air BNB that has that intention, it could be a small apartment complex, it could be a mixed use, something that has juice and yoga and meditation, it could be, you know, a smaller five or ten acre property or it can be the full blown community. So, I just wanted to open up that thought because of this wellness commitment to change - - the moon shot and take over the world in terms of wellness commitment to change this lifestyle that is making people so sick. It's going to have to happen on many different levels and the first level it's going to be really what Steve has done with Serenbe is they're building a new version of a wellness community and it's in reality just at the edge of the city setting a demonstration project for how people can live. So, that's the biggest building block, but there's all these other building blocks that wellness communities could be.

MR. WEINER: Thank you. John?

MR. JOHN SULLIVAN: First of all, my first time here, I'm very impressed with the organization and the group and certainly researched this panel, that, as a junior entry.

My story is different than others, but came from St. Petersburg, we moved with my wife to open my law practice, I was a tax attorney, CPA with KPMG - - before that, so, obviously have a lot of talent in both real estate and

wellness, zero on both accounts. [laughter] So, everything that I have learned is learned by people like you. So, we got acquainted with and volunteered in the area to fix a problem that my wife was continuously giving me a hard time about which is, we need to move back to St. Petersburg, it makes sense, it's a beautiful town, but I was the only tax attorney in 300,000 people. So, with that sort of context, and were growing kids there in a beautiful way, great schools, very affordable housing, crappy everything else, pretty much, unless you like Walmart six times the Walmarts, we have seven high schools of magnus size. So, if you like to drive all the time and visit people in the car, or through the car in the drive through, that's the environment we're in an American environment that we see everywhere. It's a new city that's built to of nothing with 300,000 people in the last 20 years showing up for business. So, how do you solve that problem?

So, we tried it with the government, didn't really work, it gets to a certain point as a volunteer and you get kind of beat up by that process so then we buy a farm, - - starting point for real estate guys in this room anyway. And then you start to put everything in that place that you think the place needed that it doesn't have and you make it all walkable and you get Andreas - - to help you you get great, inspiring Europeans who have been all over Europe with some of he great experts who know more about Venice than the Mayor of Venice and they taught us two things; Andreas taught us hard work and our architects teach us hardware and we, this is our phrase here, my phraseology.

So, the hardware is this built environment and then you set up the benches, and it gets very sophisticated in that process it's not just the architecture façade. But we have worked for at least ten years figuring out there's another missing element in that software. The software is when you drive to a town that you've never been to before and somebody and you ask the person, what's the coolest place in town, Austin Texas, wherever, and they're going to say, don't worry about the outside, you're going to drive to this weird place, trust me, when you get inside, it's going to be amazing. That's software. That is what is, somebody said, secret sauce, that is the piece of community.

So, once you start to develop hardware and software like the first iPhone and you do it in conjunction, so, you get the best proprietors, you get people that have heart in it, it's not necessarily very clear, but the process is very messy and it takes a while before you really realize how that people, I interviewed over 20 coffee shops before we finally just gave in and id Starbucks because we knew, at that point we knew more about coffee shops than they did, all the interviewees, but in the process we have 20 doctors, we have all the pediatric, we have nine pediatricians, we have dentists, pediatric dentists, but again when you, just six months ago the person we were planning our next building, we fill them up before we build them, and we keep going, as well as the houses are almost all sold. We have a university, we have two elementary schools, we have a theater, the first building we built was a black box theater. Anyway, that's all there, now what's added to this is that you guys can help us do which is to have a - - better. We have a one of a kind building that not only has our western medicine, we have surgery center, we have all of the things that we need in western medicine and we some of the eastern medicine there but now we need to layer this super cool project, this super, add on to this project the super cool part that you guys are working on in some way that will take away and add to.

So, we're going to hope that, so, we call it a life raft off the Titanic, we are going to save 750 souls, 750 households, and you guys have to save 750 a piece or maybe the rest of the world, but I really don't think you can save that many more than that at a time. So, that's my spiel.

MR. WEINER: Thank you very much. Rohit.

MR. ROHIT VERMA: Thank you, Jared, my name is Rohit Verma. I'm a faculty member at the Cornell University School of - - Administration. I've been there about 12 years now. I currently direct an institute called the Cornell Institute for Healthy Futures which links hospitality, health - - senior living and design as well as an integrated - - framework. And thanks, - - .

In terms of defining wellness - - community, everybody has given such an amazing definition so I don't know what I can add to that. So, I'll give some examples, how is that? One

example is, what we call heaven, I think heaven is one, right? Unfortunately, it doesn't exist in this world, the, maybe some place else. But there was one example of when I saw this summer, it, I was watching the Wonder Woman movie, anybody see Wonder Woman? [laughter] Yeah, so, there was one wellness community there with a shield around it, I guess that's the closet, unfortunately, those, both of those are kind of hard to achieve, so, - - I came up with this definition.

I think wellness and wellness community is an inspirational idea, it's just an inspirational idea. But it, it did, but it encourages us to look for balance and happiness in life. Thank you.

MR. WEINER: Thank you, and finally Ophelia. Ophelia?

MS. OPHELIA YEUNG: Ophelia Young, a Research Fellow with the Global Wellness Institute. So, yesterday you heard our definitions and that a community, so, here I think I just want to add a little bit that a community, wellness community as we define it does not require real estate, there are wellness communities all over the world like what, Luigi, where he is living, like the communities that are documented by the Blue Zones book and the projects and that there are ways that a lot of people live it's created a very good, you know, well life. But the opportunity here is how to really fix our built environment to enable these communities.

