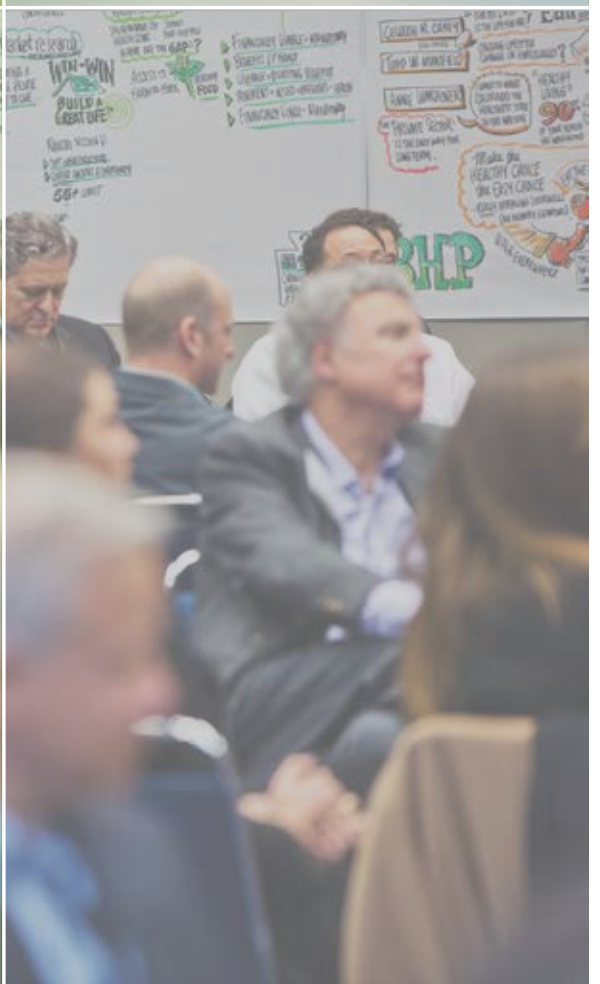


Mission Statements and Areas of Interest





**Urban Land
Institute**
Product Councils

Affordable/Workforce Housing Council (AWHC)

The mission of the Affordable/Workforce Housing Council (AWHC) is to share best practices and innovative solutions from a diverse group passionate about the creation, expansion, and retention of high-quality housing affordable to families, seniors, and individuals.

Areas of interest

- Development and preservation of high-quality affordable housing
- Affordable housing as a goal for revitalizing communities
- Low-income, workforce, and mixed-income housing products
- Sharing of best practices to provide high value for a broad constituency
- Tax credits and other public sources of capital and subsidies
- Sources of private equity, debt, and subsidies
- For-profit and nonprofit development structures
- Exploration and the embracing of effective design solutions
- Reduction of barriers to production of affordable/workforce housing
- Influence on public housing policy and community barriers to affordable/workforce housing development

The mission of the Community Development Council (CDC) is to share best practices in the planning, financing, and development of both traditional and nontraditional master-planned communities throughout the United States.

The CDC works to provide programming that benefits its members. This programming includes, but is not limited to, understanding the markets in which members work, market trends that affect community development, case studies and lessons learned, and new approaches to planning, sustainability, and the design of the built environment. Also, the expertise of the council members is leveraged to share best practices with the broader ULI membership.

Areas of interest

- Master-planned communities
- Product and land development
- Homebuilding
- Amenity development
- Municipal and agency entitlements
- Public/private partnerships
- Capital financing
- Strategic marketing
- Consumer and economic trends



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Product Councils

Commercial and Retail Development Council (CRC)

The mission of the Commercial and Retail Development Council (CRC) is to explore and debate best practices, lessons learned, and current trends in the development and ownership of commercial and retail properties in the United States. Property types include regional malls, grocery-anchored shopping centers, big-box retail projects, outlet or lifestyle centers, and urban, street retail projects. Mixed-use projects that include retail as a substantial component are also considered, as are entertainment/tourism retail properties.

