



# 10 Principles for Embedding Racial Equity in Real Estate Development

Expanded Edition



Urban Land  
Institute

## About the Urban Land Institute

The Urban Land Institute is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide. ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 80 countries.

### ULI BUILDING HEALTHY PLACES INITIATIVE

The ULI Building Healthy Places Initiative leverages the power of the Institute's global networks to shape projects and places in ways that improve the health of people and communities. Since its inception in 2013, the Initiative has been engaging, informing, and inspiring ULI members to promote human health and wellness through their professional practice as well as through their leadership and influence in communities. Building Healthy Places strives to cultivate champions for health and social equity among the ULI membership, drive industry change towards health and social equity, and make communities healthier and more equitable. Learn more and connect: [uli.org/health](https://uli.org/health) and [health@uli.org](mailto:health@uli.org).

### DIVERSITY, EQUITY, AND INCLUSION AT ULI

ULI is committed to pursuing unrelenting efforts to shape the built environment toward diverse, equitable, and inclusive communities. Specifically, ULI works to:

**Connect** talent and opportunity for staff, membership, and leadership at ULI to better represent the communities we serve through targeted, measurable organization-wide actions.

**Inspire** a welcoming and inclusive culture in the real estate industry, underscoring business benefit for members and their organizations 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.

To learn more about DEI at ULI, visit [americas.uli.org/dei](https://americas.uli.org/dei).

---

© 2022 by the Urban Land Institute

Printed in the United States of America. All rights reserved.

**Recommended bibliographic listing:**

Diana Schoder. *10 Principles for Embedding Racial Equity in Real Estate Development: Expanded Edition*. Washington, D.C.: Urban Land Institute, 2022.

# Contents

<b>About This Report</b>	4	<b>Part One: 10 Principles for Embedding Racial Equity in Real Estate Development</b>	25
<b>Executive Summary</b>	5		
<b>Key Takeaways</b>	11	<b>Part Two: Fostering Equitable Community Outcomes</b>	104
<b>Letters</b>	13	<b>Report Context</b>	112
<b>How to Navigate This Report</b>	17	<b>Conclusion</b>	116
<b>Introduction</b>	19		
		Glossary	117
		Resources	120
		Acknowledgments	121
		Report Team	126



# About This Report

Increasingly, integrating racial equity in the development life cycle is becoming a high priority, and the industry is recognizing that an elevated focus on equity can have benefits for financial and social returns. *10 Principles for Embedding Racial Equity in Real Estate Development* shares 10 guiding ideas that can help developers, investors, and other practitioners make racial equity a central part of their real estate practice. Each principle distills insights from industry leaders and includes specific best practices that can be applied to different sectors, markets, and geographies.

These principles help equip real estate professionals to deliver the financial and social benefits of equity to all stakeholders: developers and partners, the local community, and cities. This focus on racial equity (as one aspect of social equity, a broader concept) is necessary because racist policies and practices such as redlining have historically shaped land use. Their legacy continues to undermine the health, wealth, and economic opportunity of racialized communities in the United States; current practices often perpetuate these inequities.

Real estate professionals can use the principles in this report to work urgently toward creating a real estate industry that drives more equitable and racially just community outcomes.



(leolintang/shutterstock)



# Executive Summary

The 10 principles summarized in this report emerged from a November 2021 workshop that convened ULI members and other real estate professionals who are experts on racial equity.

*To learn more about the process that informed the principles and this report, see the section [“Overview of the 10 Principles Process.”](#)*

According to [Racial Equity Tools](#), racial equity is “the condition that would be achieved if one’s racial identity no longer predicted, in a statistical sense, how one fares. When we use the term, we are thinking about racial equity as one part of racial justice, and thus we also include work to address root causes of inequities, not just their manifestation.”

*For more information on how this report uses the term racial equity, see the section [“The Imperative and Vision for Racial Equity.”](#)*

The principles reflect this understanding of racial equity and the role that the real estate industry has played in creating and perpetuating injustices, as well as the workshop participants’ expertise and experiences, and ULI’s mission to shape the future of the built environment for transformative impact in communities worldwide.

They also demonstrate that equitable development has a strong business case that real estate professionals can harness to develop more successful projects while creating more equitable ones.

1. **Embed racial equity across all aspects of your real estate development practice.**
2. **Commit to building your knowledge and optimizing your personal and institutional power.**
3. **Articulate the racial equity business case.**
4. **Use data to ensure equitable processes and outcomes.**
5. **Leverage capital to drive equitable change.**
6. **Understand and address current and historical context.**
7. **Recognize the power of language.**
8. **Create a community-centered development process.**
9. **Build trust, transparency, and credibility.**
10. **Form strong, intersectoral partnerships.**

---

# 10 Principles Summary

## Principle 1

**Embed racial equity across all aspects of your real estate development practice.**

Although many people have been prioritizing racial equity for years, societal expectations about racial equity are now becoming more widespread, with significant implications for the real estate landscape. Real estate professionals must make racial equity central to their professional practice so that they are prepared to operate and thrive in an evolving environment. This requires changing standard real estate development practices and policies in ways that center racial equity at all stages. Achieving just and fair inclusion requires real estate practitioners to apply a racial equity lens to all aspects of their work: their own organizations; the communities in which they operate; their consultants, vendors, and contractors; and their customers, investors, and capital partners.

**Explore Principle 1 in depth.**

## Principle 2

**Commit to building your knowledge and optimizing your personal and institutional power.**

Although racial equity requires systemic and structural change, real estate professionals can also advance racial equity using their personal and institutional power. Personal change requires deep internal work, and personal change leads to professional change. After all, development is not just about projects—it is primarily about people. Everyone can be a leader on racial equity. Nobody should underestimate the power to model values and create transformational change; everybody can challenge policies and practices within their sphere of influence as an advocate, ally, or leader.

**Explore Principle 2 in depth.**

---

# 10 Principles Summary

## Principle 3

### Articulate the racial equity business case.

Embedding racial equity into real estate development can reduce risk and increase value. When setting a business strategy, real estate professionals must begin by better understanding risk (e.g., the risk of not prioritizing racial equity), gaining a more complete understanding of return on investment (ROI) that recognizes the value of equitable development, and tailoring the racial equity business case to individual projects. Because racial equity has not been a mainstream part of real estate education or development practice, real estate professionals often believe that they need to make the case for racial equity or that it will add costs; however, investing in equitable development has repeatedly demonstrated the ability to increase returns and reduce risks.

Explore Principle 3 in depth.

## Principle 4

### Use data to ensure equitable processes and outcomes.

Real estate professionals can use community-informed data and measurement in service of enhancing racial equity and accountability before, during, and after development. It is important to set measurable goals for outcomes (rather than outputs) and report progress in a transparent manner. These metrics can help real estate professionals understand the benefits of racial equity and enhance the adoption of equity-promoting practices. Data can demonstrate progress to community stakeholders and hold developers accountable to others and themselves. Internally, data and communication are just as important in creating and building on diversity, equity, and inclusion (DEI) strategies.

Explore Principle 4 in depth.



---

## 10 Principles Summary

### Principle 5

#### Leverage capital to drive equitable change.

Using capital to drive equitable change includes expanding access to capital, expanding the type of capital that developers bring in, and developing more complete understandings of risk and return. This requires education to help people overcome biased ideas about risk, sponsorship, and credibility. Capital is key for not only funding equitable development but also ensuring that the investment benefits accrue to existing residents and communities marginalized by racist policies and practices.

Explore Principle 5 in depth.

### Principle 6

#### Understand and address current and historical context.

Understanding both historical and current structures—including policies, programs, and practices with a racist impact—that shape the project, community, and team provides the context necessary to mobilize the development team's ability to promote racial equity and to inform how the industry moves forward. The context includes not only the history of the local area but also the history of the country, with people of color experiencing the impacts to this day. This requires both obtaining personal education and engaging and learning from the local community.

Explore Principle 9 in depth.

---

# 10 Principles Summary

## Principle 7

### Recognize the power of language.

Language matters, and by using terms in a thoughtful, inclusive, and actionable way, real estate professionals can more accurately talk about and more effectively work toward a vision of racial equity. This report does not develop a shared language or framework for racial equity, but it does highlight the need for a common understanding of racial equity, particularly as it applies to real estate. Although creating such a shared language and framework will likely take an industry-wide effort, individual practitioners can seek to accomplish this on a smaller scale, including within their companies and their projects.

[Explore Principle 7 in depth.](#)

## Principle 8

### Create a community-centered development process.

Communities need the opportunity to meaningfully inform the projects that will affect them. This begins with ensuring that a broader group of stakeholders is part of the process and has the ability to provide input. This way, not only is the community shaped by the project but also the project is shaped by the community so that it responds to local needs and provides value to community members, including racialized groups.

[Explore Principle 8 in depth.](#)

---

## 10 Principles Summary

### Principle 9

#### **Build trust, transparency, and credibility.**

Embedding racial equity in real estate development requires trust, transparency, and credibility as the foundation of all relationships. When relationships—whether with communities, within companies, with vendors and business partners, or across sectors—are built with integrity and empathy, trust can be developed and maintained on both sides. Given the history of real estate and its current lack of diversity, the industry is not starting from a neutral place and must actively make efforts to overcome past harms.

**Explore Principle 9 in depth.**

### Principle 10

#### **Form strong, intersectoral partnerships.**

Partnerships are a powerful way to make the focus on racial equity in development projects more feasible (e.g., expand a firm’s capacity for deep community engagement), to support local developers, and to maximize the impact of community benefits. By seeking partnerships, including with people and organizations embedded in the community (making sure to amplify historically excluded voices), project teams can approach challenges with an expanded set of tools and a more holistic understanding of success and local needs.

**Explore Principle 10 in depth.**



# Key Takeaways

These key takeaways, while not principles themselves, are integral to understanding the thinking behind each principle and can help inform work on racial equity in real estate development.

- **There is an imperative for racial equity in real estate.**

The real estate industry has historically had a significant role in creating and perpetuating racial injustices that continue to this day. Now, real estate has a responsibility and opportunity to reckon with that history and remedy its legacy of health, economic, and other disparities in communities today. As an organization created by and representing the real estate industry, ULI has often played an explicit or implicit role in perpetuating inequities. (See the section [“Why Racial Equity?”](#).)

- **The industry needs a comprehensive approach to change.**

Change not only looks like more equitable community outcomes but also looks like a focus on racial equity within the real estate industry, such as new business practices, power sharing, and diversity and inclusion initiatives. This approach influences development decisions, which then shape community outcomes. It is currently possible to adopt the best practices described within each principle, and it is often profitable to do so.

- **Understanding historical and present context is key.**

To work effectively on racial equity, it is critical to first understand the historical role that real estate practices played in creating and perpetuating racial injustice, with many people of color still experiencing the impacts today. These impacts include reduced access to opportunities for building wealth and to real assets—the places where people live, learn, and work. Many existing practices continue to perpetuate these impacts as well.

