**U.S. COUNCILS**

- **AWHC: Affordable/Workforce Housing**
  - Development and preservation of high-quality affordable housing
  - Affordable housing as a tool for revitalizing communities
  - Low Income, Workforce and Mixed Income Housing Projects
  - Rental and Homeownership Products
  - Tax credits and other public sources of capital
  - Private equity, debt and subsidy sources
  - For profit and non-profit development
  - Recognize effective design solutions
  - Reduce barriers to production
  - Influence public policy

- **CDC: Community Development**
  - **Suburban New Communities**
  - **Suburban Large-Scale (Multi-Use)**
  - **Rehab/Reuse**
  - **Asset Management**
  - **Process**

- **CRC: Commercial & Retail Development**
  - **Blue, Gold, Green & Silver**
  - **Shopping Centers (In-Town/Suburban)**
  - **Specialty/Strip Centers (In-Town/Suburban)**
  - **Hotels (In-Town/Suburban)**
  - **Rehab/Reuse**
  - **Asset Management**
  - **Process**

- **CREC: Corporate Real Estate**
  - **Technology and Space Use**
  - **REITs**
  - **Facility Management (In-House/Outsourcing)**
  - **Financing**
  - **Rehab/Reuse**
  - **Process**

- **EDC: Entertainment Development**
  - **Urban Entertainment Developments**
  - **Location-based Entertainment**
  - **Family Entertainment Centers**
  - **Shopping Centers & Entertainment**
  - **Theme Retailing and Restaurants**
  - **Film-based Entertainment**
  - **Entertainment Technology**
  - **Public-Private Partnerships and Financing**
  - **Entertainment Districts**
  - **Urban Revitalization**
  - **Museums and Culture**
  - **Gaming**
  - **Sports**
  - **International**
  - **Process**

- **GEC: Global Exchange**
  - **Global Real Estate Market**
  - **International Real Estate Finance**
  - **Land Use Practices Abroad**
  - **Oversight Land Use Laws and Regulations**
  - **International Joint Ventures**
  - **Non-U.S. Professional Practices**
  - **Non-U.S. Practitioners in the U.S.**
  - **Asset Management**

- **HCLSC: Healthcare & Life Sciences**
  - **Medical Office Buildings**
  - **Ambulatory Surgery Facilities**
  - **Medical Centers**
  - **Acute Care and Specialty Hospitals**
  - **Life Science Research Campuses**
  - **Issues common to the public and private healthcare & life science sectors**
  - **Issues common to for-profit and not-for-profit healthcare systems, life science organizations, real estate operators, developers and financial investors**
  - The impact of healthcare industry trends and legislation on real estate investments and development

- **RDC: Recreational Development**
  - **Blue, Gold, Red**
  - **Recreation/Second Home Retirement Communities**
  - **Resort Facilities/Communities**
  - **Leisure Facilities (Golf/Tennis/Racquetball/ Squash/Theme Park/Marina/Water Rink/ Theater/Rec Club Development/Management)**
  - **Mobile Homes/RV Parks/Campgrounds**
  - **Rehab/Reuse**
  - **Asset Management**
  - **Process**

- **RCC: Redevelopment and Reuse Council**
  - **Brownfield Redevelopment**
  - **Greyfield Redevelopment**
  - **Historic Preservation and Rehabilitation**
  - **Adaptive Reuse and Repositioning of Existing Buildings**
  - **Green Retrifs to Improve Operating Performance of Existing Buildings**
  - **P3 Financing and Implementation**

- **RND: Residential Neighborhood Development**
  - **Blue, Gold**
  - **Urban/Suburban Residential (Single-Family, Multi-Use and Land Development)**
  - **Financing**
  - **Strategy**
  - **Environmental**
  - **Asset Management**
  - **Demographics and Other Demand Factors**
  - **Rehab/Reuse**
  - **Process**

- **MFC: Multi-Family**
  - **Blue, Bronze, Gold & Silver**
  - **Urban/Suburban Residential (Multi-Family, Multi-Use and Land Development)**
  - **Financing**
  - **Strategy**
  - **Environmental**
  - **Asset Management**
  - **Demographics and Other Demand Factors**
  - **Rehab/Reuse**
  - **Process**

