

FY 2015
District/National Councils

IMPACT

at the Local Level



Urban Land
Institute

District/National
Councils



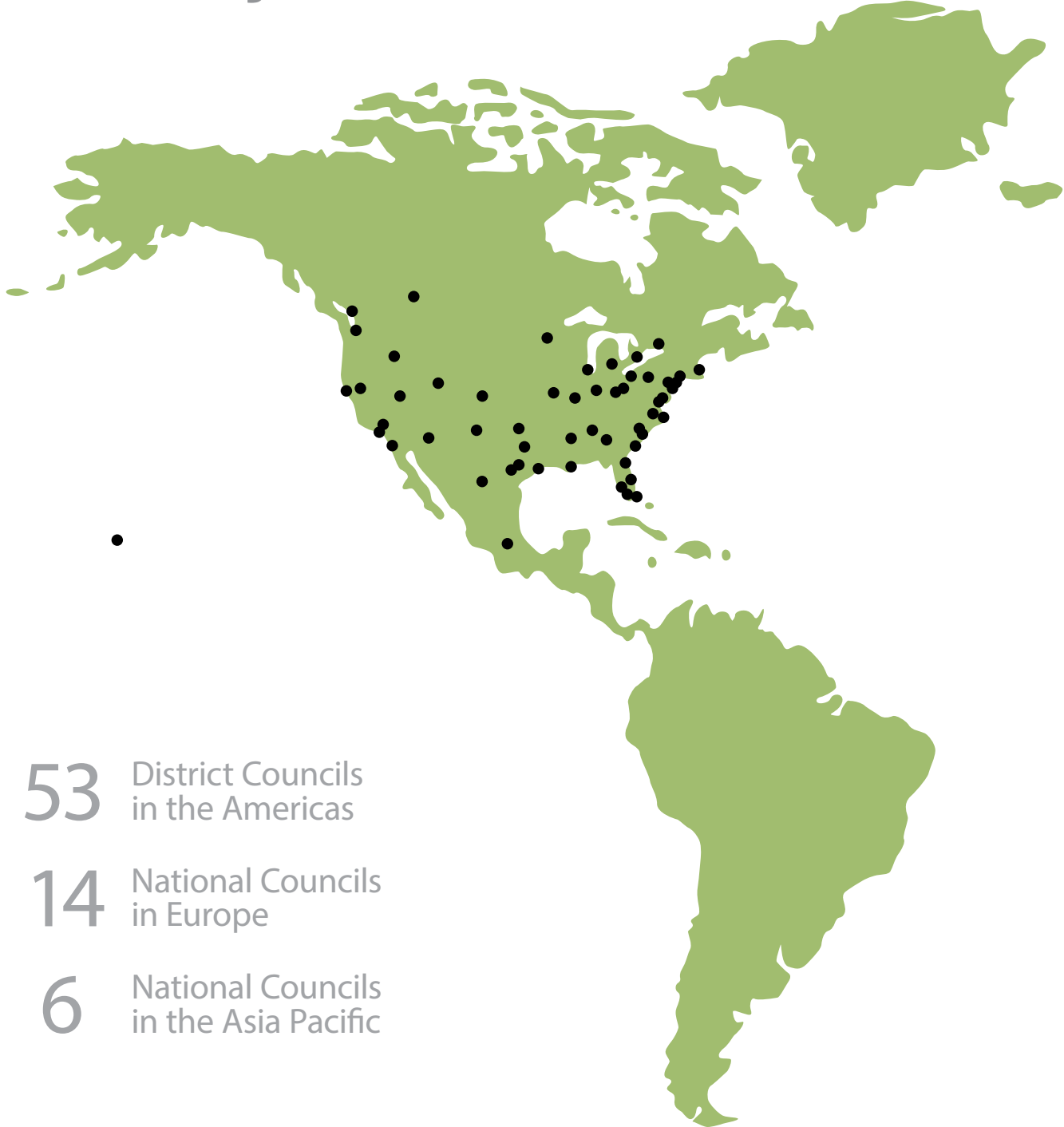
Foundation
Celebrating 45 Years

ULI Is Growing Locally and Globally



“ULI is only as strong globally as it is locally. The creativity of our district and national councils has resulted in some of the Institute’s most successful work on improving community livability and sustainability.”

Patrick L. Phillips, Global Chief Executive Officer, ULI



14 National Councils in Europe

6 National Councils in the Asia Pacific



About the Urban Land Institute

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Established in 1936, the Insti-tute today has more than 35,000 members in more than 70 countries, representing the entire spectrum of the land use and development disciplines. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world’s most respected and widely quoted sources of objective information on urban planning, growth and development.

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Cover photo: www.reflxxx.ca, Members gather for ULI Toronto’s “Tour de Toronto Bike Tour 2015.”

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A Year of Impact for District/National Councils

Metrics

Totals from projects highlighted in this report

District/National Councils in report	29
Volunteer hours	12,752
Volunteer value	\$2,550,400
In-kind support	\$235,125
Cash support	\$4,366,250
Total	\$7,151,775
ULI investment	\$503,114
Financial leverage	14:1

Each year, we are thrilled at the myriad ways ULI’s district and national councils help members further the ULI mission at the local level. Fiscal year 2015 was no exception. In addition to presenting more than 1,400 events attended by more than 96,000 people, the years of prior work by the 73 district and national councils provided a vision that resulted in real change in policy, the industry, and the built environment.

