

Urban Land Institute

Annual Report

2023



A Letter from Global Chair Diane Hoskins

In one of my first jobs out of college, I picked up an Urban Land Institute publication for the first time. I knew right away this was an organization with its finger on the pulse of great cities and the people who build them.

Now, after many years as a member—and several months into my tenure as Global Chair—I am convinced ULI is uniquely positioned to convene the real estate industry in response to the immediate challenges and future opportunities shaping our businesses and the communities we serve.

We are experiencing profound and lasting change in how people interact with the places where they live, work, and play. Our industry is tasked with charting the path forward to close gaps between people's lives and the built environment around them. Every day, the Institute and its members lead transformative global impact by empowering local communities to shape a better future for their cities.

But while staying true to our mission, we face challenges that are equally multifaceted and dynamic. Our industry must proactively adapt to new risks and pressures such as rising interest rates, scarce financing, office vacancies, housing shortages, technological disruption, and climate threats. By fostering an environment where a diverse, cross-disciplinary network of industry leaders can share knowledge and solve problems collaboratively, ULI equips its members to not only weather the storm but also stay ahead of it—to not only confront these challenges but also seize opportunities hidden within them.

This is what drove ULI's work throughout fiscal year 2023. We provided insights, data, and best practices through research on emerging trends in capital markets and product types, the future

of workspaces and feasibility of office-to-residential conversions, and other relevant and timely issues. We deployed on-the-ground advisory services and technical assistance in dozens of communities to address complex problems such as revitalizing downtowns and increasing housing supply. And we brought thousands of members together at major meetings in Dallas, Toronto, Singapore, and Madrid to forge connections and share knowledge. These and countless local convenings underscored the tremendous work of our 52 district councils in the Americas, 15 national councils in Europe, eight local councils in Asia Pacific, and many product councils around the world.

Building thriving communities of the future also requires engagement on issues of global importance, so ULI has maintained a strong focus on our mission priorities: accelerating the path to net zero in the built environment, improving housing attainability for all, and diversifying our industry by educating the next generation of real estate leaders.

Given the challenges facing our cities today, the task before us is not an easy one. But as we look to the future, I am confident ULI and our members hold the keys to navigating the days ahead. It is an honor to serve as Global Chair and join our members in building upon proven successes, embracing opportunities that lie on the horizon, and shaping the future of the built environment for transformative impact in communities worldwide. I hope you enjoy learning more about the impact of ULI in the *2023 Annual Report*.



Diane J. Hoskins
ULI Global Chair



A Letter from Co-Interim Managing Directors Mary Beth Corrigan and Leo Gonzalez

ULI is its members. They are the driving force behind ULI's aim of providing opportunities to forge connections, enhance professional development, discover and share best practices, and solve complex land use challenges. And it is through their collective experience, expertise, and engagement that ULI delivers on its mission to shape the future of the built environment for transformative impact in communities worldwide.

Since its founding in 1937, ULI has played a vital role in helping members stay ahead of the curve, anticipate emerging industry trends, and adapt to social, economic, and technological disruption. In the current period of transition and transformation, both within ULI and across the real estate industry, that role has never been more important.

Fiscal year 2023 brought notable achievements that demonstrate why our members continue to turn to ULI in uncertain times—and how they continue to lead in solving the problems of today and tomorrow. From research and initiatives on a global scale to programs and events in the Americas, Asia Pacific, and Europe regions—many of them driven by our 75 local councils around the globe—ULI continues to be the place where members can learn, grow, and lead.

By connecting a diverse, global, interdisciplinary network of more than 48,000 members, ULI is convening the brightest minds of the industry to exchange ideas and to seize opportunities for innovation and growth. By inspiring best practices in land use and development through research, education, and collaboration with communities, ULI is providing members with the knowledge and

skills to excel professionally and to have a positive impact both locally and globally. And by leading the way to address the most pressing land use challenges, ULI and our members are working together to create dynamic and vibrant places where people live, work, and play and where communities thrive.

As co-interim managing directors during the ongoing search for the next global chief executive officer, we are grateful to be able to guide day-to-day operations and ensure our members come first in all ULI activities. The *2023 Annual Report* outlines many—though by no means all—of the ways ULI delivers value to our members and equips them to succeed in a changing world. We hope you are inspired by all that ULI and our members accomplished in FY23 and all that we can do together in the days ahead.



Mary Beth Corrigan
ULI Co-Interim Managing Director



Leo Gonzalez
ULI Co-Interim Managing Director



Contents

Empowering Communities for Transformative Global Impact

- 5 Mission of the Urban Land Institute
- 6 About the *2023 Annual Report*
- 7 Advisory Services: 75 Years of Transformative Impact
- 8 Empowering Communities through Technical Assistance and Research

Connecting Members Globally and Locally

- 9 Global Membership
- 10 Extending Our Global Reach and Impact
- 11 Bringing Members Together
- 13 Sharing Knowledge and Best Practices
- 14 Staying Ahead of the Curve
- 15 Shaping the Future of Cities

Delivering on Our Mission

- 16 Mission Priorities
- 17 Accelerating the Path to Net Zero
- 20 Increasing Housing Attainability
- 23 Educating the Next Generation

Advancing Diversity, Equity, and Inclusion

- 27 DEI Commitments
- 28 Advancing DEI in the Industry
- 29 Advancing DEI in Development

Recognizing Achievement

- 30 ULI Prize for Visionaries in Urban Development
- 31 Global Awards for Excellence

Investing in Future Global Impact

- 33 ULI Foundation
- 34 ULI Foundation Board of Directors
- 35 ULI Foundation Honor Roll
- 38 Corporate Partners
- 42 Financials

ULI Leadership

- 45 Executive Officers
- 45 Global Board of Directors
- 46 Global Governing Trustees
- 50 Regional Executive Committees

Empowering Communities for Transformative Global Impact

MISSION OF THE URBAN LAND INSTITUTE

Shape the future
of the built
environment for
transformative
impact in
communities
worldwide



OUR COMMITMENTS

- **CONNECT** active, passionate, diverse members through the foremost global network of interdisciplinary professionals
- **INSPIRE** best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing
- **LEAD** in solving community and real estate challenges through applied collective global experience and philanthropic engagement



About the 2023 Annual Report

In San Francisco, more than a century ago, the four-story Montgomery Block building served as a residence and hangout spot for artists and writers like Ambrose Bierce, Sargent Johnson, and Jack London.

Today, in its place stands the Transamerica Pyramid office tower, the second-tallest structure in the skyline, but the site's history could offer a clue about the future of downtown San Francisco. One of the many ideas offered by ULI members serving on an [Advisory Services panel](#) of interdisciplinary experts last spring was that a new live/work space for artists might help restore the vibrancy of the neighborhood and bring back a wider range of industries, employers, and visitors.

The challenges facing downtowns are among the many emerging trends and issues about which ULI members around the world have convened for discussion, knowledge sharing, and problem solving.



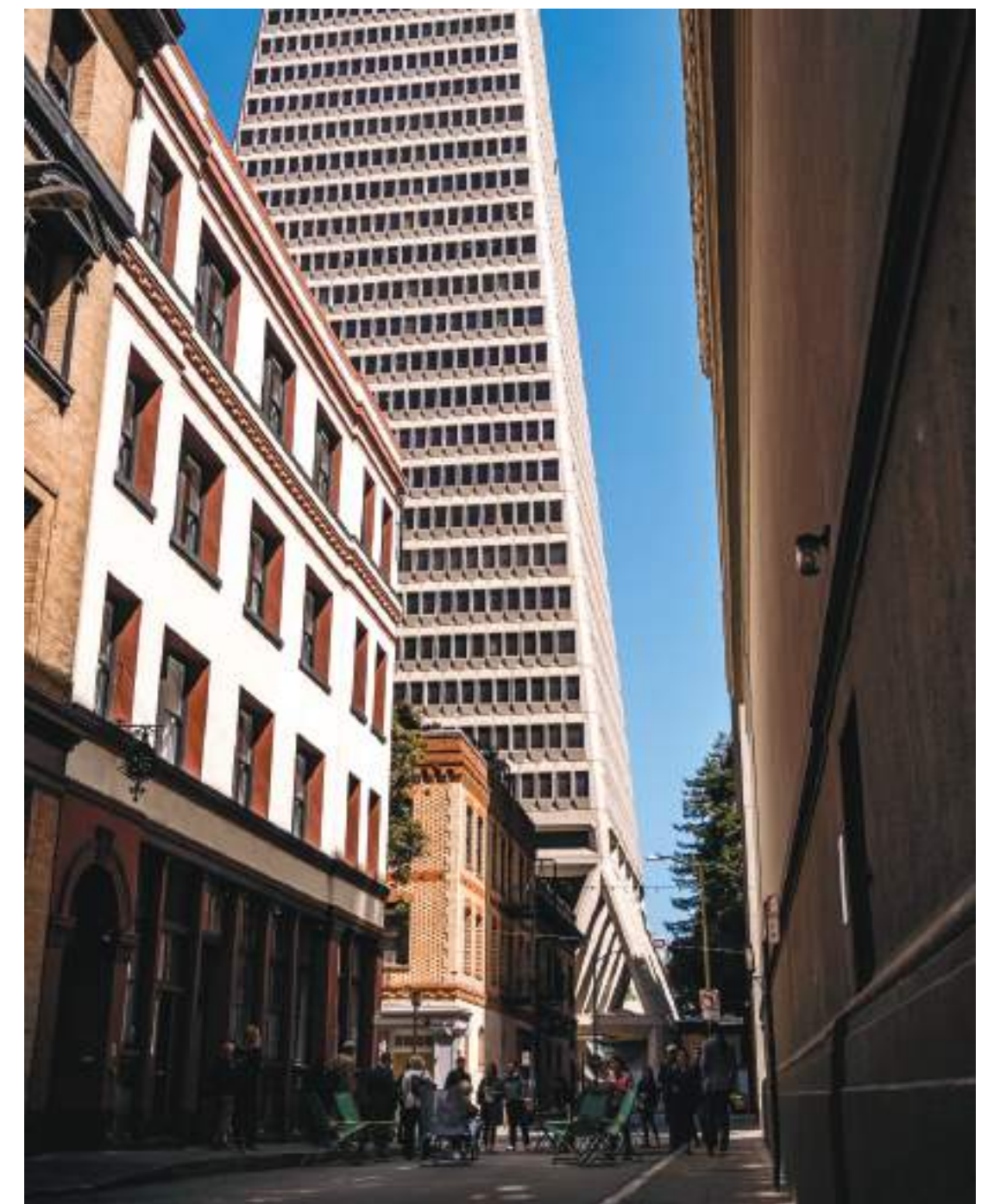
In Hong Kong, more than 220,000 residents live in inadequate housing such as subdivided units of less than 130 square feet (12 sq m), while applicants for public rental housing face an average wait time of 5.6 years—a 24-year high. One possible solution was offered by a ULI-led [technical assistance panel](#) that identified a private-sector opportunity to use modular construction methods for higher-quality, low-cost rental housing in dense urban areas.

