

# ULI/Curtis Regional Infrastructure Project

## Annual Update – Year One

### August 2009

## Introduction and Overview

### Introduction

Supported by ULI Trustee James J. Curtis, ULI launched a new infrastructure program in August 2008 with the goal of enhancing the leadership position of ULI at both the national and local level. The ULI/Curtis Regional Infrastructure Project emphasizes the relationship between infrastructure and land use, including sustainability and housing, and develops models for better infrastructure decision making.

After a competitive application process, ULI selected four District Councils to participate in the ULI/Curtis Regional Infrastructure Project:

- ULI Minnesota/Regional Council of Mayors, Connecting Transportation and Land Use Systems (CTLUS). Executive Director: Caren Dewar; CTLUS Co-Chairs: Mayor Bill Hargis, City of Woodbury and Jay Lindgren, Dorsey and Whitney.
- ULI SE Florida/Caribbean, Connecting Florida (an all-Florida initiative). Executive Director: Carla Coleman; Infrastructure Committee Chair: Debbie Orshefsky, Greenberg Traurig.
- ULI Seattle Infrastructure Project. Executive Director: Kelly Mann; Infrastructure Task Force: Pete Stone, ING Clarion Partners, Tom Fitzsimmons, Lorig Real Estate Development and Management Services, and Jeffrey Munger, Kennedy Associates.
- ULI Chicago Regional Infrastructure Project. District Council Coordinator: Cindy McSherry; Infrastructure Committee Chair: Gregory Hummel, Bryan Cave LLP.

ULI's Infrastructure Initiative manages the Curtis Project. Work began in October 2008 and included forming infrastructure committees at the District Council level, hiring staff support in ULI's Infrastructure Initiative located in the Georgetown office, and developing work plans.

This annual update covers Year One of the three-year grant and includes organizing principles and summaries of the accomplishments of ULI's Infrastructure Initiative and the four Curtis District Councils.

### Work Regionally to Develop National Models

The Curtis Project rises out of collaboration between ULI Georgetown and the selected District Councils. The District Councils' regional contexts – leveraging their opportunities to better link infrastructure, housing and sustainability – led the shaping of their organizational structures and work programs. This regional variation allows for developing and testing different techniques for integrating infrastructure and land development, and for experimenting with approaches to linking infrastructure, housing, and sustainability.



At the same time, the Curtis Project is evaluating selected techniques and processes for their potential as national models. Specifically, ULI's Infrastructure Initiative is examining tools and mechanisms that other regions can replicate or that inform national-level discussions. These models range from substantive tools that inform public decision-making to process engagement models that develop ULI's leadership, including at the District Council level. This part of the Curtis Project is in its initial phase, and all four of the Curtis District Councils have projects with the potential to turn into national models. These potential models are identified in the Curtis District Council summaries as *Models under Evaluation*.

Also connecting the regional and the national level, the Curtis Project has supported the participation of ULI members and Executive Directors from the four Curtis Districts in the ULI National Transportation Dialogue. The Curtis Project participants engaged in the Dialogue's examination of federal transportation policy, bringing regional lessons forward to national discussions, while carrying federal developments back to their District Councils. The Dialogue recently produced the report *Transportation for a New Era: Growing More Sustainable Communities* (2009).

## **Organizing Principles**

Through the efforts of the first year, the Curtis Project has developed three principles that organize and guide the work of integrating infrastructure and land use:

- Convene the resources of the private, public and non-profit sectors.
- Take advocacy into the implementation stage.
- Advance technical innovations.

### ***Convene the resources of the private, public and non-profit sectors.***

Convening is a traditional ULI strength that is all the more important given the nature of infrastructure and land development. Coordination happens at the nexus of (mostly) private land development and (mostly) public infrastructure, where site-specific development meets regional infrastructure systems. In addition, the timeframe is long; there is a need for institutions that can transcend the next business or election cycle. ULI and the non-profit sector help bridge the gaps of scale and time.

The four Curtis Districts exercise leadership by building relationships among the three sectors and by strengthening and even creating institutional mechanisms that support coordinated infrastructure and land use.

### ***Take advocacy into the implementation stage.***

"Advise-and-leave" consultation methods and pretty plans on websites do not, all by themselves, provide the kind of sustained effort over time that coordinating infrastructure and land development requires. With the Curtis Project, the Districts are experimenting with taking advocacy into the implementation stage, which includes getting needed projects funded and funded projects built well. These activities encompass looking at specific projects, corridors and funding mechanisms.

