

# The Urban Land Institute

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# History

We are made by history.

- Martin Luther King

If you would understand anything, observe its beginning and its development.

- Aristotle

A people without the knowledge of their past history, origin and culture is like a tree without roots.

- Marcus Garvey

# ULI Today

- Multidisciplinary
- Multi-sector
- Global
- 501(c) 3 (not a lobbyist)
- \$77 Million Budget  
((\$66 million Americas; \$5.6 million Europe;  
\$3.5 million Asia Pacific; \$2.3 million Global)
- 40,089 Members  
(35,284 Americas; 2,984 Europe; 1,821 Asia Pacific)
- District/National Networks  
(51 Americas; 14 Europe; 7 Asia Pacific)
- Product Councils  
(54 Americas; 6 Europe; 1 Asia Pacific)

# ULI Establishing Charter (1936)



To study and give interpretation to trends of real estate and to seek their orientation to the changing economic, social, and civic needs of the people.

To study principles and methods through which private enterprise may most effectively function in developing and improving all classes of real estate, including the problem of the adjustment of housing costs to income levels.

To study the relationship which government should bear to real estate activity and its proper spheres of helpfulness to private enterprise and to local communities.

# Of Land and Men (1959)



The idea – the founding of a research organization to share existing practical knowledge about urban land economics.

The man – Walter Seaton Schmidt – was one of those benign catalysts who could meld the brilliant talents of such individualistic early community developers as Jesse Clyde Nichols of Kansas City, Hugh Potter of Houston, John McC. Mowbray of Baltimore, and others into a fountainhead of practical information which turned business secrets into common business sense.

This is the history of a research organization and the men who made it tick, and woven through it is the evolution of our present day way of life. The genesis of the shopping center, the country club suburb, the central city of the future, and the planned industrial district can all be seen as we trace the steps of dedicated successful men who want as their only reward, the knowledge that they helped make America a better place in which to live and work.

# Urban Land Magazine (2011)



This year marks the 75<sup>th</sup> anniversary of the Urban Land Institute. In 1936, no organization existed in the United States to research, analyze, or encourage responsible patterns for long-term urban growth, or to conduct inquiries into what constitutes sound real estate development projects and practices. The Urban Land Institute was founded to fill the knowledge gap, starting a journey of leadership in land use and urban development that has now stretched around the world.

There is much to look forward to as ULI turns 100, even 150, and it is important to remember that what we plan, design, renovate, and build now must still be appealing in 2036, and worth preserving in 2086. As the real estate and land use industry continues to evolve, ULI can keep its edge by encouraging members to keep learning from each other, and to “pass it on.”

# Mission (2007 - Now)

ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. We are committed to:

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

# Priorities

- Advising Communities in Need
- Shaping Cities and Regions
- Developing Excellence Through Education
- Driving Innovation in Real Estate and Urban Development
- Building Sustainably
- Connecting Capital and the Built Environment