In Berlin and elsewhere, an obstacle to meeting climate goals is that transition risk is not adequately incorporated into real estate valuations. ULI Europe's C Change program developed [Transition Risk Assessment Guidelines](#) to properly account for these risks. Now it is working alongside ULI's Net Zero Imperative to apply the guidelines in practice in Berlin by identifying assets with a high likelihood of being stranded, quantifying financial risks, and developing solutions that can be implemented across Europe.

In Memphis, Tennessee, a young boy was once so fascinated by cities that he phoned a local planning office to learn more about a new development that sparked his curiosity. Decades later, Quincy Jones is now program director for a local neighborhood revitalization organization. To share his passion for cities, he has also served as an instructor for [UrbanPlan](#), ULI's experiential learning program that teaches high school and college students and public officials about the forces that affect development in their communities.

For more than 86 years, ULI has served its members as a vital source of information and insights, a venue of connection and collaboration, and a convener of the industry's brightest minds to address complex land use challenges. Through the engagement of its members with their local communities, ULI drives meaningful, lasting, global impact.

The 2023 Annual Report shines a light on the value ULI delivers to its more than 48,000 members and highlights the impact ULI and its members had throughout fiscal year 2023 in empowering local communities worldwide to plan for the future and to become more resilient, sustainable, and affordable through innovative and creative solutions.



Advisory Services: 75 Years of Transformative Impact

When ULI Los Angeles member Nolan Marshall volunteered to serve on an Advisory Services panel to revitalize downtown San Francisco, he worried outsiders’ perspectives might not be welcome.

But Marshall, executive director of the South Park Business Improvement District in downtown Los Angeles, quickly realized that was not the case. “The people aren’t that different in all these different places,” he says, “and so the challenges end up being very similar.”



The cross-disciplinary panel of two co-chairs and nine members—about half from San Francisco and the rest from cities like L.A., Detroit, Philadelphia, and New York—convened last May to study the urban core struggling to recover from the shift to remote and hybrid work. After a comprehensive briefing, site visits, and in-depth interviews with more than 100 stakeholders, the panel offered its recommendations, which included placemaking and programming strategies to transform the single-use financial district into a vibrant, mixed-use neighborhood that attracts businesses, residents, and visitors.

The panel’s ideas—many of them already being implemented in San Francisco—are ready to be adapted to other cities around the world facing similar issues.

Now in its 75th year, the [Advisory Services program](#) puts ULI at the forefront of solving complex challenges like the downtown crisis. Drawing on ULI’s global network of real estate and land use professionals, the program delivers creative, practical, and objective solutions to complex land use challenges and empowers local communities. Since the program’s inception in 1947, ULI has conducted more than 700 Advisory Services panels in 22 countries, as well as hundreds of technical assistance panels at the local council level.

A recent gift of \$1 million from Alex J. Rose will help establish a \$7.5 million endowment to provide long-term funding and further expand the program’s reach and impact. “This is ULI members volunteering their time and expertise to spur tangible impacts in the communities where we live, work and play,” Rose says. “I can think of no better way to support ULI and its mission execution.”

For Nolan Marshall, serving on the San Francisco panel was proof that bringing together experts from different backgrounds, disciplines, and cities is the key to solving the challenges communities face.

“You start to hear from stakeholder interviews some of the same things you’d hear in other places, and you go: ‘Well I’ve got a solution for that, because I’ve dealt with it in other places,’” he says. “Once you’re there, it’s very easy to dig in and move quickly toward solutions.”

ADVISORY SERVICES PANELS IN FY23

More than 80 ULI members served on 12 panels worldwide in FY23, addressing issues such as housing attainability, neighborhood revitalization, climate resilience, and equitable redevelopment. Communities served include the following:

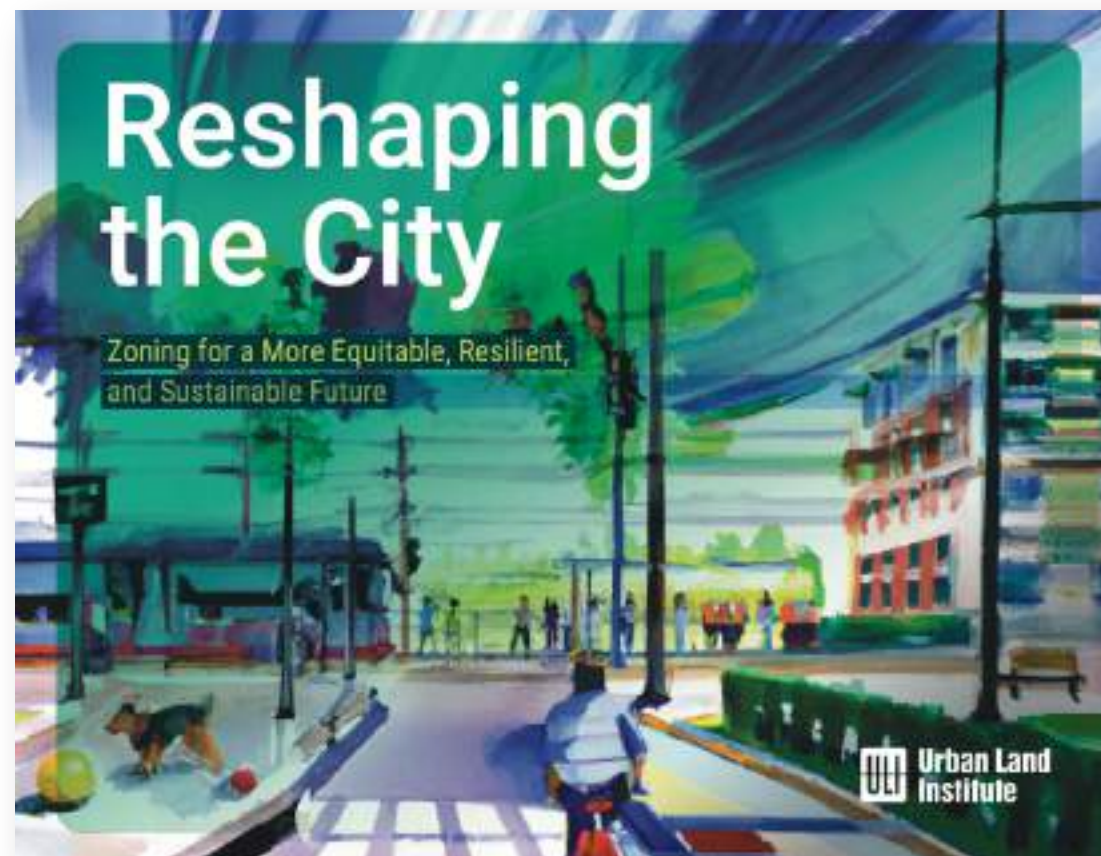
- **Speer Boulevard, Colorado**
- **Meridian, Idaho**
- **Garden City, Idaho**
- **Sacramento, California**
- **Steamboat Springs, Colorado**
- **Boulder County, Colorado**
- **Edmond, Oklahoma**
- **Houston, Texas**
- **Fort Wayne, Indiana**
- **San Francisco, California**
- **Cincinnati, Ohio**
- **Frankfurt, Germany**

Empowering Communities through Technical Assistance and Research

In the months after ULI deployed experts to help address a housing shortage in fast-growing Boise, Idaho, city leaders didn't just talk about the panel's recommendations. They acted on them.

As Idaho's population exploded in recent years—growing faster than any other U.S. state from 2016 to 2021—the supply of homes fell behind, and costs skyrocketed.

The effects? Local workers without access to affordable housing, sprawling development on the outskirts, long commutes, and loss of agricultural lands and open space.



In search of answers, the city invited ULI to convene a [technical assistance panel](#). In 2022, the ULI Terwilliger Center for Housing and ULI Idaho partnered to bring experts to Boise to study the challenges and offer solutions. Part of the nationwide Attainable Housing for All technical assistance initiative, this effort was made possible by a gift from Tom Toomey, past ULI global chair and current co-chair of the ULI Foundation's capital campaign, *Our Cities, Our Future*.

Among the panel's recommendations were updates to the city's zoning code and other policies that would reduce barriers to attainable housing and access to transportation. A year later, the Boise City Council unanimously adopted a new zoning code that—echoing the panel's recommendations—will increase density in transportation and commercial corridors and incentivize long-term affordable housing while preserving the character of existing neighborhoods.

Housing attainability is just one area where ULI is elevating zoning reform as an opportunity to transform cities. The ULI Randall Lewis Center for Sustainability in Real Estate published [Reshaping the City: Zoning for a More Equitable, Resilient, and Sustainable Future](#), sharing insights and examples of zoning updates in communities across the United States that support sustainability, resilience, and other key goals.