So, we're not saying you need hardware but we have ruined our environment so much that we need a big focus on it. So, if I can just repeat a little bit about, like, the relationship between the real estate part and the community part, is like what John just mentioned, there is a hardware, there is a software, the software is about the experience, not just the stuff you put, so, what goes in to create that experience? So, there is a passive part but there is an active part, just on a regular basis - - design in a way that kind of attract people on, on a regular basis, just do things that are healthy for them, because that's just the default, because why wouldn't you walk up the stairs when it's, like, the beautiful part and the elevator is unattractive and you can't find it.

So, I mean, there are many things that are not being done because they just assume people want to drive and they want to take the elevator. So, we need to start shifting that thinking, and the third one is what we said from the me to the we, and we want to mention that because there is often this discussion, do you have to be a sustainable community? Do you have to be, you know, all this lead certified to be a wellness community? We're not talking about, like, a certification program, you are a wellness community, you are not. This is not helpful. We all should be thinking about the pathway. So, the we to the me, the me to the we, is really a thinking, a way of thinking. It's not just about me healthy, because as we just learned today, what's that term called? Extension? Are we really effected by the people around us, it's - - what is it called? Extension? What's that word, there's a term?

FEMALE VOICE 1: Extended mind.

MS. YEUNG: Extended mind, I mean, we are actually, people around us affect our health in ways we don't even think about, and we affect other people. So, let's just think of that more broadly instead of, oh, I had to be lead certified or not. If you start thinking - - there are many things, many positions we take about how to invest in things, our space or transportation system that you would think a little more broadly instead of maximizing my own profit or minimizing my cost. So, it's just more like a way of thinking and not, we don't want to be exclusive and say you are it and you're not, that's not helpful, you know? like, you know, kind of saying, I'm more wellness community than you are. So, we want to, you know, we want to encourage everyone to kind of think about going on a pathway instead of, you know, instead of kind of being exclusive.

MR. WEINER: So, that was great, and I think everyone else in the room can see how passionate these folks are about this, the good problem to have which is that I just had the same problem I had with my round table this morning which is a good problem to have which is that what I was anticipating to be a lightening round of introductions turned into a marathon session, but I will say this, in, as part of that marathon session, you guys all gave some deep answers that you kind of already led us down the path of some of the questions that I

was going to ask. So, we're already started to have a really rich discussion. And I think it's very important, that's the most important question of all before we start getting in to some more of the nuts and bolts of the business opportunities here. Because if we can't at least come to some general consensus of what we're talking about when we wind this concept, then we're all operating from a different frame of reference.

So, one of the questions I wanted to ask, and I'll table it for the next question was to build off of your guy's research presentation, Katherine and Ophelia from yesterday. But let me start by saying this, you know, we know that now 50 percent, over 50 percent of the world's population lives in an urban environment for the first time in human history and different projections say that by 2050, by mid century we are going to be up to anywhere between 60 and maybe as high as 70 or 75 percent. So, we know that the urban population of the world is increasing rapidly. - - Different people in the field here and I think about the kinds of developments you're involved with whether it's structures, whether it's about communities, planned communities.

I want to ask a very pointed question, which is, what are the challenges, the opportunities and challenges in trying to construct what we are defining as a wellness community in an existing city in an existing urban environment, basically retrofitting what we're talking about here into a very, very crowded space, and how do we create those wellness communities in an effective way, because if we are entering an increasingly urbanized world, this is going to be the landscape we are looking at. So, does anyone want to take first shot at that? Yes, Barry.

MR. SCHERR: I think to create wellness communities today in urban areas you can look at a couple opportunities. The first one is to do something right outside the city that is near an airport, near enough to the cities-

MR. WEINER: [interposing] Kind of like what Steve is doing?

MR. SCHERR: Exactly, yes.

MR. WEINER: Okay.

MR. SCHERR: And then second, you can look at the object lessons of the big box, I'm talking the United States now but it's a little bit overseas now, obsolescence of retail due to the dominance of Amazon. Number three, I was reading the other day, there are talking about tools, - - not needed anymore because of self driving vehicles, Uber, et cetera, within the next few years. So, there's going to be a big range of possibilities, and that's why I brought up the point earlier, different sized versions of the wellness community. I was just...

MR. WEINER: And before I take another comment, I just wanted to refer back, I wish I remember his first name but I believe his name was Nystrom [phonetic]. We had a futurist at this conference a couple years ago who talked about the idea that we would be living alone together and that was increasingly our future as we live in cities.

I think about wellness communities and I think about the fact that more people are going to be living alone together and I think that creating a wellness community based on most of the definitions you guys put out there and figuring out a way to cultivate that connectivity in a way that's meaningful for people's kind of wellness. So, with that as the backdrop, Rohit.

MR. VERMA: So, you asked the biggest challenge in here.

MR. WEINER: Yeah.

MR. VERMA: I think the biggest challenge is the lack of public private partnership.

MR. WEINER: Mm-hmm.

MR. VERMA: I think we see communities and businesses develop all around the world and the focus is on immediate revenue growth or profitability of the community and the businesses and everything which goes around it. Take a look at growing tourism regions around the world. There are resorts being put together and with huge tax incentives for real estate development, but almost no money goes for maintenance and no money goes for creating the public space for these kind of issues.

So, if you have to revitalize the urban area we have to really rethink, where does the revenue from the taxes go? What is it really invested in? What is the role of the public space around, and it cannot be done in isolation, just like it cannot be shielded around the Wonder Woman's island.