### ***Advance technical innovations.***

The Curtis Project has identified a need for specific tools that coordinate infrastructure and land development and that provide metrics for measuring the sustainability of alternative investment and

development choices. These include indicators, metrics and other means to operationalize evaluation and decision-making criteria. Common “scorecards” and evaluation standards can change and coordinate both public sector and private sector investment decisions.

## **Curtis Project Activities**

### **ULI Infrastructure Initiative, Georgetown Office**

ULI’s Infrastructure Initiative provides technical assistance and coordination among the District Councils. Maureen McAvey, Executive Vice President, Initiatives, and Rachel MacCleery, Managing Director, Infrastructure Initiative, have traveled to the Curtis District Councils in support of Curtis Project activities. Sarah Jo Peterson, Senior Research Associate, participates regularly in District Council Curtis Project activities, joining work teams on the ground in the four District Councils and providing research consultation.

Over the next year, ULI’s Infrastructure Initiative will continue to function as the Curtis Project coordinator and communication nexus, facilitating the interchange of ideas among the District Councils. The Infrastructure Initiative is also taking the lead in evaluating individual Curtis Project activities for their potential as national models and designing dissemination methods. Additionally, the Infrastructure Initiative will expand efforts to share the Curtis District Council experience and lessons learned with ULI leadership, other District Councils, and audiences outside of ULI, raising the profile of the Curtis Project.

### **ULI Minnesota/Regional Council of Mayors Connecting Transportation and Land Use Systems (CTLUS)**

*“Our selection as one of the ULI/Curtis Regional Infrastructure Project District Councils created the stature for ULI MN to engage powerful leadership and supportive funding to build our ULI MN CTLUS Initiative. ULI Curtis staff have been key to helping design a rich work program that builds on national best practices and has the potential to be a national model. We deeply appreciate not only the opportunity to do this work, but also the ULI staff partnership to ensure its success!”*

– Caren Dewar, Executive Director, ULI Minnesota

The overarching mission of the CTLUS initiative (pronounced “cut loose”) is to advance the region’s understanding of the importance of the connection between transportation and land use in support of mobility, livability, sustainability and job growth. Conducted in partnership with the Regional Council of Mayors, a committee representing the real estate development community, public officials from the local, regional and state level, and non-profit institutions guides the CTLUS work. With the high level of interest in the CTLUS initiative, the committee has grown from the original 15 members to 25 members. Each of the four CTLUS initiative meetings has included substantive presentations and lively discussions. [See attached committee roster.]

With additional support from the McKnight Foundation, the CTLUS initiative has also partnered with the Center for Transit Oriented Development, Reconnecting America, Strategic Economics, Brookings Institution (Christopher Leinberger), Citiventure Associates (Marilee Utter), and the Counties Transit Improvement Board.

CTLUS is conducting action-oriented research on metropolitan centers and corridors, walkable urban places, bus rapid transit, and public/private partnerships for transit. The research topics and case studies address real challenges and opportunities identified as part of the implementation process for planned regional transportation improvements, including light rail and bus rapid transit corridors.

ULI's Infrastructure Initiative has been closely involved with the CTLUS initiative's many moving parts. Maureen McAvey introduced the Curtis Project to the Regional Council of Mayors at their December meeting, and project staff have conducted research, drafted papers, and participated actively in multiple work team meetings that have been key to planning, advancing and completing Curtis Project activities.

