

# ULI Annual Report FY2007

Best Practices • Better Places • Bright Future



Urban Land  
Institute

## Message from the President, ULI Worldwide

We shall never achieve harmony with land, any more than we shall achieve absolute justice or liberty for people. In these higher aspirations, the important thing is not to achieve but to strive. **Aldo Leopold**



Last year, ULI Chicago produced an annual report, summarizing its work as: **Best Practices, Better Places**. This year, the ULI Worldwide report picks up that theme with one addition: **Bright Future**. That's the outlook for the Urban Land Institute as you will see in this report: the changes made to our organizational structure; the continued growth of our membership; and the depth of our global leadership.

**Strategic Planning** For the last two years, the ULI Executive Committee, advised by hundreds of members crafted nine Strategic Directions to guide the Institute, refined our Mission Statement, and clarified the means we use to achieve it. A timeline and summary are included here, but you can find the entire report on line at [www.uli.org/spi](http://www.uli.org/spi).

**Best Practices** This year, ULI and its staff, District Councils, and worldwide network of members focused on core topics, including workforce housing, infrastructure, sustainability, and investment. Programs highlighted here include the new ULI Terwilliger Center for workforce housing; the *Infrastructure 2007* report; the second World Cities Forum convened in Shanghai; and *Emerging Trends in Real Estate*.®

**Better Places** ULI is becoming truly local worldwide. More District Councils are engaging public officials, business interests, and the environmental community in regional visioning and Smart Growth Alliances. Community Action Grants are incubating new ways to be effective. Advisory Services apply what we know to guide successful redevelopment and resolve local land use issues.

**Bright Future** This year, the Student Urban Design Competition was extended to Europe. When multidisciplinary teams of students compete, our cities win. A new Centre for Real Estate Education, based in Abu Dhabi, is underway. And, ULI's global magazine, *Urban Land*, and the Awards for Excellence (Americas, Europe, Asia Pacific) continue to promote a global exchange of information.

To create a truly sustainable urban future, we must continue to expand that global exchange of information, to find best practices to create better places, and realize a brighter future.

Thank you for your continued support of the Urban Land Institute.  
You can learn more about our Mission and our members online at [www.uli.org](http://www.uli.org).

**Richard M. Rosan**  
President, ULI Worldwide

## Contents

### Strategic Planning Initiative 2

- ULI Strategic Planning Team
- ULI Strategic Planning Ad Hoc Teams
- The Strategic Initiative for ULI
- The New ULI Organizational Structure

### Leadership in Land Use Best Practices 6

- Housing the Workforce
- ULI Terwilliger Center for Workforce Housing
- Infrastructure Initiative
- Sustainable Development
- Emerging Trends in Real Estate® 2007

### Thriving Communities Better Places 10

- Reality Check Plus
- Reframing the Land Use Discussion
- Creating Lasting Communities
- Collaborating for a Change
- Urban Initiatives
- Advisory Services
- Denver Fall Meeting
- Community Building and Global Exchange Conferences
- Chicago Spring Council Forum

### Learning Network Bright Future 16

- Students Compete, Cities Win
- Hallmarks of Leadership
- CEO Leadership Roundtable
- Shackleton Workshop
- Continuing Education
- Study Tours
- ULI Leadership Essentials
- ULI Focuses on Global Education
- Infrastructure Initiative in India
- ULI Bookstore
- ULI Awards for Excellence

### Metrics Global Leadership 24

- Revenue and Expenses
- Membership
- From the Treasurer
- Leaders and ULI Partners

# Mission Statement and Statement of Principles

On October 17, 2006, the ULI Board of Trustees unanimously approved a new Mission Statement and Statement of Principles for the Urban Land Institute. The approved documents follow:

**ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.**

## **We are committed to**

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

# Strategic Planning Initiative



We began this Strategic Planning Initiative in July 2005 in New York City at the Executive Committee's Summer Retreat. Through the next months, we engaged leaders and members of ULI, through meetings with focus groups, consultations with steering committees, and a member survey. Trustees actively participated in lively mid-winter and spring discussions. The Strategic Plan began to evolve around a Statement of Principles the Trustees endorsed at their spring 2006 meeting.

Over the next several months, task forces addressed ULI's mission statement, our local and international activities, the need to increase our virtual network of contact and information, the success of our peer group councils, and our approach to evaluating the effectiveness of our activities in advancing the Institute's mission.

We at ULI are an amazing group of passionate and committed individuals who value the role that the Institute plays in the complicated world of land use policy and community building.

Our collective efforts culminated in October 2006 with the adoption by the Trustees of a new mission, deepening our sense of responsibility and extending our reach while underscoring our commitment to the culture and unique qualities of ULI. Keep it fresh and current, until it is time for the next strategic plan.

Marilyn Jordan Taylor  
ULI Chairman, 2005–2007

## ULI Strategic Planning Team



**Marilyn Jordan Taylor**  
ULI Chairman  
Partner, Skidmore, Owings & Merrill LLP  
New York, New York, U.S.A.



**Richard M. Rosan**  
President, ULI Worldwide  
Washington, D.C., U.S.A.



**Cheryl G. Cummins**  
President, ULI Americas  
Washington, D.C., U.S.A.



**William Kistler**  
President, ULI EMEA/India  
London, U.K.

### Executive Committee

Joseph E. Brown  
Jan A. de Kreij  
Harry H. Frampton III  
Gadi Kaufmann  
Charles R. Kendrick, Jr.  
James D. Klingbeil

Robert C. Larson  
C.Y. Leung  
Todd W. Mansfield  
Jeremy Newsum  
Joseph W. O'Connor  
Stephen R. Quazzo

Wayne Ratkovich  
Dale Anne Reiss  
Hipolito Roldan  
Richard M. Rosan  
Marilyn J. Taylor  
Lynn Thurber

### Mission/Vision

Joe Brown  
Jim Chaffin  
Todd Mansfield

### Program of Work

Charlie Kendrick  
Dale Anne Reiss

### Organizational Structure

Bob Larson  
Jeremy Newsum

## Timeline >

# 2005

#### • July 20–22, 2005

ULI Executive Committee Summer Retreat meets in New York to outline strategic direction process. ULI contracts with ULI Vice Chairman Gadi Kaufmann and his associates at RCL to provide focus groups and a member survey.

#### • September–November 2005

Focus groups and working sessions are convened with:

- Executive Committee
- Council Counselors
- District Council Counselors
- Inclusivity Task Force
- ULI Asia
- ULI Japan
- ULI Europe (2)
- Past Chairmen
- Staff (U.S./Europe)



#### • December 2005

RCL conducts a ULI Member Survey testing satisfaction with mission, vision, benefits.

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# ULI Strategic Planning Ad Hoc Teams

	ULI Councils	ULI International		ULI Local	ULI Virtual	ULI Brand, Culture, Success
<b>Chair</b>	Jim Chaffin Gadi Kaufmann	Joe O'Connor Lynn Thurber		Charlie Kendrick Ron Terwilliger	Todd Mansfield	Joe Brown Jeremy Newsum
<b>Staff</b>	Lloyd Bookout	Bill Kistler		Mike Terseck	Rachelle Levitt	Ann Oliveri
<b>Members</b>	Doug Abbey Merrie Frankel Trish Healy Wayne Hyatt Bob Lowe Scott Malkin Gerald Parkes Alex Rose Randy Rowe George von Liphart Bret Wilkerson	Randy Bone Lee Hanley Fred Kober Jan de Kreij Ian Hawksworth Ken Hubbard Scott Malkin Santi Mercade Gerald Parkes Peter Rummell		Len Forkas Ron Silverman	Randell Bone Greg Hummell Jim Melson Ehud Mouchly Patrick Phillips	
<b>Readers/ Respondents</b>	Doug Abbey Mary Borgia Kathy Cecilian Simon Clark S. Hudson Wilson David Johnson Ed LaGrassa Stuart Lipton Todd Mansfield Rob McKim Jeremy Newsum Kathy Perkinson Dale Anne Reiss Janet Smith Kelly Smith Tony Trella Smedes York	Andrea Amadesi Joe Azrack Michael Banner Timothy Bellman Joe Brown Mark Burton John Carrafiell Jim Chaffin Simon Clark Alice Connell John Coppedge John Cushman Mike Fascitelli Len Forkas Harry Frampton Lizanne Galbreath Greg Hummell Sonny Kalsi Gadi Kaufmann Charlie Kendrick Jim Klingbeil Hakan Kodal Reinhard Kutscher Bob Larson C.Y. Leung Stuart Lipton Vincent Lo Bob Lowe	Todd Mansfield David Mayhood Raj Menda Raymond Mikulich Dan Neidich Jeremy Newsum Staman Ogilvie Steve Quazzo Wayne Ratkovich Jim Ratner Dale Anne Reiss Alex Rose Dan Rose Randy Rowe Richard Saltzman Ron Silverman Michael Spies Lee Tabler Marilyn Taylor Ron Terwilliger Tony Trella George von Liphart Yasuhiko Watanabe Smedes York Jon Zehner	Doug Abbey Chuck Akerlow Andrea Amadesi Michael Banner Linda Davenport Lee Hanley S. Hudson-Wilson Stephen Kohn Bob Larson David Mayhood Bob Nilsson George Nolte Dale Anne Reiss Tony Trella Marilee Utter	Jim Callard Lizanne Galbreath Joe Gyorko Bob Larson Bob Lieber Jeff Swope	

# 2006

• **January 31–February 2, 2006**  
 ULI Mid-Winter meetings were convened in Washington, D.C.:  
 • Executive Committee  
 • Trustees  
 • Leadership

• **January 2006**  
 RCL researches a series of Case Study Analogues:  
 • 2 universities  
 • 2 nonprofits  
 • 2 for-profit global organizations

ULI Strategic Planning task forces are identified to study keys issues:  
 • Mission/Vision  
 • Program of Work  
 • Organization Structure



• **March 13, 2006**  
 Update sent to ULI Trustees.

• **March 27, 2006**  
 Members of ULI Governance Committee meet in Washington.



• **April 2006**  
 Initial rewrite of Mission Statement and Statement of Principles is issued by Executive Committee.

• **May 9, 2006**  
 ULI Spring Council Forum meetings are held on strategic plan:  
 • Executive Committee  
 • Trustees Strategic Planning Workshop  
 • Trustees  
 Statement of Principles is endorsed.

• **May 2006**  
 ULI ad hoc teams are established:  
 • Local  
 • Global  
 • Virtual  
 • Peer-to-Peer/Councils

• **May 22, 2006**  
 ULI Trustees are invited to review ad hoc team reports.

**June 29, 2006** •  
 Online Trustee workspace on uliconnect.net is launched to archive reports, documents, updates.

# The Strategic Initiative for ULI

## The Challenge, Summer 2005

Ten years ago, ULI leaders met to frame a new Mission Statement and a Vision Plan for our organization. Since then, the Institute has grown from fewer than 13,000 to more than 30,000 members (as of March 31, 2007, more than 37,000). More importantly, we have dramatically increased our local activities, and we have extended our organization from North America to Europe, Asia, and the Middle East. We have remained a vital network of interaction among our members while becoming a broadly respected source for information and education about land use.

This tremendous success is attributable to the vision, commitment, and contributions of many, many members and to the effective implementation and support skills of our staff and fellows.

In those same ten years, the world around us has changed. Real estate assets, ownership, investment, and practice are moving across boundaries like never before. To continue our success, it is important to consider how a growing ULI can best address worldwide challenges facing those responsible for leadership and decision making in land use.

At the same time, ULI must also remain true to its roots, which are deep and vital to the future of the organization, and continue to focus our efforts on satisfying the majority of member needs, which are mostly “local”—wherever in the world local may be.

Now is the time to reconsider our mission, our principles, and our organization.

## Initial Directions, Spring 2006

Our conviction about time for change led to a process of strategic thinking guided by the Executive Committee with broad engagement of the leaders and members of ULI, through meetings with focus groups, consultations with steering committees, and a member survey.