MR. WEINER: So, and to pick up on that and I'm going to take some more comments, do you guys really think that one of the things, the impediments to this becoming more of a real widespread movement is the fact that the public sector has not really fully bought [phonetic] in yet and given partnership to the folks around this room, for example, who are putting their own money into making these investments? So, Katherine.

MS. JOHNSTON: Yeah, totally agree. I do, I want to challenge your statistic on urbanization-

MR. WEINER: [interposing] Please do, go for it. [crosstalk]

MS. JOHNSTON: --or just put a caveat on it. If you look deeply into those numbers, and we talk about the percentage of people who are going to be living in cities, we're not talking about everybody living in big high rises in Hong Kong and Manhattan.

MR. WEINER: Right, right.

MS. JOHNSTON: We're talking about metropolitan areas. A lot of those people are just one form of city, so, we need to actually rethink, when we say everybody is going to be living in a city, it's not just one form of city. We're talking suburbs, exurbs, all the way in to the dense urban areas.

MR. WEINER: Well, that's a very good point and a lot of it is going to be in the from of, you know, quote sprawl. But I think beyond our borders here and I think, for example, looking at China and how many kind of, megalopolis's China already has, and the idea that you are going to have more people living in cities that exceed ten million people, however you define the boundaries of that-

MS. JOHNSTON: [interposing] Yeah.

MR. WEINER: --we're talking about, you know, extremely dense environments.

MS. JOHNSTON: Yeah.

MR. WEINER: In and of itself.

MS. JOHNSTON: No, it's dense no matter what you mean.

MR. WEINER: Yeah.

MS. JOHNSTON: It's an organism that has many forms—

MR. WEINER: [interposing] Absolutely.

MS. JOHNSTON: --and varieties that meet different needs. In terms of public policy.

MR. WEINER: Yeah.

MS. JOHNSTON: If you look at the United States in particular, the public policy has been one of the biggest barriers to building things in a better way.

MR. WEINER: Mm-hmm.

MS. JOHNSTON: I mean, Steve can give you his whole story on that, but you can read the literature on urban planning and new urbanism zoning that prohibits mixed use. I mean, it's very simple laws that prevent people from building communities that are in places that people want to live that have the retail and the restaurants and the work nearby to your house and all of those things. That's a local level problem. So, we're not talking about a national law that you go change, this is grass roots efforts at the local level. But beyond that, when you talk about people moving in to cities, you're talking, we're not talking about Greenfield's development [phonetic], I mean, we want to go out and take a new unempty space and build it the way you want to build it, an ideal way, I mean, that's not easy, but that's a much different story than rebuilding a suburb that's been there for 50 years or 80 years and, you know, hav--, the barriers to doing that are much greater, I mean, when you talk finance, laws, just vested interest, people living there, that's the biggest challenge with rebuilding cities.

MR. WEINER: Thank you. [crosstalk]

MR. KLEIN: And to add to what Katherine said, and she's absolutely right. Well, you know, we're getting a lot of

interest, you know, how do we partner with Canyon Ranch or, you know, and to create these urban wellness communities and it is truly finding, we can't just retrofit a building and say, okay, now we're a wellness center and we call it that. You know, it's only, it's difficult to find that so you almost have to build it from ground up, it's purpose built, as Katherine said, you know, what are the amenities? Where are the medical services? Where are the all of the ancillary starting to and I think Dr. Carmona said it best, to live that life to the fullest, if you remember Mr. Smith and how he was going to be living his life. We have to manage into that day, and when we look at our wellness communities I think we need to integrate, whether it's technology, what is that wellness experience look like and how do we address the personal needs for all of your residents in there at some level and hold them accountable to make sure that they live their fullest life?

And that's more than just, okay, what's the premium I get on the real estate for creating a wellness destination. So, there's a lot of thought process that needs to give and be put into place before you venture into that space. And I think that is one of the challenges is where do you find that active real estate that works well within what truly wellness is and what we're talking about. Look, let's face it, you know, 50, 60, 70 years, this is going to be a global community of wellness, I think that's what we're talking about and that's kind of the evolution we're in. We're going to create a world of wellness, hopefully, because that's our mission, that's reaching for the moon, what we spoke of because people are understanding and - - 20, 30 years and I think that's where the demand is, because people are understanding and respecting what true wellness is and want to live their life younger longer.

MR. WEINER: Thank you, Thomas, I appreciate it. And I'll get to your comment, Mia, but I did want to bring you in to the conversation, Luigi-

MR. ANGELINI: [interposing] That was Steve.

MR. WEINER: --oh, Steve that is. Did you, well, so, I just wanted to ask you a question and then I'm going to take the other comments.

MR. ANGELINI: Sure.

MR. WEINER: But specific to what we were just talking about with public private partnership. You and I had a good conversation the other day, your program has in some way, in some way, touched likely people by the millions. And so, the question is, what did you do to be successful in trying to get public buy in where you are in Italy for the project that you're working on?

MR. ANGELINI: Well, one of the main challenges that we face every day is the management of all of the stakeholders that are in the community in a city, every city has hospitals, schools, hotels, gyms. Now, the challenge is how you bring all of those different stakeholders and people that have many round the table and you may make this priorities, needs, and you put them all together around the table and you make them working together. First of all for your own community because all of these places have their own community, a school is a small community, a hotel is a community and the point is, how they can work together in ways that they don't realize, they don't know because they're not focused on that, they're focused on something else. So, having a strong leadership that knows exactly how, and when this, system should work, and help all of them in defining their way to be wellness for their community, it helps a lot. And it helps aloe on the public side to do legislation and funds in the right way.