This year’s Impact at the Local Level report showcases a selection of stories about ways district and national councils have brought about change in their communities. These impacts represent outcomes and changes that occurred in fiscal 2015 that were triggered by past ULI activities many of which would not have been possible without the generous support of the ULI Foundation Annual Fund.

ULI’s mission touches on a large array of issues, topics, and factors that influence the health and vitality of communities. This year’s impact stories show how ULI members can effect change in the arenas of economic development, infrastructure, planning priorities, professional development, and more to help create and sustain thriving communities worldwide. Members in Chicago helped suburban towns recognize opportunities for collaboration on a retail strategy. In Arizona, ULI participation in a citywide planning effort helped change the zoning code to promote more transit-oriented development. In downtown Boise, Idaho, more than 1,200 housing units are in the pipeline thanks to support from ULI Idaho’s Healthy Communities Initiative Council.

Behind these impressive successes are our members, who lend their knowledge, expertise, and valuable time to help fulfill ULI’s mission. The initiatives described in this report represent more than \$2.5 million in volunteer time, which, when combined with more than \$4.6 million in outside support, leverages ULI’s investment at 14 to 1.

We are delighted to share these stories of ULI members making a difference in their communities and congratulate them on continued excellent work delivering ULI’s mission at the local level.



Eric Swanson
VICE CHAIR
OF DISTRICT/NATIONAL
COUNCILS
DIRECTOR OF REAL ESTATE
INVESTMENTS, ODEBRECHT



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By the Numbers in FY15

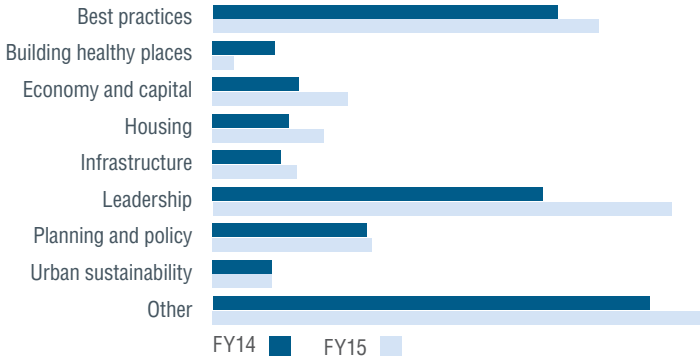
Total District/National Council Programs, by Year



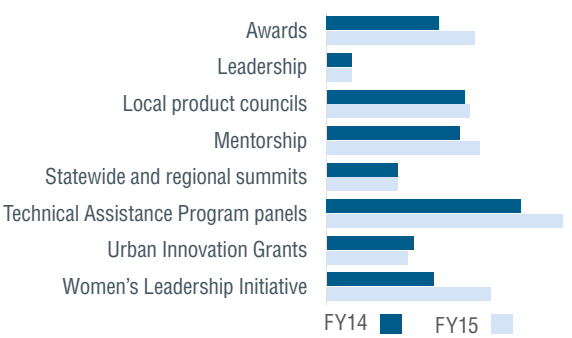
Total District/National Council Event Attendance, by Year



Distribution of District/National Council Program Topics



District/National Councils Participating in Impact Initiatives



District/National Council Membership, by Year



District/National Council Sponsorship, by Year



Impact on Economic Development

Mayor Established a Committee to Implement ULI Recommendations



IMPACT
“The Partnership for Building Reuse report was invaluable in assisting the city to identify the real and perceived barriers encountered by developers as they work to help rebuild our city. The specific recommendations included in the report have assisted city government in identifying ways to more effectively encourage the redevelopment of our existing built environment.”
—Mayor Stephanie Rawlings-Blake, City of Baltimore

ULI Baltimore

Volunteer value	\$310,000
In-kind support	\$2,500
Cash support	\$0
Total	\$312,500
ULI investment	\$9,063
Financial leverage	35:1

ULI CONTRIBUTION: In partnership with the National Trust for Historic Preservation, ULI Baltimore convened more than 90 community, business, and government leaders to study how property owners and investors can more easily renew and repurpose older buildings in Baltimore. The National Trust and ULI Baltimore published Building on Baltimore’s History: The Partnership for Building Reuse in November 2014.

OUTCOME: The mayor of Baltimore has convened a committee consisting of representatives from the Mayor’s Office; planning, code enforcement, and historic preservation departments; and the Baltimore Development Corporation to implement the recommendations in the Partnership for Building Reuse report.

ULI Convened Suburban Mayors to Discuss Regional Retail Strategy



ULI Chicago

Volunteer value	\$100,000
In-kind support	\$4,500
Cash support	\$0
Total	\$104,500
ULI investment	\$28,000
Financial leverage	4:1

ULI CONTRIBUTION: As part of its Retail Initiative, ULI Chicago held a workshop and developed best practices and implementation strategies to help suburban Chicagoland communities address retail development challenges, often stoked by intraregional competition. Since the initial fall 2014 workshop, ULI Chicago has shared tailored findings and opportunities to overcome challenges with mayors from clusters of communities.

OUTCOME: ULI’s cluster meetings for mayors raised awareness among municipal leaders about the value of cross-jurisdictional collaboration. Several clusters have established regular meetings to continue coordinating efforts and develop joint marketing/branding. The initiative has also generated interest from the Cook County Economic Development Department and the Chicago Metropolitan Agency for Planning to create a template for increased governmental cooperation.

