

Corridor Redevelopment in Broward County, Florida

In 2000, local government leaders in Broward County, Florida, formed the State Road (SR) 7/U.S. 441 Collaborative to bring continuity to local efforts to improve this neglected and deteriorating corridor. Using federal funds to create a strategic master plan, the Collaborative conducted design charrettes to identify redevelopment potential and ascertain the desires of area residents.

In March 2004, a ULI advisory services panel was invited to south Florida to provide objective advice on the market potential of the corridor and to identify specific locations along its length that could attract and accommodate new development. The Florida Department of Transportation (FDOT) has plans to widen the roadway and provide additional transit services. For this reason, the Collaborative favors transit-friendly development incorporating the accepted principles of transit-oriented development emerging around the country. The panel recommended that the Collaborative move ahead now to maximize the opportunities created by these existing and proposed transit improvements. This should occur in concert with identifying the needs and desires of the constituent communities.

The panel began by investigating the conditions along the corridor and evaluating projections for growth within the communities through which SR 7/U.S. 441 passes. To accommodate the population, which is estimated to increase by 600,000 people by 2020, the panel recommends the redevelopment of

CHALLENGE: How to redevelop and revitalize a 25-mile north/south arterial running through the center of Broward County and 14 municipalities.

PANEL DATE: March 2004.

FUNDING FOR THE PANEL: South Florida Regional Planning Council.

RECOMMENDATION: Redevelopment plans should encompass the corridor as a whole and focus on five higher-density mixed-use activity centers, the largest located at the intersection of SR 7/U.S. 441 and I-595.

PANELISTS:

Alex Rose, Chair
El Segundo, California

Daniel M. Conway
Aurora, Colorado

William C. Lawrence
Westwood, Massachusetts

Donna Lewis
Trenton, New Jersey

Kenneth W. McGovern
Shaker Heights, Ohio

John Prosser
Denver, Colorado

Robert J. Ravelli
Philadelphia, Pennsylvania

Michael Sturges
Cleveland, Ohio

Christine Teike
San Francisco, California

For more information about this and other panels, contact Mary Beth Corrigan, vice president, ULI advisory services, at 202-624-7136, or at marybeth@uli.org.

underused parcels at higher densities. Since 44 percent of the county's population resides within three miles of the corridor, the panel found it well situated to accommodate a portion of this anticipated growth.

Development opportunities along the corridor have not gone unnoticed; recent activity along the central portion of the corridor and current construction of the Seminole Hard Rock Hotel and Casino are signs that the time for planning for future redevelopment and revitalization is now. Planning must address certain difficult land use and development issues: many parcels are not very deep; the proposed widening of the roadway will affect financial feasibility in that land assemblage may be necessary; long stretches of the roadway lack sewer service; and, consensus is lacking among the constituents.

Though the panel's recommendations are advisory in nature, they likely will play an important role in the master-planning process. In terms of organizational structure, the panel recommends the creation of a special regional district (SRD). A lead agency should be responsible for acquiring key parcels and guiding an effective land assemblage process to support the five recommended activity centers, the largest of which is located at the interchange of SR 7/U.S. 441 and I-595. Other centers should be developed where bus stops and stations have been planned and where bus routes intersect. Land around planned development centers should be rezoned for higher-density mixed-use development. The suggested components of the centers are as follows: themed retail, public buildings, mixed-income housing including workforce hous-



ing, and opportunities for new jobs.

An identity for the corridor can be established through design standards that encourage transit-related development. A recommended right-of-way encompassing eight lanes of traffic should be softened through the provision of greenways and other open spaces along the corridor. Community building can occur through establishing multiuse neighborhoods with schools and other community facilities designed to maximize impact. Planned public spaces should link neighborhoods with the development centers.

The panel supports the Collaborative's efforts to focus on the overarching needs of the corridor as a whole. The area is ideally situated for redevelopment. With the continued cooperation of representatives from all 14 municipalities, the organized and proactive approach of the SR 7/U.S. 441 Collaborative will position the corridor well for successful redevelopment.—**Nancy Zivitz Sussman, senior associate, advisory services**



President's Message

RICHARD M. ROSAN

Campaigning for Quality of Life

Coming out of the Democratic National Convention, much was said about closing the gap between “the two Americas”—the America for the privileged and the America for everyone else. “Help is on the way,” we were told.

There are lots of ways to show how the rich are getting richer while the poor continue to get poorer. But, while it may not be recognized as such, virtually nothing demonstrates this problem more clearly than the changing form of America's cities and suburbs, and the way their relationship to each other has been reversing over the past decade.