The CRC covers the development, rehabilitation, reuse, and acquisition of retail properties, as well as the financing, leasing, management, and disposition of such assets. Capital markets and pricing within the debt and equity sectors (both public and private) are also examined. The retailer demand perspective, demographic influences, and consumer trends, along with the dynamics of e-commerce, are also a consistent focus of the council. The CRC membership reflects a wide range of expertise and market representation in order to broadly and specifically discuss, examine, debate, and learn from best practices in commercial retail ownership and development.

Areas of interest

- Regional malls
- Shopping centers (grocery anchored, big box, outlet, and lifestyle)
- Urban/street, mixed use, and entertainment/tourism with retail
- Development, rehab, reuse, and acquisition
- Capital markets, and asset and portfolio management
- Retailer demand
- Demographic and consumer trends
- E-commerce and multichannel retail trends



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Product Councils

Entertainment Development Council (EDC)

The mission of the Entertainment Development Council (EDC) is to serve as a thought-leadership engine for its members, as well as for the Institute as a whole, on trends, innovations, and best practices for invigorating the built environment, engaging communities, and creating outstanding entertainment destinations.

EDC membership is composed of innovators from a broad spectrum of entertainment, technology, and development backgrounds who yearn to advance the global entertainment market. From urban entertainment districts, arenas, and retail to museums, theme parks, and restaurants, members are on a collective quest to define great and entertaining places.

Areas of interest

- International place making
- Entertainment districts and urban revitalization
- Location-based attractions
- Themed retailing, food and beverage, and hospitality
- Film-based entertainment
- Entertainment programming and technology
- Museums, arenas, culture, and exhibitions



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Product Councils

Global Exchange Council (GEC)

The mission of the Global Exchange Council (GEC) is to provide a forum for U.S.-based and international members of the Institute to promote a broader knowledge and understanding of a global real estate market.

The Global Exchange Council accomplishes its mission by:

- Providing a gathering place for U.S.-based and international members of the Institute who have a deep and active interest in global real estate development, investment, finance, design, construction, land use, and related activities and services, as well as in the cultural aspects and impacts of doing business outside the United States. Areas of focus include Europe, the Asia Pacific region, the Middle East, and North Africa.
- Providing a forum for the exchange of knowledge on issues that affect global real estate markets, including legislation, taxation, regulation, compliance, currency, sustainability, and transparency.
- Providing a balanced format for discussion in a forum where all dimensions of global real estate and related activities and services are considered in connection with the local culture, architecture, and engineering practices.
- Supporting the Institute in expanding its mission and increasing membership outside the United States to help ULI become a truly global organization.
- Promoting a cooperative, cohesive comradeship among council members to encourage long-term collaboration and friendship through ongoing involvement for ULI members who are active in diverse markets around the world.

Areas of interest

- Global real estate markets
- Global real estate finance
- Global investors
- Global land use practices
- Structuring of joint ventures between global investors and operating partners
- Impact of differing government, cultural, legal, design, and engineering practices on global operations



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Product Councils

Health Care and Life Sciences Council (HCLSC)

The mission of the Health Care and Life Sciences Council (HCLSC) is to provide a forum for the leadership of public and private sector organizations that develop and operate health care and life sciences facilities. The health care real estate sector includes owners, investors, operators, and developers of acute care and specialty hospitals, medical office buildings, medical centers, outpatient service centers, ambulatory surgery facilities, and life sciences/research facilities.

The council has a particular interest in issues common to the public and private sectors and to both for-profit and not-for-profit real estate operators, developers, financial investors, and strategic owners. The HCLSC provides a unique opportunity to bring key real estate leaders in health care real estate together in a focused and intimate setting to address the special concerns of health care and life sciences sectors.