**Figure 6. Walkable Center Levers for downtown Minneapolis and Golden Triangle North**

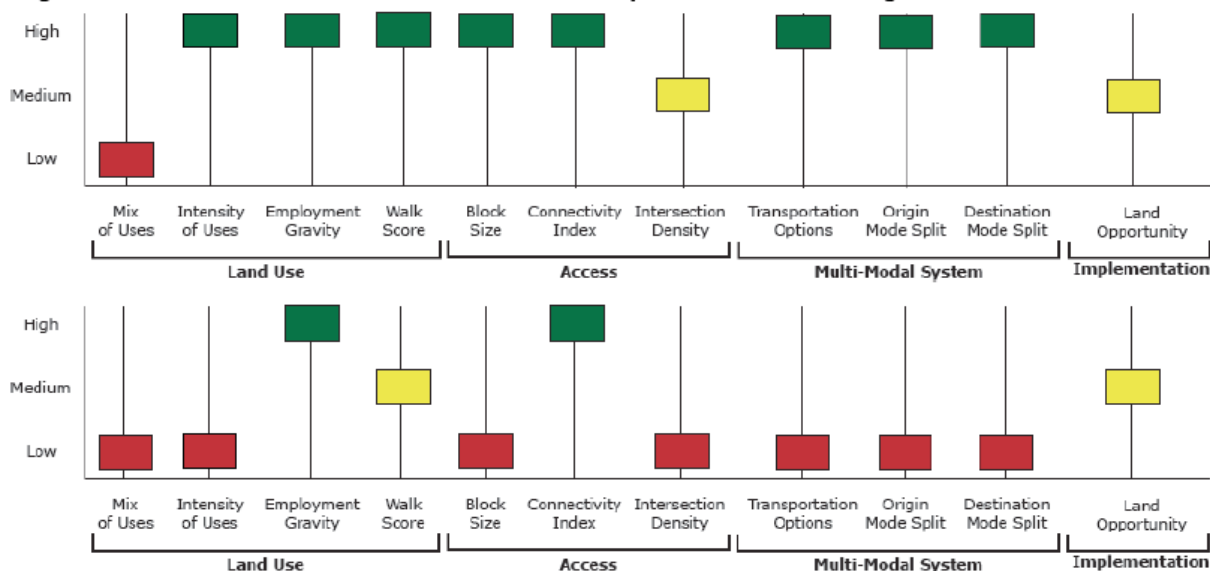


Figure showing the range of indicators applied to two different centers, excerpted from *Identifying and Evaluating Regionally Significant Walkable Urban Places*.

### Models under Evaluation

**CTLUS initiative as a model of collaborative regional organization.** The Curtis Project is examining the collaborative relationship among private, public and non-profit sectors that is guiding the CTLUS initiative as a model for other metropolitan regions.

**Sustainable metropolitan centers: a complete investment framework.** The CTLUS initiative has identified several innovative concepts that are shaping cutting-edge thinking on transportation and land development. These concepts including putting the focus on regionally significant employment centers, making walkable and “transit-ready” places in advance of regional transit service, and adopting a “complete investment framework” for both regional mobility and personal mobility. The Curtis Project is writing a White Paper that will distill the CTLUS metropolitan centers analysis and complete investment framework into a process that other regions can implement.

**Tool for metropolitan centers: walkability indicators.** In partnership with the Center for Transit Oriented Development, the CTLUS initiative has prepared a report, *Identifying and Evaluating Regionally Significant Walkable Urban Places* (2009). The ten indicators measure land use, access, and multi-modal

system performance. The Curtis Project has identified the potential for the report's walkability indicators, once avenues for dissemination and application have been developed, to be a critical tool in regional sustainability efforts underway in metropolitan areas across the country.

### *Next Steps*

The CTLUS initiative is continuing to build on its successful organizational strategy and work program. It is seeking additional funding from McKnight and other external sources to continue the partnerships on walkable communities and "transit-ready" places that developed in the first year. Developing and implementing measurable criteria for sustainable communities, including housing, that can be adopted in advance of the construction of a planned light rail corridor (the South-west Corridor) is a major project in the planning phase.

### **ULI SE Florida/Caribbean Connecting Florida**

Connecting Florida is led by a committee representing the five Florida District Councils and includes members from the public, private and non-profit sectors. ULI SE Florida/Caribbean coordinates this diverse group. [See attached roster.] Connecting Florida began with each District Council examining its own transportation and land use opportunities with the intent of developing the Connecting Florida effort around key commonalities.

In response to significant decisions at the state level made during Spring 2009 that threaten the viability of existing and planned regional transit service, the Connecting Florida effort decided to focus on the importance of regional transit service to Florida's metropolitan regions. Although Florida's growth management system provides tools and procedures for the coordination of transportation and land use, without a commitment to strong regional transit systems, these planning tools can not move Florida beyond automobile-oriented land use patterns. By combining ULI's Florida resources into a statewide effort that can work at both the state and the regional level, Connecting Florida will support the growth of sustainable and globally competitive communities.

At a workshop held July 7 in Orlando, Connecting Florida set the following overall goals:

1. Increase connectivity statewide -- within regions and between regions.
2. Strengthen the role of transit in regional transportation systems.
3. Build coalitions statewide and at the regional level to support required legislative changes.
4. Conduct educational campaigns about the importance of regional transit and needed changes.

ULI's Infrastructure Initiative works in partnership with ULI SE Florida/Caribbean to help shape the Connecting Florida agenda. Maureen McAvey facilitated the July 7 workshop and project staff are in the midst of a significant data-gathering effort on population, demographics, transportation and economics for each of the metropolitan regions represented by the five Florida District Councils.