Discussions and working sessions among the Trustees at the mid-winter and spring meetings led us in the direction of a powerful vision for “One ULI” that can provide leadership in a world where land use policies and practices must address the challenges of urban growth and regeneration, capital formation and investment, prevailing social and economic inequities, economic viability, climate change, and sustainability. A working proposition was established.

As a leader in land use, ULI will grow in locations around the world, remaining aware of our roots in the United States and increasing our local presence and effectiveness everywhere we are. We will grow globally by being effective locally.

# 2006



• **August 7–9, 2006**  
ULI Executive Committee  
Summer Retreat convened in New Mexico.

• **August 2006**  
ULI ad hoc team on  
Brand/Culture/Success is formed.

• **September 1, 2006**  
Progress Report is distributed  
to ULI Trustees.



• **September 24, 2006, and October 4, 2006**  
Draft Mission Statement and Statement of Principles  
action items sent to ULI Trustees per bylaws.

• **October 17, 2006**  
Strategic Planning reports are discussed by ULI Trustees.  
• New Mission Statement and Statement of Principles  
• Peer-to-Peer/Councils Summary Memo, White Paper, Reader Comments  
• Local Summary Memo and White Paper  
• International Summary Memo and International Team List  
• Virtual Summary Memo, White Paper, Consultant Scope of Work  
• Brand/Success/Culture Summary Memo  
• Strategic Planning Ad-Hoc Teams Rosters

• **October 17–20, 2006**  
ULI Fall Meeting  
• Executive Committee  
• Trustees

• **October 17, 2006**  
ULI Mission Statement and Statement of Principles are  
approved by ULI Trustees.

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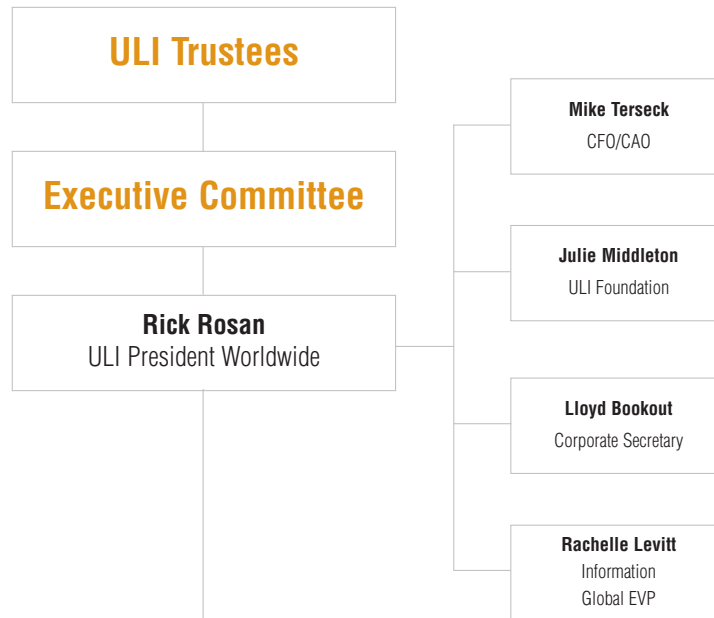
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# The New ULI Organizational Structure

## Worldwide ULI



## Regional ULI



# 2007

### January 31–February 1, 2007

- ULI mid-winter meetings convened:
- Executive Committee
- Trustees
- Leadership
- Final Recommendations: Local and Peer-to-Peer/Councils
- Consultant Reports: Virtual (LEK) and International (Fresh Minds)
- Tests: Brand/Culture/Success
- Staff reorganization



### February 2007

- ULI Staff is reorganized to better serve "One ULI."
- Rick Rosan, President  
ULI Worldwide
- Cheryl Cummins, President  
ULI Americas
- Bill Kistler, President  
ULI EMEA/India (Europe, Middle East, India, Africa)

### May 9–11, 2007

- ULI Spring Council Forum

### June 2007

- ULI Strategic Planning Initiative ends, implementation continues into FY2008.

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# Leadership in Land Use

# Best Practices

“I not only use all the brains that I have, but all that I can borrow.” **Woodrow Wilson**

ULI is a diverse global **network** of people working in private enterprise and public service who develop and redevelop neighborhoods and business districts, new towns, and downtowns.

We bring together **leaders** from across the fields of real estate and land use policy to exchange best practices and serve community needs.

Dialogue and **outreach** are advanced by District Councils and ULI’s Senior Resident Fellows.

Developed through the guidance of the ULI policy and practice committee, our goal is to advance land use policies and design practices that **respect** the uniqueness of both built and natural environments.

## ULI Policy and Practice Priority Areas

### • **Housing**

The provision of and meeting the needs for market, workforce, and affordable housing and development of sustainable communities are the crux of ULI’s housing focus. The critical issues surrounding regulatory policies, incentives, and best practice by the public and private sectors are explored.

### • **Infrastructure**

The concerns around the provision of infrastructure to serve not only today’s population, but also future growth are examined by ULI’s infrastructure efforts. They concentrate on the delivery of public infrastructure by examining public and private investment, sustainable “green” infrastructure globally, and focusing on the needs of weak market communities.

### • **Place Making/Public Realm**

The increasing concern for the quality of the public realm and the creation of urban design that creates a sense of place is the basis for these efforts. Work plans include examination of creating place where there is none and the revitalization of existing centers. The roles of the public and private sectors are explored.

### • **Places of Commerce**

The provision of space for the commercial sector is examined by ULI through best practice research. The Institute has traditionally guided practitioners on the latest trends and innovations in mixed use, retail, office, and industrial space. ULI continues this tradition with a variety of integrated tools.

### • **Capital Market and Finance**

The driving force behind development is the global capital markets. ULI examines the latest financial trends and shifting areas of interest. The Institute examines these trends through forums, online, and in trends publications. ULI will also be developing basic texts for practitioners on financing real estate projects.

### • **Sustainability/Climate Change**

The universal concern about climate change and increasing energy needs has stimulated increased concern for land use solutions. These solutions are examined through best practices within new construction and through the retrofitting of existing buildings, as well as community-wide. Responsible property investment is the ultimate goal.

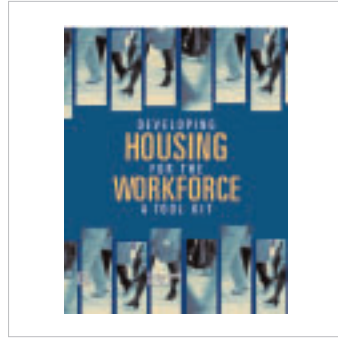
# Housing the Workforce



*The Business of Affordable Housing*

Who is producing housing for moderate- and low-income households, and how do they stay in business? This book profiles ten firms, both for-profit and nonprofit, that are able to produce affordable housing successfully—firms producing 500 units to those that provide thousands, producing a range of units from multifamily rental to for-sale properties.

Each company profile offers a glimpse of how dedicated professionals accomplish the difficult task of creating affordable housing. Through interviews with each principal developer, an engaging portrait of leadership emerges and their passion for doing rewarding work. Their commitment and success in a difficult environment make for an interesting story.



*Developing Housing for the Workforce: A Tool Kit*

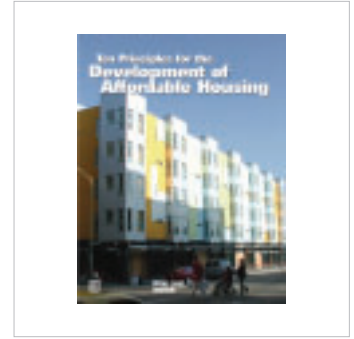
Rising home values are pushing the American dream of homeownership out of reach for middle-class working families—the teachers, retail workers, police officers, firefighters, and nurses who cannot afford market-rate housing, yet do not qualify for subsidies. As federal funding disappears, state and local governments and developers have been working together and coming up with creative and flexible solutions.

This book describes some of the most innovative and successful strategies that have been employed, turning upside down the old ways of thinking about affordable housing, and producing housing that working families can afford.



*Workforce Housing: Innovative Strategies and Best Practices*

Increasingly, workers such as teachers, police officers, firefighters, retail managers, and nurses cannot find housing they can afford in the communities where they work. This new book describes the problem; includes case studies and examples of financially feasible, for-profit developments; and features a section on public and private programs that are being used to encourage the development of housing for the workforce.



*Ten Principles for the Development of Affordable Housing*

Based on the expertise of the nation's leading affordable housing developers as well as affordable housing leaders in the public and nonprofit sectors, this booklet provides a road map for making much-needed affordable housing a reality in your community. The principles address building community support, leveraging public incentives and financing, creating effective partnerships, understanding your market and your customer, and the importance of good design and sustainability.



## ULI Terwilliger Center for Workforce Housing

The ULI Terwilliger Center for Workforce Housing supports development of housing affordable to moderate-income workers, including teachers, nurses, firefighters, government workers, and police officers. Established in February 2007 by former ULI Chairman J. Ronald Terwilliger, chairman and chief executive officer of Atlanta-based Trammell Crow Residential, with a \$5 million commitment over four to five years, the center will identify barriers to workforce housing production (such as inflexible zoning and building codes) and work to eliminate them by raising awareness of the affordability gap and by advocating changes in public policy.

Initially, the center will focus on three markets—Atlanta; Washington, D.C.; and southeast Florida. The center will work with ULI district councils in those markets to develop a plan to build mixed-income housing over a specified time period; expand available project financing where necessary; and support developers in completing projects. Currently, the center aims to produce at least 3,500 units of new workforce housing in the three markets within five years.

**Ron Terwilliger (left) at the announcement of the center at the National Press Club in Washington, D.C., on February 1, 2007.**

**“I want to be sure that we address the people who are so essential to our society—people who keep us safe, who teach our children, who keep our cities running. They should be able to live in a decent house reasonably close to where they work. I am making it my mission to engage the private sector to help solve this growing crisis.”**

—J. Ron Terwilliger

# Infrastructure Initiative



## New Report Looks at Evolving Market for Infrastructure Funding, Development, Management

The United States' relatively low investment in virtually all aspects of mobility-related infrastructure—airports, public transit, railway systems, roads, and bridges—is an “emerging crisis” that will compromise the ability of the nation’s

cities to compete globally, according to a new report copublished by the Urban Land Institute and Ernst & Young.

*Infrastructure 2007: A Global Perspective* offers a comprehensive look at the status of current and planned infrastructure investment and development in a variety of categories in countries worldwide, with a particular focus on the United States, China, Japan, India, and Europe. The first of its kind, the report discusses the evolving infrastructure market, including private and combination public/private systems for funding, construction, operations, and management.

“America is more of a follower and no longer a world leader when it comes to infrastructure,” the report states. “Other countries marshal vanguard strategies and provide the contemporary lessons for developing best practices in public/private finance, intermodal transport, congestion pricing, and high-speed rail. Too often [in the United States], projects focus on restoration rather than rethinking the model

and finding possible efficiencies . . . There is a tendency to invest in the infrastructure we have instead of the infrastructure we will need.”

The varied attitudes toward and approaches to infrastructure investment are reflected in different data provided in the report, such as: 1) Japan has 1,243 miles (2,000 km) of high-speed rail and is building about 186 more miles (300 more km) by 2020; China is planning to build more than 1,553 miles (2,500 km) of high-speed rail by 2020; the United States has about 186 miles (300 km), but is building none. 2) As of 2000, there were more than 750 cars per 1,000 people in the United States; in the United Kingdom, there were just over 500 cars per 1,000 people; in China, there were fewer than 50 per 1,000 (although this number is rising, it still is far less than the United States). 3) Two of the ten most expensive infrastructure projects worldwide involving private investment are in France; the third most expensive is in the United States; none are in China.