IMPACT
“The retail discussion with ULI panelists reinforced that many of our economic development challenges transcend our municipal borders, and we have a much better chance of success by working together with neighboring communities. ULI helped jump-start the conversation regarding a new branding plan for our subregion, and we hope to keep that momentum going forward.”
—Mayor Don A. De Graff, Village of South Holland, Illinois

ULI Event Sparked Indianapolis’s First Regional Comprehensive Economic Development Strategy



ULI Indiana

Volunteer value	\$28,800
In-kind support	\$20,000
Cash support	\$120,000
Total	\$168,800
ULI investment	\$10,000
Financial leverage	17:1

ULI CONTRIBUTION: In January 2014, ULI Indiana recruited Tom Guevara, deputy assistant secretary for regional affairs at the U.S. Economic Development Agency (EDA), to speak with the Central Indiana Council of Elected Officials (CICEO). Guevara strongly encouraged the CICEO to initiate a comprehensive economic development strategy (CEDS) process and provided them with contacts in the EDA regional office in Chicago.

OUTCOME: The Indianapolis region completed its first CEDS, with CICEO and ULI representatives serving on the steering committee, and the approval process is underway. Pending approval, the region is eligible to compete for EDA funding. Going through the collaborative CEDS process positioned the region to compete for \$84 million in state funding through the Regional Cities Initiative and helped define the region’s economic development strategy.

IMPACT
“If it weren’t for ULI convening elected officials through the CICEO, we wouldn’t have the CEDS now.”
—Michael Huber, President, Indy Chamber

ULI Catalyzed Development of First Regional Food Systems Plan



IMPACT

“The leadership of ULI Memphis was critical in moving the idea of a regional food assessment to a workable concept. This was the catalyst to bringing together tri-state partners to take action.”

—John Zeanah, Administrator, Memphis–Shelby County Office of Sustainability

ULI Memphis

Volunteer value	\$8,000
In-kind support	\$0
Cash support	\$150,000
Total	\$158,000
ULI investment	\$10,000
Financial leverage	16:1

ULI CONTRIBUTION: In March 2014, ULI Memphis hosted a program titled “Creating Sustainable, Healthy Communities through Local Urban Agriculture.” Inspired by the events at the meeting, participants recruited the district council to convene a series of discussions to identify specific actions that could expand local/regional food systems beyond individual gardens.

OUTCOME: Based in large part on the ideas and framework built at the ULI gatherings, stakeholders and local governments developed Delta Roots: The Mid-South Regional Food System Plan, the first 20-year regional food plan to cover the 15 counties across Arkansas, Tennessee, and Mississippi that make up the Greater Memphis region.

ULI TAP Catalyzed \$13.5 Million Investment in Weston Neighborhood



IMPACT

“The efforts of ULI and its TAP program helped spark interest and creativity to reimagine the redevelopment of the Weston community.”

—Frances Nunziata, City Councillor, Toronto

ULI Toronto

Volunteer value	\$100,000
In-kind support	\$45,000
Cash support	\$75,000
Total	\$220,000
ULI investment	\$23,750
Financial leverage	9:1

ULI CONTRIBUTION: Toronto identified the Weston community as a “neighborhood improvement area” due to high rates of unemployment and poor access to housing. Following a charrette where development proposals were discussed, ULI Toronto held a Technical Assistance Program (TAP) panel looking at the economic feasibility of those proposals. The findings were the basis for an Urban Innovation Grant–funded project to make public realm improvements in the area as part of the citywide revitalization effort.

OUTCOME: Toronto recently announced a new \$13.5 million investment in a community/cultural hub for the neighborhood as well as affordable and market-rate residential units through a public/private partnership. The plan includes 376 housing units and will create 940 jobs.

Myrtle Beach Created “Floating Zone” to Implement ULI Recommendations



IMPACT

“The ULI TAP final report has become the catalyst for action by stakeholders, developers, the city, and DRC [Downtown Redevelopment Corporation].”

—David Sebok, Executive Director, Downtown Redevelopment Corporation

ULI South Carolina

Volunteer value	\$60,000
In-kind support	\$5,000
Cash support	\$7,500
Total	\$72,500
ULI investment	\$7,500
Financial leverage	10:1

ULI CONTRIBUTION: The South Mixed-Use Area of Myrtle Beach, an older part of the oceanfront community, has suffered considerable decline as development has moved to other areas. ULI convened a two-day Technical Assistance Program (TAP) panel focused on redevelopment strategies and opportunities to revitalize the area.

OUTCOME: Using the TAP recommendations as a framework, the city approved a “floating zone” in the downtown to encourage more creative mixed-use development outside the traditional zoning requirements and secured a \$10 million loan for property purchase and demolition to prepare the area for private investment. The TAP also inspired community support: more than 50 volunteers spent a day cleaning the area, beginning what organizers intend to be an annual tradition.

Impact on Healthy Corridors

Charlotte Adopted ULI-Recommended Strategies for Corridor Redevelopment



IMPACT

“The work of the ULI Daniel Rose Fellowship team provided clearer direction on transit modes and pathways and for the identification of catalytic projects that have now shaped the rebirth of both the Independence and Monroe Road business corridors. This direction has helped spawn \$92.5 million in planned city investment, generating an expected additional economic impact of \$122.8 million.”

