



## CREATING INCREDIBLE PLACES FOR GENERATIONS TO COME

Newland Founder and Executive Chairman Bob McLeod has spent a lifetime listening, anticipating, innovating, and creating communities that respect the land, how people want to live, and is sustainable for generations. (Pictured above) Tim Sullivan, Managing Principal of Meyers Research, interviews Bob McLeod at the FuturePlace Conference in Miami, Florida, where he was awarded the inaugural Master Plan Hall of Fame award for community development and placemaking.

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The land and community development business has not always been smooth, yet Bob McLeod has not only endured and thrived, he's also given the industry the roadmap to placemaking and building customer-centric communities with the "secret sauce" that makes a good community great for future generations.

"Under Bob's leadership, Newland has become one of the largest privately-held real estate developers in the United States," said Jeff Meyers, CEO of Hanley Wood. "Newland has consistently been at the forefront of creating truly innovative and inspired communities including master-planned residential communities, mixed-use centers, skyscrapers and more. I can't think of anyone who better exemplifies the qualities we created the Legends Award to honor."

"Anyone who is a placemaker owes something, at least in part, to the work and legacy of Bob McLeod," writes John McManus, editor of *Builder*, in his in-depth profile of Bob McLeod. "Have a look at what Bob McLeod did to transform master-planned communities for good, and why that matters for residential development's future."



## INDUSTRY RECOGNITION AS THE MASTER OF PLACE

The Master Plan Hall of Fame award at the inaugural FuturePlace conference in Miami, Florida, recognized Bob's leadership, passion, and lifetime achievements in community development and placemaking. Known for his pioneering role in the master-plan community industry, Bob transformed the art and science of community development, steering Newland through economic cycles, geographic expansions, portfolio acquisitions, and relationship-building with what he considers the core customers: capital, homebuilders and development partners, and the people who live, work, and play in a Newland community.

When asked about his recent award, Bob states, "It really is about the team of professionals we have at Newland. I learn as much from them as they do

from me. But that is really how we continue to elevate our placemaking. We never stop learning. We dig into the history of the land and learn its origins, maintaining, and sometimes even restoring, what was there in the beginning. We ask people how they want to live and research what they'll want in the future. And lastly, we build enduring relationships with our partners, sharing information and challenging ourselves to be innovative with every new construction. If we stay focused on the customer, a lot of the questions or disagreements are easily resolved."

Bob McLeod and Newland have received a number of awards over several decades, including recognition for excellence in green and sustainable development, design and innovation, and local community partnerships. Of these awards, Bob would say, "This is Newland doing the right thing for the land, the people who will live here, and the general community. We've done this from the beginning. If we do our jobs correctly, our communities will be a better place 50, 100+ years from today; that's what sustainability means."

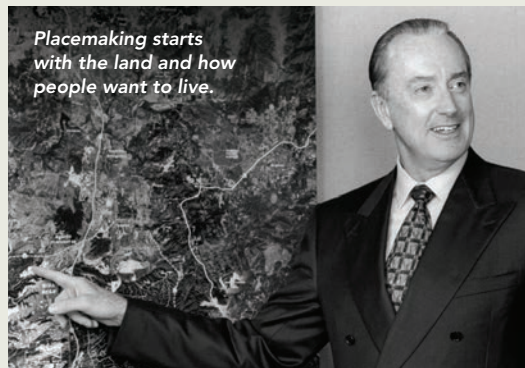


## CHAMPION OF HOW THE CUSTOMER WANTS TO LIVE

Keeping his eye on the needs of the customer started early on for Bob. After graduating from University of California, Berkeley in 1965 with a degree in business administration, Bob became an avid champion for the customer when he began his career as a rising executive for Chrysler Corporation. Managing and growing large Southern California dealerships, he quickly learned to match the product to customers' wants and needs by studying the market and data, listening to what customers were saying, and observing what they were doing.

Recognizing how the needs and preferences of customers evolved over time, he drew direct correlations to the features added into the new models Chryslers was rolling out year after year.

Bob soon applied what he had learned in the auto industry to real estate and community development. During the early stages of his real estate career, Bob's consumer-centric approach to placemaking and his ability to "walk in the customer's shoes" was unique for the master-planned community industry at the time.



"I recall having to ask 'what is an entitlement?' when just starting out in real estate development," laughs Bob. "I quickly learned, sought guidance, and immersed myself in how to develop, but staying focused on the customer never wavered and served me well my whole career."