A recent Associated Press poll found that Americans are changing commuting routes, leaving earlier for work, and avoiding some roads altogether to try to deal with congestion. It also showed that 56 percent of those surveyed would accept higher taxes for improved highways and transit systems, if they could be assured that the funds would be devoted to those purposes.

What the poll did not find, however, was a willingness to substitute driving for other modes of transportation. Despite America's so-called “love affair” with cars, this has less to do with wanting to drive and more to do with needing to drive. It reflects the sprawling design of our urban areas, and the long distances separating housing—particularly affordable housing—from jobs. *Washington Post* reporter Peter Whoriskey did an excellent job of illustrating this in his recent series on Washington

area sprawl and the toll it is taking on area families and workers.

The affluent, of course, are finding ways around this problem. Because they have enough money to live close in, many people are choosing to do so. They are seeking to avoid wasting time getting from one place to another, and their money is buying them more time to enjoy life. But, as downtowns have become popular and convenient places to live and work for the well-heeled, they also have become unaffordable places to live and inconvenient places to work for everyone else.

With this urban evolution, we're seeing a role reversal for our downtowns and fringe areas. Fifty years ago, those who could afford to leave cities fled for the suburbs, seeking to escape the crime, noise, and grit for a safe environment, bigger houses, and a yard. The poor—including lower-income workers—were left behind. Now, the well-off are returning to cities, paying hefty prices for well-appointed housing, much of which has been converted from industrial or office space.

While this downtown migration has certainly given cities an economic boost, the working class once again is left behind. Housing that America's workforce can afford is being built farther and farther away from jobs and urban amenities, leaving these workers with long commutes that eat up much of their free time.

There are no easy or quick answers to the problem of urban immobility. For the past half-century, developers have responded to market demand

for low-density, isolated-use subdivisions scattered throughout the urban fringe, creating an auto-dependent environment. As gridlock has worsened, states and localities have scrambled to find solutions that focus on improving traffic. No doubt, funding for transportation projects is critical, and given the drastic decline in federal support, alternative sources must be found.

But, equally important is improving development patterns in outlying areas, where the bulk of workers live either by necessity or desire. Despite the current downtown revival, as much as 90 percent of the growth that will occur in the years to come will take place in the outlying areas of urban regions. And, while downtowns are still the main hubs for jobs and entertainment, urban regions increasingly are adding new nodes of employment and recreation. This is reinforcing the need for better urban planning that connects jobs to housing, and that provides more alternatives to driving.

It's not that low-density, dispersed development is always a poor choice for land use, but it should not be the only choice. At least some of the traffic in the urban fringe could be eased by alternatives to traditional suburban development: specifically, alternatives such as denser, mixed-use, concentrated, pedestrian-friendly configurations. Of course, it's not realistic to try to re-create a downtown atmosphere in outlying areas. But, it is realistic to aim for a hometown atmosphere by building more clustered development that

saves land, and cuts some of the time spent just getting around.

Although smarter suburban development is catching on in a few places, it won't become the norm without far more support from the public sector. Widespread change hinges on two factors: 1) more flexible zoning regulations at the local level; and 2) more federal support for state and local plans that link land use and transportation planning, and that focus on land conservation.

Our political leaders—at all levels of government—need to stop compartmentalizing urban issues and make the connection between mobility and community livability. The ability to get from one place to another easily is a key factor determining where people are choosing to live and where companies are choosing to locate. To be truly strong and internationally competitive, cities need more than jobs—they need jobs that people can get to without spending two hours in their cars.

Although “values” has become a campaign buzz word, no one is equating values with quality of life. Yet in today's world, having a high quality of life is valued more than ever. Having spare time is another way of measuring the gap separating those who endure how they live from those who enjoy it.

The problem of urban immobility is not the fault of Republicans or Democrats. But the political party that makes it a national priority and works seriously to alleviate it will be the one that can truly claim to be offering help to Americans.

At a Glance: California's Young Leaders

Both nationally and locally, ULI is making an effort to diversify its membership by recruiting a wider range of professionals, including those just starting careers in real estate. The number of events and the number of young leader members has grown significantly since the idea first developed in 2001. Today, ULI Young Leaders, make up nearly 2,000 of ULI's 23,000 members. Many ULI district councils have steering committees dedicated to recruiting and developing programs for this growing ULI member segment and the ULI fall meetings now have programs and networking session that cater specially to these members. For more information about Young Leaders programs contact your local district council coordinator or the membership department at ULI headquarters.