—Ron Kimble, Deputy City Manager, City of Charlotte

ULI Charlotte

Volunteer value	\$20,000
In-kind support	\$10,000
Cash support	\$0
Total	\$30,000
ULI investment	\$1,000
Financial leverage	30:1

ULI CONTRIBUTION: The 2010–2011 ULI Daniel Rose Fellowship team in Charlotte developed implementation strategies for the city’s Independence Boulevard Area Plan for financing of street improvements, opportunities for rail and bus express service, and innovative transportation strategies such as HOV/HOT lanes. ULI Charlotte collaborated with the city on a large-scale public outreach campaign about the area’s improvements.

OUTCOME: The city adopted an \$816.4 million, five-year community investment plan, which included \$100 million for capital improvements recommended by the Rose fellows. Six of these projects are underway, including both redevelopment and revitalization projects along the Independence Boulevard corridor as well as infrastructure improvements to transit and road service.

ULI Cleveland Convened Stakeholders to Improve Opportunity Corridor



ULI Cleveland

Volunteer value	\$13,000
In-kind support	\$250
Cash support	\$0
Total	\$13,250
ULI investment	\$2,600
Financial leverage	5:1

ULI CONTRIBUTION: In July 2015, Cleveland conducted an informal Technical Assistance Program (TAP) panel for the directors of the Cleveland departments of City Planning and Neighborhood Development. Development leaders, ULI senior fellow Tom Murphy, and the district council chairs from Cleveland and Columbus collaborated with the city on a white paper focused on the redevelopment of the Opportunity Corridor in the Fairfax, Kinsman, Central, Slavic Village, and Midtown neighborhoods of Cleveland.

OUTCOME: The informal TAP resulted in a white paper and initiated constructive dialogue among the many diverse stakeholders that was critical to implementing the \$3.3 million grant awarded for the Opportunity Corridor by the Ohio Department of Transportation.

IMPACT

“The well-designed public infrastructure will leverage private investment and infuse the corridor with new jobs for current and future residents.”

— Freddy Collier, Director, Cleveland Planning Commission

Fort Lauderdale and FDOT Implemented ULI TAP Recommendations to Improve Corridor



ULI Southeast Florida/Caribbean

Volunteer value	\$80,000
In-kind support	\$3,525
Cash support	\$10,500
Total	\$94,025
ULI investment	\$10,000
Financial leverage	9:1

ULI CONTRIBUTION: Fort Lauderdale asked ULI Southeast Florida/Caribbean for advice on how to improve the higher-ground Uptown neighborhood, which is targeted for residential and commercial growth under the city’s resilience plan. ULI conducted a Technical Assistance Program (TAP) panel in August 2014 looking at strategies to build on the existing multimodal transportation system and the concentration of 70,000 jobs in the area to make Uptown a walkable, livable, and resilient neighborhood of choice.

OUTCOME: The area’s metropolitan planning organization and a local law firm are funding the development of an overlay district to enable redevelopment in the neighborhood, and the Florida Department of Transportation (FDOT) is reviewing its plans to ensure that they are in line with the TAP recommendations. Local businesses and developers have expressed renewed interest in the area, predicated on the city’s intent to adopt ULI’s proposals.

IMPACT

“The Uptown TAP proved that diverse stakeholders can successfully integrate climate resiliency with place making and economic development aspirations.”

— Jenni Morejon, Director of Sustainable Development, Fort Lauderdale

Impact on Infrastructure

ULI Los Angeles Nurtured Los Angeles River and Rail Vitality



IMPACT

“Restoring the Los Angeles River has the potential to transform our city and provide a way to connect dozens of our diverse and vibrant communities. ULI LA’s river/rail report and ongoing leadership have provided an indispensable forum for increasing coordination and cooperation among the many stakeholders that are key to its success.”

—Mayor Eric Garcetti, City of Los Angeles

ULI Los Angeles

Volunteer value	\$16,400
In-kind support	\$5,000
Cash support	\$0
Total	\$21,400
ULI investment	\$10,000
Financial leverage	2:1

ULI CONTRIBUTION: The conflict between rail and river interests was identified as a key obstacle to moving forward with revitalization of the Los Angeles River, a legacy project and priority of Mayor Eric Garcetti’s administration. With the help of an Urban Innovation Grant, ULI Los Angeles published a report highlighting the mutual benefits for river and rail interests of river revitalization, which was released at a lunch meeting of key stakeholders from each camp.

OUTCOME: The meeting opened lines of communication, and participants initially agreed to find a small project to work on collaboratively. After additional meetings, the participants launched a River/Rail Working Group, which is exploring opportunities to build working relationships focused on specific initiatives.

Pontiac Adopted ULI Recommendations for Daylighting Clinton River



ULI Michigan

Volunteer value	\$30,000
In-kind support	\$6,000
Cash support	\$7,500
Total	\$43,500
ULI investment	\$5,000
Financial leverage	9:1

IMPACT

“All the ULI staff involved were very knowledgeable and professional. It allowed the County and Pontiac to explore a topic that we otherwise would not have had the expertise or resources to do. The study provides City officials with accurate information on the realities of daylighting that they can use in future decisionmaking. It also provides them with a concept that can be used for future work with developers or grant agencies.”

— Bret Rasegan, Planning Supervisor, Department of Economic Development & Community Affairs, Oakland County, Michigan

ULI CONTRIBUTION: At the request of Oakland County Executive L. Brooks Patterson, ULI Michigan’s Larson Center for Leadership undertook a five-month study of the economic, engineering, environmental, and community opportunities and constraints presented by daylighting the Clinton River, which runs through downtown Pontiac. The resulting recommendations, highlighting plans for an interpretive approach to the river and a place-making plan for a downtown park, were detailed in a report and presented to local stakeholders.