- **Everyone can take action.**

Action is necessary, and it must be intentional and include accountability mechanisms. Although industry leaders have the greatest responsibility to motivate change, everybody can play a role, whether in their development decisions or in their personal relationships. Instilling dignity and respect in all approaches to development is fundamental to working on racial equity. Personal behavior and interpersonal relationships are just as important as outcomes.

- **This work is both personal and professional.**

Doing the internal work to understand and act on racial equity issues is necessary to imbue these ideas throughout real estate professionals' development practice. Development directly deals with people and issues of identity and justice, not just projects.

- **Mind-sets matter.**

Real estate development has the potential to move from being an extractive process to a being restorative one. This requires innovation not only in real estate practices but also in mind-sets: how people define value and risk, how project teams view communities as equal partners, and how the industry views its fundamental purpose.

- **This work has real impacts.**

Because real estate meaningfully and directly shapes how people live, embedding racial equity into development has the potential to measurably improve people's lives. It is the first line of access to fundamental resources, social connections, and services in communities. Real estate is the primary force for wealth creation in the United States, and everyone should have the opportunity to share in it regardless of race.

- **More is needed.**

The 10 Principles are just a starting point, and they are meaningless if they do not lead to action. Some real estate professionals are already doing this work, and their expertise and experiences have informed this report. Practitioners can use these principles to guide their urgent and necessary work on racial equity.



Protesters rally for housing as a human right at a Black Homes Matter rally at Freedom Plaza in Washington, D.C., organized by Empower DC. (Allison C Bailey/Shutterstock)

---

# Letter from ULI

Real estate is about places, but it is first and foremost about people. This is true not only of development but also of ULI: this organization exists because of the dedication of our members to excellence in development practice.

Yet, putting people first has historically meant prioritizing some elements of our society over others. Exclusionary government policies and real estate practices have marginalized communities of color, and especially Black communities. In the past, ULI played a role in perpetuating these practices, which we unequivocally stand against.

This history is important because its effects continue to create disparities in health, economic opportunity, and educational outcomes today. Our members have the tools to address these inequities and contribute to a more just society, which ultimately benefits everyone.

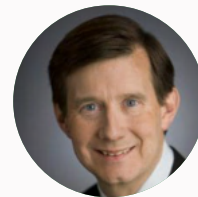
As the principles in this report demonstrate, much of the work that needs to be done goes back to putting people first. Whether using more robust community engagement strategies or fostering a more diverse and inclusive environment within your company, individual practitioners have the power to make the real estate industry exist by and for all of us.

We would like to thank everyone who participated in the November 2021 workshop that identified these principles. This member-driven process has drawn extensively upon the expertise of people who not only care about racial equity but are actively working to make it a central part of their real estate practice.

The principles are an important start, but we recognize that change requires a sustained, long-term commitment to this work—the type of dedication that can help to realize ULI’s mission to shape the future of the built environment for transformative impact in communities worldwide. This publication challenges everyone in our industry to extend this transformative impact to all communities, and it is an invitation to join ULI in the knowledge sharing, convening, and engagement that can make this vision possible.

At ULI, we are committed to providing the leadership required to tackle inequity in both the real estate industry and our communities. We are excited to continue supporting members on their own journeys and ensuring that they can turn to ULI for best practices in confronting these critical issues.

We are so glad that you are joining us in this conversation. Together, let’s work toward creating great places for all people.



**Ed Walter**

Global Chief Executive Officer  
Urban Land Institute



**Gwyneth Jones Coté**

President, Americas  
Urban Land Institute



---

# Letter from the Workshop Chair

The murder of George Floyd in May 2020—and the following protests that summer—sparked a reawakening about U.S. racial justice issues among many ULI members. As real estate professionals, it is imperative that we understand the significant role of land use policies and practices in creating and perpetuating racial segregation, leading to persistent gaps in everything from household wealth to life expectancy.

We must understand also that the social and economic structures in which we live are as much a part of the built environment as our homes, streets, and parks. There is nothing natural about systemic racism and intergenerational inequality; like buildings, they are structures designed by people that can be demolished and rebuilt (or expanded and updated) by people.

These structures are not new, but increased awareness of racial justice issues among real estate leaders and society at large has created a significant opportunity and an awesome responsibility to make equity a central component of how we do our work. Real estate professionals are seeking new tools and approaches that they can leverage to begin remedying inequities while actively and intentionally working toward a more equitable future.

ULI's mission reflects this potential: *To shape the future of the built environment for transformative impact in communities worldwide.* Equity is a core commitment of ULI, and everybody who helped identify the principles in this report is not only seeking to live this commitment but also sharing their knowledge so that other members can, too.

In November 2021, ULI convened members and other industry experts who have been actively working on and thinking about these issues of equity. This group identified the 10 Principles, and their insights have informed this entire report. I thank everyone who dedicated an immense amount of time, energy, and thought to making this report possible. Through this document and your day-to-day work, all of you are helping to create a more equitable industry.

Many of the ideas in this report align with ULI's mission commitments:

- **Connect active, passionate, diverse members through the foremost global network of interdisciplinary professionals.** Diversity and inclusion are woven throughout this report as they intertwine with racial equity in complex and multifaceted ways. Having a variety of perspectives makes our industry more capable of addressing today's most pressing challenges.
- **Inspire best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing.** Although each principle is a high-level concept, this report also includes best practices to help readers apply the principles to their work. By drawing on members' expertise, the principles are an example of both knowledge sharing and content.
- **Lead in solving community and real estate challenges through applied collective global experience and philanthropic engagement.** As a member, I see ULI as having a critical role in shaping real estate practice, and this 10 Principles report is an impactful step toward advancing racial equity throughout the industry.

Real estate professionals turn to ULI for information, thought leadership, and best practices that not only guide their work but also speak to the values the industry can uphold. We are an organization of thought leaders and practitioners with awesome power to shape the built environment and, through that environment, society itself. Just as the racial covenants and urban renewal concepts that ULI put forward in the past perpetuated inequity, our actions today will have significant ramifications for who benefits, who is burdened, who is included, and who is excluded, long into the future.

Although publishing this report is just a first step, it sends a clear signal that understanding and working toward racial equity is not only feasible but also no longer optional. By serving as both a bold call to action and sharing practicable guidance, this report will help empower real estate professionals to make racial equity central to their own professional practices.

Issues of racial equity are no longer possible for the real estate industry to ignore. This is a critical time to capitalize on the industry's momentum and make equity an integral part of real estate development. It was my pleasure to chair the 10 Principles process, and the real work starts now.



**AJ Jackson**

Executive Vice President, Social Impact Investing  
JBG SMITH

---

# Letter from the Equity Adviser

With 47 years of business experience—nearly a quarter of those years in the real estate industry—I have observed firsthand that business decisions, whether in real estate, technology, or other industries, have largely been financially driven, based on making the business case with anticipated financial returns on investment.

For the real estate industry, however, financial returns cannot be the only metric for building healthy, thriving communities. Attention must be given to people, as the growing focus on the “S” in ESG (environmental, social, and governance) demonstrates. Given the real estate industry’s complicity in the vast racial inequities that exist today, it must make course adjustments and set a new direction that helps enable all people, regardless of race, to thrive and reach their full potential.

My experience has also taught me that no matter how good a company and its values are—and I worked for one of the best in the business—actualization of company values is only as good as the people who are committed to them and who execute on them. A value commitment often comes with doing the internal work to be able to first gain insights and understanding of why living the value, in this case racial equity, is important, then using one’s power to act and influence, within the organizational construct and beyond.

The role of equity adviser for the 10 Principles project intersects well with my work in creative placemaking, which involves bringing art and culture with great design to real estate development in ways that grow project value and build healthy, thriving, equitable communities. Often art and culture interventions, facilitated by artists and other creatives, are effective levers to get in the (community) door and begin to build trust. Art and culture interventions can be leveraged to celebrate the history of place and build community cohesion and pride.

In executing the equity adviser role, I bring to this work my nearly five decades of business experience, overlapping with my passion for art as a collector, advocate, and administrator spanning 40 years, combined with my sometimes painful growing-up years in the Jim Crow South. I see how vitally important it is that we effectively address racial equity for our communities, our country, and indeed our world. The 10 Principles work is one step on a long path toward achieving racial equity in real estate, but an important one.

I am honored to have worked with some of the best in the business on this project—our fearless leader, AJ Jackson, the equity workshop participants, and ULI—Sonia Huntley, DEI executive, and Rachel MacCleery, BHP executive, and her team.

Thanks to all who are committed to achieving racial equity. Now let’s get to work.



**Juanita Hardy**

Managing Principal  
Tiger Management Consulting Group LLC

# How to Navigate This Report

*10 Principles for Embedding Racial Equity in Real Estate Development* describes 10 broad ideas of how real estate professionals can make racial equity central to their real estate practice. The introduction and principles are designed to be read in order, but depending on their interests, readers may jump to different sections throughout this report from the Contents.

**Executive Summary:** This summary includes short descriptions of each principle.

**Key Takeaways:** These key takeaways, while not principles themselves, are integral to understanding the thinking behind each principle and can help inform work on racial equity in real estate development.

**Introduction:** The introduction provides important context for this topic and the report, framing the purpose of the 10 Principles and what informs them.

**10 Principles for Embedding Racial Equity in Real Estate Development:** This is the main section of the report, and it describes the 10 Principles and illustrates them with best practices.

Please note that the ideas in each principle are often framed using “should” or “must” language; however, not every concept will apply to or be feasible in every development. These concepts can be considered a menu of options that emerged from the workshop.

**Fostering Equitable Community Outcomes:** This second part of the report gives an overview of how real estate professionals can use the principles to advance specific benefits and outcomes in communities.

**Report Context:** This section describes the process used to identify the principles; barriers, challenges, and opportunities for racial equity in real estate; and the imperative and vision for racial equity.

**Conclusion:** Concluding thoughts are followed by acknowledgements and additional information about ULI and this report.

**Resources:** Additional resources for further reading and learning are provided.



## Quick Facts about This Report

### This report is

- A summary of 10 guiding ideas on embedding racial equity in real estate development based on a ULI workshop and member engagement process;
- A call to action for the real estate industry to make racial equity central to development; and
- A collection of sample applications that help translate motivation to work on racial equity into action.

### This report is not

- A comprehensive review of all the ways racial equity can show up in real estate;
- An educational overview of how to be antiracist; or
- A history of racism and real estate.

### The audience for this report is

- Real estate professionals interested in using different levers for change—including at the personal, company, and industry scales—to make racial equity a central part of development, including in their professional practice, the industry, and community outcomes; and
- All current real estate professionals, recognizing that the demographic makeup of the industry and of ULI is disproportionately white. Within each principle, some sample applications are geared toward this group; for

example, there are applications about education, and BIPOC (Black, indigenous, and people of color) real estate professionals may not need to learn about a concept such as microaggressions because it is part of their experience. However, this report is equally written for a BIPOC audience that has been thinking about and working on these issues. Although the principles often refer to “real estate professionals” and “the community,” this is not a distinction between the two groups—many real estate professionals are a part of the communities that they serve.