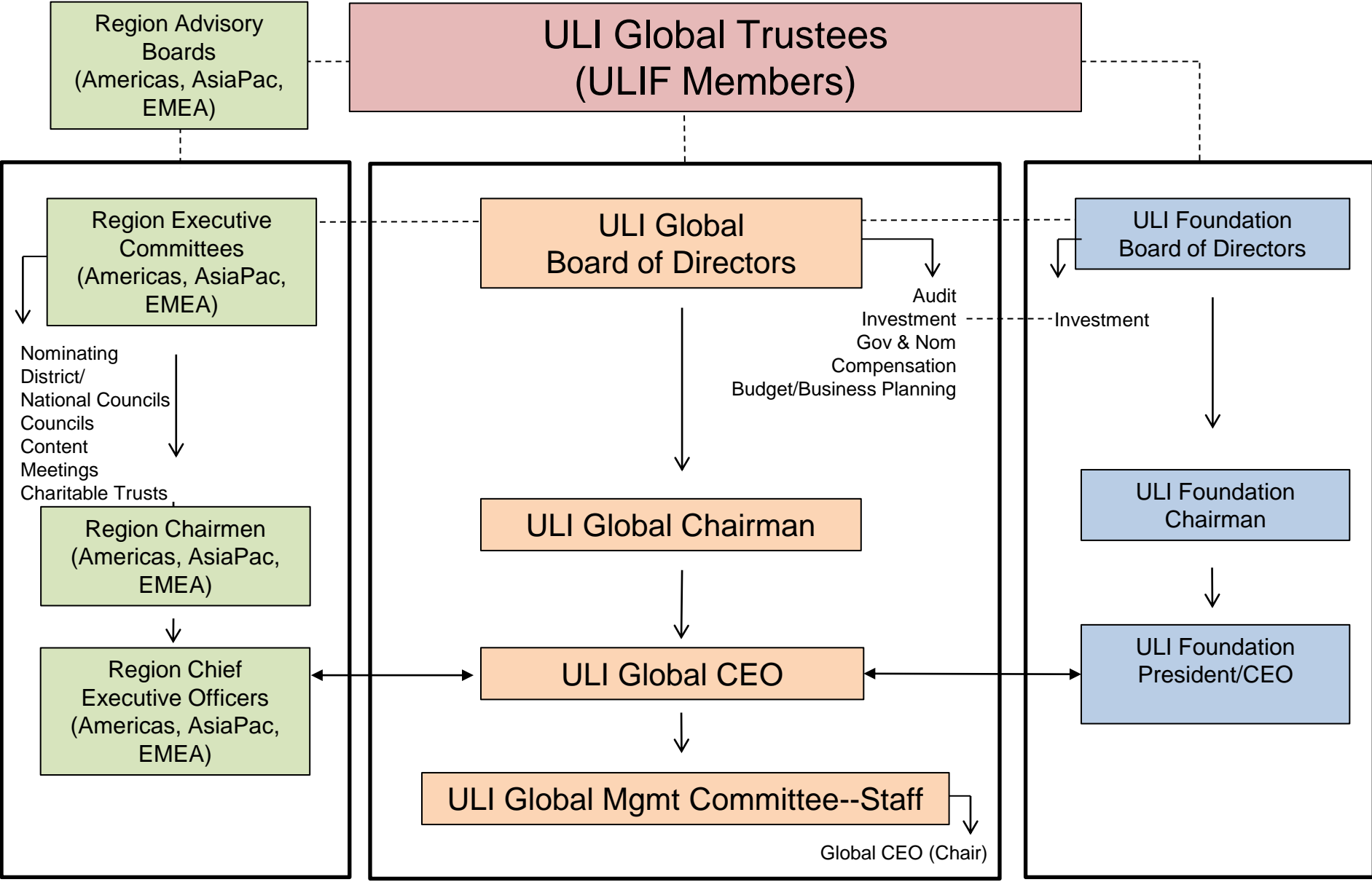
# Global Evolution Vision

An integrated structure, centered on member-focused regions (Americas, Europe, Asia Pacific) and strong local networks, with engaged leaders and efficient, responsive global support.

# Global Evolution Goals & Outcomes

1. Member-driven programs, connectivity with peers, rich and relevant content.
2. Enhanced value to members, expanded member access to land use innovations around the world, and an improved member experience.
3. New leadership opportunities.
4. Transparency, accountability, efficiency.
5. Strong staff connections and delivery of services.
6. Promotion of ULI Mission and ULI as a global leader.

# Member Structure



# Trustees

The Trustees serve as the high-level leadership group of ULI, responsible for representing and serving as the voice of the broad and diverse membership in substantive matters facing ULI in the execution of its mission.

- Number of Trustees in Americas 94, Europe 29, Asia Pacific 18.
- Elect the ULI Global Chairman and Global Board of Directors, Life Trustees, ULI Foundation Chairman and Board of Directors.
- **Frame the broad direction and agenda of ULI.**
- **Provide intellectual capital for the organization and create vibrant connections to organizational issues/initiatives.**
- Create transparency and clarity, and serve as the integrating connection, for all aspects of and issues affecting the organization.
- Assisting Institute programs, initiatives, teams.

# ULI Global Board of Directors

The business of ULI shall be under the direction of a Board of Directors, which shall be the principal policy-making body of ULI and shall have the responsibility for managing the property, affairs, and strategic direction of the organization and for oversight of all fiscal, management, and legal operations and activities.

# Staff

Three regions delivering the program and mission, supported by strong and responsive global services.

1. Global CEO—institutional strategy, mission, and alignment across regions; ensuring components add up to a truly global ULI
2. Region CEOs (Americas, Asia Pacific, EMEA)—local networks (District/National Councils) and regional programs (including Product Councils)
3. Global Governance Officer—compliance, board relations, governance systems and processes, matching leadership opportunities to members
4. Chief Membership and Marketing Officer—overall member experience: IT, communications, strategic marketing, brand management, membership
5. Chief Financial Officer—accounting, budgeting, finance, global business operations
6. ULIF CEO – fundraising support for ULI programs of work

**Global Executive Office**  
 Patrick L. Phillips  
 Global Chief Executive Officer  
 Cheryl Cummins  
 Global Governance Officer