OUTCOME: The city of Pontiac adopted the recommendations outlined in the Larson Center for Leadership Technical Assistance Program report in both its city master plan and economic recovery plan. Already \$10,000 has been committed for an art project to recognize the interpretive role of the river in downtown.

ULI-Supported Research Informed Pledges for Increased MTA Funding



ULI New York

Volunteer value	\$80,000
In-kind support	\$10,000
Cash support	\$45,000
Total	\$135,000
ULI investment	\$29,000
Financial leverage	5:1

IMPACT

“The scale of MTA’s capital program to support America’s largest transit system is vast. Keeping New York on Track has been a key resource in MTA’s outreach to real estate, business, and public leaders by making this investment need understandable and compelling through facts and specific examples that highlight MTA’s contribution to social equity, neighborhood growth, and regional economic strength.”

— Craig F. Stewart, Senior Director, Capital Programs, Metropolitan Transit Authority

ULI CONTRIBUTION: ULI New York’s Infrastructure Council partnered with the Permanent Citizen’s Advisory Committee (PCAC) and HR&A Advisors to conduct research on the Metropolitan Transit Authority (MTA) capital program, including its impact on the region’s economic competitiveness, resilience, and social equity. ULI NY and PCAC cohosted seven roundtables with leaders in transportation, real estate, policy, and business, and shared their findings with public officials.

OUTCOME: The research and roundtables increased the visibility of the need for funding solutions for the MTA capital program. Advocacy linked to release of the research, contained in the report Keeping New York on Track, and pressure from other organizations resulted in New York City and New York’s governor increasing their funding pledges for MTA’s 2015–2019 capital program. ULI members helped identify gaps in MTA’s outreach strategy to business and community leaders, which has resulted in ongoing collaboration and advice on future outreach to the real estate industry regarding capital programs.

ULI Secured Expanded TOD at New Light-Rail Facility



IMPACT
“The results speak for themselves. The panel’s creativity and innovation served our community and the region in a genuine and tangible way.”
— Chris Salomone, Director of Planning and Development, City of Bellevue

ULI Northwest

Volunteer value	\$52,000
In-kind support	\$0
Cash support	\$125,000
Total	\$177,000
ULI investment	\$70,000
Financial leverage	3:1

ULI CONTRIBUTION: ULI Northwest leveraged its relationship with community stakeholders and transit officials to bring an Advisory Services panel to Bellevue, Washington, to help determine the site of a new light-rail maintenance facility. The panel analyzed various site alternatives for the facility and provided recommendations for increased transit-oriented development (TOD) in the study areas.

OUTCOME: In April 2015, Sound Transit and the city of Bellevue unanimously adopted a memorandum of understanding that incorporated many of ULI’s recommendations, including increased investments in mixed-use TOD in the study areas. Bellevue and ULI are planning a second panel in 2016 to examine plans for a special opportunity neighborhood in the city.

ULI Utah’s Findings on Millennial and Boomer Trends Informed Transit Policy



IMPACT
“ULI’s participation on the WFRC Quality Growth Committee is a key component to understanding the interplay of land use and infrastructure investments.”
— Andrew Gruber, Executive Director, Wasatch Front Regional Council

ULI Utah

Volunteer value	\$50,000
In-kind support	\$0
Cash support	\$4,500
Total	\$54,500
ULI investment	\$11,000
Financial leverage	5:1

ULI CONTRIBUTION: ULI Utah has engaged in extensive work focused on the increasingly intertwined housing and transportation trends among millennials and baby boomers. Through research reports focused on real estate development for these groups, roundtables with developers, and active participation with the Regional Metropolitan Planning Office, the Wasatch Front Regional Council (WFRC), ULI has focused on discerning and communicating needed infrastructure investments to meet the needs of new development patterns.

OUTCOME: Based on ULI findings, WFRC has initiated a first-in-the-country statewide transportation/transit/active transportation planning effort that combines land use planning and transportation in a single vision.

Impact on Resilience

ULI Resilience Work Rallied Support for Preparedness Investments in Manila



IMPACT
“I learned a lot and left very impressed with all the work, opportunities, and committed individuals who want Manila not only to survive, but also to thrive.”
—Irene Donohue, Program Director, Development Office, Asian Institute of Management

ULI Philippines

Volunteer value	\$120,000
In-kind support	\$2,000
Cash support	\$3,000
Total	\$125,000
ULI investment	\$40,000
Financial leverage	3:1

ULI CONTRIBUTION: ULI Philippines started a large-scale program of work focused on healthy and resilient communities, partnering with Bonifacio Global City and others to raise awareness of the impact of the built environment on health and resilience. Efforts included community-engagement workshops and earthquake preparedness drills, as well as reports and marketing videos.

OUTCOME: By focusing the conversation on resilience, ULI Philippines helped spearhead several large-scale projects to make Metro Manila more prepared for and resilient to natural disaster. Among the projects is creation of the city’s longest urban greenway, which also serves as an evacuation route; introduction of mapping technology to help with evacuations; and formation of a working group of central business districts in the region to establish an earthquake insurance fund.



IMPACT
“Usually, cities and other jurisdictions compete with one another for jobs and tax base. But for sea-level rise, they need to collaborate. It’s imperative. ULI San Francisco’s report highlights specific best practices in collaboration that can help the region effectively respond to this looming crisis.”