### In this report, racial equity includes

- A recognition that equality is insufficient when communities do not have a level playing field, and that providing all communities with the same resources or opportunities cannot fully address systemic barriers;
- A focus on racial justice for Black communities;
- Diversity and inclusion as they intertwine with equity;
- Both equitable outcomes for communities and a more equitable real estate industry;
- Both outcomes and processes; and
- A vision for justice in addition to equity.

# Introduction

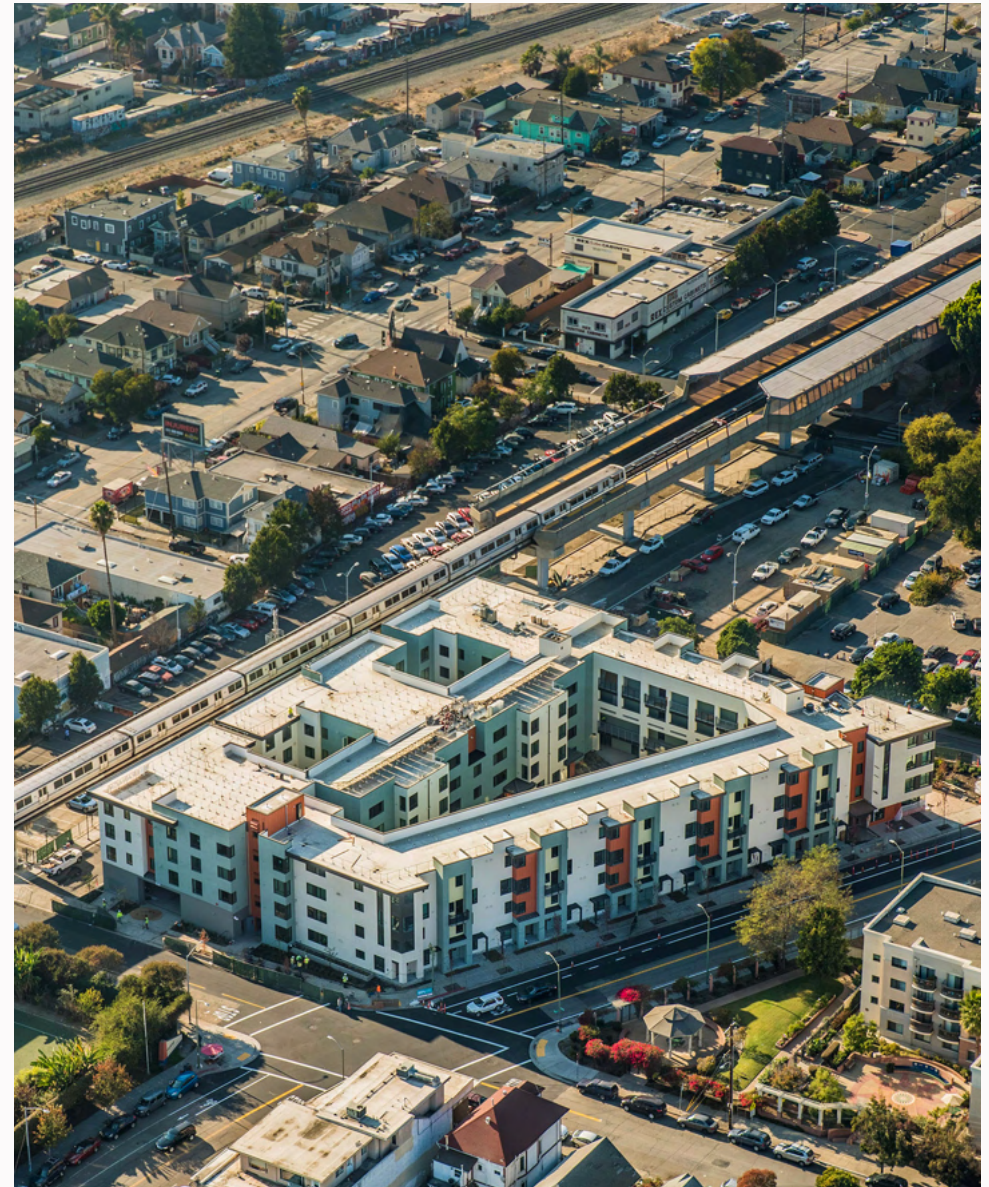
Real estate and land use practices reflect society's values and priorities. Although financial, time, and other constraints also factor in, those considerations are layered on top of fundamental—and often unconscious—questions: who has the power and privilege to live, learn, and work in great places, and who gets left behind? How do we, as real estate professionals, perpetuate an unjust status quo? How do our personal values drive our professional practice and align with our everyday behavior?

*10 Principles for Embedding Racial Equity in Real Estate Development* synthesizes insights from members and other industry experts who are taking an equity-focused approach to their real estate work and confronting these essential questions every day.

The principles and report focus on racial equity because the industry has had a significant role in creating and perpetuating racial injustices. Now, real estate has a responsibility and opportunity to reckon with that history and remedy its legacy of health, economic, and other disparities in communities today. As an organization created by and representing the real estate industry, ULI has often played an explicit or implicit role in perpetuating inequities. (See the [“Why Racial Equity?”](#) section.)

This report serves as a call to action for transformative change throughout the real estate industry, highlighting the imperative to make racial equity an undisputed value in development. Moreover, it provides concrete guidance on translating the motivation to work on racial equity into action for different sectors, geographies, and professions. By providing the 10 Principles for Embedding Racial Equity in Real Estate Development and best practices for putting them into practice, this report can help real estate professionals make racial equity central to their work and to the industry as a whole.

A [glossary](#) defining terms used in this text and during the workshop can be found at the end of this report.



Casa Arabella, a 2021 ULI Americas Awards for Excellence winner in Oakland, California, received recognition in the Equitable Development category. (Steve Proehl)



## About the 10 Principles

Each principle is a high-level, guiding idea on how real estate professionals can make racial equity an integral part of their work. Although each principle is broad, the report text illustrates the principles with examples that can help readers understand how to apply the principles to their personal values and behavior, company policies, and development decisions throughout investment, planning, design, construction, and operations.



Alexandra Park, a 2021 ULI Americas Awards for Excellence winner in Toronto, received recognition in the Equitable Development category. (Ben Rahn/A-Frame)

The principles are about racial equity as it relates to real estate development and its outcomes for communities. Some of the principles are specifically about development practice, and others are about the many factors that influence development decisions, such as diverse representation in real estate companies. One principle focuses on the internal personal work required of us to take positive action in our professional lives. While the focus of this publication is on racial equity, some of the ideas in each principle can apply to other aspects of social equity as well.

*To learn about the process that led to these principles, see the section [“Overview of the 10 Principles Process.”](#)*

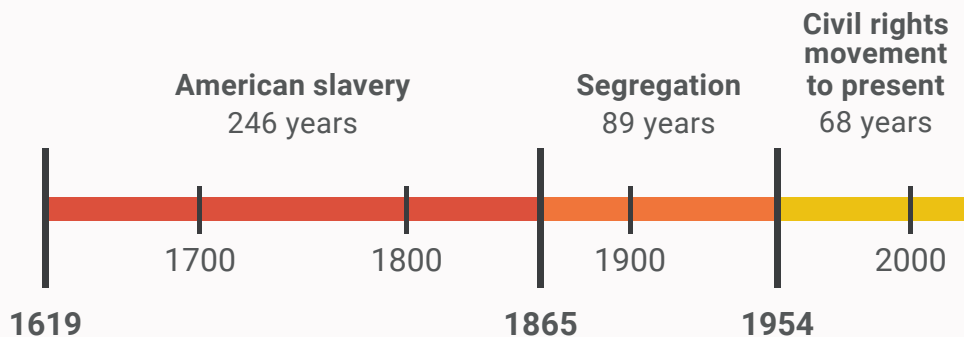
This report aligns with ULI’s diversity, equity, and inclusion (DEI) strategy, which recognizes DEI as a fundamental force for creating thriving communities for the future. This report helps advance toward this goal by showcasing opportunities to harness DEI and other levers for change that shape more equitable communities through development.



## Why Racial Equity?

The 10 Principles focus on racial equity because real estate practices historically played a central role in creating and perpetuating racial injustice, with many indigenous people and people of color still experiencing the impacts today.

The history of real estate is embedded within the history of land use in the United States. During the settlement and expansion of the United States, colonizers stole indigenous land and they continued to do so throughout the establishment of the country. For more than two centuries, Black people were held in bondage, and slavery was a key driver for the American and global economies. In many parts of the country, slave labor was used to build much of the infrastructure and many of the buildings. The legacy of this brutal and inhumane system, this country's original sin, is still unfolding.



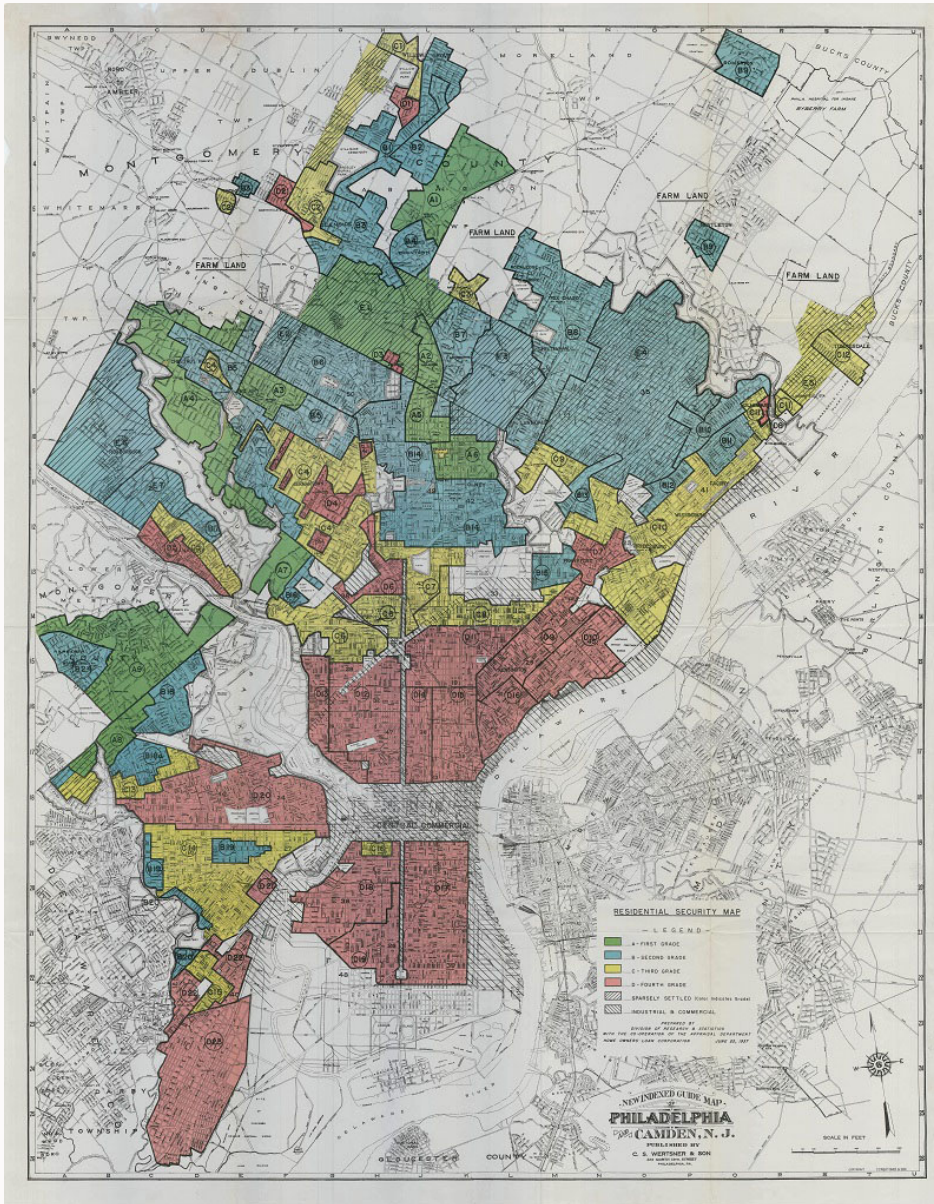
*Though the dates associated with these eras can vary, the majority of American history takes place during the eras of American slavery and de jure segregation.*