Over the next four decades, Bob would work his way up to build a career of creating distinctive places that stand the test of time, where families thrive and people can live their best lives. He would move

from Chief Executive Officer of U.S. Operations for Genstar Land Company, Newland's predecessor company, in 1986, to Chief Executive Officer and Founder of Newland, and most recently as Newland's Executive Chairman. Through the acquisition of some of the largest portfolios of communities in the industry—Genstar's 34 communities in 2000, Terrabrook's 21 communities in 2003, and CalPER's 28 communities in 15 markets in 11 states in 2011—Bob grew Newland to be the largest, most geographically diverse developer of mixed-use communities in the US.

## PIONEER IN PLACEMAKING

Every approach in the envisioning of a Newland community starts in a thoughtful, purposeful way with the understanding of uniqueness of the land itself, thorough market and customer research, and understanding of larger marketplace shifts. Over the lifespan of a community, Newland envisions, plans, and programs for its mixed-use communities—ranging in size from 50 acres to tens of thousands of acres—to adapt to changing market demand, family formations, and changing buyer preferences, incorporating lifestyle amenities and experiences, neighborhood centers, education and civic uses. This proven approach has earned Newland the trust of builders, developer-partners, investors, and consumers.



“We know that a community can mean so much to the individual homebuyer,” explains Bob. “Each community is designed on a scale of solitude to social, allowing each resident to live their best life how they envision it. We should never underestimate the need for humans to connect and be social, but don’t diminish the downtime of walking trails or lounging in a hammock by the river.”

At the forefront of curating customer experiences, Newland works closely with residents, local establishments, and community organizations to create programming, events, and activities that build a sense of community where neighbors can get to know each other. Sharing time together, whether as a family or a community, builds lasting bonds that grow over time, which makes every Newland community as unique as its address.

## BUILDING PARTNERSHIPS FOR A SHARED VISION

Today, Bob credits relationships as a critical differentiating factor in successfully delivering on the long-term vision of a place. His view on capital relationships is akin to his customer-centricity. “If capital were a customer, what would they need?” states Bob. “A return on their investment within a set amount of time, and to meet their metrics, whether it be IRR, return on investment or return on assets. We’ve been fortunate to have investment partners that share our long-term vision and investment horizon.”

Newland’s projects are held in a series of development partnerships with public and private investors who understand that development is a long-term process requiring vision, patience, and commitment. In addition to long-term relationships, Bob’s visionary leadership in geographic and product diversification of the communities Newland builds helped the company weather the economic storms during past real estate cycles.

During his career, Bob forged key partnerships with capital providers with a long-term investment perspective—Sekisui House, Hunt Realty, American General, Institutional Housing Partners, AIG, Northwestern Mutual, and California Public Employees Retirement System (CalPERS). During the peak of the partnership with CalPERS, the country’s largest pension fund awarded Newland with a \$1 billion commitment in equity and debt, at one time allowing the company to grow to more than 70 communities across the country at its largest.

Newland’s partnership with Sekisui House is reflective of synergies between the two companies that were immediately apparent. “We have the same environmental and sustainability consciousness and concern about the customer who is living in the community we are building,” Bob said. The partnership between Sekisui, the world’s largest homebuilder in Japan, and Newland began in August 2010 when the joint venture bought 492 acres of undeveloped land for 1,200 homes next to the highly successful Cinco Ranch community in Houston. Today, Newland and Sekisui House, through its subsidiary North America Sekisui House, co-own, manage and develop mixed-use communities in 10 states, including in Washington, Oregon, California, Colorado, Texas, Florida, Georgia, North Carolina, South Carolina, and Virginia.

## THE FUTURE OF PLACE

In looking to the future of placemaking, Bob remarks “Communities today and in the future are focused on sustainability and attainability—meeting the customer on need, lifestyle and price, and what’s good for the environment and the greater community at large. Communities of today and the future have a more integrated mix of uses, both horizontally and vertically integrated—to provide how people want to live, work, play, socialize, and shop, all within the

community in which they live. We’ll see more infill, both urban and suburban, with more density applications and efficient use of land and spaces.”

Sustainable communities are recognized for their ability to integrate into the larger complexity of the regional landscape, provide continual value, and offer housing and services that address a range of opportunities and lifestyles while reducing impacts and

renewing landscapes. Newland’s sustainability mission and principles are a guide throughout the community creation process and are integral to placemaking—from preserving acres of open space and planting native vegetation, to water conservation strategies and engaging the local community. The future of place is a holistic approach on sustainability: communities that respect the individual, the land, the natural environment, and the unique influence of the local marketplace.

“By focusing and never losing sight of the customer, we differentiate ourselves from others, stay relevant to the customer, and build something that is sustainable for tomorrow.”

– BOB MCLEOD



*Newland’s sustainability mission is creating communities that respect the individual, land, and environment, providing opportunity, balance, and sustainable connections for a more meaningful life for those who live and work there.*