Council programs showcase best practices in the development of health care and life sciences–related projects and foster discussion of existing assets, permitting and procurement processes, reinvestment, development, construction, and results achieved. They also showcase best practices and case studies of urban institutional projects, private developments, and research and development facilities and provide ongoing opportunities to discuss challenges, deal structures, strategies/processes for securing successful outcomes, and results achieved.

Areas of interest

- Medical office buildings, ambulatory surgery facilities, medical centers, acute care and specialty hospitals, and life sciences/research campuses
- Issues common to the public and private health care and life sciences sectors
- Issues common to for-profit and not-for-profit health care systems, life sciences organizations, real estate operators, developers, and investors
- The impact of health care industry trends and legislation on real estate investments and development
- Trends in design and tenancy for health care and life sciences real estate projects
- Sources of capital for health care and life sciences real estate



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Product Councils

Hotel Development Council (HDC)

The Hotel Development Council (HDC) is composed of a best-in-class group of developers, owners, operators, lenders, investors, brokers, advisers, and consultants involved in hotel and resort projects located throughout the United States.

The HDC strives to keep our membership composed of senior executives from a cross section of the lodging industry, while keeping an eye on rising influencers from the industry as well as select individuals who will contribute their knowledge and expertise to the group. Each council meeting is designed to stimulate thought-provoking exchanges among members and for members to share real-time examples and details of current market conditions and transactions. These meetings are set up to be confidential, collegial, and collaborative with the goal of having genuine take-home value for members, from lessons learned to the exploration of new ideas and trends. Ultimately, the goal of HDC is to provide its members with information and interaction not available at any other industry conference.

HDC meetings typically include industry panels on topics affecting the lodging industry moderated by council members, as well as guest presenters who are distinguished leaders in their field who provide strategic thought and purpose to a relevant topic.

Members come from real estate investment trusts, private equity, banks, hotel managers and franchisors, foreign and domestic capital sources, large and small hotel developers, intermediaries, and other relevant sectors of the hospitality industry.

The goals of the HDC include:

- Exchanging new ideas and opportunities
- Sharing lessons learned and best practices to correct mistakes and to ensure a prosperous future in the hospitality sector for generations to come
- Reviewing deal structures to better understand demand and improve investment returns
- Serving as a repository of up-to-the-minute industry statistics and other information to keep members apprised of market trends
- Inviting unique guest speakers whose ideas are often essential to the well-being of the industry
- Networking and socializing within the council to cross-pollinate ideas and advance the business objectives of the membership, as well as foster collegiality and true friendship among members
- Providing members with an engaging open forum to discuss current trends and key issues affecting the industry—a forum specifically designed to enable and encourage members to contribute their energy and ideas

Areas of interest

- Acquisition, development, and financing of hotel and resort projects—including limited-service, boutique, full-service, luxury, and convention hotels
- Issues involving mixed-use, residential, recreational, gaming, and other hospitality-related real estate projects
- Topics relevant to the real estate cycle, including foreclosure, workouts, bankruptcies, and other matters.



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Product Councils

Industrial and Office Park Development Council (IOPC)

The mission of the Industrial and Office Park Development Council (IOPC) is to meet the needs of senior real estate executives involved in industrial office park development who wish to gain a national perspective on the strategy and operation of their business.

Each council meeting is designed to bring multiple thought-provoking exchanges to members. Typical subjects range from acquisition to development to disposition. In addition, many IOPC sessions focus on both general economics and real estate economics, as well as personal growth and development. Each council meeting addresses topics related to both office and industrial properties, but depending on the location of the meeting, one type of property may receive more attention.

IOPC meetings have a substantial focus on real deals as opposed to academic theories. Presentations are generally from council members or other senior executives.