So, what we do, today, is managing 250 different stakeholders and that is probably the most challenging part of our end, is not, you know, you need to align their values, their view and it's not always very easy. But, if we are able to engage the stakeholders then we will be able to touch their communities. And so, as a foundation we wouldn't be able to touch everyone in our community, but having them with us, working with us every day, find their way to be wellness for their community, in that way you can be more successful.

To do, in order to do that you need strong leadership, a clear vision of what you mean as wellness and where you want to get your community and you need technology with context. And so, not technology by itself because it's cool or is a nice thing, but you have contents and have, be sure that

people take home something when they do, when they partner with you and when they do their wellness.

MR. WEINER: - - and I do want to get to two more comments on this, so Steve and then Mia.

MR. NYGREN: I think a lot of our urban cities, one of the key things, and it's public policy, is to bring nature into these urban areas that are being revitalized and repopulated. And it's simple to do, Atlanta has got a good example where our - - Worth Park was a major storm water issue that needed to be redone. Someone finally raised their hand and said, let's turn it into a - - swell rather than all this underground tanking, they ended up saving money. It's created a place where people are coming and economically now the tax base, because everyone wants to live around it, so that's huge and now connected with the belt line. It's changing how people react. If you look at the High Line in New York and you look at the river front in downtown Denver and every time you bring nature into those high urban areas it connects people and it gets them in to nature. And those are the two good things that really bring well being to someone's life.

MR. WEINER: Thank you. And do you want to come in, Mia, before we move on?

MS. KYRICOS: I - - move on.

MR. WEINER: Oh, okay. All right, I like that. So, I know that there are different schools of thought in this room and throughout the folks who are attending this - - and about, you know, the bottom line versus doing some of these things for more altruistic purposes, but I think at the end of the day in order to gain momentum with some of these concepts in these communities and lifestyle real estate, we still have to, you know, build a business case. And so, for the folks around the room, you know, briefly, can you cite either particular metrics from your own cases or from other cases that you're aware of that really help to illustrate why this is something which is useful, potentially profitable and something which should be invested in and paid more attention to. So, I'll start with you on this one, Mia.

MS. KYRICOS: This is the million dollar question and one that I think is very important. We can cite to it, and I think if

you're going to build anything you need demand to justify it at the start, not just preference but prove that there are consumers out there that want this. And I just want to give assure and we - - who is part of our initiative who is an incredible researcher and we actually posed this question to him and he decided to take on a study that looked at a thousand households in the United States and I recognize this is a global room but it's just points to some example of data.

A thousand households with incomes that range from \$75,000 and higher to really quantify the demand and he looked at it in three different categories, and let me just assure you, based on that data alone that there is a massive opportunity because there is such demand that is underserved at all levels of the economy of this space. And so, we looked at that and I have just, Brooks right there, he has to - - I am encouraging people to, if you want data, certainly to look at that.

But we also think that at the end of the day we have to make a business case for this, as you rightly said, and yes, we all have our traditional real estate metrics that we're all well aware of of return on investment. What I am getting most inspired about are - - return on wellness and I'm here - - communities that are looking beyond our ROI to ROW, return on wellness, and I am here to tell you that both need to come together. You might have a longer real estate timeline than is typical of five to seven years with an exit strategy but we're finding that those that are actually investing and looking at the return on individual health and wellness of the people that are actually living in these places, is actually drawing such a compelling argument because people are willing at all levels to pay a premium for that or they want to try to find a way to get into that.

But if we can make the business case that we are extending people's lives, their own life more meaningfully and richly, more connected to people around the world, and we can find a way to make that business case in a room where people are looking at the real estate metrics that I'm telling you are already there from an operational standpoint and a development standpoint, we can make magic together.

So, we'll just say it's there, we have site and I'd be happy to talk to you more about that.

MR. WEINER: Thank you, that's great, empty seat at the end of the table over here, just a second, she's going to make an introduction of someone who I think should just take the empty seat at the table over here.

FEMALE VOICE 1: Exactly, thank you, thank you very much. I want to introduce you to someone who was just on the other stage and he has a very successful community and it is John Cohan and he is head of Margaritaville holdings and we just played Margaritaville in there, and I would love for you to also hear what he's done and how successful it has been. So, come on over here and I agree with you, you can end up sitting here [applause] but I wanted you all to have a chance to meet with him and, no, no, no, no, it's fine. [crosstalk]

MR. JOHN COHLAN: What I'd like to say is, is it Brooks? You're right, just so you know, you were right, because, you know, the, when you talk about is there a business model, there is definitely a business model. We, we announced a venture with a big company called Mento Communities [phonetic] which I think have sold 25,000 homes over - - not, not active living communities, in Florida they have sold 25,000 homes over the last many years. And they were developing an active living community in Daytona, 6,000 homes in phase one, 6,000 homes in phase two. And they spent six months branding it as an oasis. And as most of the people in this room ro around this table that we know the way that active living communities get marketed, because it's a huge decision in someone's life and they, they're literally road shows and they go to communities and people go and they go to the different booths and, you know, it's about a one or two year decision making timeframe.

And so, we met with these Mento folks, we sort of hooked up and many of you in this room probably don't know Margaritaville if you're not from this country but suffice it to say it was a song written 40 years ago and it has become culturally somewhat like a synonym for paradise in this country, and we've built a pretty big business on it with restaurants, hotels, all kinds of stuff, a very large, billion five in sales. And I always tell, this, this category would be the biggest thing we ever did because there

was Del Webb, and quite honestly there's been no dominant brand since Del Webb.