The report cites models for both comprehensive and targeted zoning reforms, including such cities as Buffalo, New York; Norfolk, Virginia; Denver, Colorado; and Northampton, Massachusetts. The best practices identified will help guide local land use decisions and inform upcoming ULI technical assistance panels that—as in the case of Boise—will have lasting impact on current and future generations.

Through on-the-ground technical assistance and actionable research like this, ULI and its members are sharing knowledge and offering solutions that empower local communities to solve problems and build for the future.



Connecting Members Globally and Locally

48,000+

GLOBAL MEMBERS SHAPING THE
FUTURE OF THE BUILT ENVIRONMENT

2,100+

EVENTS HOSTED BY LOCAL
COUNCILS IN FY23

5.3%

GLOBAL MEMBERSHIP
GROWTH FROM FY22

AMERICAS

MORE THAN **40,000** MEMBERS
MEMBERSHIP UP **4.2%**
52 DISTRICT COUNCILS
68 PRODUCT COUNCILS

EUROPE

MORE THAN **5,000** MEMBERS
MEMBERSHIP UP **11.2%**
15 NATIONAL COUNCILS
12 PRODUCT COUNCILS

ASIA PACIFIC

MORE THAN **3,000** MEMBERS
MEMBERSHIP UP **11.5%**
8 LOCAL COUNCILS
9 PRODUCT COUNCILS

Extending Our Global Reach and Impact

ULI’s network of more than 48,000 interdisciplinary real estate and development professionals across 84 countries worldwide is working together to empower communities, solve problems, and drive lasting impact both at the local level and on a global scale.

By sharing their experience and expertise, collaborating to find innovative ideas and solutions to complex land use challenges, applying what they have learned through ULI research and programming, and serving as educators and mentors to others in the industry, members are the driving force behind ULI’s collective impact in the built environment globally.

AMERICAS

ULI’s presence in the Americas grew to more than 40,000 members across the 52 district councils that form the foundation of our work to empower local communities. The district council network completed 57 technical assistance panels in FY23, sharing ULI members’ knowledge and expertise to address land use challenges facing communities. Local district council events, such as the ULI Southeast Florida/Caribbean Vision Awards and the ULI Utah Trends Conference, saw more than 98,000 total registrations in FY23—an increase of more than 20 percent from the previous year. More than 5,600 participants registered for the 2022 Fall Meeting in Dallas, while the 2023 Spring Meeting in Toronto drew more than 4,500 registrants—record participation for a ULI Spring Meeting.

ASIA PACIFIC

ULI experienced significant growth in the Asia Pacific region in FY23, expanding to more than 3,000 members across Australia, China, Hong Kong SAR, Japan, the Philippines, Singapore, South Korea, and—with the launch of a new local council—India. Members celebrated this expansion into one of the world’s fastest-growing markets at the inaugural ULI India Summit in Mumbai, and nearly 600 attendees convened for the ULI Asia Pacific Summit in Singapore. ULI Asia Pacific also launched two new product council networks—the Office Council and the Placemaking Council—and looked ahead to its planned expansion into Vietnam.



EUROPE

With particularly strong growth in Switzerland (65 percent), Greece and Cyprus (40 percent), Denmark (39 percent), and Italy (32 percent), ULI Europe membership increased to more than 5,000 in FY23. The United Kingdom, Germany, France, and the Netherlands had the highest total membership among ULI Europe’s 15 national councils. ULI hosted nearly 300 local events across Europe, including the inaugural C Change Summit in Rotterdam and national council events such as the ULI Germany Leadership Awards. In June, the Europe Conference in Madrid drew nearly 800 registrants.



Bringing Members Together



During the 2023 Spring Meeting, members enjoyed a bike tour of the St. James Town and St. Lawrence master-planned communities in Toronto.



Attendees of the 2023 Spring Meeting toured neighborhoods and developments across Toronto, including the Regent Park neighborhood, where participants learned about the area's redevelopment from low-income public housing to a mixed-income community.



ULI Asia Pacific held its first-ever Housing Conference in Manila, Philippines, convening key stakeholders from the public and private sectors to discuss housing challenges and solutions in both developed and developing countries across the region.



The Young Leaders Forum at the 2023 Asia Pacific Summit in Singapore featured a panel discussion on home attainability in the region.



A common methodology for incorporating climate transition risks in property valuations was among the topics discussed at the inaugural C Change Summit, held in Rotterdam in October 2022.



The 2023 Housing Opportunity Conference, hosted in Phoenix, Arizona, by the ULI Terwilliger Center for Housing, brought together real estate developers, public officials, urban and regional planners, housing advocates, and many other stakeholders across the industry to learn and exchange ideas for expanding housing opportunities in their communities.



The 2023 Asia Pacific Summit in Singapore—ULI’s first major in-person convening in the region since the pandemic—drew nearly 600 participants.



At the 2023 Asia Pacific Technology and Innovation Conference in Seoul, South Korea, ULI members explored how real estate owners and developers can evaluate and incorporate technology in their operations and portfolios to better prepare for the future.



ULI members enjoyed numerous opportunities to network with other professionals and discuss key issues in real estate and land use at the 2022 Fall Meeting in Dallas and the 2023 Spring Meeting in Toronto.

Sharing Knowledge and Best Practices

KNOWLEDGE FINDER

ULI is equipping members with insights, skills, and best practices to help them excel in their careers, stay ahead of emerging industry trends, and shape the future of their communities. All of the research reports, practical guides, case studies, and webinars ULI produces—as well as video recordings from many panels, events, and major meetings—are available on the [Knowledge Finder](#) platform.

In FY23, ULI produced original research and surveys on such wide-ranging topics as economic conditions and trends across the real estate industry, housing attainability in the Americas and Asia Pacific regions, solutions to improve sustainability and resilience in the built environment, the future of commercial real estate, and feasibility of office-to-residential conversions. Members also have access to deeper dives into these reports and other subjects through webinars featuring experts who provide analysis and insights.



16,000+ PIECES OF CONTENT

NEW IN FY23: **79** reports and case studies **266** webinars and videos

URBAN LAND MAGAZINE

[Urban Land](#) magazine, ULI’s flagship publication, offers vital storytelling, research, insights, and thought leadership on key issues facing the real estate industry and the built environment. With many of the articles featured in *Urban Land* penned by ULI members themselves, the magazine connects members around the world and spotlights the ideas, solutions, and impact they are delivering in their communities.

The most-read topics in FY23 included the conversion of offices and hotels to housing, the redevelopment of shopping centers, the use of biomimicry to design smart buildings, trends in multifamily housing development, the outlook for transit-rich destinations, and an interview with 2022 ULI Prize laureate Jeanne Gang.



Staying Ahead of the Curve

The ULI Center for Real Estate Economics and Capital Markets is keeping real estate professionals, policy makers, and community leaders ahead of the curve by identifying and exploring emerging issues and trends in real estate economics and capital markets.

Research and analysis produced by ULI supports members' essential need to plan for the future—of their projects, their businesses, their communities, and cities worldwide. From overarching trends and metric-specific forecasts to new innovations and opportunities, better foresight into the economic forces that shape the built environment drives greater impact in advancing ULI's mission.



EMERGING TRENDS IN REAL ESTATE

In the annual [Emerging Trends in Real Estate](#)® series of publications, ULI in partnership with PwC outlines the emerging trends that will affect the real estate and land use sectors broadly in the months and years ahead. Reports on three global regions—[United States and Canada](#), [Asia Pacific](#), and [Europe](#) (marking its 20th edition)—reflect the outlook of leading real estate executives on investment, finance, and capital markets, property sectors, metropolitan areas, and other issues and trends in real estate and development. [Emerging Trends in Real Estate](#)® [Global Outlook 2023](#), which launched in March 2023 at MIPIM in Cannes, France, ties together the three regional reports and provides additional insights into the state of the industry on carbon pricing.



REAL ESTATE ECONOMIC FORECAST

The semiannual [ULI Real Estate Economic Forecast](#) report is distributed in the Americas and Asia Pacific regions. The [Americas](#) forecast, now in its 12th year, focuses on the United States. The [Asia Pacific](#) forecast focuses on Hong Kong, Shanghai, Singapore, Seoul, Sydney, and Tokyo. Each provides a three-year forecast of the real estate economic environment derived from surveys of dozens of leading economists and analysts. Findings include projections for key economic and real estate indicators, ranging from gross domestic product (GDP) and employment figures to investment returns and vacancy rates by property sector.

Shaping the Future of Cities

In cities around the world, technology, social change, and global crises are affecting the way people live, work, and play. The real estate industry faces many challenges and opportunities in shaping the future of the built environment.

Throughout this historic period of change, ULI and our members have been at the forefront of addressing these pivotal issues and driving transformative impact in communities worldwide. ULI is delivering actionable insights and best practices through knowledge sharing, forward-thinking research, and on-the-ground expert assistance.

As developers and community leaders explore solutions to the dual crises of office vacancies and housing shortages, ULI



published [Behind the Facade: The Feasibility of Converting Commercial Real Estate to Multifamily](#) to examine the practice of repurposing commercial properties as housing. In partnership with the National Multifamily Housing Council, ULI interviewed developers to gain insight into costs, benefits, best practices, and other aspects of the conversion process. The report

also includes 24 detailed individual, metric-focused profiles of commercial-to-multifamily conversions.



Amid the rise of hybrid work and uneven return-to-office patterns, ULI examined the associated impact on the industry in [Bridging the Occupier-Landlord Gap for the Future of Workspace](#), a report produced in partnership with the Instant Group. The results and analysis of a global survey of office occupiers, owners, and experts shed light on changing occupier demands, the response from landlords, and the impact on their business models.

ULI is also deploying the expertise of members to bring on-the-ground advisory services and technical assistance to communities worldwide. The question of reimagining downtowns was the subject of recent Advisory Services panels in Edmond, Oklahoma, and San Francisco, California.



