Urban Land Institute
Urban Revitalization Council (Blue & Gold) Fall Meeting 2020

**Urban Revitalization Council - GOLD**
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**Urban Revitalization Council – BLUE**
Chair: Mitch Wasterlain T: (917) 826-2218 mwasterlain@nextcitiesinvest.com
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Assistant Chair: Todd Enoki T: (206) 623 4646 todd.enoki@crtkl.com
Vice Chair: Laurie Payne T: (416) 324-5427 lpayne@diamonddcorp.ca
Vice Chair: Robert Acuna T: (214) 744-0757 robert.pilgrim@tbgpartners.com

**Social Hour**
**Wednesday, October 21**
6 pm Eastern (5 pm Central, 4 pm Mountain, 3 pm Pacific)

Please join fellow URC members and guests for a social hour the evening before the council meeting. We’ll be rotating through a series of breakout groups of 4-5 people during the hour; please have the Zoom app downloaded and updated to the latest version for the best experience.

**URC Council Day**
**Thursday, October 22**
2 pm to 5:30 pm Eastern
Agenda

I. Council News
2 pm Eastern (1 pm Central, 12 pm Mountain, 11 am Pacific)

- Welcome remarks and logistics – Mitch Wasterlain & Mike Rodgers
- Introduction of new members and guests – Adrienne Teleki & Aron Gooblar
- DEI Membership Committee & DEI Capital Committee – Sherman Ragland
- National ULI diversity initiatives – Clare De Briere & Michael Banner
- Council leadership opportunities – Mike Rodgers
- ULI Annual Fund for FY 2021
- Next meeting: May 10–12, 2021 in Denver. Call for volunteers.

II. Topic: Post Pandemic Death and Life of the American City Center
3 pm Eastern (2 pm Central, 1 pm Mountain, 12 pm Pacific)

Since the start of the COVID-19 pandemic, North American cities have experienced two seasons of disruption. In the early Spring, most city centers, which thrive on close human interaction and concentrated economic activity, were empty with most workers locked down at home. As the weather warmed, cities centers have had the greatest need for adaptation – including transforming outdoor space for social connection, commercial activity and even protest. Dense urban centers have been forced to introduce a broader range of options for mobility and outdoor recreation, plus new strategies for housing the most vulnerable. A great many land use changes have occurred, including restrictions on short term rentals, as well as a reduction of office occupancy and an increase in delivery services which together have disrupted the entire urban ecosystem, and particularly city centers.

What is the future of the North American city center as we head into the cooler seasons, and into 2021 and beyond? What are the opportunities for enhancing the urban environment through adaptation? What have we learned so far? What areas should be the focus of action going forward?

PART 1 (20 mins)
Keynote Title: “Dark Age Ahead?” presented by Ken Greenberg

A global urban design perspective on the changes taking place in city centers, from a leader in the field, Ken Greenberg. For over four decades, Ken Greenberg has played a pivotal role on public and private assignments in urban settings throughout North America and Europe. His work sits at the intersection of urban design, architecture, landscape, mobility, social and economic development. Cities as diverse as Toronto, Hartford, Amsterdam, New York, Boston, Montréal, Ottawa, Edmonton, Calgary, St. Louis, Washington DC, Paris, Detroit, Saint Paul and San Juan (Puerto Rico) have benefited from his advocacy and passion for restoring the vitality, relevance and sustainability of the public realm in urban life. He was awarded the 2010 American Institute of Architects Thomas Jefferson Award for Public Design Excellence, and was selected as a Member of the Order of Canada in 2020. Ken Greenberg is an urbanist, urban
designer, city strategist and more. Ken is based in Toronto but practices globally. See: https://www.kengreenberg.ca/field-notes/ken-greenberg-diary-covid-19-reflections

PART 2 (40 mins)
Panel Discussion

Featuring four of our esteemed URC Members, this panel will focus on urban revitalization and recovery in the city center, including the latest in trends and strategies.

**Midge McCauley**, DowntownWorks (Seattle). Midge focuses on business development, retail, branding. [https://www.downtownworks.com/who-we-are.html](https://www.downtownworks.com/who-we-are.html)

**Paul Charles**, Neighborhood Recovery Community Development Corporation (Houston). Paul works on urban neighbourhood impacts, particularly in urban core, under-served communities. [https://nrcdc.org/site/about/team](https://nrcdc.org/site/about/team)


**Moderators:** [Laurie Payne](https://www.linkedin.com/in/laurie-payne-76562611/) & [Adrienne Teleki](https://www.linkedin.com/in/adrienne-teleki-31424712/)

**III. Topic: Repositioning Languishing Assets: Building for the Missing Middle**

4 pm Eastern (3 pm Central, 2 pm Mountain, 1 pm Pacific)

As the COVID-19 pandemic evolves, many corridors, downtowns, and suburban/exurban centers will see significant change, including prospects for large adaptive reuse opportunities. This panel examines corridor and other reuse opportunities as we seek to reposition these important urban assets. To what extent can we use various tools and techniques to re-introduce “missing middle” households as a fundamental building block in reinventing a sustainable approach to urban life?