### *Model under Evaluation*

**Statewide coalitions.** The Connecting Florida coalition building effort is being tracked as a method for ULI advocacy at the state-level and targeting state government activities.

## Next Steps

Connecting Florida is next meeting September 25, 2009 to finalize a multi-year strategy for conducting educational campaigns and building coalitions around increasing support for regional transit service at the metropolitan and state level.

## ULI Seattle Infrastructure Project

The work of the ULI Seattle Infrastructure Project is guided by a small group of ULI members who make up the Infrastructure Task Force. The project's strategic objectives through 2011:

- Objective 1: Expand ULI Seattle's position as a recognized resource for information and analysis on infrastructure for the region.
- Objective 2: Support the planning and development of a light rail transit system that reduces driving and promotes compact development and workforce housing.

ULI Seattle is sponsoring a six-part Infrastructure Speaker Series in 2009 in support of Objective 1. Featured topics to date have included federal transportation policy, green infrastructure, and ULI's *Infrastructure 2009* report; affordable housing, the city in 2050, and climate change complete the planned series for 2009. Attendance ranged from 140 to 215 attendees, including about 15% from the public and non-profit sectors. ULI Seattle's growing leadership on infrastructure is reflected in the city of Seattle's request for it to produce a report on the Alaskan Way Waterfront and provide information in the debate on the Washington state legislature's HB 1490, a transit-oriented development bill.

In support of Objective 2, ULI Seattle is implementing a series of major events including Technical Assistance Panels and an Advisory Services Panel. The first, an Innovations Workshop on vibrant transit neighborhoods, produced in conjunction with the ULI Center for Balanced Development in the West, was held June 24-25, 2009. Three future light rail transit station areas, representing a range of urban and suburban contexts, were selected. In a day of concentrated effort, small groups representing public officials and expertise from local and external sources worked together to craft a conceptual vision for each site, anchored to a small set of critical, concrete ideas. At the end of the day, the three groups presented the visions – and their critical ideas – to a public audience.



**Hard at work during ULI Seattle's Innovations Workshop.**

ULI's Infrastructure Initiative has supported the speaker series and consulted on the Innovations Workshop. Maureen McAvey and Bill Hudnut, emeritus senior fellow, each led a program in the speaker series. Rachel MacCleery and Sarah Jo Peterson participated in the development of the Innovations Workshop, attended the event as observers, and provided detailed feedback.

## Model under Evaluation

### **Techniques to sustain interest – Innovations Workshops on vibrant transit neighborhoods.**

Coordinating infrastructure and land use requires staying engaged over the long term; this means having processes or techniques focused on the different stages of the infrastructure development process. The Curtis Project continues to consult with the Center for Balanced Development in the West in the development of the Innovations Workshop as a model convening that supplements ULI's Advisory Service Panels and Technical Assistance Panels.

### Next Steps

Among its activities, ULI Seattle is developing ways to continue the momentum coming out of the Innovations Workshop and continuing to pursue an Advisory Service Panel for the Puget Sound region's planned light rail extensions.

## **ULI Chicago Regional Infrastructure Project**

*"As a participant in the ULI National Transportation Policy Dialogue and the chair of the ULI Chicago Regional Infrastructure Project, I've been struck by the ways ULI national and District Council activities have reinforced one another. The Dialogue afforded cutting-edge information which informed the ULI Chicago's thinking in a number of ways... Our Regional Infrastructure Committee in turn has generated a methodology which may be replicable. The key has been taking our time to think through all infrastructure planning and then set it variously into different geographic segments... We look forward to ranking our planned infrastructure projects in a way that will recognize their economic competitiveness, opportunistic character, sustainability, political and financial feasibility and ultimate costs, being mindful in this last instance of real limits to what the public can afford to spend."*

– Greg Hummel, Chair, Regional Infrastructure Committee

ULI Chicago has organized a large Infrastructure Committee made up of over 45 members from the real estate development community and the non-profit sector. The work to date has also involved contact with numerous elected and public sector officials.

ULI Chicago began with taking the broad view to understanding infrastructure investments in the greater Chicago metropolitan region. The effort encompasses transportation; water, sewer, and stormwater; parks, trails and open space; and energy-related infrastructure. With the assistance of three summer interns, the Infrastructure Committee has developed a list of all *planned* infrastructure projects. To analyze the project list, the committee established criteria including the following:

- Economic competitiveness
- Opportunity
- Sustainability
- Political/financial support
- Project cost.