During much of the 20th century, real estate practices and policies used race and immigration status to segregate communities, both implicitly and explicitly. Even after redlining, exclusionary zoning, and racial covenants were no longer legal, the threat of violence continued to enforce these patterns. Because Black families were often excluded from opportunities for homeownership, they were not afforded opportunities to accumulate equity in their homes, the greatest source of generational wealth in this country.

The impact has been catastrophic. In 2016, the [average wealth](#) of Black families was a 10th that of white families. Researchers estimate that at the current rate of convergence, it will take [228 years](#) for Black wealth to catch up with white wealth.

Toward the end of the century, inequitable revitalization efforts, highway expansion, and disinvestment often led to displacement and exclusion. A generation later, the lasting effects include de facto segregation by race and income, which is closely related to disparities in health, economic mobility, and educational opportunities. Even today, biased appraisals and the devaluation of Black property perpetuate these place-based inequities.

ULI members are not exempt from this history. Some of ULI's founding members, including the influential real estate developer J.C. Nichols, pioneered the use of racial covenants, which later became embedded in local and federal law. Whether advocating for inequitable highway alignments or any other "best practice" of the time that further entrenched racist structures, ULI played a role in perpetuating segregation and the marginalization of people of color.



A Home Owners' Loan Corporation (HOLC) redlining map of Philadelphia circa 1937. (United States Federal Government, public domain, via Wikimedia Commons)

As a leader in the industry, ULI takes seriously the responsibility to acknowledge and confront this history. ULI unequivocally stands against these racist practices and is committed to racial equity as a core value in development and to diversity within the industry.

Real estate professionals turn to ULI for thought leadership and best practices, and ULI's work—including this report—aims to reckon with this history, empower people to address the legacy of and current racial injustice, and shape a more equitable industry that can actively and intentionally help build a fairer and more just society.

**"You can't have a race-neutral solution for a race-based problem."**

—Shawn Barney, Managing Director, CLB Porter LLC\*

The real estate industry has affected all BIPOC (Black, indigenous, and people of color) communities, both historically and in the present. This report focuses specifically on addressing harms to Black communities because they have experienced the most significant impacts from race-based land use policies. ULI plans to focus on the immense harm done to Indigenous communities and other communities of color—across generations and to this day—in future work and publications.

Although this overview is far from a comprehensive history, even these few examples illustrate how the histories of racial injustice in the United States, the real estate industry, and ULI have been and continue to be linked. To learn more, see the resources in this reading list:

[americas.uli.org/real-estate-and-social-equity](https://americas.uli.org/real-estate-and-social-equity).

\*All quotes are from workshop participants.

## Social Equity Resource Hub

ULI's Social Equity Resource Hub is designed to provide real estate professionals with the information and resources they need both to learn about social equity and to translate that knowledge into their work as real estate professionals.

The Social Equity Resource Hub showcases a variety of new and existing resources to respond to these member calls and industry needs. This report is one of the foundational materials in the hub.

Other resources include the following:

- ULI reports on social equity and real estate;
- ULI webinars; and
- Case studies.

ULI's Building Healthy Places Initiative created this resource hub with the recognition that health disparities reflect fundamental injustices in society. More equitable places are healthier places, and real estate professionals can help to address these inequities at their root.

The hub includes resources for a variety of audiences and focusing on different topics. Over time, the hub will grow to encompass resources for people at various levels of understanding, resources focusing on different aspects of social equity (such as gender, sexuality, ability, ethnicity, and more), resources designed for different sectors, and resources that delve deeper into topics such as personal bias and company DEI policies.

In line with ULI's mission of improving the environments in which all people live, work, and play, ULI has developed a diversity, equity, and inclusion (DEI) strategy that recognizes DEI as a fundamental force for creating thriving communities for the future. The strategy prioritizes DEI activities across the organization and already has established goals and created enhanced resources to push this effort forward. To learn more about DEI at ULI, visit [americas.uli.org/dei](https://americas.uli.org/dei).

Visit the [ULI Americas Social Equity Resource hub](#).

# Part One: 10 Principles for Embedding Racial Equity in Real Estate Development

1. Embed racial equity across all aspects of your real estate development practice.
2. Commit to building your knowledge and optimizing your personal and institutional power.
3. Articulate the racial equity business case.
4. Use data to ensure equitable processes and outcomes.
5. Leverage capital to drive equitable change.
6. Understand and address current and historical context.
7. Recognize the power of language.
8. Create a community-centered development process.
9. Build trust, transparency, and credibility.
10. Form strong, intersectoral partnerships.



## Principles in Practice

These principles apply to different audiences in different ways. The discussion of each principle includes a section called “Principle in Practice,” which provides selected examples of how the principle can inform **personal values and behavior**, and **company policies**, and how it can work within each stage of development: **investment, planning, design, construction, and operations**.

This framework is not intended to be prescriptive or comprehensive; rather, it demonstrates some of the ways in which these high-level concepts can be actionable for different real estate professionals.



**Personal  
Values  
& Behavior**



**Company  
Policies**



**Investment**



**Planning**



**Design**



**Construction**



**Operations**

## Cross-Cutting Themes

Cross-cutting themes appear throughout the 10 Principles:

- **Action is necessary, and it must be intentional and include accountability mechanisms.** Although industry leaders have the greatest responsibility to motivate change, everyone can play a role.
- **Real estate development has the potential to move from being an extractive process to a restorative one.** This requires innovation not only in real estate practices but also in mind-sets: how people define value and risk, how project teams view communities as co-equal partners, and how the industry views its fundamental purpose.
- **There is a need for short-, medium-, and long-term action, and small actions over time can lead to meaningful change.** Practitioners should take a “both/and” approach to change rather than an “either/or” approach.
- **Practitioners need to develop a theory of change and the roles it requires.** It is important to understand the potential for incremental and bold change, the need for both urgency and patience, and how real estate professionals can work in partnership to accelerate action.
- **Practitioners should be prepared to pivot and adapt to new information and an evolving environment.**
- **Change requires commitment.** Practitioners should embrace a commitment to racial equity in their real estate practice and not lose sight of what is possible when they are part of a dedicated group.

Many of the principles are connected through these themes, but they also relate to one another directly. For example, using data can help to build transparency, which may improve partnerships and help project teams to more effectively center communities in development processes. Each principle can help to illuminate different aspects of the others.

# Principle 1: **Embed racial equity across all aspects of your real estate development practice.**

---

Although many people have been prioritizing racial equity for years, societal expectations about racial equity are now becoming more widespread, with significant implications for the real estate landscape. Real estate professionals must make racial equity central to their professional practice so that they are prepared to operate and thrive in an evolving environment. This requires changing standard real estate development practices and policies in ways that center racial equity at all stages.

Achieving just and fair inclusion requires real estate practitioners to apply an equity lens to all aspects of their work: their own organizations, the communities in which they operate, their consultants, vendors, and contractors, and their customers, investors, and capital partners.

## DIGGING DEEPER

Several factors are contributing to the urgent need to embed racial equity in real estate.

- First, community expectations are changing, and industry actors risk losing their social license to conduct development if they do not meet these expectations. For example, the demographic makeup of the United States is becoming more diverse, and development teams will face significant headwinds if they do not become representative of the country and respond to growing demands for equitable practices from communities, the public sector, and increasingly the real estate industry itself.
- Second, as investors recognize that racial equity-focused approaches can add value, make developments more competitive, and reduce risk, capital partners will increasingly make such approaches part of not only their social mission but also their fiduciary responsibilities. As this becomes standard, companies that do not understand racial equity will be left behind. (This is further explored in [Principle 3, “Articulate the racial equity business case.”](#))
- Diversity and inclusion are an essential part of these changes. Representation changes development decisions, but it is not enough; inclusion is also necessary to ensure that people are welcomed in the field and able to safely share their perspectives. Although the industry needs a particular focus on racial diversity, practitioners should also understand the value in all types of inherent diversity (including built-in characteristics such as gender and age) and acquired diversity (derived from experiences such as having lived abroad).

---

**“As you look across the CRE landscape, all of our customer segments are increasingly prioritizing racial equity – internal customers (employees), external customers (tenants), and financial customers (capital). Racial equity is essential to the sustainability and health of our industry.”**

–Taidgh McClory, Founder and Social Impact Entrepreneur,  
T.H. McClory LLC



Casa Arabella, a 2021 ULI Americas Awards for Excellence winner in Oakland, California, received recognition in the Equitable Development category. (David Wakely Photography)

## GUIDING IDEAS FOR PRACTITIONERS

Equitable communities are attractive places for development. Healthy real estate development exists in healthy communities, and communities cannot thrive without a foundation of equity. Industry leaders must commit to this mission—whether they are motivated by keeping their businesses relevant, adding value to their developments, or enhancing their social impact—but everyone has a role to play in embedding racial equity in development. Although real estate professionals may move at different paces, many are already doing this work, proving that it is not only feasible but also profitable.

This principle requires making racial equity a priority, which includes allocating resources to act on this priority throughout the development life cycle, vetting every step of the development process through this lens, and measuring and communicating results. This is not limited to projects that are explicitly focused on racial equity; there are always ways to incorporate racial equity into a project.

It is critical to prioritize racial equity at the beginning of a project and plan for long-term impact. Otherwise, it will be more difficult to influence the budget and design later. For example, from the beginning of a project, practitioners should understand the potential of negative unintended consequences like displacement and develop a plan to mitigate them. At the same time, initiatives should be flexible enough to be resilient and adaptable to social and economic change. Planning for racial equity does not come at the expense of creating financial value but can boost that value (see [Principle 3, “Articulate the racial equity business case”](#)).