— Charles A. Long, President, Charles A. Long Properties

ULI San Francisco

Volunteer value	\$100,000
In-kind support	\$3,000
Cash support	\$0
Total	\$103,000

ULI investment	\$31,701
Financial leverage	3:1

ULI CONTRIBUTION: The rise in sea levels is a looming issue in the nine-county San Francisco Bay Area, threatening infrastructure and low-lying neighborhoods. ULI San Francisco’s Sea-Level Rise Initiative, led by 15 resilience leaders in the Bay Area, produced a report focusing on regional impacts of rising sea levels, as well as best practices in resilience and opportunities for both the public and private sectors to implement them.

OUTCOME: The ULI-led effort helped break down longstanding silos separating regional agencies and private sector action, leading to formation of partnerships that are the crucial first step toward addressing sea-level rise. The best practices now serve as a shared framework for improving resilience planning at the municipal and county level, as well as among private developers.

Impact on Planning Priorities

ULI Arizona Outreach Catalyzed Public and Private Investment in TOD



IMPACT
“Reinvent PHX has created a foundation for public/private partnerships that are harnessing entrepreneurial spirit in a move to enrich Phoenix’s urban core.”

—John W. Graham, President and Chief Executive Officer, Sunbelt Holdings, and Former ULI Arizona Chair (2009–2010)

ULI Arizona

Volunteer value	\$229,000
In-kind support	\$20,000
Cash support	\$3,000,000
Total	\$3,249,000

ULI investment	\$37,500
Financial leverage	87:1

ULI CONTRIBUTION: Local and federal government officials, ULI Arizona, the development community, and other local stakeholders collaborated on Reinvest PHX, a program focused on developing walkable, opportunity-rich Phoenix neighborhoods connected to light rail. ULI Arizona conducted extensive outreach and education for anchor institutions and private sector developers, facilitating information sharing and idea exchange and catalyzing opportunities for public/private collaboration on visioning and implementation.

OUTCOME: The Phoenix City Council adopted a set of new transit-oriented policies for urban planning and development, including the form-based Walkable Urban Code and a transit-oriented development (TOD) district along light-rail corridors that incorporated the ULI-solicited private sector feedback. The number of pedestrian-oriented projects in downtown Phoenix has increased.

ULI Advice Shaped City Visioning Process



IMPACT
“I love the ULI TAP program. Bringing ULI’s nonpolitical, expert recommendations to our commission is worth its weight in gold.”
— Dori Stone, Planning Director, City of Winter Park

ULI Central Florida

Volunteer value	\$40,000
In-kind support	\$1,500
Cash support	\$10,000
Total	\$51,500
ULI investment	\$8,000
Financial leverage	6:1

ULI CONTRIBUTION: At the request of the city of Winter Park, ULI Central Florida conducted a Technical Assistance Program (TAP) panel to recommend how to design the process for creating a City Visioning Plan inclusive of the community’s diverse stakeholders.

OUTCOME: Vision Winter Park, a yearlong process that began in June 2015, includes many recommendations from the TAP panel, including a highly immersive public involvement process, inclusion of a diverse and representative steering committee, and a focus on a value-based and action-oriented framework.

ULI Analysis Changed Local and Regional Planning Approach



IMPACT
“When we started insight2050, we didn’t realize how much we would learn about the impact of land use decisions on the quality of life, economic development, and government finances. This now proves that land use has a connection to everything else. The report is helping us to unearth the challenges we will need to overcome at both political and legislative levels to continue our region’s success. Developers, local officials, and business leaders have a great opportunity to work together to shape the way we grow our communities.”
— Yaromir Steiner, Chair of insight2050 and CEO/Founder of Steiner + Associates

ULI Columbus

Volunteer value	\$220,000
In-kind support	\$20,000
Cash support	\$560,000
Total	\$800,000
ULI investment	\$35,000
Financial leverage	23:1

ULI CONTRIBUTION: ULI Columbus, in partnership with Columbus 2020 and the Mid-Ohio Regional Planning Commission, completed a regional growth scenario analysis, called insight2050, a collaborative initiative designed to help communities plan for development and population growth over the next 30-plus years. ULI members and community stakeholders developed four regional growth scenarios to better illustrate how land use choices will meet future needs and address changing demographics.

OUTCOME: The insight2050 project educated decision makers about the connection between land use choices and economic development. After extensive outreach that included six media presentations and more than 80 general audience presentations, MORPC, the Regional Planning Commission and several local governments adopted resolutions to incorporate the data and trends found in insight2050 into their planning efforts.

ULI Minnesota Expands Reach with Revamped “(Re)Development-Ready Guide”



IMPACT
“‘The (Re)Development-Ready Guide’ has so much value in terms of the process and is a great starting point for the smallest community and the largest community.”
— Barbara Dacy, Executive Director, Washington County, Minnesota, Housing and Redevelopment Authority

ULI Minnesota

Volunteer value	\$9,200
In-kind support	\$11,000
Cash support	\$150,000
Total	\$70,200
ULI investment	\$10,000
Financial leverage	17:1

ULI CONTRIBUTION: In partnership with the Regional Council of Mayors, ULI Minnesota created the “(Re)Development-Ready Guide,” a guide for local governments that outlines development and redevelopment policies and practices that attract private investment, create jobs, support a full range of housing choices, and build the tax base for the region’s well-being. An interactive online version of the guide was recently developed, allowing cities to assess their development and redevelopment readiness.