Areas of interest

- Office and industrial properties
- Industrial, warehousing, research and development, flex, and manufacturing facilities
- Rehabilitation and reuse
- Asset management
- Financing equity and debt



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Product Councils

Multifamily Council (MFC)

The mission of the Multifamily Council (MFC) is to allow developers, value-add sponsors, equity investors, lenders, and other multifamily service providers, working in different regions and with different transaction profiles, to connect in a collaborative setting. Leadership teams for each council put together a program for each council day that allows members to discuss and confront issues of mutual concern and build powerful, long-term relationships in a noncommercial setting.

Topics addressed by the MFC in past programs include:

- Engagement of domestic and foreign capital in the multifamily sector;
- Escalating construction costs and factors;
- Urban versus suburban development opportunities;
- Lessons learned from mixed-use execution; and
- Responses of product design to evolving demographic trends.

Although the MFC occasionally discusses condominium developments and student housing deals, most of the discussion revolves around the development of and investment in market-rate apartment developments in projects with more than 100 units.

Areas of interest

- Designing for new demographic trends
- Finding the value in value add
- Examining the impact of development pipelines on operating fundamentals in various markets
- The challenges of incorporating ground-floor retail into large multifamily projects in a variety of urban and suburban settings
- Suburban versus urban: costs versus benefits
- Alternative capitalization structures
- The housing affordability challenge



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Product Councils

Office Development Council (ODC)

The mission of the Office Development Council (ODC) is to explore, in a collegial and confidential setting, current market conditions and trends, best practices, cutting-edge innovation, and lessons learned in the development and ownership of institutional office buildings. The council is made up of a diverse group of experienced developers, owners, investors, lenders, brokers, and technical experts (architects, engineers, lawyers, and others).

The ODC strives to foster new development and redevelopment of sustainable buildings in markets and locations where growth is warranted and can be transformative in terms of creating improved workplace environments. Its goal is to provide best-in-class council meeting experiences for members and to promote networking and business opportunities throughout the year.

Areas of interest

- Office buildings and parks (central business district and suburban), including mixed use (office/retail, office/residential) and adaptive use as office space
- Development, redevelopment, and hold/sell case studies—construction costs, capitalization strategies, financial returns (pro forma versus actual), and lessons learned
- Workplace design and new-construction best practices
- Capital markets, fundraising and investment, and equity and debt
- U.S. and real estate economics, including a focus on national, regional, and market-specific data and outlooks



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Product Councils

Public Development and Infrastructure Council (PDIC)

The mission of the Public Development and Infrastructure Council (PDIC) is to provide leadership to public sector decision makers and private sector partners who are involved in public development projects at the city, state, and federal level. The interest of the real estate industry in public real estate market opportunities is increasing at the same time that the federal government, ULI, and national industry groups have recognized that increased investment in public works, facilities, and infrastructure is critical to the future growth and development of the United States.

The council has a particular interest in public projects that tap into private sector expertise, resources, or partnerships. Interest in public/private partnerships has increased at both the government and private sector level. Member participation and programs sponsored by the PDIC highlight best practices in the development of public projects for public sector use, including those project types that have significant private sector involvement (including financing or operations). Programs also focus on the challenges presented by more traditional public development projects.

The public sector's role in influencing and carrying out development, particularly in public infrastructure, is the basic focus of the council. A unique interest of the council is creation of public open space and how the public sector influences strategic investments in infrastructure and building construction to promote resilient development.

Areas of interest

- Public projects that integrate private sector expertise in project delivery, financing, operations, etc.
- The planning, financing, design, construction, sales, and leasing of public developments and infrastructure
- Large, multi-phased development projects that require government leadership
- Resilient public infrastructure and open space
- Industry best practices, lessons learned, and case studies
- Public development trends and market influences



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Product Councils

Public/Private Partnership Council (PPPC)

The mission of the Public/Private Partnership Council (PPPC) is to develop, refine, and disseminate best practices for effective real estate public/private partnerships. The council is a vibrant community of practitioners who learn from one another through hands-on examination of projects, discussion and debate of emerging industry trends, and development of resources to improve outcomes for both the public and private sectors.