- **MHCC: Manufactured Housing Community**
  - **Family and Age Restricted Communities**
  - **Development**
  - **Financing**
  - **Functional Obsolescence**
  - **Rehab/Reuse**
  - **Zoning**
  - **Case Studies**
  - **Sharing Best Practices**

- **OCD: Office Development**
  - **Office Buildings—Tall to Small**
  - **Design, Development, Acquisitions, Capitalization, Exit Strategies, Organizational Issues—Other Processes**

- **PDIC: Public Development & Infrastructure**
  - **Provide leadership in public development projects to the public & private sectors on the local and national level**
  - **Public projects tapping private sector expertise**
  - **Planning, design, construction, sales and leasing of government space, buildings and infrastructure at all levels**
  - **Sharing best practices and lessons learned**
  - **Case Studies**

- **PPPC: Public/Private Partnership**
  - **Blue & Gold**
  - **Encourage responsible, economically viable, and environmentally sound development by identifying and promoting**
  - Strategies that take advantage of public/private partnership structures & opportunities including:
    1. **Public Capital Resources & Incentives**
    2. **Public Sector Powers**
    3. **Public Capital Projects**
    4. **Public Improvement & Financing Techniques**
    5. **Tax Increment Financing Techniques**
    6. **Rules & Regulations**
    7. **Public policies for development, taxation, & the environment**
    8. **Public/private organizations for planning & development**

- **RSDC: Small-Scale Development**
  - **Blue, Gold & Silver**
  - **Shopping Centers (<500,000sq. ft.)**
  - **Office/High Rise (<350,000sq. ft.)**
  - **Business/Industrial Parks (<100 acres)**

**Multi-Family Residential (<250 units)**

- **Hotel (<600 rooms)**
- **Mixed-Use (<500,000sq. ft.)**
- **Planned Resort Communities (<300 units)**
- **Theme Attractions and Recreational Projects (<20 million)**
- **Rehab/Reuse**
- **Asset Management**
- **Process**

**TODC: Transit Oriented Development**

- **Mixed use development at transit stations**
- **Redevelopment of obsolete uses on or near transit**
- **Public/Private Partnerships**
- **Overcoming obstacles and constraints in:**
  - Financial underwriting
  - Market Acceptance (NMIB/Ysm)
  - Cost of durable construction vs. market rate returns
- **Role of public investment**
- **Sharing best practices in design, engineering, execution**
- **Incorporating Affordable and Workforce Housing**

**UDC: University Development Council**

- **University real estate development opportunities.**
- **Third party developed and/or long term ground leases.**
- **On and off campus.**
- **Mixed use developments – retail, parking, housing, office, research, rec sports, etc.**
- **Research and innovation campuses and development opportunities.**
- **Student housing, work force housing, staff housing.**
- **Private/public partnership models.**
- **Finance and capital structures for private/public partnerships.**

**UD/MUC: Urban Development/Mixed-Use**

- **Blue, Bronze, Gold, Green, Purple, Red & Silver**
- **Urban Development**
- **Urban Area Development and Redevelopment**
- **High-Rise Office**
- **Rehab/Reuse**
- **Asset Management**
- **Process**

**URC: Urban Revitalization**

- **“Best Practices” in Urban Revitalization**
- **Input into Federal Urban Policy**
- **Innovative Public/Private Partnerships**
- **Local/State/Reg Affecting Revitalization Urban/Suburban Competitiveness**
- **Inner-City Community Building Panels**
- **CDCs Role in Urban Revitalization**
- **Historic Preservation**
- **Affordable Housing**
- **Reuse of Undeveloped or Unused Buildings**
- **Open Space and Urban Parks**
- **School Systems and Land Use Issues**
- **Inner-City Retail Development**
- **Comp. Advantages of Inner-City Businesses**

**EDMC: European Office & Mixed-Use**

- **ERHC: European Resort & Hotel Development**
- **ERLC: European Retail & Entertainment**
- **ESDC: European Sustainability**
- **EUCR: European Urban Renewal**
- **IJSC: Japan Council**
- **North Asia: North Asia**
- **South Asia: South Asia**