Working through two subcommittees – the Lakefront Subcommittee and the Suburban Subcommittee – they are seeking to identify those catalytic infrastructure projects that will be rich with potential to

attract both private investment and private development. The two subcommittees will be producing a series of “working papers” documenting their analysis results.

ULI’s Infrastructure Initiative has contributed project staff to the Regional Infrastructure Project, working with the Infrastructure Committee chair, subcommittee co-chairs, and interns to provide project support. Future research activities are in the planning stages.

### *Model under Evaluation*

**Regional infrastructure analysis: a holistic approach.** ULI’s *Infrastructure 2009* identified the need for a holistic approach to infrastructure, and ULI’s core priority areas link infrastructure, housing, and sustainability to land use. ULI Chicago’s multi-faceted regional infrastructure analysis is developing a technique for the needed holistic perspective that could be adopted by other ULI District councils. Also, by focusing on *planned* infrastructure projects for a region, the effort defines a manageable task and a useful product, while building relationships among the private, public and non-profit sectors.

### *Next Steps*

The Infrastructure Committee is continuing with the regional infrastructure analysis, adapting it to different segments of the lakefront region and various suburban models of development. Once completed, the next step will be to disseminate the work and use it to build relationships with private, public and non-profit sector “champions.”

## **Conclusion**

In Year One of the three-year ULI/Curtis Regional Infrastructure Project, ULI has developed the Curtis Project organizational structures in the four District Councils and the Infrastructure Initiative and launched four separate work programs that are quickly producing both short-term and long-term results. Targeted infrastructure and land use activities cover an impressive range of issues, from bus rapid transit to intercity rail, from walkable centers to regional water systems, and from transit-oriented development to statewide funding mechanisms.

The Curtis Project is successfully linking infrastructure, sustainability, and housing to land use. It is tailoring its efforts to the specific needs of the different regional contexts, while at the same time developing models that can be deployed across the nation.

The Curtis Project’s many activities coalesce around being a catalyst to move public policy and make real changes on the ground. Minnesota’s CTLUS committee, with its membership drawn from the private, public and non-profit sectors, exemplifies the leadership potential of ULI’s convening tradition. Seattle’s Innovations Workshop, Connecting Florida’s statewide initiative, and Chicago’s outreach efforts also model different ways to build relationships and exercise leadership. All four Curtis District Council efforts are also taking advocacy into implementation, with Minnesota’s and Seattle’s focus on planned regional transit corridors, Chicago’s analysis of planned infrastructure investments, and Connecting Florida’s educational and advocacy campaign for changes at the state level in support of regional transit. Finally, work such as Minnesota’s sustainable metropolitan centers and Chicago’s regional infrastructure analysis are developing models that advance technical innovations in the deployment of a set of criteria that coordinate infrastructure and land development.



## **Attachments**

- 1. ULI Minnesota, CTLUS Advisory Committee Members**
- 2. Connecting Florida, All-State Roster**
- 3. ULI Chicago, Infrastructure Committee**