Diego Reyes, the Anderson School at UCLA, Ming Hoang and Mark Bachli, Bond Companies attend a ULI Los Angeles Young Leaders event, "A Windows Glance at South Park—Case Study of a Neighborhood in Transition."



ULI Orange County YLG kick-off event hosts an evening with Tom Daly, left, former mayor of Anaheim. Davis C. Biggs, city of Huntington Beach, and event co-sponsors Andrew Goodridge, Concord Group, LLC, and Todd Larner, HRP LanDesign.



For the past three years, the membership of ULI San Diego has grown at a rate exceeding 10 percent per year. Here (from the left), Kathleen Pytka, MS Investments, Daniel Kim, JMI Equity, and Sara Gilman, Rhule Construction attend one of many district council events that help members connect and share experiences with other new professionals in the industry.

ULI Trustee Profile



I AM: Helen D. Hatch.

ULI MEMBER SINCE: 1994.

WHERE I LIVE: Atlanta, Georgia.

FAVORITE ROOM IN MY HOME: Living room.

FAVORITE WAY TO SPEND TIME WITH FAMILY: Sitting around the dinner table enjoying a good meal and fun conversation.

HOW I UNWIND: Long walks on our farm; and canning and freezing what we harvest.

WHO MAKES ME LAUGH: Bill Cosby.

WHO MAKES ME ANGRY: Crazy and reckless drivers.

LAST BOOK I READ: *The Devil and the White City* by Eric Larson.

PERSON I ADMIRE MOST: My mother. At 92, she is still a practicing architect and loves what she is doing.

PERSON I RELY ON MOST: My husband, Ted.

FIRST (SALARIED) JOB: Teaching math at a high school in Atlanta.

WHAT I DO FOR A LIVING NOW: Architect, a principal at TVS, an international architecture and interior design firm.

PROJECT I'M WORKING ON NOW: Expanding our practice globally.

PROJECTS THAT MAKE ME PROUDEST: Washington, D.C., Convention Center; Georgia Tech's Technology Square; and McCormick Place.

PROFESSIONAL GOAL YET TO ACHIEVE: Positioning TVS to be successful in the future while keeping us focused on our core values: excellent design, client satisfaction, and concern for the human aspects of architecture.

WHY I WOULD TELL SOMEONE TO JOIN ULI: ULI is the best real estate-related organization, whose members live its mission and make their communities better places. The Institute provides exceptional learning opportunities and, most important, the people in ULI are phenomenal, great friends and supporters.

Hudnut Speaks at Newly Formed ULI Oregon/SW Washington Forum

The following article, "Former Indianapolis Mayor Sings Praises of a Town Center," by Jeffrey Mize, appeared in the September 17, 2004, edition of *The Columbia* (Portland, Oregon). It is reprinted with permission.

When Bill Hudnut became mayor of Indianapolis almost 30 years ago, his city's downtown would empty at 5 p.m. when workers left for homes in the suburbs.

The tendency for growth to gravitate away from the inner city was so ingrained that the U.S. Department of Housing and Urban Development actually moved its Indianapolis office to the suburbs, Hudnut said during a panel discussion this week.

Hudnut, who served as Indianapolis mayor from 1976 to 1991, said he sought to reverse decades of suburban flight so Indianapolis's core did not become the empty hole in an otherwise plump growth doughnut.

"We wanted to be a cookie, a Danish pastry, solid all the way through, with a lot of sweetness," he said.

Hudnut came to Portland to speak at a forum organized by the Oregon/Southwest Washington District Council of the Urban Land Institute, a nonprofit education and research group on growth and development issues.

The topic for Tuesday's inaugural forum was town centers, such as Orenco Station in Hillsboro, Oregon, Vancouver's emerging downtown and Anthem Park along upper Main Street.

There are different definitions for town centers, which also are

called urban villages. The base features are a mix of uses, residential and business, in a high-density environment that incorporates different aspects of urban life.

In theory, town centers allow people to live, work, shop and play in one location, thereby reducing the need to build roads, sewers and infrastructure to serve growth that keeps pushing farther into the suburbs.

One of the unintended consequences of sprawl, which typically involves low-density development and single-use zoning, is a loss of community identity, Hudnut said.

"All you get there are these cookie-cutter suburbs where everyone is dependent on the car," he said.

Delton Young, a Seattle psychologist who works with adolescents, has documented suburbia's "debilitating consequences" on young people, namely the loss of personal connections and a sense of community, Hudnut said.

"Most suburbs are the antithesis of true places," Hudnut said. "The suburbs really suffer from too little concentration of activities."