Senior leadership drives change and can make racial equity a non-negotiable priority within companies. Although checklists may be helpful in staying accountable to these goals, working toward racial equity will not be as effective if it turns into a box-checking exercise, and real estate professionals must do more than the bare minimum to foster more equitable community outcomes.

Every member of the project team must be on board with this priority, and if, for example, the design firm is not, then they would not be hired. Extensive experience is not entirely necessary for every team member to have; a willingness to learn, remain accountable, and investigate best practices with an open mind are also valuable skills. When this is true across the industry, then people will not be able to opt out of equity-focused approaches to development without losing business.

One common barrier to working on racial equity is the perception that it will raise costs and take too much time. However, racial equity can be embedded in current project requirements and paid for as part of the expected due diligence expenses in development. Equity-promoting practices could also be seen as the cost of doing business. Because racial equity can increase project value, the anticipated ROI should include the cost of these racial equity components as it does legal services, marketing, and equitable business practices. Conversely, not addressing racial equity within a project may increasingly pose a risk to developers.

Similarly, extensive community engagement may increase the length of a development project. However, development projects typically take a long time even without racial equity considerations, and developers can set expectations that the project will take the time necessary to build relationships and not rush the engagement process. Although cost and time can be barriers, the fundamental issue is often expectations and priorities. From the start, development teams can incorporate this issue into the expected costs and planning process.

To make equity a priority, diversity also needs to be a priority. A lack of diversity in the industry has continued to lead to inequitable projects and projects that ignore racial justice issues, with development disproportionately designed for middle- and upper-class, white, and able-bodied people. Diversity helps developers be more creative and flexible, and helps them identify and address racial equity issues earlier and more effectively in their development process. (See more in the feature [“Institutionalizing DEI in Real Estate.”](#))

## PRINCIPLE IN PRACTICE

Sample applications of this principle include the following:



### **Personal Values and Behavior**

Make antiracism and racial equity a personal priority so that it can be imbued in your professional practice. Be a part of building a more equitable industry through your everyday actions, development decisions, and personal and institutional power.

---



### **Investment, Planning, Design**

Recognize the need for the racial equity-promoting practices described throughout this report, the imperative to adopt them, and their business case. Hold others accountable for using this new playbook (e.g., investors can implement DEI and racial equity criteria for lending to hold developers accountable for equity goals). Use an equity lens throughout all of these processes.

---

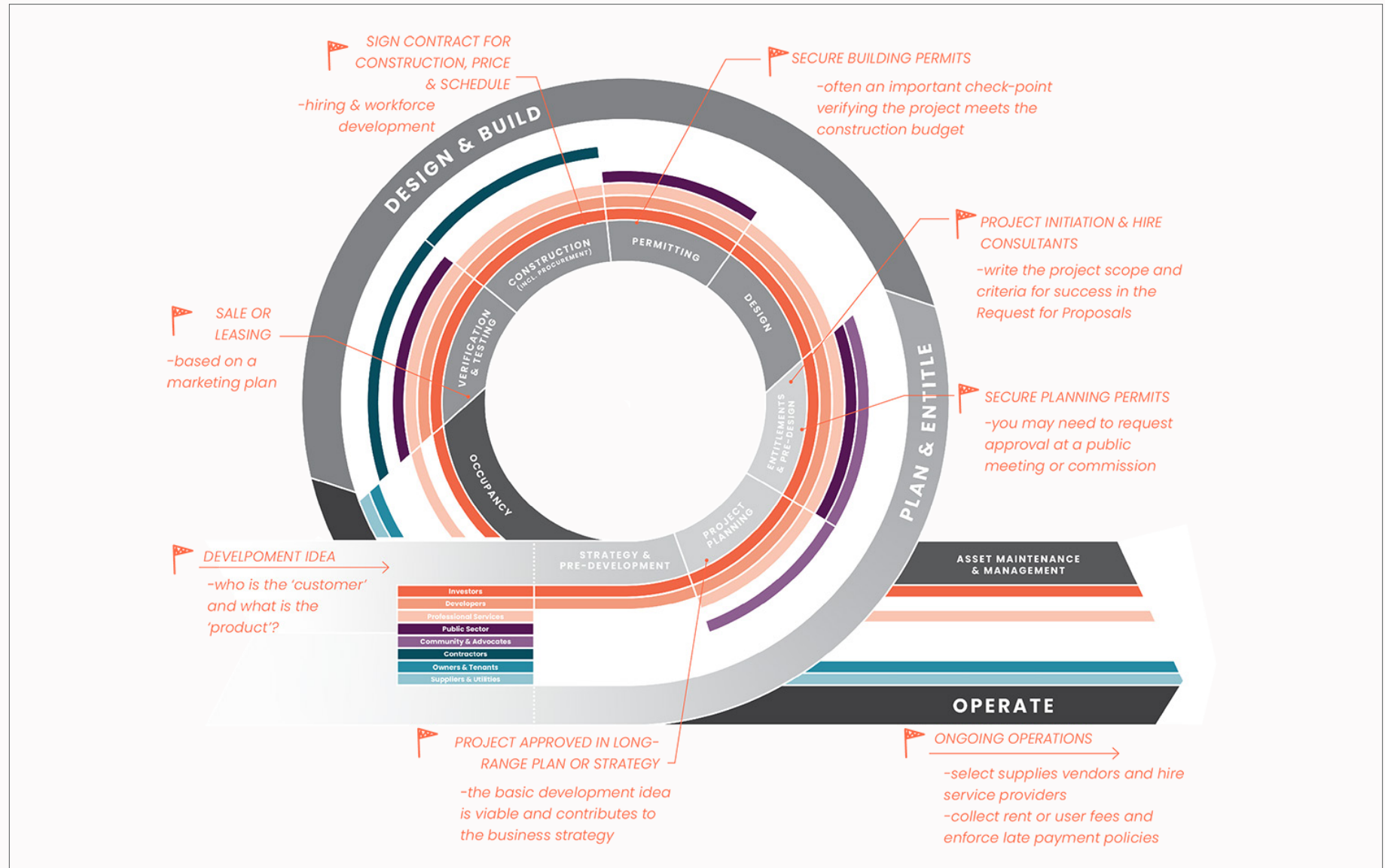


### **Operations**

Ensure that operations use a racial equity lens, such as by leasing spaces to BIPOC-owned businesses. Ask questions about who the development is serving.

Principle 1: Embed racial equity across all aspects of your real estate development practice.

Centering Health Equity in the Development Process



The Centering Health Equity Project from the Green Health Partnership and Mithun provides a framework, worksheets, and case studies on opportunities to integrate health equity into development throughout the life cycle. Many of these points are also useful for integrating racial equity. (Centering Health Equity Project)

## Institutionalizing DEI in Real Estate

Just as racial equity can be an integral part of real estate development, diversity, equity, and inclusion (DEI) in real estate companies is central to this work. Although DEI and racial equity are different concepts, they are related. Creating more diverse, equitable, and inclusive work environments and practices enables the industry to benefit from a variety of perspectives, which can help shift thinking, decisions, and priorities toward racial equity.

One step beyond inclusion is integration, in which BIPOC people are integrated into every aspect of the work as part of a race equity culture (one that is focused on proactive counteraction of race inequities inside and outside of an organization). According to [Equity in the Center](#):

Building a Race Equity Culture is the foundational work when organizations seek to advance race equity; it creates the conditions that help us to adopt anti-racist mindsets and actions as individuals, and to center race equity in our life and in our work. A Race Equity Culture is the antithesis of dominant culture, which promotes assimilation over integration and dismisses opportunities to create a more inclusive, equitable environment. The work of creating a Race Equity Culture requires an adaptive and transformational approach that impacts behaviors and mindsets as well as practices, programs, and processes.

DEI and racial equity strategies need to be a core part of real estate organizations, not a one-time initiative or performative action. When they are a part of company policies, strategic

plans, and missions—prioritized at the highest levels with appropriate resources and accountability mechanisms—then transformative change can begin.

Institutionalizing DEI starts with setting measurable goals for outcomes (rather than outputs) and reporting on them. A commitment to DEI starts at the leadership level, but it is important to consider everyone's roles:

- Ensure that project teams—including consultants—are diverse in multiple, intersectional ways and look like the communities they serve.
- Hire dedicated staff to focus on DEI. Organizations need people with the knowledge and skills to prioritize equity in decision-making, strategy, and operations. These positions should exist at the leadership level and be appropriately resourced and empowered. This can include diversity consultants in the short term, but the ultimate goal is to have a chief diversity officer or similar leader who can ensure that DEI is an integral part of the company and its mission.
- When seeking guidance from BIPOC professionals and community members, compensate them for their expertise. Ensure that you are entering these conversations with the education to have a constructive dialogue and not cause additional harm; however, mistakes and discomfort are often a part of this process, so work through them intentionally and productively.



Companies can also design a diversity business plan with concrete strategies and goals. This requires buy-in from everyone in the organization, and even one person who undermines this priority (such as by continuing inequitable practices within their division) can do a lot of damage. Still, it is important to recognize that centering DEI requires a long-term commitment to learning and being willing to be uncomfortable and make mistakes.

Although there are no one-size-fits-all DEI strategies for investment, some ways to use a DEI lens in investment portfolios include looking for asset management firms with substantial ownership by underrepresented groups and company-wide representation; hiring and allocating capital to more diverse portfolio managers; and developing DEI investment criteria for funds, such as funds that invest in companies with anti-discrimination policies, data on pay equity, and diverse company leadership.

Without DEI and racial equity being part of a company's DNA, its work is less likely to translate into more equitable community outcomes. Institutionalizing racial equity makes it more likely that equity will be a part of thought processes, culture, and outcomes. When it is explicitly written out in investment memos, requests for proposals (RFPs), and hiring requirements, it not only promotes accountability but can also begin to shift the industry.

To learn more about the state of DEI in real estate, check out the Global Real Estate DEI Survey 2021. This summary has unprecedented insights into employee demographics and internal corporate approaches to DEI, presenting both global and regionally specific results. It is the only corporate study of DEI management practices and data benchmarking in the commercial real estate industry, including 161 unique companies, 435,000 full-time employees, and \$2.4 trillion in assets under management in North America, Asia Pacific, and Europe.

### Stages of Diversity Management Implementation

Stage of diversity management	Derived from need for	Achieved by
Diversity as Non-Issue, Invisible	Desire to Maintain Status Quo	Rejecting Difference
Avoid Discrimination Approach	Avoidance of Litigation & Expense Payouts	Protecting Difference
Equal Opportunities Management	Compliance with Law, Creation of Level Playing Field	Assimilating Difference
Respect and Capabilities Approach	Inclusivity and "Felt Fairness"	Accepting, Recognizing, & Respecting Difference; Creating Climate to Develop Individuals
Valuing Diversity Approach	Access & Legitimacy	Valuing Individuals & Utilizing Difference to Enhance Reputation and Access New Markets
Diversity Management for Competitive Advantage	Competitive Advantage	Strategic Use of Diversity across ALL Functions; Identification of Business Benefits

Source: [The Road to Diversity, Equity, and Inclusion \(DEI\) Is Paved with Action](#) (PNC).