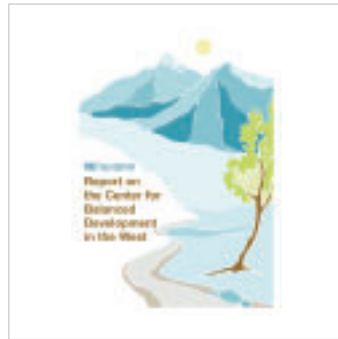
Download available at [www.uli.org/reports/i18](http://www.uli.org/reports/i18).



## Eminent Domain: An Important Tool for Community Revitalization

Based on the conclusions of a forum of public and private sector experts and practitioners, this booklet provides the rationale, principles, and practices to make the case for eminent domain as a tool in re-development aimed at achieving economic development goals.

Topics covered include the following: the constitutional basis for eminent domain; examples of where eminent domain has generated benefits for the local economy and improved housing; guiding principles and practices; and case studies of Greenville, South Carolina; Boston, Massachusetts; Kansas City, Kansas; and Arlington Heights, Illinois.

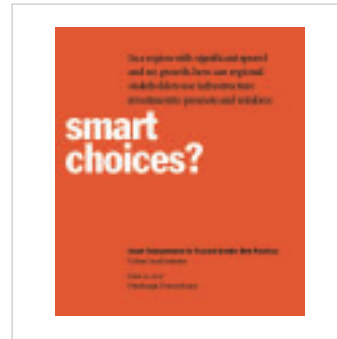


## Center for Balanced Development in the West

With infill development as a growth strategy, there is a fundamental mismatch with the tools available to finance the infrastructure needed for that strategy. To address this policy void, the center cosponsored an invited forum with the University of Southern California's Keston Institute for Infrastructure in March 2007 to review existing financing mechanisms (often used in master-planned communities) and best practices, and whether these tools can be adapted to support infill development.

Last November, the ULI Center for Balanced Development in the West cosponsored three programs on infrastructure in November 2006 with district councils in San Diego, San Francisco, and Los Angeles. With the passage of all five California bond issues, the center shifted focus to the \$850 million grant program to support infrastructure for infill development, building on earlier work completed as the ULI California Smart Growth Initiative.

For a complete report on the work of the Center for the West, go to [www.uli.org/foundation](http://www.uli.org/foundation).



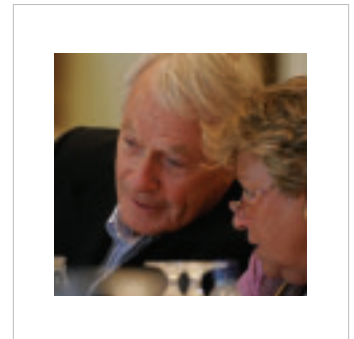
## The Pennsylvania Infrastructure Project

With the support of the Heinz Endowments, the Urban Land Institute is bringing together public, private, and nonprofit sector leaders in the commonwealth of Pennsylvania to improve the effectiveness of the delivery of urban public infrastructure and, in so doing, to develop better local land use decisions and a more prosperous state economy.

There are three major focus areas:

- To develop leadership among Pennsylvania public officials and public/private partnerships to promote urban infrastructure—especially that which is found in older, more established cities, rural and urban boroughs, and older suburbs—as a top state, regional, and local priority.
- To identify and promote innovative mechanisms for financing and delivering urban infrastructure in Pennsylvania.
- To identify and promote means of greatly reducing costs for built urban infrastructure in Pennsylvania by conserving and harnessing natural resources instead of creating manmade systems.

ULI's goal is to develop a national model in Pennsylvania that may be used in other states, regions, and communities throughout the United States.



## ULI Larson Forum: New Planning Paradigm for the 21st Century

A projected increase of 100 million people by mid-century will profoundly change the face of the American landscape, and, as a result, require a paradigm shift in planning to keep the nation's cities globally competitive, according to land use experts participating in the ULI 2006 Larson Forum.

The Larson Forum, endowed by former ULI Foundation Chairman and ULI Trustee Robert Larson, is an annual gathering of real estate leaders who exchange ideas and best practices for creating better communities. These ideas help shape the Institute's policy and practice program of work for the years ahead.

Robert Lang, director of the Metropolitan Institute at Virginia Tech, presented an overview of growth trends, saying that the United States will evolve into 20 “megapolitan” areas accounting for 70 percent of growth and 70 percent of U.S. gross domestic product (GDP). He pointed to Phoenix and Tucson as an example of cities growing closer together with 10 million people by midcentury.

# Sustainable Development

## World Cities Forum: Shanghai



**“Shanghai has many of the attributes of a world-class city that can attract investors . . . . This will require a change in perspective from seeing land as a source of income to land as a resource that must be developed sustainably to ensure long-term benefits to the community.”**

—ULI Advisory Services Report: Shanghai Urbanisation and Expo 2010

ULI convened a forum workshop September 11–14, 2006, to assist the city of Shanghai as it takes its place as a world-class city. The Institute was invited to assemble an international team of professionals with relevant experience in urban development around the world to share ideas and best practices in land use planning and real estate development. The team was specifically asked to address current planning reforms, including the new 1-9-6-6 policy, and to look at the future potential for the World EXPO 2010 site.

Better City, Better Lives. That's the motto of Shanghai's leaders and sums up the attitude of those attending ULI's second World Cities Forum. Voting in the opening session, more than 85 percent agreed that to be competitive in the world market, cities must invest in the necessary infrastructure, create a sustainable and livable environment, provide a strong employment base, and enable dynamic civic leadership. The jury is still out—the majority of participants noted that many aspiring cities have yet to meet these criteria. How do cities in emerging markets live up to their aspirations?

For a report on the findings, go to [www.worldcitiesforum.org](http://www.worldcitiesforum.org).



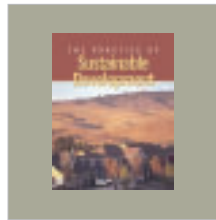
**“Across the world, people are realizing sustainable and successful cities are the best hope of competing in a rapidly changing global economy—an economy in which conserving basic resources like energy, water, and the environment will become more and more important.”**

—Deputy Prime Minister John Prescott  
at the ULI World Cities Forum, April 2007



## Developing Green

Keynote Sim Van der Ryn, president of the Ecological Design Institute in Sausalito, California, stressed at the ULI Developing Green conference in Pittsburgh, Pennsylvania, the need to strive for surpassability, rather than just sustainability. Surpassability, he said, is a form of ecological design that minimizes environmentally destructive impacts by integrating itself with living processes. While green building tends to focus primarily on the energy consumption of an individual building, ecological design extends that focus to the building's affect on the environment.



**“Sustainable development meshes the need for preserving, enhancing, and interrelating economic prosperity, the integrity of natural ecosystems, and social equity . . . .”**

—*The Practice of Sustainable Development*, ULI, 2000

## Emerging Trends in Real Estate® 2007

The *Emerging Trends in Real Estate® 2007* report, copublished by ULI and PricewaterhouseCoopers LLP, and considered to be the most comprehensive annual forecast available on all categories of the commercial real estate industry, is based on interviews with leading real estate authorities. Topics covered include investment trends, capital markets, markets to watch, and what's happening in multifamily, retail, office, industrial, and hotel development. Based on interviews with major investors in the United States, Asia Pacific, and Europe, three *Emerging Trends* reports are available online at [www.uli.org/emergingtrends](http://www.uli.org/emergingtrends).

In addition to the program at the ULI Fall Meeting in Denver 2006 where the U.S. report was released, 32 district councils hosted 30 separate events featuring authors of *Emerging Trends in Real Estate® 2007* and local response panels, attracting 6,675 participants.

The Europe and Asia Pacific editions were released at ULI conferences in Paris, Tokyo, Hong Kong, and Shanghai. Nine district councils in Europe hosted *Emerging Trends* events in Belgium, Germany, the Netherlands, Portugal, Russia, Spain, Sweden, Turkey, and the U.K.



**Steve Blank, ULI Senior Resident Fellow, Finance, presenting *Emerging Trends*.**

# Thriving Communities Better Places

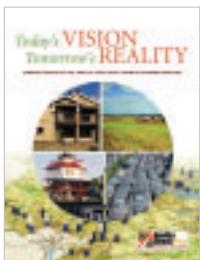
“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.” **George S. Patton**

To create and sustain thriving communities worldwide, ULI fosters collaboration through mentoring, dialogue, and problem solving.

ULI **Advisory Services** field teams of pro bono experts to solve complex development problems based on sound information, community realities, and best practices.

Some 3,000 leading practitioners belong to **product councils**, convened twice yearly at ULI **meetings**. Most members participate in **district councils** in 60 metropolitan areas.

## Reality Check Plus

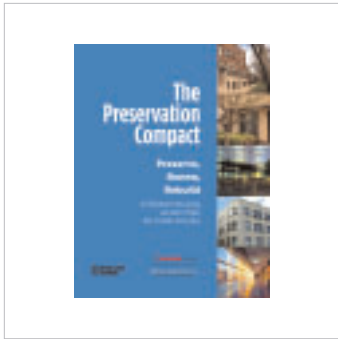


The level of growth projected to come to many parts of Maryland over the next 25 years could have adverse consequences for the state without better-coordinated long-range planning, said the approximately 850 Marylanders who participated in “Reality Check Plus,” a unique series of growth visioning exercises held around the state in May and June 2006 sponsored in part by ULI Baltimore. This broad cross-section of Maryland residents said they need a community vision for the future,

comprehensive plans that codify that vision, and zoning that faithfully follows those plans. And, they said the state must step up to provide the financial support to meet critical local infrastructure needs. Reality Check participants in all four regions of Maryland expressed strong and consistent support for a pattern of development that is different from the pattern that exists in Maryland today and vastly different from the pattern that is forecast for the state's future or which current local zoning policies would permit.

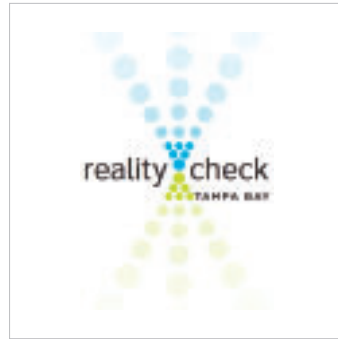


## Reframing the Land Use Discussion



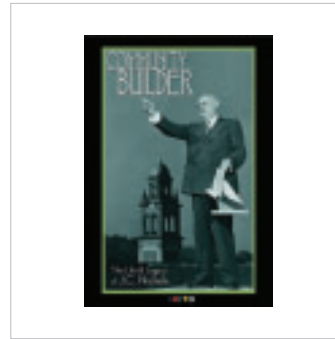
### *Preserving Rental Housing*

Made possible through a generous grant from the John D. and Catherine T. MacArthur Foundation, the Preservation Compact is a rental housing strategy conceived by ULI and ULI Chicago. The Preservation Compact envisions that, by 2020, Cook County will have an ample supply of affordable rental housing for which individuals and families pay no more than 30 percent of their income. A substantial amount of this demand will be met by preserving and improving existing units, which are affordable, decent, well located, and appropriately sized. More information is available at [www.preservationcompact.org](http://www.preservationcompact.org).



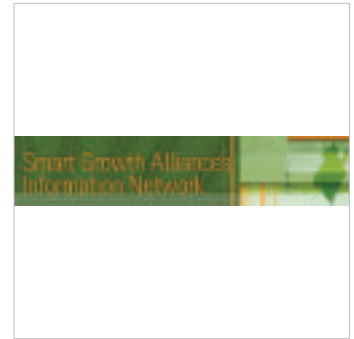
### *ULI Tampa Bay Mobilizes Community*

Over the past 15 years, regional visioning has emerged as a dynamic and important tool for building regional consensus related to growth issues. ULI's regional visioning program of work assists district councils and their partners as they plan, build upon, and implement regional exercises and visions. Reality Check, a one-day participatory visioning exercise created by ULI Los Angeles and inspired by Envision Utah, is an important tool available to district councils to engage regional leaders in a regional dialogue on growth issues. In June 2006, ULI Tampa Bay and a coalition of community organizations hosted Reality Check. For a report on the session and follow-up activities, go to [www.realitychecktampabay.org](http://www.realitychecktampabay.org).