Connecting Transportation and Land Use Initiative Committee

Name	Title	Organization	Phone	Email	Notes/Assistant
Arnst, Pat	District Coordinator	ULI Minnesota	952.474.2177	<a href="mailto:pat@arnst.net">pat@arnst.net</a>	
Barrann, Allison		Itasca Project	612.371.3168	<a href="mailto:barrann@mckinsey.com">barrann@mckinsey.com</a>	
Bell, Peter	Chairman	Metropolitan Council	651.602.1390	<a href="mailto:peter.bell@metc.state.mn.us">peter.bell@metc.state.mn.us</a>	Guy Peterson, <a href="mailto:guy.peterson@metc.state.mn.us">guy.peterson@metc.state.mn.us</a>
Cowles, Jay		Itasca Project	612.359.9449	<a href="mailto:jay@unityave.com">jay@unityave.com</a>	
Dewar, Caren	Executive Director	ULI Minnesota	612.759.1016	<a href="mailto:caren.dewar@uli.org">caren.dewar@uli.org</a>	
Drummond, Donna	Interim Planning Administrator	City of Saint Paul	651.266.6556	<a href="mailto:donna.drummond@ci.stpaul.mn.us">donna.drummond@ci.stpaul.mn.us</a>	
Fifield, Rusty	Senior Vice President-Public Finance	Northland Securities	612.851.4991	<a href="mailto:rfifield@northlandsecurities.com">rfifield@northlandsecurities.com</a>	
Hargis, Bill	Mayor	City of Woodbury	651.739.1040	<a href="mailto:bill@billhargis.com">bill@billhargis.com</a>	Co-Chair
Hovland, Jim	Mayor	City of Edina	612.874.8550	<a href="mailto:jhovland@krauserollins.com">jhovland@krauserollins.com</a>	
Huber, Michael	Cardiovascular Health Consultant	Blue Cross & Blue Shield of Minnesota	763.913.2296	<a href="mailto:michael_r_huber@bcbsmn.com">michael_r_huber@bcbsmn.com</a>	
Huenink, H. John	Vice President	Kraus-Anderson	763-792-3616	<a href="mailto:john.huenink@k-a-c.com">john.huenink@k-a-c.com</a>	
Imboden, Thatcher	The Ackerberg Group		612.924.6411	<a href="mailto:thatcher@ackerberg.com">thatcher@ackerberg.com</a>	
Johns, Bob	Director	Center for Transportation Studies	612.625.9376	<a href="mailto:johns003@cis.umn.edu">johns003@cis.umn.edu</a>	
Lander, Michael	President	The Lander Group	612.250.6655	<a href="mailto:michael@landergroup.com">michael@landergroup.com</a>	
Lindgren, Jay	Attorney	Dorsey & Whitney	612.492.6875	<a href="mailto:lindgren.jay@dorsey.com">lindgren.jay@dorsey.com</a>	Co-Chair
Logan, Mike	Sr. Group Manager, Government Affairs	Target	612.696.6561	<a href="mailto:mike.logan@target.com">mike.logan@target.com</a>	
McGill, Dennis	CFO	Ames Construction, Inc.	952.892.8610	<a href="mailto:mcgill@amesco.com">mcgill@amesco.com</a>	
McLaughlin, Peter	Commissioner	Hennepin County	612.348.3085	<a href="mailto:peter.mclaughlin@co.hennepin.mn.us">peter.mclaughlin@co.hennepin.mn.us</a>	Katie Hatt, <a href="mailto:kathryn.hatt@co.hennepin.mn.us">kathryn.hatt@co.hennepin.mn.us</a>
Nasset, Brent	Project Manager	Kimley-Horn and Associates	651.643.0471	<a href="mailto:brent.nasset@kimley-horn.com">brent.nasset@kimley-horn.com</a>	
Poticha, Shelly		Reconnecting America	510.393.9102	<a href="mailto:spoticha@reconnectingamerica.org">spoticha@reconnectingamerica.org</a>	
Rybak, R. T.	Mayor	City of Minneapolis	612.673.2100	<a href="mailto:r.t.rybak@ci.minneapolis.mn.us">r.t.rybak@ci.minneapolis.mn.us</a>	Tina Smith, <a href="mailto:tina.smith@ci.minneapolis.mn.us">tina.smith@ci.minneapolis.mn.us</a>
Sahbejam, Khani	Deputy Commissioner/Chief Engineer	Minnesota Department of Transportation	651.248.1985	<a href="mailto:khani.sahbejam@dot.state.mn.us">khani.sahbejam@dot.state.mn.us</a>	
Schuster, Lea	Executive Director	Transit for Livable Communities	651.767.0298	<a href="mailto:leas@tlcminnesota.org">leas@tlcminnesota.org</a>	
Sorensen, Ken	Vice President	Mortenson Construction	763.287.5326	<a href="mailto:ken.sorensen@mortenson.com">ken.sorensen@mortenson.com</a>	
Vagle, James	Public Affairs Representative	BATC	651.697.7578	<a href="mailto:james@batc.org">james@batc.org</a>	
Winstead, Gene	Mayor	City of Bloomington	952.563.8782	<a href="mailto:gwinstead@ci.bloomington.mn.us">gwinstead@ci.bloomington.mn.us</a>	
Zelle, Charlie		Itasca Project	612.332.8745	<a href="mailto:charliez@jeffersonlines.com">charliez@jeffersonlines.com</a>	
Zimbabwe, Sam		Reconnecting America	202.321.8062	<a href="mailto:szimbabwe@reconnectingamerica.com">szimbabwe@reconnectingamerica.com</a>	

**Connecting Florida  
Committee Roster  
July 17, 2009**

**ULI Southeast Florida/Caribbean**

Debbie Orshefsky, Esquire  
Shareholder  
Greenberg Traurig  
401 East Las Olas, 20<sup>th</sup> Floor  
Fort Lauderdale, FL 33301  
Phone: 954.768.8234  
Email: [orshefskyd@gtlaw.com](mailto:orshefskyd@gtlaw.com)