Much of the vital work on this front is being led by local councils, such as ULI Chicago, which has conducted three technical assistance panels on revitalizing downtowns. Expert panels have recommended bringing the LaSalle Street financial district and the iconic [State Street](#) corridor back to life by repurposing historic but obsolete office buildings and reimagining public spaces.

Delivering on Our Mission

ULI and our network of cross-disciplinary real estate professionals are uniquely positioned to apply our collective experience, ideas, and expertise to address local and global challenges and ensure the places where people live, work, and play are built to improve quality of life and support thriving communities.

To strengthen and focus global efforts to make a tangible difference in people's lives and society as a whole, ULI has defined three mission priorities for shaping the future of the built environment. Through our work in these areas—driven by the energy and passion of our more than 48,000 members and supported by their generosity through the ULI Foundation—ULI empowers communities and delivers transformative impact worldwide.

Mission Priorities

ACCELERATING THE PATH TO NET ZERO

Climate change is an urgent and global problem—and with the built environment accounting for nearly 40 percent of all carbon emissions, the real estate industry must be part of the solution. ULI members are meeting their shared responsibility and opportunity to lead an integrated, global effort to decarbonize the built environment, accelerate the path to net zero, and create a sustainable, resilient future.



INCREASING HOUSING ATTAINABILITY

Access to safe and secure housing is a universal human need and the foundation on which prosperous, thriving communities are built. Lack of affordable housing affects nearly every city, a challenge that requires public- and private-sector collaboration to address it from multiple angles. ULI is advancing best practices, policies, and tools to maximize housing production and attainability in communities worldwide.

EDUCATING THE NEXT GENERATION

The future of cities and the people who inhabit them will be shaped by those who play a direct role in creating or changing the built environment. To expand the diversity of voices and visions represented among these decision-makers, ULI is actively engaging, educating, and inspiring the next generation of leaders—from young people encountering the industry for the first time to professionals at every stage of their careers—through opportunities for networking, mentorship, and learning.

Accelerating the Path to Net Zero

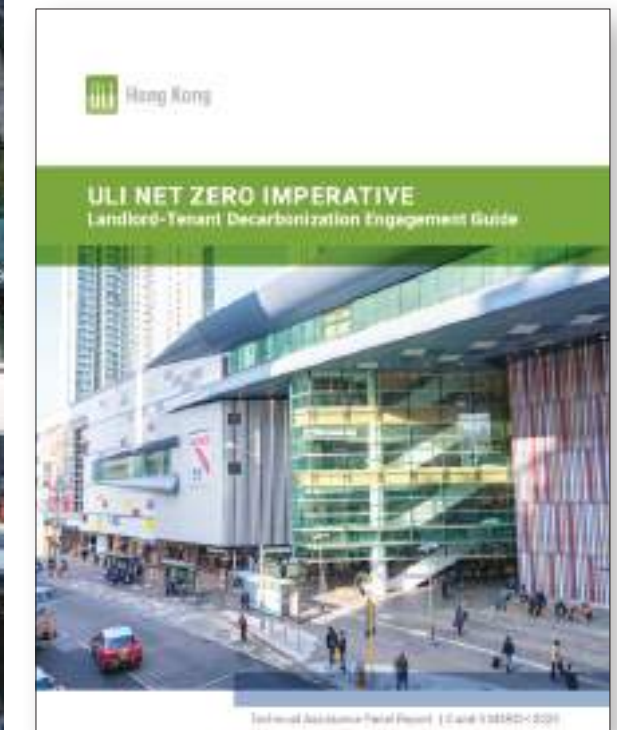
OFFERING BEST PRACTICES AND PRACTICAL SOLUTIONS

For residents of Hong Kong, community-focused shopping centers play a central role in daily life, from basic necessities to fashion, dining, and socializing.

They also present a significant opportunity to reduce Hong Kong's carbon emissions, more than 60 percent of which are attributable to buildings. But too often, inadequate collaboration between landlords and tenants hampers these efforts. A recent ULI Net Zero Imperative (NZI) [technical assistance panel](#)—conducted in partnership with ULI Hong Kong and Link Asset Management Ltd.—offered solutions.

The panel of experts produced a practical toolkit for landlords to engage retail tenants on decarbonization. The how-to guide—crafted for Hong Kong but applicable in communities worldwide—included innovative ideas like creating food-waste recycling programs to build trust and encouraging decarbonization measures by reducing rent for high-performing tenants.

This is just one of the many ways ULI is mobilizing the real estate sector to reduce operational and embodied carbon in the built environment and accelerate the path to net zero globally. ULI is helping industry stakeholders and local officials overcome financial and functional barriers to decarbonization, as well as strengthen urban resilience to climate effects. This work includes producing research reports and webinars, sharing best practices, providing technical assistance, convening stakeholders, and more.



“ULI is uniquely positioned in terms of climate change and the pathway to net zero in our buildings. There’s probably no organization better equipped on a global basis to interact with owners, developers, and investors.”

— Dan Cashdan

ULI’s efforts to advance real estate solutions to the climate crisis include the Decarbonization program, the Urban Resilience program, and the Greenprint community—all under the [ULI Randall Lewis Center for Sustainability in Real Estate](#)—as well as ULI Europe’s [C Change program](#). As part of the Decarbonization program, NZI is partnering with district and national councils to empower local communities through technical assistance. NZI panels in FY23 addressed such issues as incentivizing net zero construction in Charlotte, North Carolina; strengthening the Chicago area as a climate refuge; and creating a citywide road map to net zero in Monterrey, Mexico.

“The greatest value of the program is the opportunity to learn from other cities around the globe, and we’ve learned a great deal,” says Mary Ludgin, senior managing director and head of global investment research at Heitman, and a ULI Chicago member. “I am truly excited to be focusing . . . on action; action is what we need at this critical juncture.”

Generous gifts last year from Joseph Azrack and Abigail Congdon, and Dan and Allisyn Cashdan, will further expand the reach and impact of NZI, which recently announced a third cohort of local councils.

GREEN BUILDINGS FOR A SUSTAINABLE FUTURE

[ULI Greenprint](#) is a global alliance of real estate owners, developers, and investors committed to improving environmental performance, making the business case for green buildings, and achieving net zero carbon operations by 2050. Since ULI Greenprint launched in 2009, its members have continued to reduce year-over-year operational carbon emissions using strategies such as improving energy efficiency and investing in on- and off-site renewable energy.

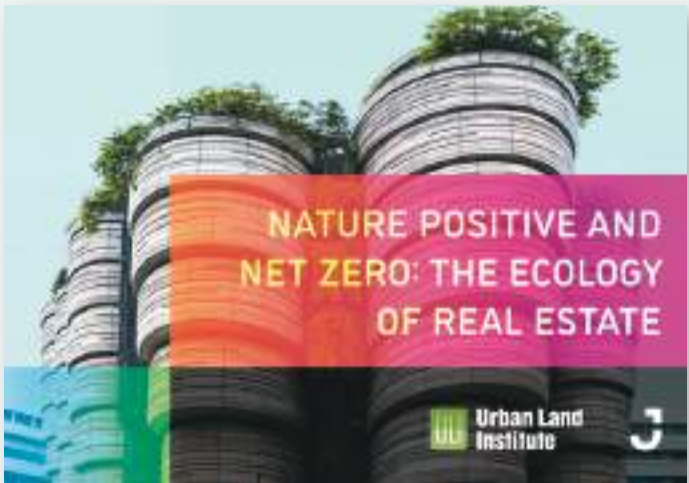


This year, ULI Greenprint members for the first time voluntarily submitted data on embodied carbon—emissions attributed to the manufacturing, transportation, construction, and disposal of building materials. The data is outlined in [State of Green, Volume 14](#), along with examples of projects aiming to reduce embodied carbon, such as a redevelopment in London and new buildings using mass timber in Atlanta, Georgia, and Melbourne, Australia.



This office building at Ponce City Market in Atlanta is being constructed with locally sourced and produced timber.

Key Sustainability Publications of FY23



[Nature Positive and Net Zero: The Ecology of Real Estate](#), produced in partnership with Jacobs, identifies key global market drivers and best practices for preserving and enhancing biodiversity in development to achieve net zero carbon goals, protect asset value, and support resilient and sustainable communities.



The [Global Green Building Policy Dashboard](#) serves as a quick reference for a given location's key requirements related to building certifications, greenhouse gas emissions, embodied carbon, energy, electric vehicles, renewable energy, and resilience.



The [Global Sustainability Outlook 2023](#) shares insights from members of three product councils around the globe—ULI Americas Sustainable Development Council, ULI Europe Sustainability Council, and ULI Asia Pacific Net Zero Council—into environmental, social, and governance (ESG) themes that will affect strategic decision-making in the upcoming year.

GREENPRINT MEMBERSHIP PORTFOLIO IN FY23

124

COMPANIES WORLDWIDE ARE GREENPRINT MEMBERS

85%

INCREASE IN MEMBERSHIP SINCE FY22

\$2.4 TRILLION

IN GLOBAL REAL ESTATE ASSETS UNDER MANAGEMENT

GREENPRINT MEMBER PERFORMANCE FROM 2021 TO 2022

6.6%

CARBON EMISSIONS REDUCTION

7.7%

LANDFILL WASTE REDUCTION

BUILDING SUSTAINABLE, RESILIENT COMMUNITIES

In tandem with its efforts to decarbonize the built environment, ULI is helping industry professionals and local communities account for climate transition risks and strengthen resilience to climate effects.