### *Documentary Airs in 77 Markets*

Premiered in Kansas City on KCPT-TV in June 2006, a documentary on J.C. Nichols was distributed by educational television and broadcast in 77 U.S. television markets 125 times in 2007. The documentary is available from the ULI Bookstore as a DVD-CD set that includes a 26-minute version for classroom use; archival documents and photos; a variety of full-length interviews used in the making of the documentary; and videos made for the first six Nichols Prize laureates.



### *ULI, EPA Support Smart Growth Alliances Information Network*

ULI works with diverse local stakeholders in a number of communities to support the formation of regional smart growth alliances. These alliances are an effort to break the political stalemate that often arises around questions of how best to accommodate growth. The Institute recently received a grant from the U.S. Environmental Protection Agency to create new smart growth alliances, strengthen existing alliances, and support the Smart Growth Alliance Information Network (SGAIN).

## Creating Lasting Communities: Peter Calthorpe, 2006 Laureate of the Urban Land Institute J.C. Nichols Prize for Visionaries in Urban Development



Peter Calthorpe, one of the nation's most influential urban designers, was named the recipient of the 2006 Urban Land Institute J.C. Nichols Prize for Visionaries in Urban Development.

The Nichols Prize recognizes a person or a person representing an institution whose career demonstrates a commitment to the highest standards of responsible development. The prize honors the legacy of legendary Kansas City, Missouri, developer J.C. Nichols, a founding Urban Land Institute member considered to be one of America's most influential entrepreneurs in land use during the first half of the 1900s. Calthorpe, principal of Calthorpe Associates, an architecture, urban design, and urban planning firm in Berkeley, California, has devoted his 30-year career to the creation of communities that are as easily negotiated on foot as by car, and which significantly improve the balance between land development and land preservation. And, with John Fregonese, his partner in Fregonese, Calthorpe Associates in Portland, Oregon, he has pioneered the emerging field of regional design.

Calthorpe is the first architect and first urban designer chosen as the Nichols Prize laureate. The selection of Calthorpe honors the work "not only of those who do the developing, but of those who do the planning and who influence planning and development through their ideas and vision," says 2006 Prize Jury Chairman A. Eugene Kohn, chairman of Kohn Pedersen Fox Architects in New York City. "His legacy is one that shows the value of planning cities in an intelligent way." More information is available at [www.nicholsprize.org](http://www.nicholsprize.org).



# Collaborating for a Change

More than \$600,000 has been awarded through Community Action Grants, funded by annual donations to the ULI Foundation Fund and council competition, over the last three years. In May 2007, five new Community Action Grants were awarded totaling \$120,000 to five district councils:

- ULI Seattle to partner with two or three jurisdictions to identify policy changes needed to encourage construction of more workforce housing;
- ULI Colorado to partner with the city and county of Denver and the University of Denver to expand the representation of women and minorities within the field of real estate development;
- ULI South Carolina to launch a Center for Sustainable Leadership in 2007, a nine-month educational program to build leadership capacity on land use issues;
- ULI Memphis and the University of Memphis to host four workshops to explore the role of urban design in creating quality of life and place around universities and other institutions; and
- ULI San Francisco to add outreach features to its UrbanMap Web site to promote dialogue about good land use practices, including a public forum on land use issues, a news archive, and a real estate development blog.

Many ULI district councils are working with public officials to improve understanding and to exchange information about land development and growth issues.

**ULI Atlanta** teamed up to produce the training session: "Governments and Growth: How to Cope Successfully," a three-day hands-on workshop for local government officials to learn about how to attract and implement high-quality growth.

**ULI Chicago** offers "Planning Commissioner Online" in collaboration with the University of Illinois at Chicago. This Internet-based course is designed to teach volunteer planning commissioners about real estate development tools.

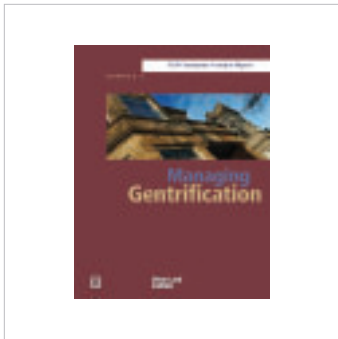
**ULI Minnesota**, LISC, the University of Minnesota, and Target convene a Regional Council of Mayors. At the first event held in 2004, the mayors decided to focus on transportation as their current priority. Future work will include housing and growth on the edge.

**ULI Philadelphia** invites a member of the public or nonprofit sector to speak at each executive committee meeting.

**ULI Sacramento** hosts a series of seminars on various major issues in the region, designed to educate local decision makers and stakeholders.

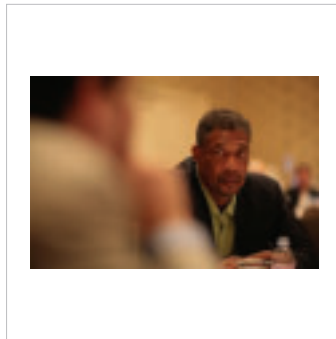
**ULI San Francisco** recently prepared a guidebook, *Smart Growth in the San Francisco Bay Area: Effective Local Approaches*, for city and county policy makers on effective local conservation and development practices.

## Urban Initiatives



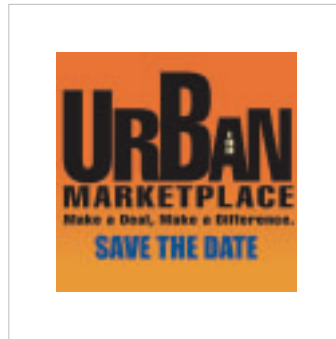
ULI/Charles H. Shaw Forum on Urban Community Issues

The annual ULI/Charles H. Shaw Forum seeks to bring issues related to the viability of urban neighborhoods to the forefront of ULI programs. The forum has been endowed by Charles H. Shaw (former ULI chairman) of the Shaw Company and developer of Homan Square, a mixed-income neighborhood in west Chicago. The most recent forum report, "Managing Gentrification," is available from the ULI Bookstore and online at no cost at [www.uli.org/policypapers](http://www.uli.org/policypapers).



Inner-City Advisers

ULI established the Inner-City Advisers Program in 1994 to draw on the expertise of executives of independent, nonprofit, community-based organizations to share information and knowledge on inner-city development matters. Young Hughley, Jr., president and CEO, Reynoldstown Revitalization Corporation, Atlanta, Georgia (above), participated in the June 2007 CEO Leadership Roundtable.

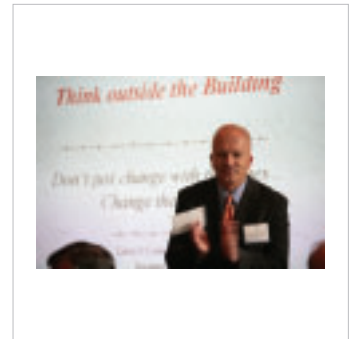


Urban Marketplace

Based upon the ULI L.A. model, district councils in St. Louis, Houston, and Atlanta have also successfully organized Urban Marketplaces.

ULI Los Angeles hosted its sixth annual Urban Marketplace forum on March 15 with the theme "Cracking the Urban Code: Housing and Jobs." Senior Resident Fellow Tom Murphy was one of the speakers.

ULI Houston held its second annual Urban Marketplace keynoted by the Honorable Wellington E. Webb, former mayor of Denver, Colorado, and founder of Webb Group International, LLC. ULI Atlanta held its third annual event and focused on how to bridge the financial gap for urban redevelopment.



Local Awards

District Council awards programs recognize local projects (Atlanta, Kansas City, San Diego/Tijuana), leadership (Charlotte, Chicago, Detroit, Washington, D.C.), or both (SE Florida/Caribbean). Local awards programs create public visibility for both the District Councils and the winners. Lifetime achievement awards also generate significant funding for other community outreach activities.

# Advisory Services

Established in 1947, this fee-based service provides the technical expertise of ULI members to cities, private developers, and other organizations that need objective analysis and advice on how to solve difficult land use, development, and redevelopment problems.

ULI teams approach the project from all perspectives, including market potential, land use and design, financing and development strategies, and organizing and implementation.

Final panel assignment reports are available online at [www.uli.org/advisory](http://www.uli.org/advisory). For information on local technical assistance panels, see the district council's Web page.

## Five-Day Panel Assignments

Bayou La Batre	AL	2006	September	Revitalization in Wake of Hurricane
Commerce City	CO	2006	September	Growth Strategies for Northern Range
Mesa	AZ	2006	September	Williams Gateway Airport Area
Springfield	MA	2006	September	Revitalization
Bailey's Crossroads	VA	2006	December	Corridor Revitalization
Eagle County	CO	2006	December	Affordable Housing
Midtown Las Vegas	NV	2007	April	Revitalization Adjacent to UNLV
Buffalo	NY	2007	May	Reuse of Former Psychiatric Hospital
Annapdale	VA	2007	June	Corridor Revitalization
Ada County	ID	2007	June	Regional Planning Transportation Policy
San Bernardino	CA	2007	June	Downtown Redevelopment

## Three-and-a-Half-Day Panel Assignments

Maui	HI	2006	July	Affordable Housing
Littleton	CO	2006	July	TOD Strategies
Raleigh	NC	2006	October	Hospital Reuse Plan
Charlotte	NC	2007	March	Reinventing Eastland Mall
Pascagola	MS	2007	June	Downtown Site Redevelopment

## Special Services

Galveston	TX	2007	March	Linkages for the Strand Seaport (pdf)
Department of Defense				
Range Sustainability	US	2006	November	Working with Development Community Washington, D.C.,
Rail Realignment	DC	2006	December	Rail Corridor Redevelopment

## Technical Assistance Panels (TAPs)

**ULI Arizona** conducted a TAP on the economic alternatives for land use of ranchettes in Arizona where agricultural uses are no longer viable. This evolved out of a 2006 Community Action Grant project that evaluated alternative land uses for the Red Wing Ranch.

**ULI Atlanta** completed two TAPs for the city of Atlanta. One focused on the real estate, customer service, and operational aspects of the city's permitting operation. The second TAP examined short-term solutions to relocating the city's Department of Parks, Recreation, and Cultural Affairs.

**ULI Boston** worked with the city of Springfield, Massachusetts, in two areas of the city—downtown and the Hollywood Gemini neighborhood—following up on a five-day Advisory Services panel in September 2006. ULI Boston also provided technical assistance to the city of East Providence.

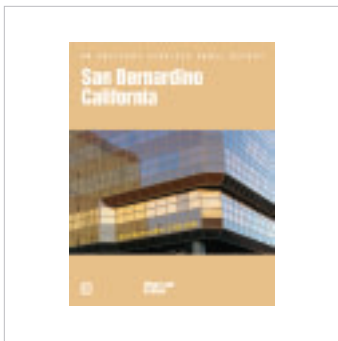
**ULI Charlotte** assembled a TAP for the town of Mooresville on March 29, 2007, making recommendations to planning staff and stakeholders.

**ULI Los Angeles** completed four TAPs in 2007 for the University of Southern California, a transit-oriented development site, a housing agenda for the city of Pasadena, and a Young Leaders TAP on alternative uses for a parking lot owned by a downtown church.

**ULI Orange County** Young Leaders offered pro bono technical advisory services to the Advocates for Adults with Development Disabilities and the city of Irvine in September 2006.

**ULI Seattle** members conducted a TAP for the city of Everett, addressing several core questions facing the city in its efforts to implement the Downtown Plan.

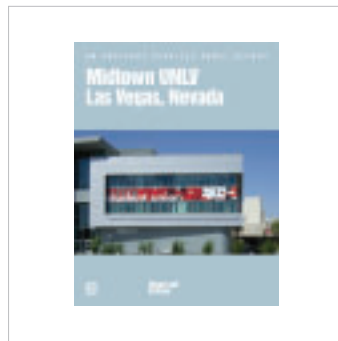
**ULI Washington** held a TAP for suburban Silver Spring's City Mall on how to attract and retain the type of retailers that residents and visitors expect.