## Spotlight on the Omni Boston Seaport Hotel

Boston, Massachusetts

The 2019 *Urban Land* article [“Is There a Business Case for Diversity and Inclusion?”](#) describes how the development firm Davis Companies made social equity a priority throughout the development of the Omni Boston Seaport Hotel as part of its focus on diversity and inclusion.



(Omni Hotel & Resorts)

The project began with a public/private RFP process—designed by Massachusetts Port Authority (MassPort) board member Duane Jackson, MassPort chief executive officer Tom Glynn, and MassPort director of diversity and inclusion/compliance Kenn Turner—that elevated social equity to a significant decision criteria. By incentivizing the private sector to develop equity-focused proposals in response, the RFP catalyzed innovation and creativity related to social equity. Although the RFP was not prescriptive, it set a powerful and clear tone that social equity was a core value. Today, the development continues to inform economic inclusion strategies in projects around the country.

*The following is excerpted from the article and illustrates one case in which social equity—including racial equity—was a condition of winning a development project and how this condition contributed to project success.*

For New Boston Hospitality, an entity affiliated with the Davis Companies, a 43-year-old Boston-based development company, diversity and inclusion are woven into virtually all aspects of its development of the Omni Boston Seaport Hotel project on MassPort land in Boston's thriving Seaport Waterfront District. The \$550 million project includes development of a 1,050-room hotel and adjacent retail space. Diversity, inclusion, and community outreach were critical elements of Davis's approach to winning the project initially and continued to be part of its execution strategy throughout all phases of construction and its aftermath.

A bedrock element of Davis's inclusion strategy involved securing diverse talent for all stages of the project, from planning and operations to design, engineering, lighting, acoustics, and tech and security. It sought to surpass the RFP's target, so that rather than achieving the 17.9 percent RFP goal and stopping, the Davis design team instead secured commitments amounting to a 31 percent participation rate for minority- or women-owned business enterprises (M/WBEs). This gave Davis a significant competitive advantage in bidding on the RFP, given the importance that the Port Authority placed on minority participation in the site development.

Davis then paired certain diverse firms with more experienced majority contractors, particularly those with rigorous training, coaching, and mentoring as part of their organizational DNA and operating ethos. These "guided collaborations" positively affected the current project, while also creating greater capacity and more opportunity for meaningful M/WBE participation in future projects. It also elevated the visibility and stature of the diverse firms, enhancing their ability to attract the talent necessary to expand, grow, and compete successfully for future work.

Another aspect of Davis's strategy emanated from its expanded vision of inclusion, a vision that incorporated community outreach activities ranging from partnering with local unions to recruit and train residents (especially from vulnerable local neighborhoods) for permanent post-construction jobs in the hospitality and retail sectors, to identifying promising students for learning, mentoring, and internship opportunities, treating them as potential future talent for the real estate industry. This part of Davis's strategy addresses directly the often-repeated lament about the paucity of minority candidates for employment in the commercial real estate sector.





(Elkus Manfredi Architects/Omni)

These engagements are substantive, meaningful, visible, and compelling. Intentional or not, they may come to represent the industry's more evolved understanding of—and deeper appreciation for—the impact that developments like the Omni Hotel project can have on diverse communities and their constituents, and the corresponding role that these communities may play in helping achieve successful outcomes for the project and businesses that eventually will operate from the premises. This outreach element within a larger inclusion strategy illustrates the extent to which large-scale commercial developments of this kind can help move the needle on inclusion and collaboration by engaging diverse neighborhoods and communities, facilitating their active participation, and in the process gaining their trust and the trust—and even gratitude—of key public officials.

This, too, can reassure investors, mitigating some—but not all—of their concerns about various social and political issues that can delay or outright derail the timely completion of a project like the Omni Hotel development. In this instance, Davis's proactive, public-facing approach to affected communities likely contributed not only to achieving diverse minority participation in the development, but also to financing it, since \$7 million was raised from diverse minority investors through syndication. As much as anything, this shows that Davis effectively identified and located diversity's sweet spot, using diversity and inclusion not only as an ethical or regulatory imperative, but also to Davis's advantage in the competition for talent, capital, and the approval of influencers, stakeholders, and decision-makers. Ultimately, its diversity and inclusion strategy was a central feature in its win.



## Principle 2: **Commit to building your knowledge and optimizing your personal and institutional power.**

---

Although racial equity requires systemic and structural change, real estate professionals can also advance racial equity using their personal and institutional power. After all, development is not just about projects; it is primarily about people. Personal change requires deep internal work, and personal change leads to professional change.

Everyone can be a leader on racial equity. No one should underestimate the power to model values and create transformational change; everybody can challenge policies and practices within their sphere of influence as an advocate, ally, or leader. For white real estate professionals, using personal power should begin with an understanding of their own implicit biases and privilege, and then working to ensure that everyone can share in the benefits and advantages they have experienced.

## DIGGING DEEPER

Equity means living your values in all of your behavior and relationships, not just changing the outcomes of your work, so everyone has the ability to be a leader. Do not underestimate your power to model values and create transformational change by challenging policies and practices within your sphere of influence.

Not everyone needs to have the same role in using their personal power to create change. For example, in the [agitator-innovator-orchestrator framework](#) for social change movements, an agitator elevates issues and increases public awareness, an innovator develops solutions, and an orchestrator coordinates action to scale the solution. People have different strengths, and certain roles may be less feasible for real estate professionals without job stability or guaranteed psychological safety.

---

**“Racism is a system of power, so I want people to use their power and their institutions to move the industry. Changing the narrative can apply not only to what you understand personally but how you are projecting that through your institution.”**

—Shawn Barney, Managing Director, CLB Porter LLC

## GUIDING IDEAS FOR PRACTITIONERS

One best practice discussed in the workshop is to establish a process to reflect on your privilege, how you are using your power within the industry, and how your personal biases drive professional decisions, including where to invest, what type of assets to acquire and develop, and who to target. Ensure that you are accountable for this reflection and then your action. Understand that this is a long-term journey that involves cultivating genuine curiosity, respect, and humility. Being aware of your personal biases can help you to challenge them and ultimately create better developments, both in terms of racial equity and in terms of project success.

To help foster company-level change, advocate for equitable practices within your workplace. This includes bringing new people—particularly people who have been traditionally excluded from positions of power, including people of color, women, and people in the LGBTQ+ community—into workplace conversations and centering their voices. Use your privilege to advance difficult conversations, and do not let the burden of this work fall on racialized groups.

## Doing Our Own Hard Work



([www.SurgeryRedesign.com](http://www.SurgeryRedesign.com))

For those who have traditionally held power, use your privilege to bring partners along and ensure that the people involved in making decisions look like the community (which should not become tokenism, treating people as representative of their race, or using people to “check off a box”). When meetings are not representative, use your voice and leverage your relationships to advocate for change as an ally. The industry is not only facing a pipeline problem but also a network problem, and you can help to forge new networks.

One example of a ULI District Council program aiming to expand real estate networks is ULI Cincinnati’s [Real Estate Accelerator Lab](#), which is designed to educate and mentor a diverse group of real estate professionals, with a focus on growing leadership among those typically underrepresented in the real estate development industry.

For companies, keep in mind that social impact occurs not just in products but in company culture and in personal behavior. Provide DEI roles with appropriate resourcing, and do not expect underrepresented employees to take on a burdensome amount of DEI work.

Moreover, an enabling environment is necessary for capital to flow to communities in ways that meaningfully benefit them. Policy has the potential to strengthen the case for using a racial equity lens in development through incentives and requirements, which level the playing field for all developers.

For the many developers who already understand the political process and how working with local elected officials can build institutional and financial support for projects, use your knowledge, relationships, and experience to advocate for the communities in which you work. For example, entitlements, community benefit agreements, incentive programs, zoning reforms, tax credits, underwriting policies, reserve requirements, and land valuation are all areas where you have influence.

Help shape policy by demonstrating what is possible. For example, successfully incorporating inclusive contracting into developments on a voluntary basis can show that MBE (minority-owned business enterprise) requirements would be feasible without jeopardizing a financial return.



## PRINCIPLE IN PRACTICE

Sample applications of this principle include the following:



### **Personal Values and Behavior**

Ensure you are applying an equity lens to the decisions you control, such as who you are inviting to a meeting and which vendors you are hiring. This requires a strong foundation of internal work (see the graphic [“Doing our own hard work”](#)).

---



### **Company Policies**

Compel your institutions to accelerate their commitment to racial equity and their work on it, both internally and externally.

---



### **Planning**

Advocate for bringing new voices to the table as decisions are being made. Design equity-focused community engagement processes.

---



### **Design and Construction**

Help build a pipeline for more diverse design and construction industries.

## Beyond the Building

In a session at ULI's 2021 Fall Meeting, "[Beyond the Building: Real Estate Strategies for the Social Equity Imperative](#)", real estate leaders discussed their racial justice journeys and how they are translating their personal values into their professional practice.

Anne Torney, a partner at Mithun, shared her story:

My career as an architect has always centered on working with mission-driven clients who develop affordable housing. However, it's become increasingly clear to me that, in Ibram [X.] Kendi's words, it's not enough to be 'not racist.' It doesn't require malice or bad intentions to perpetuate unfair and discriminatory systems.

So, in my current practice, I aspire to be increasingly explicit and intentional about counteracting the effects of systemic racism, especially racist land use practices. In 2019, our 190-person design firm launched what we call our JEDI initiative. JEDI stands for justice, equity, diversity, and inclusion. And via that initiative, we're asking ourselves: how can we best use our skills as designers, [as] integrated thinkers, for healing and for envisioning new futures? What are the structural changes we need to make in our own organization? How can we serve historically marginalized communities in the places where we live, where we work, and where we practice?

And I aspire to both designs and design processes that are active catalysts for racial equity . . . and going forward on the personal level, I hope to continue the work of recognizing my own social conditioning and unconscious biases and partner with communities and other real estate professionals like yourselves, hopefully, across sectors and disciplines so that we can together accelerate our evolution toward a durably just world.

View all the stories and the full session on [Knowledge Finder](#).

## Principle 3: Articulate the racial equity business case.

---

Embedding racial equity into real estate development can reduce risk and increase value. When setting a business strategy, real estate professionals must begin by better understanding risk (e.g., the risk of not prioritizing racial equity), gaining a more complete understanding of ROI that recognizes the value of equitable development, and tailoring the racial equity business case to individual projects.

Because racial equity has not been a mainstream part of real estate education or development practice, real estate professionals often believe that they need to make the case for racial equity or that it will add costs; however, investing in equitable development has repeatedly demonstrated the ability to increase returns and reduce risks. Financial and social benefits are not “either/or” but often complement one another. Delivering social benefits can create financial value, and profitable decisions can also create social value.