So, in any event, we agreed to do this with the folks at Mento, we announced and the publicity was just beyond anything I had ever seen. We were on the Today Show, everywhere you looked and, you know, when people asked me, why was there so much publicity for it my answer was, because it makes so much sense. Because, you know, you spend your whole life working in Cleveland and it's time to, you know, go to enjoy the back nine of life or go back to summer camp, and at least in this country where do you want to go? You want to go to Margaritaville because it's been the image of paradise for you all of these years.

So, not to bury the lead, but to your point, Brooks, about the depth of the opportunity, in six months 100,000 people have basically said they're really interested in exploring and buying a \$350,000 home. Now, as you know, you can only build in a community 350 homes a year because you have something called the trade base, you don't have enough plumbers, you don't have enough electricians for 3,000 homes and then to the point about what I heard when I was sitting here about government regulation, what I learned is something that I had never understood before, we're also looking at a project right now where there are 75,000 homes that we'll probably be announcing within 60 to 90 days. And those 75,000, the land on which those 75,000 homes will sit, and it's in Florida, is zoned only for active living. So, there's an example of the government actually doing something positive.

Now, I'd be curious if anybody here would understand what public policy is, why land would be zoned just for 55 and over home owners.

MALE VOICE 2: Lack of schools?

MR. COHLAN: What was that?

MALE VOICE 2: Lack of schools?

MR. COHLAN: Exactly. It's to not impose on the infrastructure of the community, which is, I thought was really interesting and, you know, when you look at the broad demographic of

community wanting to have more economic activity, you know, this, I've just been around this, they don't have to build schools and stuff like that.

So, anyway, it's been a, I've just been around this category now for about a year and it's fascinating, and I would just agree with you, there's a great business model here and, you know, we are in the middle of it and it's happening.

MR. WEINER: Thank you. I mean, that was a great introduction and I appreciate you bringing a lot of texture to this question and unfortunately I didn't get to see your presentation but it was called, Don't Forget About the Fun, which I think is a fantastic title and all about, I think, the essence of what we are trying to do here. And I heard you give additional remarks about how that's in synch with everything you have done with Margaritaville because of it's, you know, how it's synonymous with, you know, utopia and paradise and fun and enjoy-- So, we, we have to always remember as we're talking about the nuts and bolts of this in the business case, is that at the end of the day, you know, true wellness is also about fun and it's about play and it's about creating that experience for our constituents.

Now, that being said, do a couple more of you have some metrics or some, you know, the talking points that you'd like to share about the real business case and-

MR. SULLIVAN: [interposing] Yes, one of the things I want to introduce is the joint topic of doing the right thing and making money. It's possible to do both. And so, one of, we always balance those two things and it, since it's a family company we can temper our decision, so, we were able to turn, even though we needed money desperately and would have been pressured by a larger investor to sell a - - to McDonald's in the beginning we had to turn them down eight times, actually my wife turned it down the eighth time because I really needed the money and I couldn't say no anymore. So, as we did the public's, which has great attributes and great foods, we really wanted to say no to McDonald's, and in it's place we have farm to table restaurants, we have four incubator stores modeled after Padua [phonetic] which we studied our ritual from Padua 'cause it's 1,600 years of operating ritual

as opposed to 60, they have a pretty good model there of, for running retail for a long period of time.

The business model is that we invested a very small amount of money in real estate terms, I guess the land, I guess five fold in, we, the return was five times that in about four years for doing the right thing. Then we started building other stuff that we really like, 'cause now we're cocky, we can do what we want, we're kind of money out.

MR. WEINER: Yeah, yeah.

MR. SULLIVAN: So, once you get there you're cocky and you do the right, you do more of the right thing at that point, you do, you are able to do more of the right thing. So, the, so the answer of the question is, people want something that adds community to their life, that, where their best friend is living right next to them, their family lives in Winthrop, oftentimes in three house, so, the grandmother will buy a house, you know, and so on, three generations. And actually we have three generations that live up here in the and the liquor store is their store downstairs so that we have that vertical and horizontal, multiple ownerships. So, these are very valuable attributes when you have a child so we, we are walkable, we are 64 percent walkable, whereas our surrounding competitor planned community is a three. 64 to three, that's a pretty wide spread, that's a great easy way to - - thing about ten reasons to walk, that's a great, easy way to stay healthy, and we're diverse in income, diverse in age, so we're across the spectrum, so we have an \$800 apartment which has a two year waiting list but we have more of them coming, and we have people spending \$400,000 or \$500,000 on a house and everything in between. So, we think, A, if you do the right thing you can do it with a business model, you, it's helpful to look at the accounting all of the time and be very serious about the way you make those answers, but in the long term, very short long term, like, the second five years, you make a lot more money doing the right thing, 'cause you're over the curve when everybody else is chasing you.

MR. WEINER: Thank you. Rohit.

FEMALE VOICE 1: Jared.

MR. WEINER: Okay, yeah. I'll do Rohit and then Gloria and then Jeffrey, do you have a comment as well? I think three more comments and then I actually got permission from the powers that be to add an additional ten minutes or so to this session. So, after these few comments I'm going to open it up to the audience, so, don't worry, you guys will have a chance to ask some questions, but let me take these three comments in sequence first. So, Rohit.

MR. VERMA: I will be very brief, if I got a chance, this country, there will be, from Mia's point earlier, about the demand side, if you look at this county there will be more than 60 million people 55 and older in about 15 years from now, and that number is only going to grow at a very rapid rate. So, we have a wave of senior housing need developing not just in this country but also all over the world. And you ask anybody who is, you know, not anybody but several people who are in that age category, which is a very long age range now days from 65 all the way up to 95, ask them if they want to live with old people and they will say, no, I don't want to live with old people. I want to live with a community of multi generation neighborhood. And we have seen this trend not just in the United States, all over the world.