Downtown San Bernardino 2007

"The analysis and recommendations that you and your colleagues provided are the keys that unlock the doors to many new opportunities in our city center. Your suggestions are relevant and timely for a downtown and a city at the threshold of a new beginning."

—Patrick J. Morris, mayor, city of San Bernardino



Midtown Las Vegas 2007

"While I listened to some very bright people from across our great country who spent the past week listening, learning, and thinking about that vision—each volunteering his or her time—it dawned on me that the only thing standing between this community and a university community that could be the model for the rest of the country is money . . . . It took only a little bit of money to learn that much this week. Just think—no, just dream—about what we can accomplish by spending a little bit more."

—Las Vegas Sun Editorial, May 6, 2007

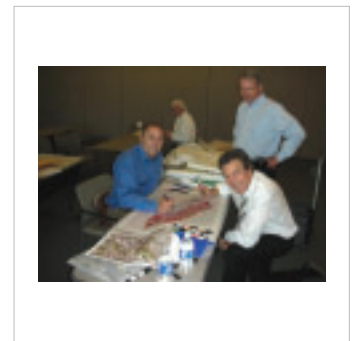


Bridgeport, Connecticut 2005

"What city . . . was named by CNNMoney.com in November as one of the 20 housing markets nationwide that are likely to post the biggest home-price gains by 2011? Believe it or not, it's Bridgeport."

"Nancy Hadley, the director of the city's Office of Planning and Economic Development, says . . . one key step in Bridgeport's turnaround occurred in 2005, when city officials called on the Urban Land Institute, a Washington-based research organization, to conduct a study outlining solutions to some of the city's problems. They ripped us apart and put us back together," she said, "and we've been following that blueprint the past two years."

—The New York Times, April 22, 2007



ULI Orange County TAP

ULI Orange County's Technical Advisory Panel for the City of Mission Viejo focused on revitalization opportunities surrounding a "tired and aging" shopping center and place-making opportunities in one of southern California's original master-planned communities. (From left to right: Tal Jackson, Land+Arc West; John Shumway, the Concord Group; and Randal Jackson, the Planning Center.)

# Denver Fall Meeting



ULI's 2006 fall meeting, held October 17–20 in Denver, included keynote addresses by Robert Redford, who opened the meeting with thoughts on sustainable development and land preservation, and former U.S. Secretary of State Colin Powell, who closed the meeting with observations on leadership.

Numerous predictions and insights were shared on trends and issues—ranging from the housing market decline to the latest in boutique hotels—but this year several themes cropped up repeatedly, all related to the responsible use of land. They included the following:

- Environmental concerns are moving to the front burner at the local and state levels;
- Close-in, infill development will become even more critical in providing work-force housing that is closer to jobs;
- Aging baby boomers and upcoming echo boomers are changing the housing landscape; and
- Pressure is building for new sources of infrastructure funding.

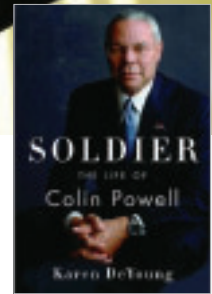
Fall Meeting Webcasts

<http://www.welcome2theshow.com/uli/>

Young Consumers and What They Want:

*Trends and Preferences for Products and Places Housing Bubble: Bust or Hiccup?*

Fall Meeting Roundup [www.uli.org/news](http://www.uli.org/news)



# Community Building and Global Exchange Conferences



**February 2007**

**Reinventing Retail: Community, Lifestyle, and Entertainment**  
Los Angeles, California

**Conference Chair:**

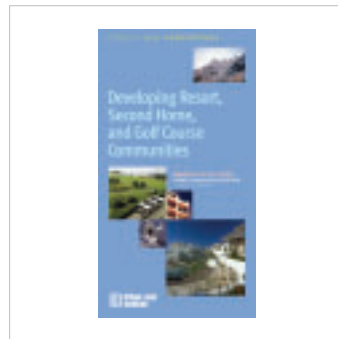
Ian Watt  
Director, International Development  
Old Mutual Properties  
Cape Town, South Africa

**Keynote Speaker:**

Dan Heath  
Director  
Duke Corporate Education  
Durham, North Carolina

Author, *Made to Stick:*

*Why Some Ideas Survive and Others Die*



**March 2007**

**Developing Resort, Second Home, and Golf Course Communities**  
Tampa, Florida

**Conference Chair:**

Keith Morrow  
Senior Vice President,  
Director of Landscape Architecture  
WilsonMiller, Inc.  
Naples, Florida

**Optional Tour:**

Lakewood Ranch



**April 2007**

**Developing Green: Integrating Sustainability with Success**  
Pittsburgh, Pennsylvania

**Conference Chair:**

Jonathan Ratner, Director, Sustainability Initiatives  
Forest City Stapleton  
Denver, Colorado

**Keynote Speakers:**

John L. Knott, President, Chief Executive Officer  
The Noisette Company  
North Charleston, South Carolina

Danny Seo, Environmental Lifestyle Expert  
Los Angeles, California

Sim Van der Ryn, President  
Ecological Design Institute  
Sausalito, California



**June 2007**

**Developing Master-Planned Communities: Reinventing for the Future**  
Pittsburgh, Pennsylvania

**Conference Chair:**

Greenlaw "Fritz" Grupe, Jr., Chairman  
The Grupe Company  
Stockton, California

**Keynote Speaker:**

Richard Louv  
Author, *Last Child in the Woods*  
and Chairman, Children & Nature Network

# Chicago Spring Council Forum



Chicago Mayor Richard M. Daley, widely credited with orchestrating the city's incredible downtown revival, does not hesitate when asked to name his biggest challenge and top priority: education. In his keynote address to the Urban Land Institute's Spring Council Forum in Chicago, Daley made it clear that he views inadequate public schools as the Achilles' heel of major cities, a weakness that will impair their ability to achieve full economic and social success. While substantial revitalization is occurring in many areas, it

is based largely on the downtown migration of affluent empty nesters and younger professionals without children, with the latter leaving once they have children, he noted.

The Spring Council Forum also featured a keynote address by Carly Fiorina, former chief executive officer of Hewlett Packard, who discussed qualities necessary for leadership in the 21st century. According to Fiorina, being a leader is about embracing change: those who insist on sticking with the status quo will limit the potential of themselves, their employees, and their organizations.

Spring Webcast

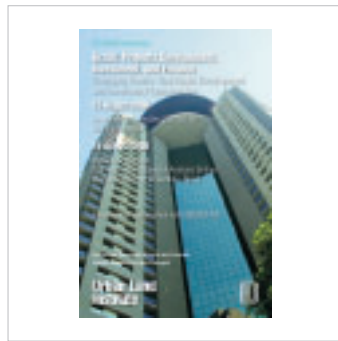
<http://www.welcome2theshow.com/uli05-09-2007/register.asp>

*The Business of Redeveloping Green*



**June 2007**  
**Multifamily Trends Conference**  
 (in partnership with PCBC)  
 San Francisco, California

A unique opportunity to hear leading experts and practitioners identify emerging trends in designing, developing, financing, marketing, and managing the next generation of for-rent and for-sale multifamily housing.



**Latin America—August 2006**  
**Brazil: Property Development, Investment, and Finance Conference**  
 São Paulo, Brazil

**Conference Chair:**  
 Claudio Bernardes, Director and President da Ingaí Incorporadora S/A  
 São Paulo, Brazil

**Conference Committee Chair:**  
 Daniel Citron, Chief Executive Officer  
 Tishman Speyer Properties  
 São Paulo, Brazil

**Keynote Speaker:**  
 Kevin Kelley, Principal & Cofounder  
 Shook Kelley  
 Charlotte, North Carolina, U.S.A.

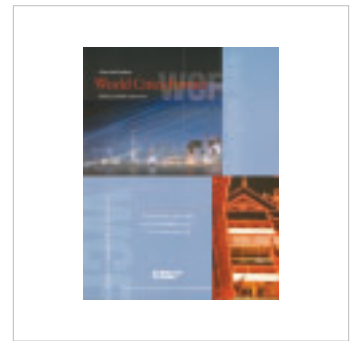


**EMEA/India—November 2006**  
**Investing and Building for the Future: How to Thrive in Uncertain Times**  
 Barcelona, Spain

**February 2007**  
**Unlocking Europe for Growth**  
**Conference Chair:**  
 John Carrafielli, Managing Director, Morgan Stanley  
 Cohead, Morgan Stanley Real Estate  
 London, U.K.

**June 2007**  
**Cities Transformed:**  
 Profiting from Urban Development

**Conference Chair:**  
 Alexander Otto, Chief Executive Officer  
 ECE Projektmanagement GmbH & Co. KG  
 Hamburg, Germany



**Asia Pacific—April 2007**  
**World Cities Forum**  
 Shanghai, China

**Conference Cochairs:**  
 Marilyn J. Taylor, ULI Chairman and ULI World Cities Forum Cochair  
 Chairman and Partner  
 Skidmore, Owings, & Merrill LLP  
 Vincent H.S. Lo, ULI Trustee and ULI World Cities Forum Cochair  
 Chairman  
 Shui On Holdings Limited

**July 2007—Summer Conference**  
 Tokyo, Japan

# Learning Network

# Bright Future

“We thought that we had the answers, it was the questions we had wrong.” **Bono**

ULI is committed to sharing **knowledge** through education, applied research, publishing, and electronic media. *Urban Land* magazine connects members in print and online.

We take a **multidisciplinary** approach in our textbooks and handbooks, awards and student competitions, and forums and continuing education programs.

ULI is a **community of practice**, an engine of knowledge and learning, problem solving and innovation, and commerce and value creation.

## Students Compete, Cities Win



*University of California–Berkeley Team Wins 2007 ULI Gerald D. Hines Student Urban Design Competition*

A development proposal drafted by the University of California–Berkeley team to redevelop a 16.5-acre (6.7-ha) block in Los Angeles has been selected as the winning scheme in the fifth annual ULI Gerald D. Hines Student Urban Design Competition. The team's entry was selected over plans submitted by other competition finalist teams from the University of Illinois at Urbana–Champaign and two teams from Harvard University.

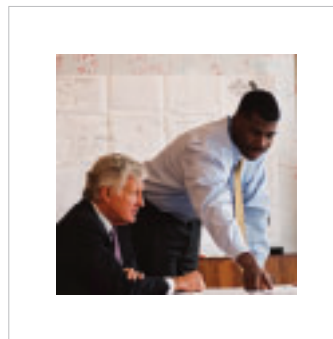
The graduate student teams, competing in a student ideas competition, were charged with forming a quasi-public agency to redevelop the East First Street corridor from Alameda to Mariachi Plaza, taking into consideration connections to neighborhoods, to a revitalized Los Angeles River proposed in the newly issued master plan, to the new Gold Line Eastside Extension, and the development of the construction staging sites surrounding Mariachi Plaza after the MTA completes the subway entrance.



*HafenCity University and IREBS University Regensburg Team Wins Inaugural ULI European Student Urban Design Competition*

A “green” plan created by the team from HafenCity University and IREBS University Regensburg that proposed a sustainable approach to the redevelopment of a 143-acre (57.9-ha) site in Rothenburgsort in the district of Hamburg-Mitte has been selected as the winning design in the inaugural ULI European Student Urban Design Competition.

The competition was sponsored by ECE Projektmanagement, Grosvenor, and Hines, three leading European property companies. The winning team's entry was selected over plans submitted by three other competition finalist teams from 1) TU Graz; 2) European Business School Wiesbaden, University of Applied Sciences Frankfurt, and University of Applied Sciences Wiesbaden; and 3) HafenCity University and ADI Hamburg. The winning team will receive a prize of €35,000 and each of the finalist teams will receive €7,000.