The council offers members the opportunity to examine completed projects in the cities where it meets through firsthand review of sites and presentations by the public/private development teams that made them happen. All property types are considered by the council, as long as they have a tangible development and investment component from public and private sources.

Areas of interest

- Examination of best industry practices and innovative projects
- Financing strategies ranging from traditional private and public funding to unique structures
- Public/private partnership negotiations and implementation
- Case studies of successful projects, as well as challenging ones
- Enhanced education regarding the motivations of the parties in partnerships
- Building and maintaining trust between public and private partners
- Incorporating additional partners (nonprofits, foundations, etc.) into the public/private partnership process



The Recreational Development Council (RDC) is a collegial group of experienced developers, owners, and operators of resort projects and second-home/vacation-home, recreation-oriented communities, as well as their related leisure and hospitality facilities. The RDC also includes a select group of experienced consultants who have worked with recognized developers, owners, and operators in designing and implementing their most notable projects.

The RDC strives to have at least 60 percent of its membership composed of developers, owners, and operator principals, and council growth is balanced to maintain that ratio. By maintaining a majority of developer members who have demonstrated consistent excellence and best practices in the field, the council maintains an intimate group that can mutually benefit from candidly sharing and exploring new ideas and lessons learned.

The RDC also aspires to increase the youth and diversity of its membership in order to mentor young developers and better enable members to understand the evolving consumer base.

The goals of the RDC include:

- Developing and sharing new ideas and opportunities for improved resort/recreational products and second-home/vacation-home communities that respond to consumer trends and demands
- Sharing lessons learned and best practices to spur innovation while supporting market growth and excellence
- Sharing consumer market information and deal structures to better understand demand and improve investment returns
- Serving as a hub for the collection and sharing of resort and hotel/recreation/leisure–related development, sales and marketing, and operations data
- Providing opportunities for networking within the RDC and with other ULI councils (such as the Commercial and Retail Development, Hotel Development, and Entertainment Development councils) to cross-pollinate ideas, share best practices, and advance the craft

Areas of interest

- Development and operation of resort projects and second-home/vacation-home communities, with emphasis on recreational opportunities and place making
- Creation, governance, operation, and management of private clubs/membership programs for resorts and second-home/vacation-home communities
- Resort hospitality operation and management
- Sales and marketing of second-home real estate, including home sites, single-family homes, condominiums, and interval ownership (fractional, timeshare, vacation club, etc.)
- Entitlement, planning, design, and construction of resort and hotel/leisure/hospitality facilities, such as those for golf, tennis, equestrian, skiing, fitness, arts, and water sports, as well as shops, theaters, marinas, spas, trails, and so on.
- Acquisition, financing, and asset management of resort projects and second-home/vacation-home communities



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Product Councils

Redevelopment and Reuse Council (RRC)

The mission of the Redevelopment and Reuse Council (RRC) is to explore, across all product types, best practices and lessons learned in the disciplines of rehabilitation, green retrofits, and adaptive use of existing buildings, as well as the redevelopment of brownfields and greyfields.

Evolving demographics, regulatory constraints, and market forces are driving changes in land use, including industrial, office, retail, residential, mixed use, institutional, and supporting infrastructure. In light of those factors, redevelopment and reuse are emerging disciplines holding much promise in creating new real estate value, producing jobs, promoting resource-efficient development, and creating resilient communities. These disciplines will play a significant part in shaping future land use and all aspects of real estate practice, especially financing and connecting capital and real estate through value creation.

Areas of interest

- Brownfield redevelopment
- Greyfield redevelopment
- Historic preservation and rehabilitation
- Adaptive use and repositioning of existing buildings
- Green retrofits to improve operating performance of existing buildings
- Creative financing and implementation



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Product Councils

Residential Neighborhood Development Council (RNDC)

The mission of the Residential Neighborhood Development Council (RNDC) is to serve its homebuilder, developer, financial, marketing, design, market analysis, legal services, and planning members as an open and compelling forum for rigorous exploration of what makes neighborhoods, both new and established, places where people want to live.