OUTCOME: The guide has been used in more than 50 workshops for public officials, and during its first month online, the readiness quiz was taken 20 times. The guide set the stage for a symposium held by the Minnesota chapter of the National Association of Housing and Redevelopment Officials, where redevelopment principles, case studies, policies, and practices were highlighted, discussed, and explored. Making the guide interactive has expanded its reach to more communities.

ULI Prompted Zoning Change and Construction of Live/Make Spaces



IMPACT
“The ULI Nashville Urban Magnets Action Council contributed to the creation of an entirely new zoning designation that blends residential with appropriate light-industrial and artisanal uses, resulting in a paradigm shift that will allow a ‘live/make district.’”
— Mark Deutschmann, Chair of Mission Advancement, ULI Nashville; President, Core Development; CEO, Village Real Estate

ULI Nashville

Volunteer value	\$224,000
In-kind support	\$3,600
Cash support	\$0
Total	\$227,600
ULI investment	\$23,000
Financial leverage	10:1

ULI CONTRIBUTION: Over two years, ULI Nashville’s Urban Magnets Action Council, in partnership with the Metro Arts Commission and Metro Planning, explored and vetted the issue of building for the creative class/maker market. This work elevated the issue, encouraging land use, development, and real estate industry stakeholders and policy makers to explore best practices, challenges/obstacles, and opportunities involved in accommodating this new vision of development. During NashvilleNext, the city’s general plan for 2040, the city’s Arts, Culture, and Creativity Resource Team identified a need for zoning changes to allow more opportunities and space for the city’s growing “maker” culture.

OUTCOME: In July 2015, the Metropolitan Council agreed to allow small-scale industrial spaces, perfect for makers, in more zoning districts and also limited live/work opportunities in some industrial zoning districts. The Finery in the Wedgewood/Houston neighborhood is the first major live/make project to take advantage of the rezoning, investing \$30 million in the community.

TAP Stakeholders Formed Friends of City Island to Champion Recommendations



IMPACT
“Let’s look at this crown jewel. Let’s talk about its potential and opportunities we may be missing. This is the beginning of the dialogue.”
— George Hartwick, Commissioner, Dauphin County, Pennsylvania

ULI Philadelphia

Volunteer value	\$65,000
In-kind support	\$750
Cash support	\$15,000
Total	\$80,750

ULI investment	\$12,000
Financial leverage	7:1

ULI CONTRIBUTION: The city of Harrisburg, Pennsylvania, asked ULI Philadelphia to perform a Technical Assistance Program (TAP) panel to evaluate the potential uses for City Island, a 63-acre, city-owned island in the Susquehanna River that is mostly underused and undeveloped.

OUTCOME: After the TAP was completed and the report released, community leaders formed Friends of City Island to work on implementing the recommendations and putting this unique amenity to the best use for area residents, tourists, and business owners.

City Pursued ULI-Recommended Site Development



IMPACT
“This is a huge gift for the city.”
— Bob Young, the Young Group for Real Estate Development, Management and Consulting

ULI Washington

Volunteer value	\$73,000
In-kind support	\$1,500
Cash support	\$3,750
Total	\$78,250

ULI investment	\$4,000
Financial leverage	20:1

ULI CONTRIBUTION: ULI Washington, in partnership with the Metropolitan Washington Council of Governments, hosted a Technical Assistance Program (TAP) panel in Falls Church, Virginia, to advise the city on the current and future market potential for a recently acquired 35-acre site. TAP panelists recommended design elements for the city to incorporate in the construction of a new high school and the preparation of ten acres for mixed-use commercial development.

OUTCOME: Using the TAP recommendations as a basis, Falls Church nine months later released a request for proposals and a Public-Private Education Facilities and Infrastructure Act solicitation for a joint school/commercial development. These recommendations were also a critical starting point for a major community visioning process to identify the elements to include in the new high school.

Impact on Housing

TAP Spurred City Formation of Affordable Housing Fund Committee



ULI Austin

Volunteer value	\$50,000
In-kind support	\$2,000
Cash support	\$1,500
Total	\$53,500

ULI investment	\$10,000
Financial leverage	5:1

ULI CONTRIBUTION: ULI Austin, in conjunction with Housing Works, convened a Technical Assistance Program (TAP) panel to identify challenges preventing development of “missing middle” housing—products serving middle-income renters and buyers, particularly families, who do not qualify for housing subsidies but find market-rate housing unaffordable. In April 2015, a TAP panel composed of five industry experts developed high-level recommendations focused on zoning, regulatory codes, development products and methods, and finance, which were shared with city council members.

OUTCOME: Austin Mayor Steve Adler has made affordable middle-income housing a priority. Building on TAP recommendations on financing mechanisms, a committee of stakeholders in Austin was formed to establish an Affordable Housing Fund for the city.

IMPACT
“There’s been a lot of talk about affordability in our city, but we can’t talk anymore. We have to grab this opportunity [to provide affordable housing] and we need to act.”
—Mayor Steve Adler, City of Austin

ULI Recommendations Spurred Construction of 150-Plus Downtown Housing Units



IMPACT
“The city of Boise is fortunate to have the collective expertise of the ULI members who participated in the Healthy Community Initiative Council, which produced the report The Next 1000: Stimulating Housing in Downtown Boise. This effort provided support for a number of city initiatives, which have resulted in over 1,000 proposed or under-construction downtown housing units.”