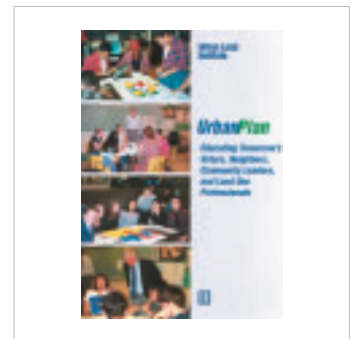


*Real Estate Associate Program (REAP)*

REAP is the commercial real estate industry's most popular way to recruit professional minority talent. REAP Associates are career-changing professionals, men and women, with bachelor's or advanced degrees and three to five years of business experience. Some 200 candidates are screened for each class of 25.

REAP is an industry-backed, market-driven program that finds and trains minorities for professional careers in commercial real estate, through education, networking, and professional training with leading firms. REAP was launched in Washington, D.C., in 1997; in Atlanta in 2001; and in New York City in January 2006. Chicago and Miami are planned for 2007; Dallas and Los Angeles for 2008.

Donations to the ULI Foundation annual fund designated for minority internships fund the Institute's support of REAP with a \$25,000 stipend; textbooks; student memberships; and in-kind office, Web, and organizational development staff support.



*UrbanPlan*

In the last three years, more than 12,000 high school and university students have participated in UrbanPlan, a realistic, engaging, and academically challenging classroom-based, Web-supported program in which high school students learn the roles, issues, trade-offs, and economics involved in urban development. In FY2007, 16 district councils in 14 states ran UrbanPlan in 33 high schools and eight universities with 3,910 students participating. More than 600 ULI members commit significant time to support these programs. For more information, go to [urbanplan.org](http://urbanplan.org).

## Hallmarks of Leadership

### CEO Leadership Roundtable



The CEO Leadership Roundtable is a ULI Leadership Laboratory program created in collaboration with ULI Atlanta, and the Real Estate Associate Program (REAP) with support from Deloitte and Equinox Partners.

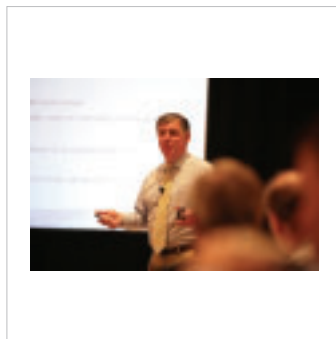
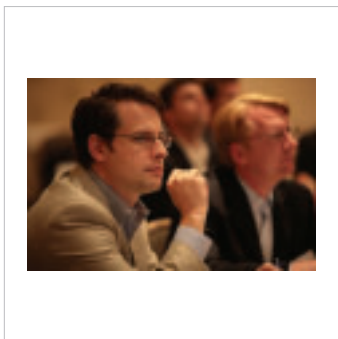
“Leverage the diversity you have [for] an exponential increase of ideas,” Frans Johansson advised attendees at the 2007 CEO Leadership Roundtable in Atlanta.

Johansson was one of the featured speakers at ULI’s fifth leadership roundtable. The roundtable, conceived to share best practices for developing and retaining leadership within companies, brought together a small group of senior executives representing a cross section of membership. The roundtable explored four key topics of leadership development: business innovation, diversity, succession planning, and compensation trends.

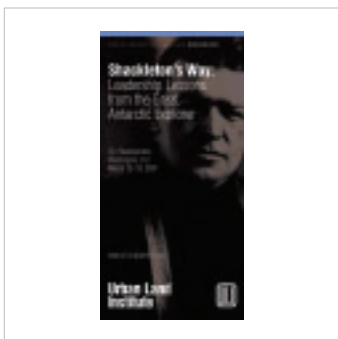
Johansson, author of *The Medici Effect* ([www.themedicieffect.com](http://www.themedicieffect.com)), spent three years researching and writing the book, which was named one of the ten best business books of the year by Amazon in 2004. He came up with the idea for this phenomenon based on the explosion of creativity in 15th-century Italy that was funded by the Medici family, and which ignited the Renaissance.

Diversity drives innovation by bringing together unrelated concepts to create something new. “When you combine two ideas to create a new one—if the ideas are far apart—they will be more innovative,” Johansson emphasized. “People from different cultures can look at the exact same thing and have completely different associations.”

For bios on participants and speaker presentations, go to [www.uli.org/roundtable](http://www.uli.org/roundtable).



## Shackleton Workshop



Margot Morrell, coauthor of the best-selling *Shackleton’s Way*, led the one-day workshop, showing how incorporating Shackleton’s fundamentals can lift negativity and create an atmosphere in which employees perform well individually and in teams, making contributions that can benefit the entire company. Workshop facilitator and executive coach Dick Gauthier of Linkage, Inc., provided self-assessment tools and exercises that allowed participants to apply Shackleton’s leadership lessons.

This inspiring, informative workshop was a pilot program to evaluate the use of the Shackleton story as a leadership development tool for public/private partnerships. For transcripts of flip chart notes and photos, go to [www.uli.org/leadership](http://www.uli.org/leadership).

## Continuing Education

The professional development program of the Urban Land Institute is uniquely positioned in its ability to draw upon a membership of nationally recognized professionals representing the entire spectrum of the real estate industry. This interdisciplinary approach offers students balanced and effective knowledge of the real estate business from multiple perspectives.

While highly structured, the courses encourage interaction among participants and faculty to foster a more complete understanding of the development process and the real estate industry by the many players, both public and private.

### Workshops

ULI workshops are intensive one- and two-day programs designed to inform real estate professionals about the latest best practices in development, design, finance, marketing, and other real estate disciplines. Workshop instructors are experienced practitioners who present practical, up-to-date information through a combination of lectures and real-world case studies.

In FY2007, some 2,000 individuals participated in 46 workshops held in a dozen U.S. cities and online, on the following topics:

- Land Development (new for 2007)
- Decision Making for Development Professionals (new for 2007)
- Advanced Pro-forma Modeling Using Excel (new for 2007)
- Basic Pro-forma Modeling Using Excel
- Basic Real Estate Development
- Basic Real Estate Finance
- Condominium Development and Conversion
- Construction Fundamentals for Development Professionals
- Financing and Investing in Real Estate Projects
- Introduction to ARGUS
- Real Estate Marketing
- Sustainable Development

### ULI Real Estate School

For 20 years, ULI has been assembling some of the most experienced academics and professionals in the country for its Real Estate School faculty. Each course curriculum is carefully prepared, with materials, research, and case studies drawn from the instructor's own classroom and professional experience. Emphasizing a real-world perspective, each of the Real Estate School's courses is designed to provide students with practical, hands-on knowledge and information.

The Real Estate School offers comprehensive four-day programs on several topics, including:

- Real Estate Development Process: Part I
- Market Analysis for Development Professionals
- Place Making: Planning and Designing Neighborhoods and Town Centers
- Real Estate Finance
- Real Estate Development Process: Part II
- Advanced Development Process: Residential
- Advanced Development Process: Commercial
- Real Estate Finance and Project Analysis

### Online Workshops

- Basic Real Estate Finance
- Construction Fundamentals for Development Professionals
- Financing and Investing in Real Estate

### Customized Workshops

- GE Real Estate Mexico
- Monument Realty

### Leadership Laboratory

- Shackleton's Way*: Leadership Lessons for the Great Antarctic Explorer
- CEO Leadership Roundtable, Atlanta, Georgia

## Study Tours



The best way to learn about a real estate development is to take the time to see and feel it, to experience it. Anyone can visit a project of interest, drive or walk the site, and meet with a marketing agent. However, the maximal benefit comes when you meet the key players involved in the deal.

**September 13–15, 2006, and January 22–25, 2007**  
New Urbanism in Northwest Florida (Seaside, WaterColor, Alys Beach, Rosemary Beach)

### December 6–8, 2006

Rebuilding the Gulf Coast: Opportunities & Challenges (New Orleans and the Gulf Coast)

### March 3–12, 2007

India: A Land of Contrasts (Mumbai, Bangalore, New Delhi, Agra)

### June 3–8, 2007

Cascadia: Best Practices of Transit-Oriented, Sustainable, and Urban Residential Development (Portland, Seattle, Vancouver)

## ULI Leadership Essentials



ULI Leadership Essentials Quarterly Audio Program  
[www.uli.org/leadershiparchive](http://www.uli.org/leadershiparchive)

Each quarter, ULI produces a leadership audio-magazine. Available online to listen to or download at no cost, members hear interviews with speakers at ULI meetings and roundtables, as well as management experts with proven techniques for leading an organization. The online archive now has more than 150 interviews.

Recent interviews available at [www.uli.org/leadershiparchive](http://www.uli.org/leadershiparchive) include:

- General Colin Powell, U.S.A. (Ret.)
- Jim Collins, author, *Good to Great*
- Peter Calthorpe, 2006 laureate, Nichols Prize
- Donna Shalala, President, University of Miami
- Margaret Wheatley, author, *Finding Our Way*
- Dan Heath, author, *Made to Stick*
- John Dizard, columnist, *Financial Times*
- Margot Morrell, author, *Shackleton's Way*

## ULI Focuses on Global Education

ULI is working with the Abu Dhabi Tourism Development and Investment Company (TDIC) to create a ULI Centre for Real Estate Education, which will be located in the United Arab Emirates' Urban Development Centre in Abu Dhabi. An agreement to plan the center was signed in October between the two organizations at ULI's annual fall meeting in Denver.

The goal of the ULI Centre for Real Estate Education will be to advance the professional knowledge and skills of those working in land use and development. Using a selection of continuing education programs—conferences, workshops, symposiums, real estate school, certificate programs, and forums—the center will offer real estate and land use professionals a greater depth of understanding of the current state of the industry, as well as insight into future industry opportunities and challenges.

The pledge to jointly create the center illustrates “the vast importance of the United Arab Emirates in the increasingly globalized real estate industry,” said ULI President Richard Rosan. “In the UAE, incredibly exciting projects are underway and being planned that will make a lasting contribution to the built environment. The region holds enormous potential as a global magnet for investment and development. We are extremely pleased to be part of this initiative in a market of such significance in the world of land use.”

In conjunction with the planning and creation of the center, the Institute is seeking to establish a ULI district council in Abu Dhabi, which would be located with the center. Both the Centre for Real Estate Education and the ULI district council are expected to be integral parts of the UAE Urban Development Centre supported by Sheikh Sultan bin Tahnoon Al Nahyan, chairman of the Abu Dhabi Tourism Authority. Chair of the ULI Middle East district council will be Lee Tabler, chief executive officer of TDIC.

“This is a major acknowledgment of how far the region's real estate industry has come in the past few years,” commented Tabler. “It is our hope that Middle East real estate professionals will advance ULI's overall goal of creating better places.”



**Shaking hands at the signing of the agreement in Denver are Rick Rosan (third from left) and Lee Tabler (center). The agreement covers a three-phase plan that would culminate in the creation of the centre. In the first two phases, ULI will conduct a needs assessment and develop a business plan for implementing the centre. The final phase will involve establishing and managing the center.**

## Infrastructure Initiative in India

In February, ULI held an infrastructure forum in Mumbai, India, where the challenges, major projects, and strategies facing the development of infrastructure in India were discussed. Participants in the forum included representatives of local government, financial intermediaries, and investment bankers as well as local residential and commercial developers and major construction and engineering firms.

Discussion focused around India's rapid urbanization and growth, which outstrips the government's ability to pay. The need is immense. Currently, India has fewer than 4,000 miles (6,437 km) of interstate-caliber highways. The government is encouraging tax-free infrastructure savings bonds as part of retirement savings plan options. The central government is actively seeking \$320 billion in private investment over the next five years. The forum noted that bureaucracy and corruption significantly reduce the efficiency of available funds and infrastructure decision making.