In a confidential and supportive atmosphere, the council leverages a diverse ecosystem of talent, discipline, perspective, and trust-based discussion of trends, practices, and opportunities into smarter stakeholder decisions that lead to better, more resilient, more sustainable neighborhoods.

Areas of interest

- Urban and suburban residential development, including single-family, multifamily, multiuse, and land development
- Financing and asset management
- Strategic planning
- Marketing and market research
- Architecture and design
- Sustainable development



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Product Councils

Responsible Property Investment Council (RPIC)

The mission of the Responsible Property Investment Council (RPIC) is to accelerate adoption of and firmly embed “triple bottom line” principles as a core part of any real estate investment strategy and decision-making process. What distinguishes the council is its proactive intent to deploy capital that generates risk-adjusted market-rate returns while creating social or environmental value, or both.

The council focuses on a people-centered approach to real estate investment. Council conversations and presentations delve into the links among resource use, cutting-edge technology and building practices, protection of the natural environment, and improvement in the lives of people, all of which serve to create robust economic returns. By increasing their knowledge base and strengthening execution, members are able to better serve their clients, staff, residents and occupiers, investors, and communities. The council’s goal is to share its knowledge with Institute colleagues.

The council is a diverse and dynamic group of real estate professionals who benefit from candidly sharing and exploring new ideas and lessons learned. Membership consists of leading investors and practitioners who understand the importance of “people, planet, profit” as a real estate investment strategy. Members learn from each other and build on successful practices in other industries. They recognize that strategies that support environmental and social values effectively manage risk, improve competitiveness, enhance operational efficiency, and maximize returns.

Areas of interest

- Creation of risk-adjusted market-rate returns
- Impact investing
- Social equity
- Resource efficiency
- Healthy buildings and landscapes
- Vibrant communities
- Climate-change risk management and opportunistic investment



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Institute**
Product Councils

Seniors' Housing Council (SHC)

The mission of the Seniors' Housing Council (SHC) is to provide a one-of-a-kind collegial setting to discuss, share, and promote best practices of real estate development and innovative place making for the age-qualified and service-enriched housing sectors, including all phases of the care continuum.

Areas of interest

Member Experience: Create a one-of-a-kind high return on investment, and a collegial experience for our members

Innovation: Explore innovative place making for age-qualified, service-enriched housing, encompassing all phases of the care continuum

Best Practices: Share best practices, mistakes made, and lessons learned in the creation of age-targeted and service-enriched seniors' housing

Content: Create informative content for distribution through the ULI networks and beyond

Raise Awareness: Raise the importance of age-targeted development principles for all real estate sectors



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Institute**
Product Councils

Small-Scale Development Council (SSDC)

The mission of the Small-Scale Development Council (SSDC) is to keep its members informed on relevant, timely topics and provide clear take-home value through unfiltered presentations fostered by a culture of trust, respect, and confidence.

SSDC's members represent the spectrum of entrepreneurial real estate investment, are not limited to one specific property type, and generally are focused on loosely defined "smaller" projects. The council's members include developers, investors, brokers (leasing and capital), capital sources (debt and equity), and service providers (lawyers, architects, etc.). The council strives to maintain a membership that is diverse in experience and background in order to accurately reflect the universe of participants and, most important, so each member can learn from every other member.

SSDC members take it upon themselves to offer candid advice and mentorship, regardless of other members' stature in the industry, in order to perpetuate the historically strong bonds between members of the SSDC community.