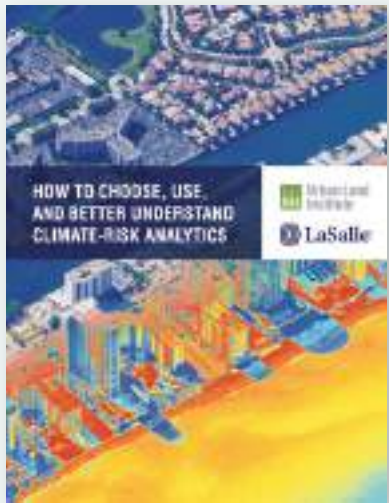
ULI Europe’s C Change program was created to mobilize the entire real estate value chain to speed and scale up the decarbonization of the built environment. In collaboration with more than 75 companies and organizations, it developed first-of-its-kind [Transition Risk Assessment Guidelines](#), which outline a standardized methodology for incorporating climate transition risk in asset valuations, mitigating the risk of stranded assets. The common methodology was unveiled at the ULI Europe Conference in June 2023.

The ULI Randall Lewis Center for Sustainability in Real Estate and its [Urban Resilience program](#) are delivering research, collaboration, and best practices for resilient development to empower communities to better prepare for and recover from extreme weather events. ULI produced research offering members practical solutions and valuable insights to guide their decision-making around climate risk and resilience in real estate development and investment.



At the fourth annual [Resilience Summit](#) in Toronto, more than 300 ULI members gained practical knowledge through engagement with thought leaders and experts on how buildings, cities, and communities can be more resilient to the short- and long-term effects of climate change.

Key Resilience and Climate-Risk Publications of FY23



Produced in partnership with LaSalle Investment Management, [How to Choose, Use, and Better Understand Climate-Risk Analytics](#) provides insights into interpreting climate-risk analytics, identifying risks, and incorporating them into decision-making throughout the investment life cycle.



[Social Spaces, Resilient Communities](#) makes the business case for investing in social infrastructure—spaces where communities gather and build relationships—to strengthen climate resilience.



ULI partnered with HSBC to produce [Mitigating Climate Risk Impact to Real Estate Value in the Greater Bay Area](#), a report examining climate risk in a region of China and offering recommendations for the industry to properly incorporate risk into real estate transactions and build climate resilience in communities.

Increasing Housing Attainability

FINDING REAL ESTATE SOLUTIONS TO A CRISIS

Resort communities like Steamboat Springs, Colorado, have long struggled to provide sufficient affordable housing—a problem worsened by the recent spike in relocations driven by remote work.

Steamboat Springs is currently 1,400 housing units short of what it needs, and many local workers are priced out of living in the communities they serve. The challenge is emblematic of a widespread housing crisis that ULI and its members are working together to help solve.

In December 2022, the [ULI Terwilliger Center for Housing](#) and the Advisory Services program partnered to convene an expert panel

of ULI members to assess local officials' plan for the construction of more than 2,200 new housing units over several years.

The panel was undertaken as part of ULI's broader mission priority to increase housing attainability—defined as access to housing that meets residents' needs at a price they can afford. By advancing best practices, policies, and collaboration, ULI

aims to reduce barriers to housing production so communities can meet current and future housing needs, including for low- and middle-income individuals and families.



In the Americas, these efforts are led by the Terwilliger Center, which encompasses the Attainable Housing for All Campaign (providing technical assistance and advisory services to address local housing challenges); the Homeless to Housed Initiative (advancing real estate solutions to homelessness); and the National Housing Exchange (convening residential development stakeholders across district councils to learn from experts and share best practices).

In Steamboat Springs, the ULI Advisory Services panel's [recommendations](#) on the development of the 534-acre (216 ha) Brown Ranch site—including that the Yampa Valley Housing Authority (YHVA) partner with a private-sector developer—have since become YHVA's blueprint for the development of housing, retail, and other community resources there. And the city council recently voted to annex the site, moving the community another step closer to the affordable housing its workers and families need—thanks in no small part to the expertise and engagement of ULI members working together to solve a crisis.



SHARING INDUSTRY BEST PRACTICES TO ADDRESS HOMELESSNESS

The homelessness crisis affects communities everywhere—and ULI’s new [Homeless to Housed Initiative](#) seeks to ensure the real estate industry is a critical part of the solution.

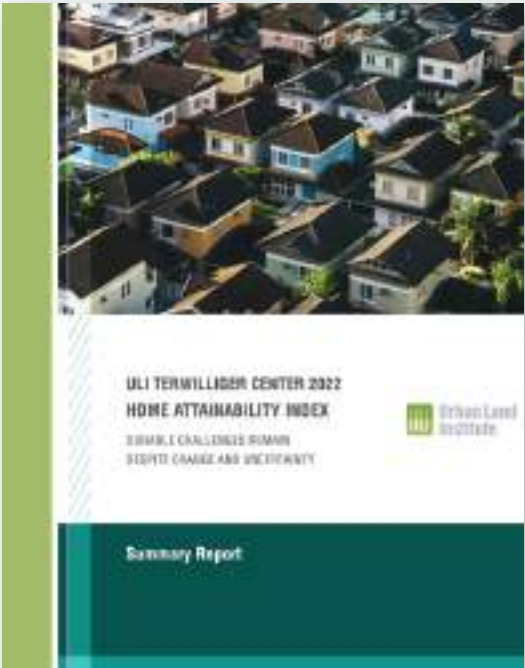
Launched in 2022 following the groundbreaking [Homeless to Housed](#) report, the initiative aims to empower communities to create and maintain a supply of housing affordable for those with very low or no income, as well as the necessary supportive services.

The first cohort of cities selected for grants under the initiative—Philadelphia, San Antonio, San Diego, San Jose, and Lafayette, Louisiana—will be the focus of local technical assistance projects led by ULI district councils on a variety of related issues, such as expanding supportive housing, educating public officials and industry leaders, and unlocking land to house unsheltered individuals and families.

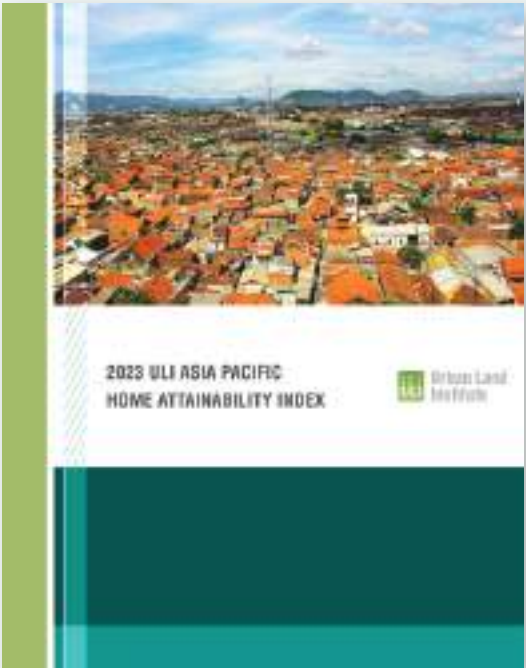
The initiative was the brainchild of longtime ULI member Preston Butcher, who envisioned a businesslike approach to addressing the crisis. “I thought, we need to put together comparables and gather best practices of projects that are successful so we can show people, these are the ones that work,” he says. The initiative is made possible through the philanthropic support of Butcher and his wife Carolyn, as well as a growing number of ULI members committed to the cause.

Early activities have included programming at the Fall Meeting in Dallas, Spring Meeting in Toronto, and Housing Opportunity Conference in Phoenix to raise awareness and facilitate discussions about the critical role the real estate industry can play in addressing the homelessness crisis. The initiative recently published a case study on the Village at Sage Street in Reno, Nevada, highlighting a successful collaboration among nonprofits, companies, and government entities to create deeply affordable rental housing.

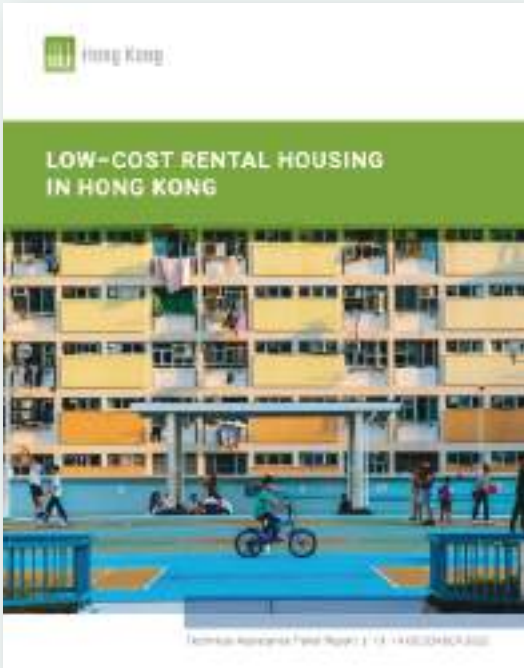
Key Housing Publications of FY23



The [2022 Terwilliger Center Home Attainability Index](#) is a data-rich resource for practitioners to understand the extent to which the market is providing a range of housing choices attainable to the regional workforce.



The [2023 ULI Asia Pacific Home Attainability Index](#) measures home attainability for both ownership and rental, covering an expanded set of 45 cities in nine countries—Australia, China, India, Indonesia, Japan, the Philippines, Singapore, South Korea, and Vietnam.



[Low-Cost Rental Housing in Hong Kong](#), the report of a December 2022 technical assistance panel, outlines how the private sector can use innovative modular construction methods to create a new investable real estate product and address persistent shortages in Hong Kong’s low-cost rental housing market.



Produced in partnership with JLL, the [European Coliving Best Practice Guide](#) provides expert insights into the rapidly evolving coliving sector across Europe and identifies challenges, opportunities, and market-leading examples of best practice.

LEADING BY EXAMPLE: HOUSING AWARDS

To spotlight exemplary work in affordable housing, the ULI Terwilliger Center for Housing [honors](#) innovative developments and policies that advance housing attainability, selecting annual winners through a nationwide competitive process.

Jack Kemp Excellence in Affordable and Workforce Housing Awards

Established in 2008 in memory of the former U.S. secretary of Housing and Urban Development, the [Kemp Award](#) recognizes projects that use innovative financing sources to develop attainable mixed-income housing.

One of three winners in 2022 was [Orenda](#), a community-driven project in Seattle that created a mix of apartments affordable to households earning between 65 and 120 percent of area median income. The first two floors are occupied by a children's health clinic and a children's development center.