## ULI Goa Retreat

In March, ULI held its first leadership retreat in India in the resort city of Goa. The event connected senior executives in India with a select group of their peers from around the world. Through an informal program of in-depth discussions and debates, the retreat provided connections, insights, and the opportunity to explore the key issues shaping cities in India. Participants also examined the opportunities for growing ULI in India.



**Members attend the first ULI retreat in Goa, India.**

# ULI Bookstore



ULI book sales set a new record in FY2007, with annual sales of \$3.1 million. Sales to libraries, Amazon.com, and bookstores continue to increase, resulting in a national distribution deal that will make the Institute's books more widely available nationwide in FY2008.

In addition to publishing several books with CDs, eBooks and eCase Studies were produced and the new eBookstore launched. eBooks offers instant delivery to a customer's computer, and the ability to buy books by the page, or for short periods of time.

A Webcast on housing trends was produced to launch *Developing Condominiums*.



## Top Ten Books (Revenue)

- Dollars & Cents of Shopping Centers®/The SCORE®: 2006*
- Professional Real Estate Development*
- Real Estate Development Principles and Process*
- Emerging Trends in Real Estate® (U.S.) 2007*
- Real Estate Market Analysis*
- Mixed-Use Development Handbook*
- Residential Development Handbook*
- Developing Condominiums*
- Creating Walkable Places*
- Place Making*

## New Books and Booklets Published in FY2007

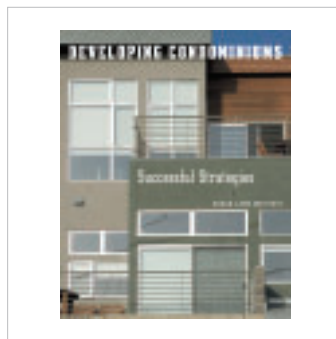
- Award Winning Projects 2006*
- The Business of Affordable Housing*
- Developing Condominiums: Successful Strategies*
- Developing Housing for the Workforce: A Tool Kit*
- Dollars & Cents of Shopping Centers®/The SCORE®: 2006*
- The Dynamics of Real Estate Capital Markets*
- Emerging Trends in Real Estate® (U.S.) 2007*
- Emerging Trends in Real Estate® Europe 2007*
- Emerging Trends in Real Estate® Asia Pacific 2007*
- Eminent Domain*
- Infrastructure: A Global Perspective 2007*
- Managing Gentrification*
- Ten Principles for the Development of Affordable Housing*
- Workforce Housing: Innovative Strategies and Best Practices*



### The Dynamics of Real Estate Capital Markets: A Practitioner's Perspective

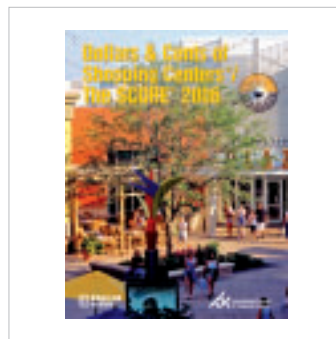
by Bowen H. "Buzz" McCoy

A former general partner of Morgan Stanley, Buzz McCoy was a pioneer in linking real estate financing to capital markets. Spanning four decades, from the 1970s through 2006, this book of Buzz's essays chronicles the dynamic changes in real estate financing from the viewpoint of a practitioner and industry leader who was making real estate deals throughout the period. Topics include real estate as an asset class, securitization issues, valuation methods, globalization, restructuring, the impact of 9/11, real estate as a maturing asset class, the role of pension funds, transparency issues, planned growth, and arbitrage between public and private market pricing.



### Developing Condominiums: Successful Strategies

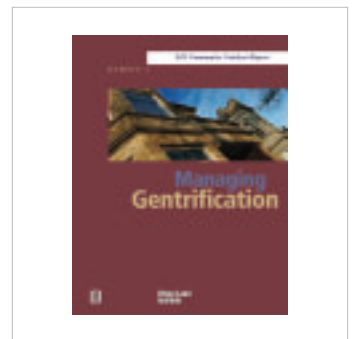
This practical book explains how industry professionals developed a wide variety of successful condominium projects throughout the nation—including rehab, historic properties, and new construction, located in urban and suburban areas. Lavishly illustrated with photographs and plans, each of the ten projects profiled includes a complete description of how each project was developed, including the challenges faced and how they were overcome, and data on costs, selling prices, and more.



### Dollars & Cents of Shopping Centers®/The Score® 2006

A Study of Receipts and Expenses in Shopping Center Operations

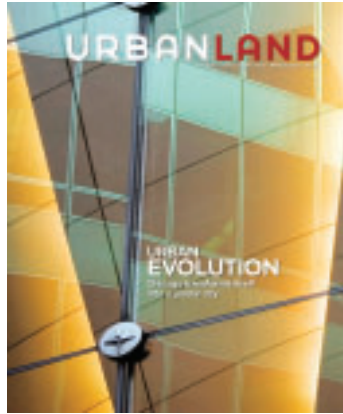
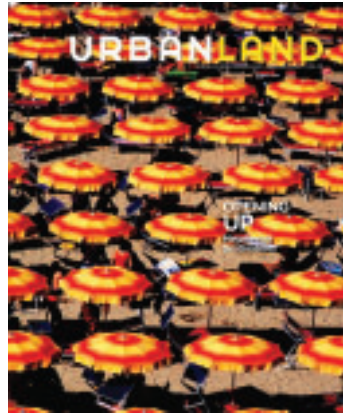
In 2006, for the first time, research for ULI's *Dollars & Cents of Shopping Centers* and ICSC's publication *The Score* was combined in a single study and publication. The information can be purchased as a print publication or a CD-ROM, or can be downloaded from ULI's eBookStore.



### Managing Gentrification

ULI Community Catalyst Report

Participants in the 2006 ULI/Charles H. Shaw Forum on Urban Community Issues considered the many ramifications of gentrification and its relationship not only to housing, but also to jobs, transportation, and education. They agreed that gentrification can be anticipated and managed—with careful planning and community involvement, strategic public policy, and informed local leaders and developers.



**Urban Land**

*Urban Land* focuses on the information needs of land use and development professionals worldwide, providing them with timely, objective, practical, and accessible articles on a wide variety of subjects related to their professional interests. The magazine emphasizes development issues and opportunities and discusses solutions to land use and development problems in line with the global mission of the Urban Land Institute—its publisher—to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

**Urban Land Green**

How far can we go with sustainable development? There are, no doubt, many opinions regarding the answers to these questions. To be global citizens and to be on the frontier of sustainable development means taking the long view about what the real estate development industry is delivering to the public. The industry should not just be offering hermetically sealed, gray, lifeless buildings with a few energy-efficient bells and whistles, but rather beautiful spaces that are net exporters of energy and that are truly regenerative in their service to the land and to the social fabric of a place.

**Multifamily Trends**

Today's mixed use, for the most part, is more open and inclusive, is designed on a human scale, and allows for interaction with pedestrian traffic on the street level, while maintaining privacy and access for those living above. In effect, its human scale has paved the way for mixed use to become the development norm. Multifamily projects now coexist with civic buildings, performing arts centers, grocery stores, and religious institutions. In some suburban areas, a mixed-use project with a multifamily component has brought density, a town center, and—most important—a sense of place to bedroom communities.

# ULI Awards for Excellence



The ULI Awards for Excellence program, established in 1979, recognizes the full development process of a project, not just its architecture. ULI honors outstanding development projects in both the private and public sectors with the ULI Awards for Excellence, widely recognized as the industry's most prestigious. Over the years, the Awards for Excellence program has evolved

from recognition of one development project in North America to an international competition with multiple winners. Awards are selected by juries for projects in three regions: the Americas, Europe, and Asia Pacific. Global Awards are selected by a global jury from the winners from the regions.

ULI Awards for Excellence consider the full scope of a project's development. Good design is just one of many criteria, which include leadership, contribution to the community, innovations, public/private partnership, consideration for the environment, response to societal needs, and financial success.

Nominations are open to all, not just members of ULI. To be considered, a project must be financially viable, substantially completed, and relevant to the current and future needs of a community, a standout from other similar projects, and exemplary representative of good development, and a model for similar projects worldwide.

Finalists and winners are selected by juries of experts who represent many fields of real estate development, including finance, land planning, development, public policy, design, and other professional services.

Winning projects represent the highest standards of achievement in the industry and have included a wide range of developments—from office to recreational and master-planned communities to urban mixed use in the United States, Europe, and Asia Pacific.

In 2007, the 29th year of the awards program, the three juries selected 21 winners. For a listing of the 2007 Awards winners in the Americas, Europe, and Asia Pacific, go to [www.uli.org/awards](http://www.uli.org/awards).



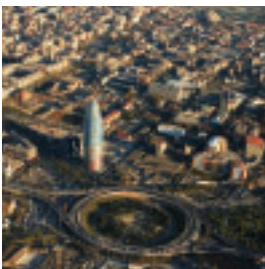
The ULI Global Awards for Excellence recognize projects that provide the best cross-regional lessons in land use practices. Up to five global winners may be named each year—chosen from among the year's winning projects in the Americas, Europe, and Asia Pacific—by a select jury of international members using additional criteria in identifying projects that

- Establish innovative concepts or standards for development that can be emulated around the world;
- Show strong urban design qualities;
- Respond to the context of the surrounding environment;
- Demonstrate universally desirable configuration of development; and
- Demonstrate relevance to the present and future needs of the community in which they are located.

## 2006 Global Awards for Excellence Winners

- Agbar Tower, Barcelona, Spain (Layetana Developments)
- New Milan Fair Complex, Milan, Italy (Fondazione Fiera Milano)
- Prudential Center Redevelopment, Boston, Massachusetts (Boston Properties, Inc.)
- Singapore Conservation Programme, Singapore (Urban Redevelopment Authority)
- The Presidio Trust Management Plan, San Francisco, California (The Presidio Trust)

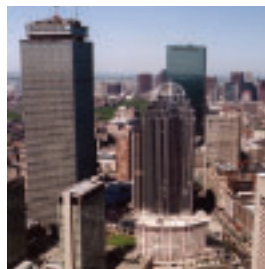
## 2006 Global Awards for Excellence Winners



**Agbar Tower**  
Barcelona, Spain



**New Milan Fair Complex**  
Milan, Italy



**Prudential Center Redevelopment**  
Boston, Massachusetts

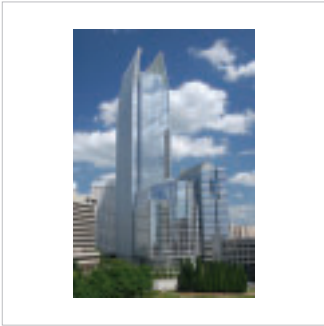


**Singapore Conservation Programme**  
Singapore

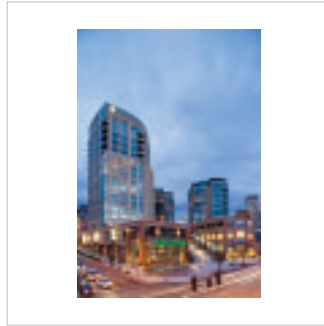


**The Presidio Trust Management Plan**  
San Francisco, California

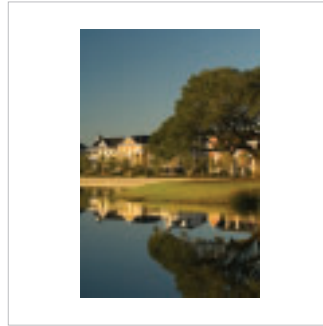
## 2006 the Americas, Asia, and Europe Regional Winners



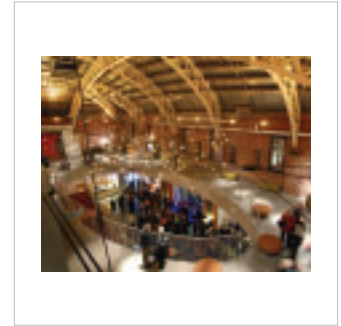
1180 Peachtree (Atlanta, Georgia)