Key topics include:

- Who is the “missing middle” and why do we care?
- Building “affordable by design” housing and related uses in declining or underutilized retail/other districts, such as corridors and obsolete malls
- Strategic residential and mixed-use prototypes: Matching development opportunities to market preferences
- Implementing feasible projects: Policy and P3 approaches

(PANELIST ON NEXT PAGE)
Panelists:

Peter Calthorpe, UrbanFootprint. Urban design and planning elements of corridor re-envisioning and reuse.  
https://urbanfootprint.com/

https://www.linkedin.com/in/moody-jason-32a8b23/

Ryan Aeh, City Ventures. Missing middle housing development – opportunities, challenges, and product type considerations.  
https://www.linkedin.com/in/ryanaeh/

https://www.linkedin.com/in/david-zehnder-53a6871/
ULI’s Mission

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI is 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 the 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.

ULI’s Content Pillars

The ULI Content Pillars provide a bridge between our broad mission and the programs that deliver it. The Pillars represent the timeless topics or concerns of the organization, within which the program of work must fit.

Housing and Communities

This pillar is firmly grounded in the founding of the organization in 1936. References to housing products and policy, and specifically to the provision of affordable housing, are included in ULI’s Articles of Incorporation. ULI fundamentally believes that housing is a fundamental underpinning of healthy and thriving communities.

Real Estate Finance and Investment

A great deal of ULI’s value to our members and ability to meaningfully deliver our mission relates to our activities in real estate capital markets, including providing a forum for the providers and users of capital to convene. ULI’s traditional focus has been on connecting capital to real estate through the creation of value. This pillar also encompasses the market and economic factors that affect the supply and demand forces that drive land use change.

Sustainability and Economic Performance

Specifically referred to in ULI’s mission, and embedded in ULI’s dedication to the creation of long-term value, sustainability is more than energy efficiency or adaptation to climate change. It encompasses environmental, social, and governance issues as they relate to efficient use of resources and creating and maintaining a sustainable and resilient built environment.

Innovation in Development Practice

ULI’s applied research and education programs are based principally on best practices, on “what works,” and the process of real estate development remains central to the mission and to our members’ activities. We foster innovation, but look to practical experience and knowledge sharing to advance the state of the art. This pillar refers primarily to activities, at various scales, that are considered site-specific. ULI traditionally takes a case study approach, using real-world examples to illustrate broadly applicable principles and practices.

Shaping Successful Cities and Regions

Site-specific development occurs within a broader physical and policy context shaped by numerous actors and decision-makers. This larger context, from neighborhood to metropolitan region, is the subject of this pillar. Here, activities and issues transcend property boundaries and encompass land use planning and development policy, infrastructure, metropolitan growth strategies, and transportation issues.
ULI Council Member Expectations

Council membership is a privilege desired by many ULI members and the value of the Council experience is determined by the quality and participation of its members. Each Council member is therefore expected to be a committed and participating part of the Council, contributing as much value to the Council experience as they take home.

OPEN, HONEST, SPECIFIC INFORMATION AND EXPERIENCE: Come to Council meetings ready to participate openly and honestly with specific, detailed information and experience from your current real estate practice.

CONFIDENTIALITY: Everything discussed within a Council is kept completely confidential by all Council members. This is the foundation that makes open and honest sharing of detailed information and experience possible. Violation of confidentiality will result in immediate expulsion from your Council.

REAL DEALS, REAL NUMBERS: The key to truly valuable interaction between the Council members is the sharing of real deals and real numbers, successes as well as lesson learned.

RESPECT FOR OTHERS: Help make discussions productive and high value by engaging your fellow council members respectfully with your most relevant information and experience.

NO SELF PROMOTION: Council members are all highly successful real estate professionals. Self promotion and pitching do not add value for your fellow council members. Keep your presentations and discussions aimed at delivering real take home value for your peers, not your business.

NO CELL PHONES OR BLACKBERRIES: It should go without saying that you cannot be fully engaged in your council while checking your email. Most Councils have breaks designed to allow members to check in and stay connected a few times during the day.

ATTEND EVERY MEETING AND ATTEND ALL DAY: Each Council member has been chosen for the value that their unique background and experience brings to the Council. Missing a Council meeting or part of a Council meeting reduces the value for every other member of your Council. Your empty seat could easily be filled by someone else who has value to bring to the table.

RECRUIT THE BEST AND BRIGHTEST: Council members often come into contact with new leaders in the industry. ULI members and non-ULI members, with exciting new products, ideas and best practices that will add greatly to the value of their Council. Bring these new leaders as guests to your Council, sponsor them for Council membership and work with your Council leadership to help them become future members of your Council.

PARTICIPATE IN ULI AND ULI LEADERSHIP: Council members are expected to be active participants in ULI’s mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Your involvement in ULI provides excellent opportunities to network and to learn both within and beyond the boundaries of your industry segment:

- Attend and participate as speakers and panelists at ULI Spring Council Forums and Fall Meetings.
- Attend and participate as speakers and panelists at Council meetings.
- Serve as panelists at Project Analysis Sessions held at Spring Council Forums and Fall Meetings.
- Serve as panel members for Advisory Services assignments scheduled throughout the year.
- Contribute to ULI publications through the contribution of articles and papers.
- Contribute to the ULI Foundation.
- Participate as Committee/Subcommittee/Task Force members.
- Participate in research and education programs.
- Participate in District Council programs in each member’s area.