**Ralph Boyd**  
 Chief Executive Officer, Americas

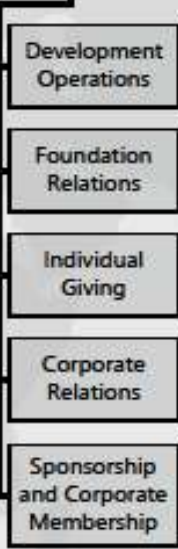
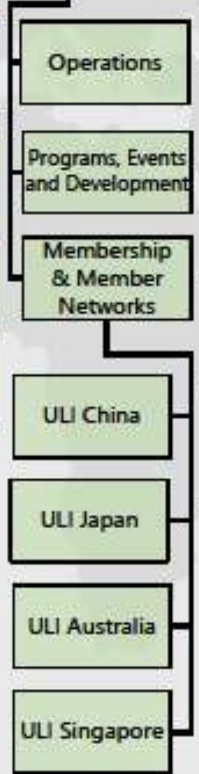
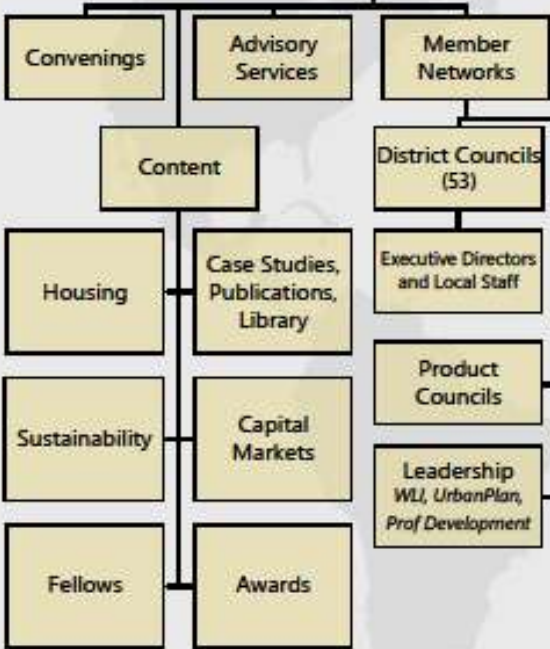
**Adam Smolyar**  
 Chief Marketing & Membership Officer

**John Fitzgerald**  
 Chief Executive Officer, Asia Pacific

**Kathleen Carey**  
 ULI Foundation President and Chief Executive Officer

**Lisette van Doorn**  
 Chief Executive Officer, EMEA

**Mike Terseck**  
 Chief Financial Officer



# Name History

1936

The National Real Estate Foundation for Practical Research and Education

1939

Name changed to ULI



# Financials History

1939

\$60,000

Today

\$77,000,000

# Mission and Leadership History

1940

1<sup>st</sup> Mission Statement – to assist American cities in their problems of planning, re-planning, construction, re-construction

1<sup>st</sup> ULI Chairman – Walter Schmidt

Today

Mission Statement – to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

40<sup>th</sup> ULI Chairman – Tom Toomey

# Membership History

1947

207 Members

Today

40,089 Members

(35,284 Americas, 2,984 Europe, 1,821 Asia Pacific)

# Publications History

1940

1<sup>st</sup> publication “Decentralization of Cities”

Today

Over 500 ISBN Titles (International Standard Book Number)

# Events History

1941

1<sup>st</sup> Meeting

Theme: “City Re-planning”

Attendance: 96 people

Place: Boston

Today

Flagship Events across the Organization  
(combined attendance: over 10,000 people)

- Americas Spring and Fall Meetings
- Europe Conference
- Asia Summit

District/National Councils across all Regions (FY17)

- 72 entities
- 1,640 events (Americas 1,292; Europe 188; Asia Pacific 160)
- 107,693 attendees (Americas 94,273; Europe 8960; Asia Pacific 4460)

# Councils History

1944

1<sup>st</sup> Council “Community Builders”

1945

2<sup>nd</sup> Council “Central Business Districts”

Today

54 Councils U.S. (25 topic areas)

6 Councils Europe

1 Council Asia Pacific

# U.S. Council Areas of Activity

- [Affordable/Workforce Housing Council \(AWHC\) \(Blue, & Gold\)](#)
- [Commercial and Retail Development Council \(CRC\) \(Blue, Gold, Green, & Silver flights\)](#)
- [Community Development Council \(CDC\) \(Blue, Gold, Green, & Silver flights\)](#)
- [Entertainment Development Council \(EDC\)](#)
- [Global Exchange Council \(GEC\)](#)
- [Health Care & Life Sciences Council \(HCLSC\)](#)
- [Hotel Development Council \(HDC\)](#)
- [Industrial and Office Park Development Council \(IOPC\) \(Black, Blue, Gold, Green, Red, & Silver flights\)](#)
- [Lifestyle Residential Development Council – 55+](#)
- [Multifamily Council \(MFC\) \(Blue, Bronze, Gold, Green, & Silver flights\)](#)
- [Office Development Council \(ODC\)](#)
- [Public Development and Infrastructure Council \(PDIC\)](#)
- [Public/Private Partnership Council \(PPPC\) \(Blue, & Gold flights\)](#)
- [Recreational Development Council \(RDC\) \(Blue, Gold, & Red flights\)](#)
- [Redevelopment and Reuse Council \(RRC\)](#)
- [Residential Neighborhood Development Council \(RNDC\) \(Blue & Gold flights\)](#)
- [Responsible Property Investment Council \(RPIC\)](#)
- [Senior Housing Council \(SHC\)](#)
- [Small-Scale Development Council \(SSDC\) \(Blue, Gold, & Silver flights\)](#)
- [Student Housing Council \(STHC\)](#)
- [Sustainable Development Council \(SDC\)](#)
- [Transit-Oriented Development Council \(TODC\)](#)
- [University Development and Innovation Council \(UDIC\)](#)
- [Urban Development and Mixed-Use Council \(UDMUC\) \(Blue, Bronze, Gold, Green, Purple, Red, & Silver flights\)](#)
- [Urban Revitalization Council \(URC\) \(Blue, & Gold\)](#)