Terwilliger Center Awards for Innovation in Attainable Housing

The newly created [Award for Innovation](#) recognizes distinctive yet replicable developments that offer or preserve deeper affordability.

Among four winners in 2022 was [Queens Court](#) in Arlington, Virginia. Through strong advocacy, community engagement, and collaboration, Arlington Partnership for Affordable Housing (APAH) obtained approval for increased density to redevelop this aging apartment complex into a 12-story, 249-unit affordable community with units sized for families and amenities such as low-cost internet and a public playground. To secure financing, APAH layered a combination of tools, including an innovative approach using the 9 percent and 4 percent Low-Income Housing Tax Credits to maximize equity for the project.



Orenda (top) and Queens Court (bottom) were among several housing developments recognized in 2022 by the ULI Terwilliger Center's Annual Housing Awards.

Robert C. Larson Housing Policy Leadership Awards

Created in 2011 in honor of a former ULI Foundation chairman and longtime ULI trustee, the [Larson Award](#) highlights innovative state and local policies or programs that support the production and preservation of workforce and affordable housing.

The [City of San Diego Planning Department](#) was one of two winners of the 2022 award. Its Affordable Homes Bonus Program, enacted in 2016, substantially increased the production of both market-rate and deed-restricted affordable homes. Building upon the California Density Bonus Law, it allows developers to build more homes if they set aside a subset of a new project as affordable.



Educating the Next Generation

TAKING THE HINES STUDENT COMPETITION GLOBAL

The ULI Hines Student Competition is now in its 21st year, but the expansion to Asia Pacific in 2023 marked the first time students in all three of ULI's regions could take part.

Modeled on the annual competition that began in the Americas in 2003 and expanded to Europe in 2019, the inaugural Asia Pacific contest tasked multidisciplinary teams of students with devising an urban development plan for an actual site in Singapore.

The Hines Competition is one of ULI's key initiatives for the mission priority of educating the next generation of diverse real estate leaders to shape the future of their communities. Engagement with high school and college students, as well as professionals at every stage of their careers, ensures real estate leaders of today and tomorrow are equipped to excel in their work, solve local challenges, and drive global impact.

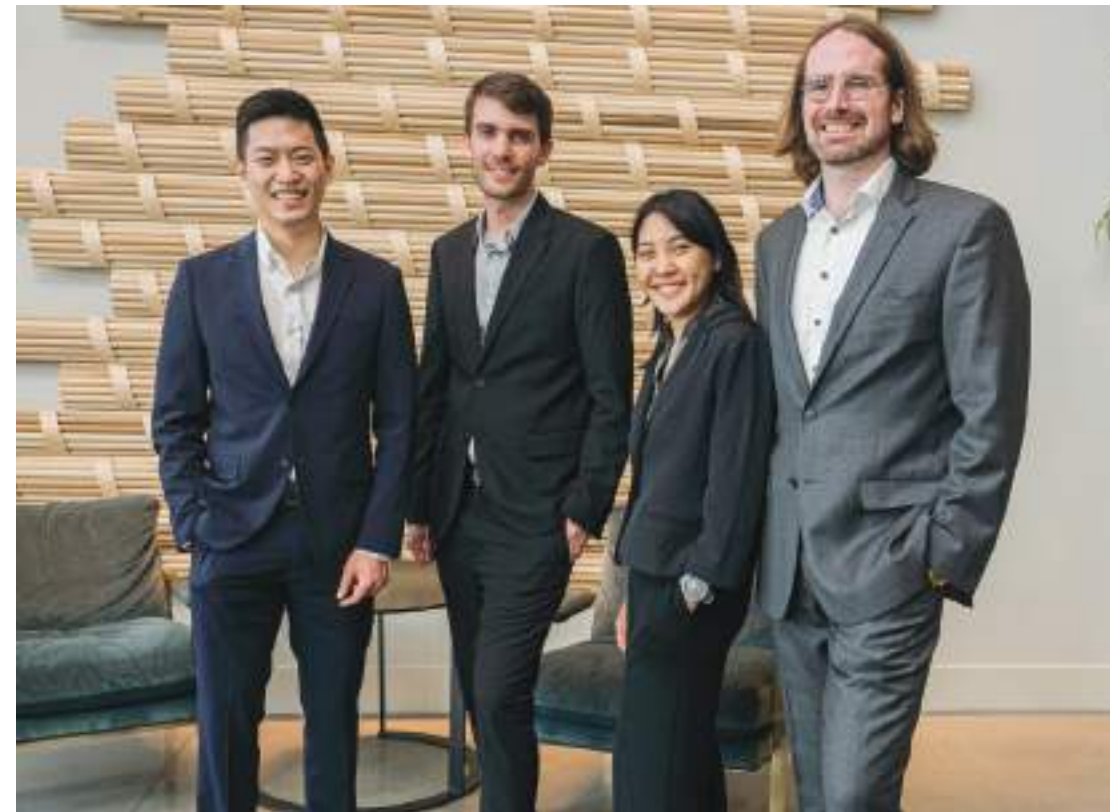
The late Gerald D. Hines, a ULI Life Trustee, launched the competition and endowed it for years to come. The recent global expansion was possible thanks to a gift to the ULI Foundation from the Hines real estate company.

In each region's competition, a jury of ULI members evaluates the proposals and selects a winner that best addresses the complexities of responsible land use.

Taking top honors in Asia Pacific was Team Omusubi, a group of four students from Japan's Waseda University. Their winning proposal envisioned the Jurong Lake District—poised to become the largest business district outside Singapore's city center—as a model for a future of sustainable, healthy urban living.

"This Asia Pacific program, like the ones in the U.S. and Europe, will support the next generation of creators and leaders. We're excited to be part of this global collaboration that inspires young people to create better communities."

—Ray Lawler, CEO of Hines' Asia Pacific Region



Winners of the 2023 Hines Competition in the Americas (above), Asia Pacific (top right), and Europe (bottom right) were recognized for their teams' innovative and comprehensive development proposals.

A team of five Harvard University graduate students won the Americas competition with its proposal for a mixed-use, mixed-income neighborhood in North Charleston, South Carolina, that addressed issues of equity, housing affordability, sustainability, resilience, and connectivity to surrounding communities.

In Europe, a team of four students from the University of Manchester in the United Kingdom bested five other finalists with their financially viable plan for a social housing project in Berlin that incorporated affordability, a wide range of open spaces, and respect for local heritage architecture.



More than 11,000 students have competed on more than 2,000 teams over the past two decades, fulfilling Hines' vision of challenging and inspiring future generations of real estate professionals to create better communities worldwide through hands-on, real-world exercises.

That was certainly the case for Misato Fujii, Team Omusubi's youngest member and only undergraduate.

"This was my first experience being a part of a competition and putting my research and education in urban planning into use," she said. "I think this was such an incredible starting point to thinking about how I myself can really do this in the future."

URBANPLAN

Through programs such as [UrbanPlan](#), ULI seeks to provide hands-on learning experiences that deepen current and emerging leaders’ understanding of the complexities of urban development. This immersive, experiential learning program teaches high school students, university students, and public officials about the land use decisions that shape communities.

More than 70,000 students in North America have participated in UrbanPlan in the two decades since it was created. In Europe, the program is active in the United Kingdom, Germany, Ireland, and the Netherlands, and was recently piloted in France. In the Asia Pacific region, UrbanPlan is active in Hong Kong, Japan, Singapore, and the Philippines.

A recent \$1 million gift from Ron Nahas—who cofounded UrbanPlan at ULI San Francisco—and his wife Mary, along with generous contributions from Rick Dishnica and others, will further extend the program’s reach.



URBANPLAN BY THE NUMBERS

WORLDWIDE IN FY23:

7,000
PARTICIPANTS

300
CLASSROOMS AND WORKSHOPS

600
VOLUNTEERS



UNIVERSITY CONNECTIONS

ULI is also forging strong relationships with universities, students, and faculty through [University Connections](#), opening doors to engagement with industry leaders, educational content, and programming. Highly engaged University Partners are helping connect students with ULI for learning and engagement. The [Etkin Scholars program](#), thanks to the philanthropic support of Bruce Etkin, is providing undergraduate and graduate students access to ULI members, knowledge, and events at the district council level.



UNIVERSITY CONNECTIONS BY THE NUMBERS

1,629
STUDENTS ENGAGED BY
ULI AT THE AMERICAS LEVEL

136
ETKIN SCHOLARS FROM 35 SCHOOLS
CONNECTED WITH ULI

24
SCHOOLS RECOGNIZED AS
UNIVERSITY PARTNERS

YLG/NEXT

More than 20,000 ULI members globally are under the age of 45. For those under 35 years of age, Young Leaders Groups (YLG) in all three regions offer opportunities to network with peers, engage with senior industry professionals, and further develop skills. For members aged 35 to 45 in the Americas and Europe, ULI NEXT serves as a platform for networking, discussion, and knowledge sharing to strengthen career development and impact.

ULI Europe's Young Leaders recently launched the [PropTech Innovation Challenge](#) to identify new technologies and innovations with the potential to advance ULI's mission priorities, with six regional competitions taking place in FY24.

ADVANCING PROFESSIONAL DEVELOPMENT THROUGH LEARNING

ULI members, students, and the public can access a wealth of training and professional development through [ULI Learning](#). The broad array of courses and certificates available online through ULI's educational platform deliver practical information and academic rigor on topics relevant to real estate and land use. ULI Learning serves as a vital entry point for future ULI members, with more than 18 percent of registrants joining ULI within one month of engaging with a course.

Highlights of New ULI Learning Offerings

The new ULI Learning course "Integrating Environmental, Social, and Corporate Governance (ESG) Decisions into Your Pro Forma: Opportunities, Adjustments, and Analysis" offered industry leaders vital insights into a methodology for calculating the financial feasibility of ESG initiatives.