Areas of interest

- Development or redevelopment of, or investment in, the universe of real estate property types
- A focused on participants active in such transactions detailing the lifecycle of such investments
- Presentation of topics relevant to entrepreneurial real estate investment firms



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Institute**
Product Councils

Student Housing Council (STHC)

The Student Housing Council (STHC) offers a forum for leaders in the student housing sector to shape and champion positive and responsible visibility for the student housing component of the commercial real estate industry. The Council focuses on student living both on- and off-campus, in addition to related mixed use components. Council members include private owners and developers of student housing and university officials with a focus or special interest in housing. The Council also includes a sampling of private equity investors, brokers, lenders, architects and student housing consultants.

On- and off-campus student housing is more active than ever before. Public and private real estate developments are helping universities to address housing and student living challenges in an environment where tuition costs, demographics and parent and student preference are constantly changing and evolving. This asset class has become a major component of commercial real estate, but there are intricacies and nuances associated with the ownership and operation of these properties that significantly affect the local real estate markets in which they are located.

This Council will delve into, among other topics, development, the relationships between developers/owners and universities, the needs of the students, the annual turnover of rented beds, best practices for marketing and leasing, what to look for in a buy or sell situation, local and macro market performance and many other topics of special interest to participants in this specific niche space.

Student housing is more operationally intensive than traditional multifamily. It has its own unique risks and presents unique opportunities. Much about the sector is misinterpreted and/or misunderstood; there's a need to better understand the nature and potential of this development sector. What are the best techniques and transaction structures today? What can we learn from our own mistakes to create a more balanced and stable marketplace? How do they differ based upon market, stakeholders and university? What does the future role for the sector?

This Council provides a unique opportunity to bring key leaders in the space together, in a focused and intimate setting, to address the special concerns of this sector and to learn from each other; it is also an opportunity to leverage ULI's resources for the student housing industry when they can be helpful. The programs sponsored by this group will showcase best practices in the development of various college and university-related projects and foster discussion on existing assets, funding, re-investment, development, construction and results achieved.

Areas of interest

- On and off campus student living
- Student housing related mixed use components
- Public and private real estate developments
- Funding, re-investment, development and construction
- Private/public partnership models, finance and capital structure



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Product Councils

Sustainable Development Council (SDC)

The mission of the Sustainable Development Council (SDC) is to accelerate the adoption and implementation of strategies promoting sustainability, resilience, and health across the real estate industry. The council provides a forum for the exchange of emerging best practices in the areas of planning, financing, entitlement, design, construction, and operational aspects of projects that advance “triple bottom line” benefits while fostering more sustainable built environments.

Council presentations address a range of project types and scales, from buildings to regions, and include discussion of innovative strategies for energy and resource use, transportation and infrastructural systems, health and wellness, and tools for evaluating financial and operational performance.

In line with a comprehensive vision of sustainability, the council hosts conversations exploring the nexus among the built environment and resource efficiency, health outcomes, and natural systems. The exchange of lessons learned informs council members of the quantitative and qualitative added value to real estate and the urban environment.

Areas of interest

- Regenerative, adaptive development that enhances natural systems and maximizes resource efficiency
- Health and resilience in the built environment
- Shared metrics and case studies for sustainable buildings, districts, and infrastructure
- Strategic alliances that benefit and incentivize sustainable development



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Institute**
Product Councils

Transit-Oriented Development Council (TODC)

The mission of the Transit-Oriented Development Council (TODC) is to promote high-quality transit-oriented development (TOD). With a rapidly growing world population and more than 50 percent of Earth's inhabitants living in cities, straining the infrastructure and threatening the quality of life, smart growth is no longer a good idea, it is an imperative.

The council focuses on TOD as an essential part of the response to this imperative. TOD connects people, homes, jobs, and lives with high-capacity transit.

TOD has a direct impact on the Institute's core mission of urbanization, conservation, regeneration, land use, and sustainable development. TOD creates walkable development—both urban and suburban—in towns and cities by incorporating residential, retail, and office developments to drastically reduce or eliminate the need for other modes of transportation.