I just had a chance to go visit Seoul, South Korea and the way new communities are being developed, these apartments buildings located close to the trains stations, they are all multi generational, they are all looking to decide here about how communities where they have don't need just healthcare, they need life and they are looking for many other things beyond just a place to live.

I think that's what, that's the key, the demand is there, and if you look at the current existing senior housing companies, they simply do not have the capability to develop enough number of housing for all of these people, it's just not there.

MR. WEINER: Thank you. Gloria.

MS. CAULFIELD: Yeah, I mean, in terms of Lake Nonna and the well being community that we are building in Orlando, I mean, I think our mindset is a bit different in that we are not looking to, you know, sell land and exit. So, we have a multi decade, multi generational view in terms of what we're

doing with our project. And because of that, doing the right thing is essential and having strong differentiators from the beginning is essential. So, you know, we have invested in things, as an example we can consider a technology infrastructure toe Google City standards, sort of, a basic utility. In fact, things like comprehensive and, you know, as we look across the project and we look at things like comprehensive tobacco use policies, and when I heard Dr. Weil talk this morning about, you know, just what we have been able to do in this country in terms of, you know, lowering the tobacco use rates, and, you know, that is something we looked at from the beginning and that changes our, the way we think about our multi family and it changes the way we think about our commercial, you know, tenants and so on.

But when we first started thinking about that kind of policy there wasn't a significant master planned community in the country that was our role model, we had to sort of create that from scratch. And, you know, beyond that, you know, it's almost like the built environment and partnering with the well building standard to make sure that we're thinking about the occupants and the, in our corporate office settings or hotels and so on and so forth.

So, I mention that because of this whole layered approach to how we are thinking about humans in the built environment - - assets, we're commercial in, and just the whole range of assets that we're creating there, that has attracted a different type of customer, and in attracting that kind of customer and, you know, looking at the City of Orlando and the typical demographic, Lake Nonna is unique. We have 80 percent of our residents that have a minimum of a Bachelor's degree and 45 percent have graduate education. And they have aspirations to live a healthy life and our aspiration is to do whatever we can, within the context of our community, to deliver on that in a way that hopefully is, you know, intuitive for them.

And so, as a result, you know, we are realizing 25 to 30 percent of our real estate premiums on a resident with, you know, just outside our borders, right across the street in residential communities across the, you know, across the way and - - across our other set classes.

MR. WEINER: Thank you, and Jeffrey.

MR. ABRAMSON: Yes, I am so moved by all of you that I would like to do business with all of you. And I think that I was just observing that what we all have in common besides the absolute nature to do the right thing is that we have the long term view, and it seems like here that no one really actually is a seller, and when you're not a seller you're always on, it's your children, these buildings, these communities. You're always renting or you're always reselling, you're always improving, you're always elevating people's lives and you're connected to people's lives as you are connected to the community.

And the way we see it, having these suburban communities that are now urban, just by the fact that they're so close and that density has come to us is that these communities will not be torn down just like lead we'll have to deal with older buildings because they are the biggest gas guzzlers, they are the ones that are really, that waste all of the energy. But that all of these commun--, all of these buildings together are inside each building as a community, collectively it's a community but what we are all missing in urban life is a lack of green space, a lack of connection to nature, a lack of connection to our own nature. And what is, so, the green spaces that you can create within our own communities whether it's your own city, whether it's your own town or our own community that we have outside of Washington we're actually devoting a central park where people can go to movies, can go to concerts, can run, can farm, can play with their children, dogs, dog runs. People are looking for ways to make their life easier. It's the apartment communities or other types of communities that can play a role in elevating people's lives, giving them the knowledge, giving them a shared opportunities, give them shared spaces, giving them the abundant daylight that we need to cross the street.

So, what is an access to organic food, which we have just, basically literally across the street, so, what is missing is really the green spaces and the idea of that you are a community, what every building or multiple communities, and you create a lifestyle program around things that elevate people's lives. So, in our example we have seen, in our newest building our rents are about 15 percent higher than

any of the new buildings, any of the competition, and a very interesting statistic is in this building that just has been, it's called Live, it's called Pearl, Live at the Pearl, if you want to look at the website, is, it's been open about six months and we're 41 percent leased, we only rent. 40 percent of the people who have rented have signed a two year lease, which is just complete unheard of in the business. So, I think that's really an example of people already admitting to, this is my home.

MR. WEINER: Thank you for that, and just from a personal perspective, you know, my wife, Erica [phonetic] who is sitting there and I, we live in the middle of New York City, I'm a lifelong resident - - and you live in Manhattan, there - - the High Line before, if you don't live close to Central Park and you live in Manhattan there is a clear lack of accessible nature and green space and it's one of the things that, quite honestly, might end up driving us out of New York in favor of a place that we can have a little bit more of that connection.

So, this resonates very personally and I appreciate your comment. I'm going to-

MR. ABRAMSON: [interposing] Can I, I just have to say one thing-

MR. WEINER: --yes.

MR. ABRAMSON: Because one of the things that the green space gives, it gives the opportunity for people to start families and instead of the idea of going out to the suburbs to have green space and have schools, to actually have those shared spaces and safe spaces, without having to be devoted to the - - and separating the family and waste of time, and I think that's also the future if we do it right.

MR. WEINER: Thank you. I'm going to take one last comment from Ophelia but while I do that if anyone would like to ask a question, please raise your hand and I am going to try to get to you with a preface that we are not going to have time to get to all of you, so, please don't be personally offended if we don't make it to you. So, going back here first, I will take you first, but Ophelia, I know you had a comment.