Matthew Barnes  
Urban Planner  
Akerman Senterfitt  
One Southeast Third Avenue, 25th Floor  
Miami, FL 33131  
Phone: 305.755.5825  
E-Mail: [matthew.barnes@akerman.com](mailto:matthew.barnes@akerman.com)

Leonard O. Townsend  
Hughes Hubbard & Reed, LLP  
201 South Biscayne Boulevard, Suite 2500  
Miami, FL 33131  
Phone: 305.373.5676  
E-Mail: [townsenl@hugheshubbard.com](mailto:townsenl@hugheshubbard.com)

Carla Coleman  
Executive Director  
ULI Southeast Florida/Caribbean  
3170 N Federal Highway, Suite 106  
Lighthouse Point, Florida 33064  
Phone: 954.783.9504  
Email: [carla.coleman@uli.org](mailto:carla.coleman@uli.org)

**ULI Central Florida**

Carey S. Hayo, AICP  
Principal/Director of Master Planning  
Glatting Jackson Kercher Anglin, Inc.  
120 North Orange Avenue  
Orlando, FL 32801  
Phone: 407.843.6552  
E-Mail: [chayo@glatting.com](mailto:chayo@glatting.com)

Gregg T. Logan  
Managing Director  
100 East Pine Street, Suite 302  
Orlando, FL 32801  
Phone: 407.515.4999  
E-Mail: [glogan@rclco.com](mailto:glogan@rclco.com)

James A. Sellen  
Executive Vice President  
MSCW, Inc.  
4750 New Broad Street  
Orlando, FL 32814  
Phone: 407.422.3330  
E-Mail: [james.sellen@mscwinc.com](mailto:james.sellen@mscwinc.com)

Mark L. Loeb  
Manager  
ULI Central Florida  
RCLCO  
100 East Pine Street, Suite 302  
Orlando, FL 32801  
Phone: 407.325.3348  
E-Mail: [mloeb@uli.org](mailto:mloeb@uli.org)

**ULI North Florida**

Randall G. Farwell  
Planning Manager  
Jacobs Edwards & Kelcey  
245 Riverside Avenue, Suite 300  
Jacksonville, FL 32202  
Phone: 904.636.5432 x112  
E-Mail: [randall.farwell@jacobs.com](mailto:randall.farwell@jacobs.com)

Robert Palmer, AICP  
Planning Lead  
Jacobs  
245 Riverside Avenue, Suite 300  
Jacksonville, FL 32202  
Phone: 904.636.5432 x136  
E-Mail: [robert.palmer@jacobs.com](mailto:robert.palmer@jacobs.com)

James M. Robinson, P.E.  
Senior Vice President  
King Engineering Associates, Inc.  
6500 Bowden Road, Suite 290  
Jacksonville, FL 32216  
Phone: 904.636.6755  
E-Mail: [jrobinson@kingengineering.com](mailto:jrobinson@kingengineering.com)

**ULI Southwest Florida**

Christopher O. Wright  
Chief Executive Officer  
RWA, Inc.  
6610 Willow Park Drive, Suite 200  
Naples, FL 34109-9014  
Phone: 239.597.0575  
E-Mail: [avr@consult-rwa.com](mailto:avr@consult-rwa.com)

Nick Casalanguida  
Director of Transportation Planning  
Collier County Board of County Commissioners  
2885 South Horseshoe Drive  
Department of Transportation  
Naples, FL 34104  
Phone: 239.252.6064  
E-Mail: [nickcasalanguida@colliergov.net](mailto:nickcasalanguida@colliergov.net)

Pat Vanasse  
RWA, Inc.  
6610 Willow Park Drive, Suite 200  
Naples, FL 34109-9014  
Phone: 239.597.0575  
Email: [pvanesse@consult-rwa.com](mailto:pvanesse@consult-rwa.com)

**ULI Tampa Bay**

Elisa N. DeGregorio  
Director, Foundation and Leadership Programs  
Tampa Bay Partnership  
4300 West Cypress Street, Suite 250  
Tampa, FL 33607  
Phone: 813.872.2810  
Email: [edegregorio@tampabay.org](mailto:edegregorio@tampabay.org)