Areas of interest

- Mixed-use development at transit stations
- Redevelopment of obsolete uses at or near transit
- Public/private partnerships
- Overcoming obstacles and constraints in
 - financial underwriting;
 - market acceptance; and
 - the cost of durable construction versus market-rate returns
- The role of public investment
- Sharing of best practices in design, engineering, and execution
- Incorporating affordable and workforce housing



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Institute**
Product Councils

University Development and Innovation Council (UDIC)

The University Development and Innovation Council (UDIC) focuses on emerging development models tied to academic research and capitalization initiatives and how these activities are shaping real estate and community development. Council members include private owners and developers of mixed use, innovation centered projects that encompass a broad range of land uses including research, office, retail, residential and transit oriented developments.

The Council will also include a sampling of private equity investors, brokers, lenders, architects and other consultants. This asset class is becoming a major aspect of institutional and commercial real estate, but requires the adoption of new ownership, funding and operational strategies – often resulting in public private partnerships.

This Council will delve into, among other topics, development, the relationships between developers/owners and universities; the convergent needs of academic and private sector partners, best practices for branding, marketing and leasing, local and macro market performance and many other topics of special interest to participants in this specific space.

Areas of interest

- University real estate development opportunities
- Third-party-developed and/or long-term ground leases
- Development on and off campus
- Mixed-use developments in a university setting, including retail, parking, housing, office, research, recreational sports, and other uses
- Research and innovation campuses and development opportunities
- Public/private partnership models, finance, and capital structures



**Urban Land
Institute**

Product Councils

Urban Development and Mixed Use Council (UDMUC)

The mission of the Urban Development and Mixed Use Council (UDMUC) is to explore best practices, lessons learned, and cutting-edge trends in development and redevelopment of urban and near-urban mixed-use projects. The elements of the mixed-use project typically include several of the following property types (but may include others): office, residential (both rental and owned), hotels, retail, and parking. The UDMUC membership reflects a wide range of expertise and market representation in order to broadly discuss, examine, debate, and learn from best practices for mixed-use properties.

The UDMUC is particularly focused on large, challenging, complex properties that weave numerous uses into a coherent, successful real estate asset. The council also draws from the lessons learned from failed or underperforming assets. Financial markets, design, legal concerns, planning, and marketing are also critical matters reviewed, and public and private channels, partnerships, and collaborations are typically included in discussions.

Areas of interest

- Urban and near-urban/transit-oriented development mixed use
- High-rise development with multiple uses
- Urban and infill development and redevelopment
- Financial, planning, and design elements and challenges
- Lessons learned and real deals



**Urban Land
Institute**
Product Councils

Urban Revitalization Council (URC)

The mission of the Urban Revitalization Council (URC) is to explore the best practices for redevelopment and revitalization of city centers, older neighborhoods and districts, and other core urban areas. This includes a focus on urban planning, infrastructure development, architecture, street and civic space design, real estate development, historic preservation and adaptive use, economic development, social equity, and community engagement. The objective is to provide members with skills, knowledge, case studies and ideas to help them actively demonstrate leadership in the revitalization of the communities in which they are living and practicing. To this end, the URC actively uses the venue for each meeting as a case study relating to the council's areas of focus—meeting with local professionals, visiting local projects, and engaging with local community members whenever possible.

The council also explores federal urban policy, local and state regulations affecting urban revitalization and community development, and not-for-profit corporations' roles in urban revitalization, as well as the impacts of school systems, social services, and other urban institutions in order to provide its members with a broad-based understanding of influences on the urban environment. Finally, the council provides its members with an engaging forum at which to discuss trends and key issues affecting urban revitalization and encourages members to contribute to the national and global discussion and literature on the topic.

Areas of interest

- Downtown development, infill, urban redevelopment and revitalization
- Historic preservation and adaptive use
- Walkable, bikeable, transit-friendly communities
- Urban planning, policy, and place making
- Mixed-use and mixed-income communities and buildings
- Community engagement
- Economic development, job creation, and workforce development