"I plan to take everything I learned and help apply it to my company's ESG efforts and decision making," said one enrollee, a ULI Young Leader and member of ULI Cleveland.

More than 50 individuals enrolled in the initial course offering, and the pro forma model developed in the course was integrated into a successful 2023 Spring Meeting workshop on navigating net zero transition risks in valuation.

"Building Resilient Communities through Stronger Partnerships: The Role of the Public Sector in Real Estate Development" was the first ULI Learning course targeted specifically to public officials at the federal, state, and local levels, as well as to developers working with the public sector.

More than 180 participants registered for the course, which featured more than a dozen guest speakers addressing themes such as equitable development, public/private partnerships, affordable housing, and the state of the downtown office market.

ULI LEARNING BY THE NUMBERS

NEARLY 2,500 PEOPLE ENROLLED IN ONE OR MORE ULI LEARNING COURSES, INCLUDING:

15
LIVE ONLINE

39
ON DEMAND

29
IN PERSON OR HYBRID



NEW ULI LEARNING COURSES IN FY23

- **Building Resilient Communities through Stronger Partnerships**
- **Demystifying Metrics**
- **Enhance Your ESG Strategy**
- **Integrating ESG Decisions into Your Pro Forma**
- **Introduction to Commercial Real Estate Valuation**
- **Introduction to Real Estate Capital Markets**
- **Is a Steal for Real?**
- **Navigating Net Zero**
- **Real Estate Finance and Investment**
- **Renewable Energy**



Advancing Diversity, Equity, and Inclusion



DEI COMMITMENTS

- **CONNECT** talent and opportunity for staff, membership, and leadership at ULI to better represent the communities we serve
- **INSPIRE** a welcoming and inclusive culture in the real estate industry through outreach, education, and programs of work
- **LEAD** in tackling structural and systemic barriers across real estate through committed engagement, actionable insights, and best practices

Integral to ULI's mission—and underpinning every aspect of our work—is our commitment to pursue unrelenting efforts to **shape the built environment toward diverse, equitable, and inclusive communities**. ULI is working to foster these values within the organization, across the real estate industry, and in communities worldwide.

Advancing DEI in the Industry

An array of activities and events hosted by ULI's Diversity, Equity, and Inclusion (DEI) Committee at the Spring and Fall Meetings enhance diversity, provide spaces of inclusion and connection, and engage hundreds of Black, Indigenous, and people of color (BIPOC), women, and LGBTQ+ meeting attendees. The DEI Reception, LGBTQ+ Mixer, DEI Lounge, and Women's Leadership Initiative (WLI) Curated Conversations and Reception represent just some of the events designed to foster belonging while growing and bringing together our diverse community of industry professionals.

For more than a decade, WLI has been dedicated to promoting the advancement and visibility of women both within ULI membership and in the broader real estate sector through programming, networking, and mentoring. Today it has an active Americas Executive Committee in addition to more than 49 chapters in six countries around the world.

The WLI Innovation Grants Fund has awarded 43 grants totaling \$170,000 over the last seven years for district council activities that advance these goals. Initiatives supported by recent grants include ULI Colorado's Breaking the Glass Ceiling mentorship program and ULI Houston's Amplify Women professional development program.

"The biggest benefit of the Emerging Leaders Product Council program was unprecedented access to industry leaders that I otherwise would not have had access to. . . . These initial connections are the seeds that I hope to develop into valuable relationships over the long run."

– Alexandra Hack, ULI Young Leader and guest member of UDMUC Platinum flight



The [Emerging Leaders Product Council program](#) empowers some of the most talented ULI members in YLG with direct access to ULI product councils. Among the diverse cohort of 13 young leaders who secured guest spots on product councils at the 2023 Spring Meeting in Toronto, 38 percent identify as BIPOC, and more than half are women.



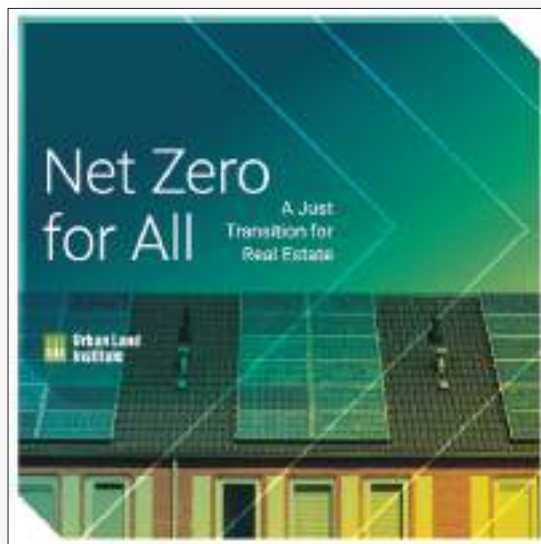
WLI partners with Prologis to provide Fellows Awards to 10 outstanding women who have at least seven years of experience in the industry and have demonstrated leadership in ULI. Those selected are assigned senior-level mentors, receive financial support to attend the ULI Spring Meeting, and have the opportunity to experience a product council meeting.



The Pathways to Inclusion cohort toured some of Toronto's most culturally diverse and influential communities, including Little Jamaica, home to the highest concentration of Black- and Caribbean-owned businesses in the city; Kensington Market/Chinatown, one of Toronto's oldest and most dynamic neighborhoods; and Alexandra Park, where they saw the progress toward the park's revitalization.

Advancing DEI in Development

Amid the necessary and important work of accelerating decarbonization in the built environment, ULI is also addressing the intersecting challenge of social and racial inequity. ULI published [*Net Zero for All: A Just Transition for Real Estate*](#), a guide for the real estate industry to ensure marginalized communities—which experience the impacts of climate change first and worst—are not shut out of the environmental, economic, and social benefits of the net zero transition. The report makes the business case for equitable decarbonization and outlines project profiles of real estate solutions to build a future that is both sustainable and inclusive.



In Fort Wayne, Indiana, ULI convened the first [*Advisory Services panel*](#) focused on fostering equity in development. At the invitation of local leaders, and with support from the ULI Foundation, an expert team of seven ULI members studied the Electric Works redevelopment project as a model for inclusive development that produces equitable economic benefits and supports diverse communities. The panel envisioned using the project as a template for involving underrepresented businesses and communities in large-scale urban developments across the country.



ULI partnered with ANREV, Ferguson Partners, INREV, NAREIM, NCREIF, PREA, and RealPac to produce the [*Global Real Estate DEI Survey 2022*](#), the only corporate study of DEI management practices and data benchmarking in the commercial real estate industry. The report provides in-depth metrics on program structure and resources; policies focused on recruitment, retention, training, development, inclusivity, pay equity, and more; and employee demographics and year-over-year trends.



Experts on a ULI Advisory Services panel offered solutions to advance DEI in Fort Wayne, Indiana, and beyond.

To learn more about ULI's work to advance diversity, equity, and inclusion, visit uli.org/dei.

Recognizing Achievement



ULI Prize for Visionaries in Urban Development: Jeanne Gang

Renowned architect Jeanne Gang was named the 2022 laureate of the [ULI Prize for Visionaries in Urban Development](#), the most prestigious and respected honor in the global real estate, land use, and development community.

Gang is the founding principal and partner of Studio Gang, an architecture and urban design practice headquartered in Chicago with offices in New York, San Francisco, and Paris. A leading architect of her generation, she is known for unique projects that employ innovative technical, material, and design strategies to connect people with each other, their communities, and the natural environment.

The ULI Prize for Visionaries in Urban Development was established in 2000 through a gift by the Miller Nichols Charitable Foundation to the ULI Foundation.



“I am honored to be recognized by ULI, whose efforts to foster collaboration across real estate and land use disciplines are critical for shaping more resilient and equitable futures for our cities. I hope this award will inspire even more developers, architects, planners, and policy makers to come together to realize places that can both uplift communities and support our planet’s greater network of living things.”

— Jeanne Gang



2022 ULI Prize laureate Jeanne Gang speaks at the ULI Fall Meeting in Dallas about her career, achievements, and vision for the future of the built environment.

Global Awards for Excellence

With the annual [Global Awards for Excellence](#), ULI honors and elevates the very best work in private, public, and nonprofit development, as well as the processes and policies that guide land use. Each year, winners of the Americas, Europe, and Asia Pacific regional Awards for Excellence become finalists in the global program. These awards both inform best practice and inspire transformative impact on communities through the built environment.



[Aurora Bridge Bioswales](#)
Seattle, Washington



[Nightingale Village](#)
Melbourne, Australia



[Scholen van Morgen "Schools of Tomorrow"](#)
Flanders, Belgium



6 GLOBAL WINNERS SELECTED FROM 23 REGIONAL AWARD WINNERS

IRONWORKS

LOCATION
Vancouver, British Columbia, Canada

DEVELOPER
[Conwest Developments](#)

DESIGNER
[Taylor Kurtz Architecture + Design](#)

SITE SIZE
[2.3 acres \(0.93 ha\)](#)

North America's first stacked, mixed-use commercial industrial project, Ironworks consists of two primary buildings with light-industrial space, office space, and secure underground parking. The project included innovative features and designs anticipating changes in office use during and after the pandemic. Ironworks is now home to more than 30 high-tech, service-oriented, and professional businesses, providing about 500 jobs.



NATIONAL UNIVERSITY OF SINGAPORE (NUS) BUILDINGS



LOCATION
Singapore

DEVELOPER
[National University of Singapore](#)

DESIGNERS
SDE4: [Serie + Multiply Consultants Pte Ltd](#) with [Surbana Jurong Consultants Pte Ltd](#) | SDE1 & 3: [NUS College of Design and Engineering](#) with [CPG Consultants Pte Ltd](#)

SITE SIZE
4.57 acres (1.85 ha)



New and renovated buildings belonging to the former School of Design and Environment at the National University of Singapore are models of sustainability, including Singapore's first purpose-built net zero building and templates for super-low-carbon adaptive use. Work on the two adaptive use buildings was performed at 40 percent of the cost of rebuilding, and they now consume energy at around 40 percent of pre-renovation levels.