This principle focuses on how individuals and companies can develop a business case that makes sense for their own contexts and projects, which includes reframing development success, redefining risk, and gaining a more accurate understanding of value and ROI. (See the feature [“The Case for Social Equity in Real Estate”](#) for how real estate professionals are making an industry-wide business case for social equity.)

## DIGGING DEEPER

Just as environmental sustainability has a strong business case, racial equity is also a component of ESG that delivers significant financial and non-financial benefits as part of a new “standard” pro forma. Stakeholders may be motivated to drive social value for different reasons (see [chart](#)), but when there is a shared motivation to deliver high-quality places that benefit residents, there are greater chances of project success.

The following sections can help real estate professionals recognize the value that comes with equitable development and leverage it to make their businesses better. Yet, financial value should not come at the expense of racial equity, and the business case does not justify development decisions that would, in practice, continue to exploit racialized communities. Considering both financial and social value ultimately is likely to deliver greater benefits than prioritizing one over the other.

Investors increasingly factor ESG considerations into selections of real estate managers, choosing people who share these values and see their fiduciary duty as investing capital in socially sustainable ways. DEI has also become more important in investment, whether it is endowments and foundations wanting to understand the diversity of fund managers in their portfolios or people wanting to incorporate a DEI lens across asset classes.

The United Nations Sustainable Development Goals and Principles for Responsible Investment are also motivating investors to commit to focusing on their social impact. Moreover, capital is often chasing the same stock, and racial equity creates more avenues to invest, especially as millennials increasingly inherit wealth and seek out ways to align their portfolios with their values.

---

**“Merge the financial return and social return so that they’re not separate. The racial equity piece can’t feel like an optional add-on; it has to be a part [of the formal plan] for the business case to even make sense—[for developers] to even gain access to capital.”**

—Treasure Sheppard, Analyst, Los Angeles County Development Authority



## Motivations/Benefits and Roles in Driving Social Value

	Motivations and/or benefits in an approach driven by social value	Role in driving social value
<b>Investor/asset manager</b>	Greater attractiveness of the site to occupiers and future investors and a strengthened relationship with the local authority, which could support future bids	Stipulate high levels of social value in the fund strategy and investment principles, and require investment proposals to be explicit about the social value outcomes they will deliver
<b>Local planning authority</b>	Fulfill requirements for sustainable development from the National Planning Policy Framework	Stipulate high levels of social value in the local plan and create a planning condition for the development team to create a social value strategy
<b>Local authority</b>	Cost-effective delivery of wide-ranging benefits to the communities for which it is responsible	Work in partnership with the developer to create a social value strategy for the development
<b>Development team</b>	Win tenders, speed up planning approvals, positively engage with local communities, and attract investment	Create a social value strategy that spans the entire life cycle of the development, and monitor and create a social value strategy
<b>Contractor</b>	More likely to win tenders, help address the skills gap, and find efficiencies	Deliver skills and employment to the local community and monitor and report on key performance indicators
<b>Subcontractor</b>	Develop relationship with the main contractor to win future work and develop the capabilities of the team	Deliver on key performance indicators set by the main contractor
<b>Building and facilities managers</b>	Maintain client relationships and win work based on ability to put ongoing delivery of social value at the core of service offering	Ensure the development is operated as designed to maximize performance, ensure ongoing maintenance
<b>Local businesses</b>	A thriving and prosperous community, which drives spending power and footfall	Employ and upskill local people, and take a role in ongoing maintenance of public realm and in community activities
<b>Local residents</b>	Ultimate recipients of social value, with wide-ranging and comprehensive benefits	Participate proactively in planning and design process and the ongoing maintenance of the site

Private sector  
  Local authority  
  Local stakeholders

Source: [Social Value in New Development](#) (U.K. Green Building Council).



Historic building redeveloped with federal low-income housing tax credits in 1992. (Tim Evanson/Flickr)

### **GUIDING IDEAS FOR PRACTITIONERS: REFRAME DEVELOPMENT SUCCESS**

The business case demonstrates the many benefits that equitable practices can bring when considering a more expansive bottom line: reduced risks, more stable real estate environments, broader market appeal, and more. Although prioritizing financial benefits over social ones may appear more profitable, real estate professionals can reframe success to focus on community outcomes even when the business case is less clear.

Racial equity is becoming an undisputed value that will increasingly be an expectation throughout real estate practice, similar to sustainability. If the industry does not adapt to these changes, it will become more prone to community distrust and become less successful in the long term.

The imperative to embed racial equity in real estate development is a compelling counterpart to the business case, and it also comes with benefits. As the real estate industry moves toward racial equity as a baseline expectation, there may be a “race for equity” in which equity-focused developments are increasingly more competitive at attracting investors, public approvals, and tenants.

## **GUIDING IDEAS FOR PRACTITIONERS: REDEFINE RISK**

The industry’s limited understanding of risk focuses largely on physical hazards and financial impacts to owners and investors. With a racial equity focus, risk assessment now has the opportunity to incorporate social value, which mitigates risk at the asset level by making communities more resilient to economic and social change and can lead to better long-term, risk-adjusted returns.

Leveraging development to foster more equitable community outcomes benefits communities, which helps to secure tenancies and more stable long-term income. Developers can also form partnerships with local groups that address underlying risks and stressors, and they can use complementary ESG strategies to further enhance the social, economic, and environmental resilience of a neighborhood.

Adopting a broader understanding of risk and the role that equity plays in mitigating it is important, but it fails to account for existing bias. The perceived risk of funding projects in Black communities often comes from personal biases, a disconnect between where real estate professionals live and have development projects, and how underwriting standards reinforce structural disadvantages. For example, terms such as “lower capacity” may seem neutral, but they implicitly attribute differences in neighborhoods and developers to merit rather than the uneven playing field. Race is not a proxy for risk, and the true risk is often not incorporating racial equity—promoting practices into a development.

Moreover, a Knight Foundation study showed that the perceived risk of investing with women- and minority-owned firms is higher than the reality—a bias that reduces the diversity of asset managers and ultimately the investments being made.

Finally, communities of color disproportionately face environmental hazards, bearing the unaccounted-for risks of private development. Investment and development should redefine risk to include these social, health, economic, and environmental costs and ensure that they do not reinforce, create, or fail to repair environmental injustices.

## **GUIDING IDEAS FOR PRACTITIONERS: UNDERSTAND VALUE AND ROI**

Financial return is seen as the main measure of success in real estate. Yet ROI is broader: it includes the creation of positive impacts for local people and communities (and the mitigation of negative impacts). Often, this “social value” helps create financial value. When leaders in the finance industry use more holistic measures of success, they can spark industry-wide change that creates new standards and shifts the competitive landscape for development. These ideas reflect an ongoing conversation among capital sources about stakeholder capitalism, which—as compared with shareholder capitalism—considers a broader view of success, including community and environmental value.

The upfront cost of investing in racial equity can have long-term payoffs. The benefits of incorporating racial equity—promoting practices include greater occupant demand and tenant retention (and in turn stable cash flows), access to government incentives, stronger community relations,



### Principle 3: Articulate the racial equity business case.



Mariposa is a Denver Housing Authority redevelopment, transforming a public housing complex that had experienced concentrated poverty and above-average levels of crime into a community health-focused development. (Denver Housing Authority)

potential building certifications, stronger brand value, attraction of capital from ESG-minded investors, and the activation of an area for future projects. During the entitlements process, proactive work on racial equity enables the developer to propose specific investments and programs rather than only responding to city requests. Moreover, equitable development often enables additional private sector investment, for example, grocery stores that then support complementary businesses such as pharmacies, banks, and restaurants.

Furthermore, local owners often know more about providing goods and services for their own community than outside actors, and people are more likely to spend or participate in areas of the community where they have a sense of belonging. Equitable development is successful development because it centers the community.

Racial equity directly affects financial returns and the development process. For example, developers may receive less pushback about proposed projects when communities are meaningfully involved from the start. Although the benefits of racial equity can be difficult to model financially (one reason why it has not been fully recognized as an important factor in development) and typically upfront costs and long-term benefits can be hard to capture, the benefits are nevertheless real and important to recognize. When real estate professionals, particularly those in sources of capital, shift away from viewing racial equity considerations as bonuses to viewing them as essentials, they can recognize equity as a value-add itself.



## PRINCIPLE IN PRACTICE

Sample applications of this principle include the following:



### **Company Policies**

To maintain a thriving real estate business, companies need to focus on the strong and necessary business case for diversity and inclusion. DEI policies within organizations help drive companies' work on racial equity, embedding it into the fabric of how a company operates and shapes communities. Diverse (and diversity-conscious) teams also appeal to clients and customers who increasingly expect such representation, making it an essential part of business operations.

---





### **Investment**

Investors and lenders can change their definitions of risk and underwriting standards to account for structural disadvantages. Alternative market assessment methods exist—such as those developed by The Reinvestment Fund, Social Compact, and MetroEdge—and often demonstrate much higher investment potential in underserved communities than traditional analyses do.

# The Case for Social Equity in Real Estate

The ULI Los Angeles report [The Case for Social Equity in Real Estate](#) summarizes research exploring how development firms that invest in improving social equity outcomes in the communities where they work demonstrate and measure positive benefits to the community. Some of these many benefits include supporting individual wellbeing, promoting local economic development, and at times increasing ROI for developers. The findings underscore the imperative to invest in social equity and increase awareness of real estate professionals' roles in fostering equitable community outcomes.

 <p><b>CREATING MEASURABLE IMPACT</b></p>	<ul style="list-style-type: none"> <li>» There is a need to <b>restructure conventional parameters of real estate investment</b> deals that are often rooted in a history of racial discrimination, and which perpetuate systemic inequities.</li> <li>» <b>Historically underinvested communities that lack basic goods and services can benefit significantly from commercial investment, and result in profitable development projects</b> that contribute to community well-being.</li> <li>» Providing <b>sufficient services to affordable housing tenants</b> decreases turnover and increases tenants' propensity to pay the rent on time and take on a sense of ownership of their homes and neighborhoods.</li> </ul>
 <p><b>EQUITABLE PROCESSES</b></p>	<ul style="list-style-type: none"> <li>» <b>Revising financial institutions' lending practices</b> could significantly impact developers' ability to invest in social equity in communities where they work, reducing this significant barrier.</li> <li>» Developers that take a <b>long-term view and consider a broader definition of value</b> are more likely to build lasting, equitable legacies in local communities.</li> <li>» Complex and large-scale projects are more likely to deliver positive social equity outcomes when approached from an <b>interactive community planning or economic development</b> perspective.</li> </ul>
 <p><b>COMMUNITY PARTNERSHIPS AND OUTREACH</b></p>	<ul style="list-style-type: none"> <li>» <b>Comprehensive, targeted, and culturally sensitive community consultation</b> that generates good dialogue can shorten a project's timeline, resulting in cost savings and more successful outcomes.</li> <li>» Real estate professionals can build capacity in underserved communities by <b>supporting and partnering with local nonprofits and minority and disadvantaged businesses</b>.</li> <li>» Taking into account the <b>local cultural and historical context and involving community members in project design</b> can make people feel comfortable in their neighborhoods, which is an investment in social equity.</li> </ul>
 <p><b>CORPORATE POLICIES AND PRACTICES</b></p>	<ul style="list-style-type: none"> <li>» <b>Companies need to be proactive when it comes to social equity</b>, for example, by considering diversity in who they hire and who serves on their board.</li> <li>» The market may change as a new generation of professionals oriented toward social equity issues grow in their careers, but <b>concerted effort from today's leaders</b> will facilitate their success.</li> <li>» <b>Procurement policies and decisions supporting minority and disadvantaged businesses</b> can be beneficial; the sustainability and impact of such policies depends on a level of corporate commitment.</li> </ul>
 <p><b>GOVERNMENT INTERVENTIONS</b></p>	<ul style="list-style-type: none"> <li>» Government is in a unique position to <b>incentivize development in underinvested communities</b> through subsidies, land use determinations, and expedited processing.</li> </ul>

Summary of Key Findings in ULI Los Angeles report [The Case for Social Equity in Real Estate](#).