MS. YEUNG: So, just to return to the question of the business case. And we're always talking about the business case of return on your investment. And even - - is they lack imagination in the financial world and the financial world is a follower is, they lack imagination, they're all just looking at what has been invested and they make money. But everybody is just falling back on the same model. And like Mia mentioned it's, what's the return on wellness?

So, how do we make that real? The business case is the wellness case. Wealth, health is wealth, most people want to live a longer healthier life and have more money and have higher return to their real estate, believe me, I'm sure 99 percent of the people would agree to that. So, the wellness case is the business case, so, how do we make the wellness case?

So, I want to take this opportunity as a call to action. In our research at the very last part of it we provided a set of very simple indicators for communities to create a well dashboard, so, it should be something, I mean, Lake Nonna is implementing something very ambitions, you know, it's like a, like the Framingham study, so, I'm asking people about the experience and talking about and various - - or survey asking people about their experience and if enough communities start asking people questions about, oh, how many friends do you have? Do you have more friends? Do you talk to your neighbors? Do you go outside? What's your physical activity?

If people start collecting that information in these, you know, in the communities that you are in then quickly, in two years, you are going to have a lot of evidence, that's your case. People, that would become part of the investment decision. So, we need to be the leader, we cannot be the follower in the finical world of what's the business case, what's the return on investment. Change that language, that's old language. So, you know, people here need to lead and so, let's start because it's people here who are, you know, it's a passion project, but we need to create metrics, a new kind of metrics instead of just keep, you know, ROI or, I'm so bored by that, right? [laughter] [applause]

So, wait, wait, wait, right, so, let's, so, let's start, we need, yeah, so let's, you know, use those tools that-

MR. WEINER: [interposing] Thank you, Ophelia, again, I repeat, you can see how passionate some of the people in the room are about this. I appreciate that. That's a great segue into taking some audience questions. Again, I'm not going to be able to get to everyone. If you could keep your questions brief and direct them to the panelists. [crosstalk]

FEMALE VOICE 2: Yeah, quick question, how are the disciplines of bio mimicry and evolutionary biology being incorporated into some of these communities?

FEMALE VOICE 3: What does that mean? [crosstalk]

FEMALE VOICE 2: I'm sorry, I'm sorry, yeah, so, I'm a little geeky, I'm a scientist, not a scientist, but love science. So, bio mimicry is studying how nature shows us how to design for health and well being and how different parts of nature work together. And so, there are a number, I know that there are a number of experts that are working as architects, you know, because why not learn from something that was designed over thousands and thousands and thousands of years.

And evolutionary biology is how what this is built for, it's working into the conversation - - not built for this. So, just curious as to how that is working into the conversation.

MR. WEINER: Well I, as a fellow geek, wow, this was, got really loud all of a sudden, as a fellow geek I have to say, I really love that question. I think that's actually, [laughter] that's really, really important. So, yes, Steve.

MR. NYGREN: Well, Jeanine loves to come to Serenbe and walk the woods, so, if, and she's great, and one of the biggest things is leave nature alone. So, we, if you connect the natural nature, that's one of the biggest, I feel like things we can do. But one of the huge things is how we change our storm water. Finally the environmental protection division is changing the rules, we've been doing it in a destructive way for the last couple decades because they demanded it. And so, you can handle all of your storm water through bio retention and that's really changing. If you look at, that's

happening in your major cities, so that's one of the huge things that we can do to really change the cities.

MR. WEINER: Katherine.

MS. JOHNSTON: Just to jump in and then expand upon your question. I mean, I think, we looked at probably over 600 communities that we're counting as wellness real estate around those communities. I cannot point you to one single community that is using the bio - - and bio mimicry as a guiding force over something else, I think it's happening. We see more of the bio fillac [phonetic] and bio mimicry and some of those design principles in practice in workplaces more so than in residential at this point.

But what I would say to expand upon that is that there is a misconception, I think, that building for wellness is something that's really new, it's not. But we haven't been calling it wellness, so, there are many, many, many design principles that have been around for a long time that can feed into the concept of how we build for wellness, bio fillac and bio mimicry is one of them. We can look at universal design and multi generational design. We now have the well standard, we have lead standards and standards that point us to environmentally sustainable design. We have - - we have feng shui, you know, spiritually rooted principles. These are really important to be aware of if you are building these communities because they give you guidance on different pathways of how to create places that are more holistically healthy for us.

MR. WEINER: Well, and I like that answer because obviously we don't have time to get to all of the questions that I had but I was going to ask a question specific to design and thinking capability and it doesn't mean that you don't agree about the fact that in the near future, you could argue today, design thinking capabilities and it doesn't mean that you have a degree in it but design thinking capability or competency might be as, if not more important than traditionally, you know, exceptional skills like having your MBA or something like that. A lot of leaders that we know of big organizations learn to use that design eye with everything they do and all of those different areas you were talking

about and not just the design of build environments or physical spaces.

So, I think that's a really important answer. I know we have a question over there I'd like to take, he's got the microphone and then I've got another one over here and then we'll see how much time we have left. Yes.

JOHN: With 700 and, I think, you had 750 residences, and nine doctors and a surgery center, were you able, I have two questions, were you able—

MR. SULLIVAN: [interposing] We have about 20 doctors now, yeah.

JOHN: --okay.

MR. SULLIVAN: And we have one that comes to your house.

JOHN: Okay. [laughter] Were you able to create your—

MR. SULLIVAN: [interposing] He's Italian, he's willing to do it. [laughter]

JOHN: --wow, but were you able to create your own insurance coverage for question number one, and question number two, what, if anything were you able to do for senior assisted living?