— Derick O’Neill, Director, Boise City Planning and Development Services Department

ULI Idaho

Volunteer value	\$160,000
In-kind support	\$5,000
Cash support	\$0
Total	\$165,000

ULI investment	\$37,000
Financial leverage	5:1

ULI CONTRIBUTION: ULI Idaho’s 15-member Health Community Initiative Council collaborated over six months to develop strategies to increase the supply of downtown housing in Boise. The work included peer comparisons, analysis of existing and potential sites and products, surveys of and focus groups involving existing and potential downtown residents, and five programs on the issue. The council’s findings were published in a report.

OUTCOME: The city adopted several new policies and incentives for downtown housing based on the objective, evidence-based research produced by ULI Idaho. These included financial incentives for market-rate and nonmarket-rate housing, fast-track review, rezoning, and regulatory changes. These changes have already resulted in 154 new downtown housing units and another 1,200 in the pipeline.

Impact on the Real Estate Profession

Mentorship Program Builds New Generation of Mission-Oriented Professionals



ULI Houston

Volunteer value	\$160,000
In-kind support	\$50,000
Cash support	\$60,000
Total	\$270,000

ULI investment	\$20,000
Financial leverage	14:1

ULI CONTRIBUTION: In 2011, ULI Houston, with funding from the Wells Fargo Foundation, created the Young Leader Mentorship Program to provide both ULI Young Leaders and veteran members with opportunities to create lasting professional relationships. After the yearlong program, young leaders “pay it forward” by mentoring graduate real estate students.

OUTCOME: In total, 100 Young Leaders and 25 highly respected senior industry leader mentors have engaged in the program. The Young Leaders in turn have mentored more than 65 graduate real estate students. Young Leader Mentorship graduates work for the city of Houston and the Houston-Galveston Area Council, as well as for development, financial, design, and brokerage firms and have created a stronger mission-oriented real estate community in the region.

IMPACT
“Ultimately the benefit is not just career advice, but an opportunity to look past our goals for the day or week to something bigger and more meaningful. The ULI mentorship program gives young professionals the tools to envision who they want to become and how they plan to get there.”

—Travis Baker, Associate, Development, Moody Rabin

ULI Created Professional Development Opportunities for Women in Real Estate



IMPACT

“In my position as a civil engineer, I’ve learned how to incorporate many of the lessons into my daily work and interactions with coworkers and clients.”

— Jenny Urcan, Senior Civil Engineer, Prosser Inc., Jacksonville, Florida

ULI North Florida

Volunteer value	\$50,000
In-kind support	\$1,500
Cash support	\$15,000
Total	\$66,500

ULI investment	\$1,500
Financial leverage	44:1

ULI CONTRIBUTION: ULI North Florida created the Women’s Leadership Development Institute (WLDI), which is based on ULI’s Women’s Leadership Initiative. The program, which consists of eight classes held over four months, aims to have a positive, measurable, personal, and professional impact on the participants’ careers within 12 months after the program is completed.

OUTCOME: The WLDI is the first local leadership training for women in real estate in the region, filling a void many did not realize existed. So far, 11 graduates of the WLDI program are tracking their self-developed “leadership path” and, after the course has ended, are continuing to meet monthly to build on the skills and network fostered at ULI.

ULI Triangle Increased Participation of Women



IMPACT

“I’ve seen a marked increase in the attendance and visibility of women at our ULI Triangle programs. Our women-only events have consistently attracted more than 50 women, and we’re seeing our women members starting to form key business relationships.”

— Cari Jones, Director of Housing/Principal, Cline Design

ULI Triangle

Volunteer value	\$10,000
In-kind support	\$0
Cash support	\$0
Total	\$10,000

ULI investment	\$5,000
Financial leverage	2:1

ULI CONTRIBUTION: ULI Triangle launched a local Women’s Leadership Initiative (WLI) in July 2013 as a way to support advancement of women in the real estate industry, providing new leadership and engagement opportunities for ULI members in the Triangle region. Since then, the WLI Steering Committee has hosted four events each year, including leadership talks and women-only receptions, plus other events for the broader membership.

OUTCOME: WLI has increased the visibility and participation of women in ULI Triangle. The number of women members increased by 26 percent over one year, compared with 18 percent growth in overall membership. The program has also increased the number of women speakers to 15 in fiscal year 2015 from nine the previous year.

ULI Connected with Students to Build Diversity in the Real Estate Industry



IMPACT

“This program was amazing! We got a chance to network with others and also learn about different careers from professionals in those fields. . . . This changed the way I look at buildings.”

— Felicia George, Student, Lincoln High School

ULI North Texas

Volunteer value	\$92,000
In-kind support	\$1,500
Cash support	\$3,000
Total	\$96,500

ULI investment	\$1,000
Financial leverage	97:1

ULI CONTRIBUTION: ULI North Texas worked with the Boys and Girls Club of Greater Dallas to create and manage Building Industry Leaders, a yearlong mentorship program that teaches a diverse group of high school students in need about the real estate industry, from development and finance to design and construction. Through on-site tours and a hands-on project focused on a site in East Dallas, students learned about career opportunities and could win college scholarships.

OUTCOME: Building Industry Leaders volunteer mentors noted significant impacts on students, both in increased industry knowledge and in professional soft skills. Nine of 10 corporate sponsors recommitted financial and participatory support, and six of the 20 participants committed to return as student mentors.

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