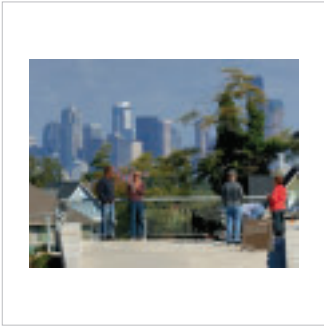
2200 (Seattle, Washington)



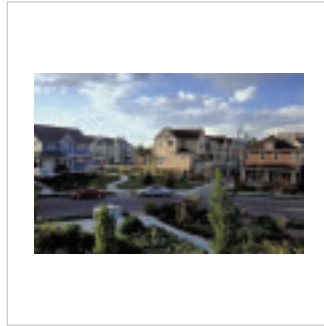
Daniel Island (Charleston, South Carolina)



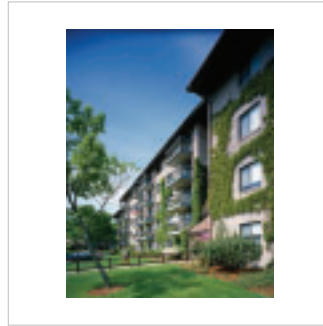
The Gerding Theater at the Armory (Portland, Oregon)



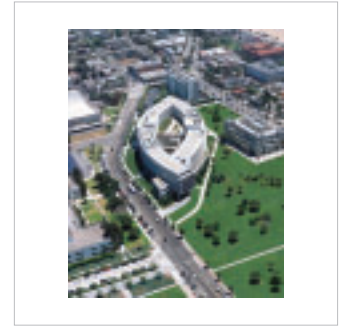
High Point (Seattle, Washington)



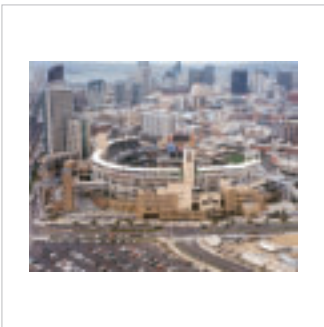
Highlands' Garden Village (Denver, Colorado)



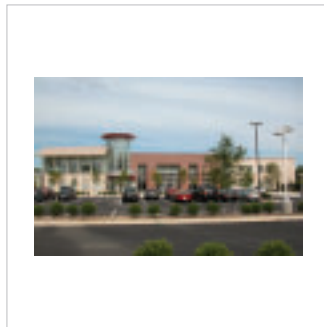
King's Lynne (Lynne, Massachusetts)



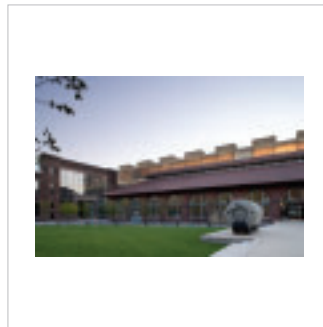
RAND Corporation Headquarters (Santa Monica, California)



San Diego Ballpark Neighborhood Revitalization (San Diego, California)



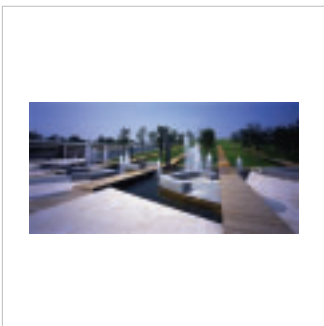
THE ARC (Washington, D.C.)



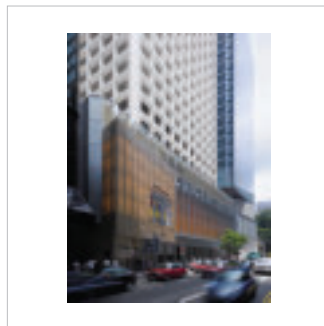
Urban Outfitters Corporate Office Campus (Philadelphia, Pennsylvania)



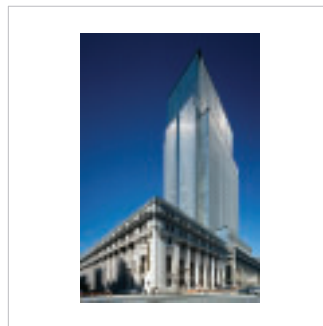
The Ecovillage at Currumbin (Currumbin, Queensland, Australia)



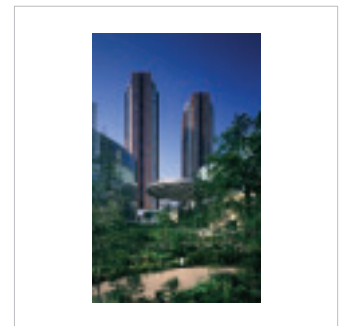
Hong Kong Wetland Park (Hong Kong, China)



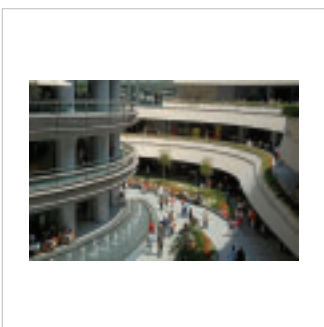
The Landmark Scheme (Hong Kong, China)



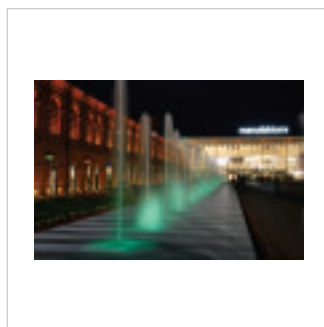
Nihonbashi Mitsui Tower (Tokyo, Japan)



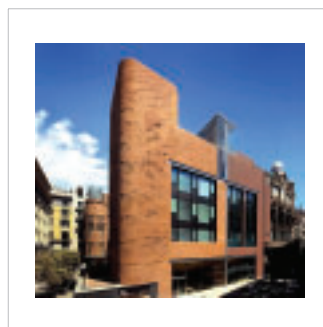
Roppongi Hills (Tokyo, Japan)



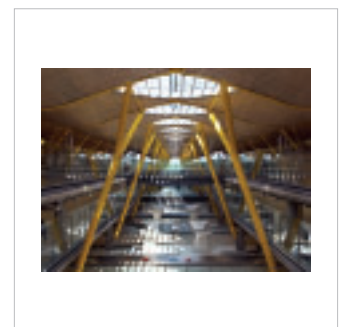
Kanyon (Istanbul, Turkey)



Manufaktura (Lodz, Poland)



Petit Palau (Barcelona, Spain)

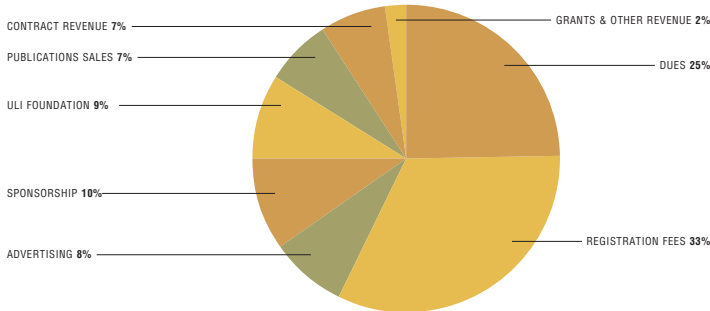


Terminal 4 at Madrid-Barajas Airport (Madrid, Spain)

## Metrics

# Global Leadership

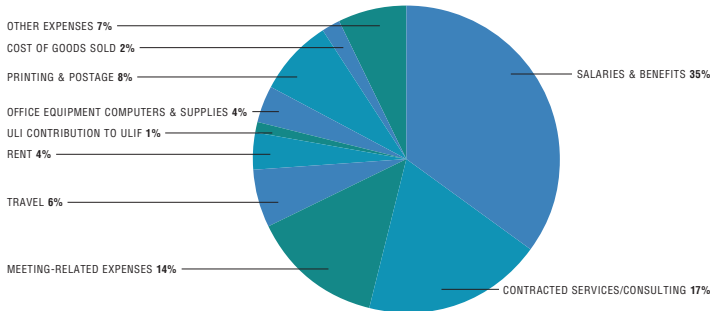
### Revenue



Dues	25%
Registration and Council Fees	33%
Advertising	8%
Sponsorship	10%
ULI Foundation	9%
Publication Sales	7%
Contract Revenue	7%
Grants and Other Revenue	2%

**Total Revenue** **100%**

### Expenses



Salaries and Benefits	35%
Contracted Services/Consulting	19%
Meeting-Related Expenses	14%
Travel	6%
Rent	4%
ULI Contribution to ULIF	1%
Office Equipment, Computers, and Supplies	4%
Printing and Postage	8%
Cost of Goods Sold	2%
Other Expenses	7%

**Total Expenses** **100%**

A complete copy of financial statements audited by RSM McGladrey is available online at [www.uli.org/annualreport](http://www.uli.org/annualreport).

### Membership

ULI Members	30 June 2007	30 June 2006	Variance
Full Members	5,914	5,569	345
Members	20,864	17,671	3,193
Young Leaders	8,778	6,573	2,205
Students	2,083	1,609	474
<b>Total Members</b>	<b>37,639</b>	<b>31,422</b>	<b>6,217</b>
Private Full Members	5,170	4,880	290
Private Members	25,801	20,830	4,971
<b>Total Private Sector Members</b>	<b>30,971</b>	<b>25,710</b>	<b>5,261</b>
Public Sector Full Members	744	689	55
Public Sector Members	3,841	3,414	427
<b>Total Public Sector Members</b>	<b>4,585</b>	<b>4,103</b>	<b>482</b>
<b>Sustaining Member Companies</b>	<b>77</b>	<b>70</b>	<b>7</b>
*Individuals	2,424	1,904	520
<b>Supporting Member Companies</b>	<b>31</b>	<b>23</b>	<b>8</b>
*Individuals	385	273	112
<b>Public Agencies</b>	<b>391</b>	<b>352</b>	<b>39</b>
*Individuals	1,377	1,142	235
<b>Inclusivity Initiative</b>			
*Young Leaders	8,778	6,573	2,205
*Students	2,083	1,609	474
Total U.S.	33,366	28,337	5,029
Total Europe	2,311	1,661	650
Total Other International	1,962	1,424	538
<b>Grand Total</b>	<b>37,639</b>	<b>31,422</b>	<b>6,217</b>

### From the Treasurer



**Dale Anne Reiss**  
**ULI Treasurer**  
**Global Director of Real Estate, Hospitality,**  
**and Construction Practices**  
**Ernst & Young**  
**New York, New York**  
**U.S.A.**

Best practices. That's the phrase we use to summarize the varied activities of the Urban Land Institute. And as the treasurer of the Institute, I am proud to say that it also describes our approach to our fiduciary responsibilities. In a voluntary proactive move, ULI adopted a number of the components of the Sarbanes/Oxley legislation. While the legislation was developed for publicly traded entities, the ULI Audit Committee and the trustees chose to adopt many of the components of the legislation in order to demonstrate the Institute's commitment to excellence and superior ethical standards. These steps, combined with ULI investment and reserve policies, reflect responsible leadership in the use of your funds.

The charts on this page provide you with a snapshot of where the ULI operating funds come from and where they are spent. For a complete copy of the financial statements audited by RSM McGladrey, please go to [www.uli.org/annualreport](http://www.uli.org/annualreport), where you will find the Institute's consolidated statement of activities, which includes the results of both the Urban Land Institute (ULI) and its affiliate, the ULI Foundation.

*Breathing on Your Own: Quotations for Independent Thinkers*, compiled by Richard Kiehl,  
 © 2001, Darling & Company, Seattle, Washington.

# Leaders and ULI Partners

“The function of leadership is to produce more leaders, not more followers.” **Ralph Nader**

## Executive Committee

Joseph E. Brown  
Jan A. de Krijf  
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