MR. SULLIVAN: We were, - - plus the housing independent, which by the senior housing that wanted the, all three steps plus the housing independent, they wanted the whole property, so we said no, again, at a time where we really needed the money. I know he was also kind of sketchy but aside from him being sketchy, the idea of selling the whole thing out and just, we wanted, we wanted a full range and we're getting a full range of age, and income. So, we stayed away from that. It went across the street, he built it, he actually built a very nice facility, he went broke and, in the recession and the six, six banks took it over and split it up, but it's very nice, and it's directly across the street from us. So, we get the benefit of that without sort of the one age group tied to us. So, it's still near us but across the street.

The first question was, insurance? Yeah, we back, we put all of our stuff, all of our properties together under a very creative insurance idea, but—

JOHN: [interposing] Health insurance.

MR. SULLIVAN: --oh, health insurance? Yeah, the health insurance, we are just now stepping into the idea, no, we don't have that. That's the answer.

MR. WEINER: Does anyone? No. That would be easy to answer that.
[crosstalk]

FEMALE VOICE 3: So, this is, so, for John but probably a lot of you can answer. You touched about mixing income levels. What has been your experience on that and how has that affected profitability but also the wellness and overall wellness of the community?

MR. SULLIVAN: Well, you know, you see kids walking around with their grandparents. I don't, that's what it does. That's what it does for me and that's what I hope my, you know, my family gets out of it and other families. As far as profitability, it works fine, you just have to make smaller residences for the lower income, that's how you do that. So, we have an 800 square foot apartment that's, you know, \$900 as opposed to, you know, 20--, you can't subsidize it so it works fine, pro--, the profitable, we get a little bit more money than our neighboring communities but not that much to gouge the people so then can..

The other way that people save money is when they move to our property because they came from a very suburban environment with a three, 97 percent driving rate and in our community there is sometimes 90 percent. In six months they only have one car, - - a car, when they come in with two cars, within six months they only have one car. So, that saves them \$800 to \$1,000 a month, so now they can afford my apartment and they can't leave, because they only have one car they can't get out. [laughter]

MR. WEINER: Rohit.

MR. VERMA: Yeah. I was just going to quickly say that-

MR. SULLIVAN: [interposing] So it's fair at either time.

MR. VERMA: --I was just going to quickly respond and say that I think mixing income level is extremely important if we really want to have a wellness well community you've got to have

everybody there, you can't have all the rich people live there and their servants come from far away. I know I'm saying it bluntly but that's the reality. I live in in Utica, New York, they have 50,000 people there, 25,000 residents are students. We have, our children, all of our children's go to same schools. Some of them are with two PhD's at home, some of them clean houses, but that's the real community, and that's what you need to develop.

MR. WEINER: Thank you, that's a very important point, actually. I, we have time for one more question, do we have a question over on that side of the room? Or, okay, so, let me take you right here in the front of the room. I'm going to-

MALE VOICE 4: [interposing] - - so it really ties in to, by the way, my wife and I are moving to Serenbe so we're really excited about that. [laughter] So, when we were on the panel with Mia the journalist from - - Company brought up a conversation about how do we handle this for low income? And I heard John talking about the first five years, tough, second five years a little swagger. My concern is, how do we hold dear the ROW so that it doesn't get hijacked by ROI, by the big money when this becomes big?

MR. WEINER: That's a great question. And I have one or two comments to kind of wrap up the conversation.

MS. JOHNSTON: I'm going to say this and I actually realize this because this might have been a mistake on our part of, you know, this is a very US conversation in terms of who is around the table and there are 43 countries at this summit. And so, I feel like there are certain certifying bodies and reference information everywhere and I will say if you go to the Global Wellness Institute dot org and you look at the - - certifications, bodies, - - best to aggregate this information. I'm telling you this because, yes, you can look at certifications, bodies, all of those things, but I will tell you that from what I've learned is it comes down to two things that every single person in this room can walk out the door and do tomorrow. It doesn't matter where you are in the world it comes down to intention and intuition.

If you set the intention at the highest level and you are, you know, that is the intention that you are trying to make diverse, to make it mixed income, to, you know, make it

healthier for everyone, or to your specific demographic, and there's use cases for that. That is the thing that needs to be articulated every single day across the brand wellness, hospitality community, every single facet of it and it needs something that you can't just check the box and move on you need to live it, breath it, like, many of these people do every single day.

And the second thing would be intuition, yes, you can go look at checklists, yes, you can go look at standards but if you're looking to make the community walkable, move the parking garage. If you're looking to make people connect do the, ask yourself, is there a place for them to gather? These are basic data here with the intent to make a science out of it and get too structured around, but if you walk out of here with the intention and you let your intuition guide you, you inherently will be light years ahead of everyone else on the planet, and that's what you should all do. So... [applause]

MR. WEINER: [interposing] That's great, thank you. That's, that's a great way to wrap up this conversation. Thank you for that. And I've been a bad boy and taken five additional minutes than I was given for this session [laughter]. But I do want to say this that this is another one of these topics which clearly, in and of itself could be, you know, it could be a three hour session, it could be the, it's own event. So, we're doing as much justice as we can to the topic in the limited time that we have here. I want everyone in the room, please, to join me in thanking these panelists for their generous time and contribution. [applause]

And now, if everyone would kindly make their way towards the idea stage, I think they have a quick session before we have another break. [music plays] [crosstalk]

[END RECORDING 200PM THE TIME HAS COME.MP3]