# Advisory Services History

1947

1<sup>st</sup> Advisory Services Panel

Today

Over 650 Panels completed

Over 390 TAPs completed



# Content History

## 1960

Research Program established with five studies:

- A comparative study of land uses in declining and stable areas
- Real estate taxation
- The use and power of eminent domain
- Zoning and subdivision regulation
- Urban expressways

## Today

Centers and Initiatives with integrated programs:

- Advisory Services
- Awards
- Case Studies
- Capital Markets Initiative
- Leadership Initiatives  
(UrbanPlan, Professional Development, WLI, NEXT, YLG)
- Rose/Public Officials Center
- Sustainability Center
  - Building Healthy Places
  - Urban Resilience
  - Building Performance
- Terwilliger/Housing Center

# Global History

1965

1<sup>st</sup> Non U.S. Venture – Mexico City Meeting

1967

1<sup>st</sup> European Study Tour

1970

1<sup>st</sup> Asia Pacific Study Tour

1990

International Council (now: Global Exchange Council)

2001

1<sup>st</sup> European Office

2007

1<sup>st</sup> Asia Office

2016

Global Evolution Initiative  
(Americas/Europe/Asia Pacific Regions)

# ULI Foundation History

1970

Foundation created

17 Governors

Today

323 Governors

\$58 Million Total Assets

# Awards for Excellence History

1979

1<sup>st</sup> Winner Awards for Excellence: Galleria; Houston, TX

Today

Total Awards: 387

# District/National Council History

1983

Local (regional) Structures created (7) in U.S.

Today

51 North American District Councils

14 Europe National Councils

7 Asia National Councils

# U.S. District Councils

[Alberta](#)

[Arizona](#)

[Atlanta](#)

[Austin](#)

[Baltimore](#)

[Boston](#)

[British Columbia](#)

[Central Florida](#)

[Charlotte](#)

[Chicago](#)

[Cincinnati](#)

[Cleveland](#)

[Colorado](#)

[Columbus](#)

[Hampton Roads](#) (*see*

[Virginia](#))

[Hawaii](#)

[Houston](#)

[Idaho](#)

[Iowa](#)

[Indiana](#)

[Kansas City](#)

[Kentucky](#)

[Los Angeles](#)

[Louisiana](#)

[Memphis](#)

[Mexico](#)

[Michigan](#)

[Minnesota](#)

[Nashville](#)

[Nevada](#)

[New Mexico](#)

[New York](#)

[North Florida](#)

[Northern New Jersey](#)

[North Texas](#)

[Northwest](#)

[Oklahoma](#)

[Orange County/Inland](#)

[Empire](#)

[Philadelphia](#)

[Pittsburgh](#)

[Richmond](#) (*see* [Virginia](#))

[Sacramento](#)

[San Antonio](#)

[San Diego/Tijuana](#)

[San Francisco](#)

[Seattle](#) (*see* [Northwest](#))

[South Carolina](#)

[Southeast](#)

[Florida/Caribbean](#)

[Southwest Florida](#)

[St. Louis](#)

[Tampa Bay](#)

[Toronto](#)

[Triangle](#)

[Utah](#)

[Virginia](#)

[Washington](#)

[Westchester/Fairfield](#)

# Online History

1995

1<sup>st</sup> online effort – ULI Online

Today

Family of over 80 websites

Social media connections with 300,000 followers

# ULI Today

The largest most impactful Real Estate and Land Use think tank in the world.

A global organization with over 40,000 members across the globe on six continents in 76 nations delivering/providing leadership in the responsible use of land and creating and sustaining thriving communities worldwide.



# ULI Global Chairman Elect

“Whether your work is in Asia Pacific, Europe or the Americas – or all three regions – real estate is an ever-evolving local puzzle. What ULI brings to real estate is a global knowledge network that consists of our members. One of the most important things ULI can do is to help members take full advantage of our vast knowledge base to gain greater perspective. That’s ULI at its best.”

Tom Toomey