RESTORATION AND MODERNIZATION OF MERCADO DO BOLHÃO



LOCATION
Porto, Portugal

DEVELOPER
[GO Porto—Gestão e Obras do Porto, EM.](#)

DESIGNER
[Nuno Valentim, Arquitectura, Lda](#)

SITE SIZE
1.74 acres (0.7 ha)



This vibrant fresh produce market, featuring more than 80 traders, has been renovated and modernized while preserving the original facade and structure to address three priorities: the building, the market, and the people. The market has retained most of the original retailers, with rents kept affordable, and is now experiencing a sevenfold increase in footfall.

Investing in Future Global Impact

ULI Foundation

The [ULI Foundation](#) exists to enhance and extend ULI's present and future efforts to advance its mission, building on the generosity of ULI members to empower communities worldwide.

The Foundation was created in 1970 by 17 Founding Governors who recognized that a long-term endowment would uphold the level of independence and excellence required for ULI to achieve the greatest impact. Today, we honor their generosity and foresight with the ULI Foundation [Governors Society](#), distinguishing the more than 300 ULI members who have contributed cumulative lifetime gifts of more than \$100,000. In FY23, more than 2,300 individual donors gave to the ULI Foundation, and 16 members were added to the Governors Society. Every dollar given to the Foundation—from [Annual Fund](#) contributions of any size to large, multi-year commitments—makes a meaningful, lasting difference in carrying out ULI's mission.

In 2022, the Foundation publicly launched a \$100 million capital campaign—[Our Cities, Our Future](#). Thanks to the incredible generosity of our members, and the tireless efforts of campaign co-chairs Doug Abbey and Tom Toomey, the campaign to date has raised \$80 million. The campaign serves to deepen ULI's global impact on our mission priorities: building a net zero future, making housing attainable for all, and transforming the future of the industry by educating the next generation of diverse leaders.



MAJOR GIFTS IN FY23

- **Alex J. Rose** [donated](#) \$1 million to extend the reach and impact of ULI's Advisory Services program in diverse communities, part of an endowment that will raise \$7.5 million in long-term funding. In the past decade, gifts to the Foundation have supported more than 20 percent of all Advisory Services panels.
- In celebration of the late Gene Kohn's appointment as a ULI Life Trustee, **Kohn Pedersen Fox Associates**, the firm he cofounded, [contributed](#) \$1 million to endow the annual A. Eugene Kohn/KPF Fellowship to fund research on low-carbon design and other sustainability initiatives.
- **Ron and Mary Nahas** [donated](#) \$1 million to extend the reach of UrbanPlan, an immersive program that teaches students and public officials about the forces shaping development. Since Nahas cofounded UrbanPlan, the program has reached more than 70,000 students across North America and expanded to Europe and Asia Pacific.
- **Preston and Carolyn Butcher** [donated](#) \$1.5 million to fund the ULI Homeless to Housed Initiative, which is exploring real estate solutions to the homelessness crisis through research, education, and technical assistance.
- **Joseph Azrack and his wife Abigail Congdon, along with Dan and Allisyn Cashdan**, [donated](#) a combined \$500,000 to support the Net Zero Imperative, bringing their combined total gifts to the program to nearly \$1 million.

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(as of 11/30/23)

Marcus Vitruvius Society
(\$5 million and above)

Douglas D. Abbey
James J. Curtis III
Gerald D. Hines
Klingbeil Family Foundation
Randall W. Lewis
J. Ronald Terwilliger
Thomas W. Toomey

James Rouse Society
(\$2,000,000–\$4,999,999)

Preston Butcher
Joseph C. Canizaro
Bruce H. Etkin
Michael D. Fascitelli
James D. Klingbeil Sr.
Roy H. March
Ron C. Nahas
Daniel Rose
Peter S. Rummell

Charles Fraser Society
(\$1,000,000–\$1,999,999)

John L. Bucksbaum
Greenlaw Grupe Jr.
John S. Hagestad
Stuart M. Ketchum
Kohn Pedersen Fox
Constance B. Moore
Alex J. Rose
Randall K. Rowe
Melvin Simon
Geoffrey L. Stack
Owen D. Thomas
Lynn Thurber
Greg J. Vogel

Daniel Patrick Moynihan Society
(\$500,000–\$999,999)

Joseph F. Azrack
Matthew Bucksbaum
Daniel M. Cashdan
Stephen W. Chamberlin
Charles E. Cobb Jr.
James M. DeFrancia
Lizanne Galbreath

John J. Healy Jr.
Patricia R. Healy
John MacArthur
Patrick L. Phillips

Julia Morgan Society
(\$250,000–\$499,999)

Mahlon Apgar IV
Marty Burger
Franz Colloredo-Mansfeld
Stephen C. Conley Sr.
Richard J. Dishnica
William J. Ferguson
Harry H. Frampton III
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Financials

Explore ULI’s FY23 financials to learn more about its strong performance and stewardship.

Urban Land Institute

CONSOLIDATED BALANCE SHEET

Assets	2023	2022
Cash & short-term investments	9,181,532	7,705,966
Receivables, net	3,905,993	2,582,067
Endowment and annual fund pledges	27,230,649	25,010,434
Inventory	268,043	202,673
Prepaid expenses and deposits	1,283,115	1,748,672
Investments	83,715,759	79,807,966
Right-of-use operating lease assets, net	11,750,482	–
Property and equipment, net	5,856,729	6,265,644
Total assets	143,192,302	123,323,422

Liabilities	2023	2022
Accounts payable	4,825,331	3,678,025
Accrued expenses	4,982,776	4,489,044
Refundable advances	917,462	702,826
Deferred revenue	15,830,509	14,570,489
Deferred rent	–	4,523,493
Operating lease liabilities, net	15,970,446	–
Total liabilities	42,526,524	27,963,877

Net assets	2023	2022
Without donor restrictions		
Undesignated	10,177,009	10,890,396
Board designated – district/national councils	24,669,136	25,578,343
Total unrestricted	34,846,145	36,468,739
Donor restrictions – time and purpose	65,819,633	58,890,806
Net assets	100,665,778	95,359,545

Total liabilities and net assets	143,192,302	123,323,422
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CONSOLIDATED STATEMENT OF ACTIVITIES

Revenue and support	Total 2023	Total 2022
District/national councils	27,642,230	23,795,615
Membership	22,363,377	20,724,520
Meetings and conferences	19,872,016	14,081,487
Contributions	12,834,348	23,734,609
Content	3,033,096	2,070,048
Product councils	2,432,189	2,175,606
ULI learning	1,187,818	1,169,093
Urban Land magazine	1,004,650	1,195,739
Advisory Services	734,522	1,296,027
Publishing	449,846	497,756
Awards	170,168	257,938
DEI/WLI	163,400	236,180
Interest, dividends, net and other	232,226	512,401
Total revenue and support	92,119,886	91,747,019

Expenses	Total 2023	Total 2022
District/national councils incl. ULI support	34,260,605	29,286,610
Meetings and conferences	9,809,022	7,908,817
Content	9,090,441	7,143,310
Communications	4,982,833	4,281,446
Membership	3,452,339	2,691,551
Product councils	2,508,035	2,437,040
Advisory Services	1,573,918	1,617,454
ULI Learning	1,487,053	1,187,603
Development	1,325,591	979,428
ULI Foundation	1,132,695	1,023,794
Urban Land magazine	1,123,947	977,122
DEI/WLI	1,019,613	906,259
Awards	951,319	739,439
Publishing	466,617	391,923
Key Leaders	286,587	321,533
General and administration	18,619,938	16,492,308
Total expenses	92,090,553	78,385,637
Net Income before investments	29,333	13,361,382
Investment gain/(loss)	5,276,900	(7,217,990)
Change in net assets	5,306,233	6,143,392

ULI Foundation

BALANCE SHEET

Assets	Total 2023	Total 2022
Cash & short-term investments	559,882	650,402
Endowment and annual fund pledges	27,230,649	25,010,434
Investments	61,162,954	56,848,076
Other assets	30,381	17
Total assets	88,983,866	82,508,929
Liabilities	Total 2023	Total 2022
Due to ULI	7,748,971	8,022,371
Refundable advances	917,462	702,826
Other liabilities	40,000	7,500
Total liabilities	8,706,433	8,732,697
Net assets	Total 2023	Total 2022
Without donor restrictions	14,457,800	14,885,426
With donor restrictions (time and purpose)	49,875,984	43,872,083
With donor restrictions (perpetual)	15,943,649	15,018,723
Total net assets	80,277,433	73,776,232
Total liabilities and net assets	88,983,866	82,508,929

STATEMENT OF ACTIVITIES

Support and revenue	Total 2023	Total 2022
Contributions and grants	12,834,348	21,718,824
Contributions from ULI	1,499,894	1,197,938
Interest and dividends, net of fees	75,134	507,600
Total support and revenue	14,409,376	23,424,362
Expenses	Total 2023	Total 2022
Program grants to ULI	10,408,777	9,602,179
Fundraising	1,132,695	1,023,794
General and administrative	427,761	393,490
Total expenses	11,969,233	11,019,463
Change in net assets before Investments	2,440,143	12,404,899
Investment gain/(loss)	4,061,058	(4,218,639)
Change in net assets	6,501,201	8,186,260

ULI Leadership

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Leo Gonzalez
*Co-Interim Managing Director
Chief Financial Officer*

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ULI AMERICAS
2001 L Street, NW
Suite 200
Washington, DC 20036-4948
uli.org
foundation.uli.org

ULI ASIA PACIFIC
Room 3418, Jardine House 1
Connaught Place,
Central Hong Kong
asia.uli.org

ULI EUROPE
35 New Broad Street London
EC2M 1NH
United Kingdom
europe.uli.org

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