Hudnut suggested that government officials seeking to develop town centers should learn from other regions' successes and lay out of a careful plan that incorporates people into the process. Town centers also require flexible zoning that embraces an assortment of uses and sound market analysis and financial plans, he said.

"It takes political will, it takes backbone, it takes courage," Hudnut said. "That's what public leadership is all about, creating positive change."



Bill Hudnut, sharing a few humorous anecdotes, was one of the invited panelists at ULI Oregon/SW Washington's first district council meeting. He opened discussions on the challenges and opportunities in revitalizing town centers.

Tuesday's forum, attended by more than 100 government officials and developers from across the Portland-Vancouver area, didn't delve into the negative issues associated with town centers, including the perception that public/private partnerships dole out too many incentives to developers.

Steve Burdick, Vancouver's economic development manager, sat on the panel along with Mayor Royce Pollard and elected officials and developers from other parts of the region.

For a community to build town centers, it needs political leadership, developers experienced in mixed-used projects and lenders willing to finance such projects, Burdick said.

Some east Vancouver residents believed the city was

pumping all of its money into downtown and neglecting other areas, Burdick said. City officials were able to counter this perception by showing how much they were spending on parks, roads and other infrastructure on the east side, he said.

Pollard briefly reviewed the city's successes in turning around its once-dormant downtown, including the thousands who recently attended the Taste of Vancouver and the Vancouver Wine & Jazz Festival in Esther Short Park. "If you don't understand the importance of town centers and keeping your people at home working in the area, then you have never tried crossing the I-5 Bridge at 7:00 or 7:30 in the morning," Pollard said.

ULI Delivers

ULI is widely regarded among media organizations as a credible, objective, reliable source of information related to land use and urban growth-related issues. Over the past year, ULI has been featured in more than 2,000 news clips nationally and internationally. These articles, like the one featured on this page, include comments from ULI leadership, senior resident fellows, members and staff members; the articles also include recommendations of ULI advisory service panels and coverage of ULI conferences, forums and publications. Each week, we feature a roundup of land use-related news clips that include those referring to ULI at experts.uli.org. You can subscribe to receive these weekly updates by E-mail at <http://weeklynews.uli.org> or send an E-mail to Hugh Broadus, senior associate communications.

Members in the News

Associate members **Scott D. Baker** and **Melani V. Smith** have been promoted to principals for the Los Angeles–based landscape architecture, planning, and urban design firm, Meléndrez. Baker, who joined the firm in 2001, manages and directs a broad range of project types, providing oversight and leadership to the firm's professional staff. Smith, who joined the firm this past February, will be involved in strengthening the firm's planning base, focusing on emerging geographic markets for the firm's services, and helping to diversify the firm's leadership team.

The Association for the Advancement of Cost Engineering (AACE) has named member **Donald R. Boyken**, chairman and chief executive officer of Boyken International, as a fellow, one of its highest honors. AACE fellowship honors Boyken's accomplishments and achievements in cost engineering and contributions to total cost management. Boyken has been a construction consultant since 1974 and founded Boyken International in 1980. As chairman and CEO, he has the ultimate responsibility for technical review and quality assurance of the firm's work. He also serves as an expert witness for clients, when the firm is engaged in dispute-resolution assignments.

Member **Jim Butz** has been promoted to divisional president and managing partner for the JPI Eastern Division, a luxury apartment company that provides development, construction, and property management services for conventional and student living communities nationwide.

ULI trustee **Patrick Phillips**, president of Economics Research Associates (ERA), has announced the appointment of sustaining full member **Yael Coifman** as principal for EPA's London office. Coifman, who brings both entertainment/tourism and international business experience to ERA's assignments worldwide, will be responsible for conducting studies on innovative real estate projects that incorporate entertainment, retail, hospitality, and recreation real estate elements into tourism destinations and urban environments.

Full member **Robert DeHoff**, president of DeHoff Development Company of North Canton, Ohio,

has been appointed to the Distribution Committee, the governing body of the Stark Community Foundation. DeHoff, who was named by the foundation's trustee committee, has an extensive background in commercial, residential, and industrial development in the Akron/Canton area.

Member **David M. Fournier** has moved from Holliday Fenoglio Fowler (HFF) Houston's office to the firm's location in Atlanta. Fournier will continue to work in the firm's national investment sales group specializing in multifamily development transactions. He will also help expand HFF's Southeast region investment sales group. With 17 offices nationwide, HFF is one of the country's largest commercial real estate capital intermediaries.