Stuart L. Rogel  
President, Chief Executive Officer  
Tampa Bay Partnership  
4300 West Cypress Street, Suite 250  
Tampa, FL 33607  
Phone: 813.878.2208  
E-Mail: [srogel@tampabay.org](mailto:srogel@tampabay.org)

W. Stewart Gibbons  
Vice President  
Rockpoint Land, LLC  
7918 Land O' Lakes Blvd., Suite 104  
Land O' Lakes, FL 34638  
Phone: 813.235.6767 ext.218  
E-Mail: [stewart.gibbons@terrabrook.com](mailto:stewart.gibbons@terrabrook.com)

Susan Jezek  
Manager  
ULI Tampa Bay  
1602 N. 15<sup>th</sup> Street  
Tampa, FL 33605  
Phone: 813.242.3184  
Email: [susan.jezek@uli.org](mailto:susan.jezek@uli.org)

**ULI Headquarters**

Maureen McAvey  
Executive Vice President, Initiatives  
Urban Land Institute  
1025 Thomas Jefferson Street NW, Suite 500W  
Washington, DC 20007  
Phone: 202.624.7089  
Email: [mmcavey@uli.org](mailto:mmcavey@uli.org)

Rachel MacCleery  
Managing Director, Infrastructure Initiative  
Urban Land Institute  
1025 Thomas Jefferson Street NW, Suite 500W  
Washington, DC 20007  
Phone: 202.624.7162  
Email: [rmaccleery@uli.org](mailto:rmaccleery@uli.org)

Sarah Jo Peterson  
Senior Associate, Infrastructure  
1025 Thomas Jefferson Street NW, Suite 500W  
Washington, DC 20007  
Phone: 202.624.7062  
Email: [speterson@uli.org](mailto:speterson@uli.org)

## ULI Chicago Infrastructure Committee

Nickname	Last Name	Company
Milo	Aguilar	Project Intern
Ben	Ahring	Cowhey Gudmundson Leder, Ltd.
Mark	Angelini	S.B. Friedman & Company
Jeff	Arnold	Joseph Freed and Associates LLC
MarySue	Barrett	Metropolitan Planning Council
Phil	Bus	Kane County Development Transportation & Resource Management
Denise	Casalino	AECOM
Bob	Cowhey	Cowhey Gudmundson Leder, Ltd.
Rux	Currin	Mesirow Financial Real Estate, Inc.
Jon	DeVries	Roosevelt University
Cassandra	Francis	Chicago 2016
Teri	Frankiewicz	Crown Community Development
Scott	Freres	The Lakota Group, Inc.
Steve	Friedman	S.B. Friedman & Company
Steve	Galler	The Habitat Company LLC
Dave	Galowich	Madison Group Holdings, Inc.
Carl	Giometti	JTS Architects
Scott	Goldstein	Teska Associates Inc.
John	Green	Centrum Properties, Inc.
Carolyn	Grunst	K & L Gates
Bill	Hanna	RDA
Dick	Hayden	Hitchcock Design Group
Greg	Hummel	Bryan Cave, LLP
Tal	Izraeli	Arnstein & Lehr LLP
Jerry	James II	Edward R. James Partners, LLC
Nancy	Kiernan	FH Paschen, SN Nielsen
Dana	Levenson	RBS Global Banking & Markets
Marge	Malo	Malo Properties
John	Mays	Gould & Ratner LLP
Mike	Meagher	James McHugh Construction Co.
David	Meek	The Law Office of David Meek, LLC
Andy	Metter	Epstein
Rahul	Mittal	The HOK Planning Group
Leigh	Morris	RDA
Ed	Paesel	South Suburban Mayors & Managers Assoc.
Michael	Pagano	University of Illinois at Chicago
Roberto	Requejo Carballo	Chicago Community Trust
Tina	Rongers	Policy Analytics, LLC
Paul	Shadle	DLA Piper LLP (US)
Jessica	Simoncelli	Project Intern (University of Michigan)
Rick	Sinkuler	Ernst & Young Real Estate Group
Craig	Sklenar	City of Evanston
Peter	Skosey	Metropolitan Planning Council
Chuck	Smith	Arete'3 Limited, Design Group
Tony	Smith	S.B. Friedman & Company
Ron	Thomas	University of Illinois - Chicago
Frank	Transue	Walker Parking Consultants/Engineers
Lori	Weber	Arete3 Ltd.
Richard	Wilson	Skidmore, Owings & Merrill LLP
John	Winner	DE STEFANO PARTNERS
Will	Woodley	The Community Builders, Inc.
Ruth	Wuorenma	Neighborhood Capital Institute