JBZ Architecture + Planning in Newport Beach, California, announced the appearance of two houses by **Donald Jacobs**, president of JBZ and member of ULI, in a recent publication, *The Sea Ranch*. Jacobs's designs—the Ewry House and the Wilde House—are included in the book. The Ewry House is noted for its use of the surrounding hedgerow to work with the roof slopes and its fit with the natural landscape; the Wilds House is known for its location set against high natural slopes and forests of fir trees overlooking the Pacific Ocean and the meadows below.

Taubman Centers, Inc., located in Bloomfield Hills, Michigan, announced the appointment of member **Steve Kieras** as its senior vice president for development. Kieras, a 14-year veteran of the Taubman development department, assumed the role this fall with the full transition to be completed by the end of the year. Kieras succeeds John Simon who retired from the company after 27 years of service.

Full member **David G. Pace**, managing director of Baldwin Park Development Company, has been named Audubon of Florida's central Florida corporate council chairman. In this role, Pace will assist Audubon of Florida in its campaign to engage local business leaders in its vision.

Full member **Perry Reader** will run Crosland Inc.'s Florida operation, which will be headquar-

tered in Orlando. Reader is a former Disney executive and president of Celebration Company.

Member **Bryce A. Turner** has announced that the Baltimore, Maryland–based Brown & Craig, Inc., has changed its name and logo. The architectural and design firm's new name, Brown Craig Turner, reflects the recent ownership transition.

Sustaining member **David Wilkison**, senior vice president at WilsonMiller, a Florida-based planning, designing, and engineering firm, has been selected to take part in the 2004–2005 Class XXIII Leadership Florida program, which aims to build a strong, diverse, statewide network of leaders. Wilkison was selected among other qualified peers from around the state to participate in this one year-long program.

The Members in the News column covers the latest contributions made by **full** and **associate members of ULI** to improving the quality of land use and development, including awards received, involvement in community-related development projects, and job changes. Submit information and photographs to Hugh Broadus, senior associate, ULI's communications department, hbroadus@uli.org, fax to 202-624-7140, or mail to 1025 Thomas Jefferson Street, N.W., Suite 500 West, Washington, D.C. 20007-5201.

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ULI—the Urban Land Institute is a nonprofit education and research organization that was founded in 1936 and has more than 23,000 members. Its mission is to provide responsible leadership in the use of land in order to enhance the total environment.

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Ed McMahon, SENIOR RESIDENT FELLOW AND
ULI/CHARLES FRASER CHAIR FOR SUSTAINABLE DEVELOPMENT

ULI Calendar of Events

NOVEMBER

2-5

ULI Fall Meeting
New York, New York

9

ULI Philadelphia
**Fifth Annual Economic Trends Forum:
Emerging Trends in Real Estate 2005**
The Union League
Philadelphia, Pennsylvania

10

**ULI Southeast Florida/Caribbean
District Council Meeting**
Dania Beach, Florida

DECEMBER

2

ULI Asia
**Japan: Property Development, Investment,
and Finance**
Tokyo, Japan

8

ULI Arizona
Arizona Young Leaders Group
Phoenix, Arizona

9

ULI Asia
**North Asia: Property Development,
Investment, and Finance**
Grand Hyatt
Hong Kong, China

FUTURE DATES

January 20, 2005

**Europe: Property Development, Investment,
and Finance**
Hotel InterContinental Paris
Paris, France

March 8-11, 2005

MIPIM
The International Property Market
Palais des Festivals
Cannes, France

April 28-29, 2005

2005 Spring Council Forum
San Antonio, Texas

May 14-23, 2005

China Study Tour: Shanghai, Xian, and Beijing
Beijing, China

June 15-17, 2005

ULI World Cities Forum
Hilton, Dorchester, and Four Seasons Hotel
London, United Kingdom

November 1-5, 2005

2005 Fall Meeting
(Open to all ULI members)
Los Angeles, California

October 31-November 4, 2006

2006 Fall Meeting
(Open to all ULI members)
Chicago, Illinois

For more information on all events, call ULI at 800-321-5011 or visit ULI's Web site: www.uli.org.

WHAT ARE THE BEST BETS FOR DEVELOPMENT IN 2005?

Based on personal interviews and surveys from more than 500 of the most influential leaders in the real estate industry, this forecast gives readers a heads-up on where to invest, what to develop, which markets are hot, and how the economy, and trends in capital flows will affect real estate. A joint undertaking of PricewaterhouseCoopers and the Urban Land Institute, and highly regarded in the industry, *Emerging Trends in Real Estate® 2005* is the forecast that can be counted on for no-nonsense, expert advice. Available in November at emergingtrends.uli.org.