## Spotlight on Encore

Tampa, Florida

ULI's 2017 [case study](#) of Encore—a mixed-use, mixed-income redevelopment in Tampa, Florida—demonstrates how recognizing the related financial and social benefits of equitable development can contribute to project success.

Encore is a mixed-use, mixed-income redevelopment of former public housing just north of downtown Tampa, Florida, developed by a partnership between a housing authority and a bank-owned community development corporation.

The Encore site, formerly Central Park Village, was settled after the Civil War by newly emancipated African Americans and became known as “the Scrub.” The city’s prosperity in the early 20th century drew many more African American residents, many of whom were forced by discriminatory laws to settle in and around the Scrub. Central Avenue developed as the primary commercial spine for the area and flourished with hundreds of businesses, but in the post–World War II years—as in many other African American business districts across the country—waves of urban renewal tore apart the neighborhood.

With Encore, Tampa committed to maintaining the Scrub’s long history of providing a centrally located gateway to greater opportunity. “Unlike other cities, we’re not going to move vulnerable people away from the cultural and transportation hub,” says Leroy Moore, Tampa Housing Authority senior vice president and chief operating officer. “The Encore site is rich in jobs and transportation and entertainment.” By building it back to the scale warranted for a downtown neighborhood, he says, the authority could maintain or even expand affordable housing opportunities near downtown.

The site’s marketing and branding draw extensively on the community’s rich history, a particularly distinctive aspect in fast-growing Tampa. One result of the marketing efforts has been very strong absorption for Encore’s market-rate apartments: these units have leased up before the affordable units.



Encore’s neighborhood was hard hit by urban renewal. From 1954 to 2007, the site was an isolated public housing project called Central Park Village.





Encore is a mixed-use, mixed-income public housing redevelopment, with 662 units built to date. These two buildings, Ella and Reed, house low-income seniors and front Ray Charles Boulevard, Encore's main street. (Payton Chung)

“People who live in inner cities like diversity,” says Eileen Pope, vice president of Bank of America Community Development Corporation. “They understand that there’s economic, cultural, and racial diversity, and are more accepting of that.” James Cloar, a member of the Tampa Housing Authority board, notes the remarkable diversity achieved so far, with a balance of all races and ages living on site.

The neighborhood-serving retail spaces along Ray Charles Boulevard were leased through a local broker, targeting a range of business types that had been identified through market studies and earlier public meetings. A generous tenant improvement fund of \$500,000 helped attract local entrepreneurs to open shops on site, including a barbershop, a Latin American restaurant, and a sports bar.

Encore has been able to distinguish its offering within the crowded downtown housing market through a combination of strategies. It can appeal to residents interested in its rich history, those who want a location near but not in the thick of downtown, and those who want a more diverse set of neighbors.



## Principle 4: Use data to ensure equitable processes and outcomes.

---

Real estate professionals can use community-informed data and measurement for enhancing racial equity and accountability before, during, and after development. It is important to set measurable goals for outcomes (rather than outputs) and report progress in a transparent manner.

These metrics can help real estate professionals understand the benefits of racial equity and enhance the adoption of equity-promoting practices. Data can demonstrate progress to community stakeholders and hold developers accountable to others and themselves. Internally, data and communication are equally important for creating and building on DEI strategies.

## DIGGING DEEPER

Without data it is impossible to measure progress. Although standardized metrics can overweight measurable factors and undervalue outcomes, data can nonetheless help real estate professionals begin talking about and demonstrating social value creation, especially when using metrics as diagnostic tools, rather than prescriptive ones.

---

**“If you have transparency around reporting, then you can get to what’s meaningful.”**

—AJ Jackson, Executive Vice President, Social Impact Investing, JBG Smith

## GUIDING IDEAS FOR PRACTITIONERS: MEASURING OUTCOMES

At the start, a baseline of data tells the story of where inequities exist today, which helps to direct investment to those within communities adversely affected by racist policies and practices. A baseline can also help to track changes in the community over time, both positive and negative.

Although it is often easier to measure outputs, there are creative ways to measure outcomes. For example, developers can easily track the number of affordable housing units being created, but the desired outcome might be to reduce the average percentage of income being paid on rent or overcoming systemic barriers to inclusion in housing. Having a set of goals and values is necessary to inform both the outputs and the outcomes that the project team tracks. Data can also track aspects of the development process itself, such as how many community members are being engaged and how many are in decision-making roles, as well as diversity within subcontractor firms and local hiring.

## GUIDING IDEAS FOR PRACTITIONERS: ENSURING EQUITABLE PROCESSES WITH DATA

Data interpretation should also be grounded in an understanding of what racial equity would look like if it were realized or if inequities had not existed: If a community had not experienced redlining and disinvestment, what would health, economic, and other outcomes be?

The benefits of whiteness often go unmeasured, and data analyses should expose this advantage rather than using it as a default against which all other outcomes are measured. For example, home values in Black neighborhoods tend to be artificially lower than those in white neighborhoods, in part due to well-documented biases in the appraisal system. These differences in home values can be quantified, but the resulting gap does not necessarily indicate a deficiency in the houses owned by Black people; rather, [studies suggest](#) that a biased appraisal system depresses these home values and plays a role in this systemic gap.

Another common issue is that data can be misused or misunderstood. For example, aggregated data can obscure group-specific patterns. People within a group can have diverse experiences that may not be fully captured depending on how the data are parsed and collected. To help remedy this problem, local expertise should complement quantitative data and community members should confirm that what is being measured is appropriate and useful.

Despite these challenges, companies can begin to identify data sources and a methodology for ongoing collection, validation, and reporting. They can establish key performance indicators for which reliable data exist, and they can use a

flexible framework that improves over time. Many certification programs provide credits or metrics related to social or racial equity; they include BREEAM, LEED, and EcoDistricts. Similar tools, such as the Equitable Development Principles and Scorecard, exist outside of certification programs (see [chart](#)). Data collection can also be tied to incentives, such as compensation and bonuses, to help align goals.

In addition to measurement, transparency ensures that others can see which data are truly meaningful and what choices companies are making in their analyses—which promotes accountability. Companies should establish clearly defined goals and report publicly on progress, including sharing data on both community outcomes and internal DEI goals. Communicating successes, challenges, and lessons can help others in the industry to replicate successful strategies and avoid duplicating work to find solutions.



(FIO CRACHO/Shutterstock)

## Health and Social Equity Calculators and Tools

Tool	Details
<b>Autocase Triple-Bottom-Line Analyses</b>	Autocase actively tracks and quantifies triple-bottom-line (people, planet, profit) analyses for a variety of assets, including offices, industrial spaces, airports, and others. Building owners input operational and design data, and the Autocase software aids in putting a dollar value on impacts such as health, absenteeism, and productivity to calculate a social return on investment (ROI) for the project. The platform and company consultants aid building owners in making informed decisions about upgrades and future building improvements focused on health and social equity. Real estate firms like Jamestown, Kilroy Realty Corporation, and Pro log is have leveraged this analysis to understand the social ROI of their real estate projects.
<b>eTOD Social Impact Calculator</b>	This tool helps developers discover the social and economic impacts of affordable housing developments and the benefits of locating them near transit. It provides a broad swath of data important to developers, households, neighborhoods, and communities: parking, jobs, public transportation, greenhouse gas emissions, building purchasing power, and bike sharing. Real estate entrepreneurs used the eTOD (transit-oriented development) calculator, for example, to understand the social impact of a transit-oriented development in Washington Park outside Chicago.
<b>LIIF Social Impact Calculator</b>	The Low Income Investment Fund (LIIF) calculator is an open-source tool that estimates the social value of community development projects and puts a dollar value on initiatives such as affordable housing, early childhood care, education, health centers, and access to transit. It also goes beyond a dollar value and estimates the social return for each. The LIIF is a community development financial institution (CDFI) that provides innovative capital solutions that support healthy families and communities. As a CDFI, the LIIF invests in projects that have high social value but may not be able to access the services offered by traditional financial institutions.
<b>SocialProfit Calculator</b>	This U.K.-based firm forecasts, monitors, and evaluates the entire life cycle of projects, helping clients have a purpose beyond profit. The solutions use government-approved methodologies to understand the long-term value of projects. Quantified benefits include fiscal savings, well-being improvements, local economy supply chain impacts, economic benefits, environmental benefits, and gross value added from employment. Clients cover the construction and infrastructure industry, as well as social investment, professional services, and the public and third sectors. Real estate firms like Newcore Capital Management and Alpha Real Capital have used the SocialProfit Calculator.
<b>Social Value Portal</b>	This U.K.-based tool allows organizations to measure, manage, and report the contribution that their organization and supply chain make to society. The methodology allows organizations to report both nonfinancial and financial data and rewards organizations for doing “more good” in the community through their projects. Environmental value, economic value, local employment, mentoring hours, and training weeks are all metrics that can be highlighted. It also offers expertise on community needs and public sector targets. The portal also has added a coronavirus pandemic feature and boasts a number of free and paid resources and tools on the website. Contractors have had the social value portal analyze developments like Lendlease’s 245 Hammersmith Road by outputting the amount of social value delivered from the project.

Source: [Health and Social Equity: Examples from the Field](#) (ULI).



## PRINCIPLE IN PRACTICE

Sample applications of this principle include the following:



### **Company Policies**

Collect a baseline of data at all levels, including the promotion and retention of underrepresented employees and analyses of pay equity. Conduct an accounting of inequities in company decisions and outcomes, including for acquisition, investment, development, and management processes. Track clearly defined metrics on employees and partners, the communities developers work in, and customers or clients to help understand whether the company is achieving organizational goals and outcomes for racial equity.

---



### **Investment**

Calibrate financial metrics and criteria to recognize structural inequalities, such as lowering loan-to-value ratios and collateral requirements. Investment managers can collect and report on diversity metrics, including greater representation of minority-owned investment firms, increased assets under management for minority-run investment funds, and allocation of capital to investment strategies that use DEI criteria. Asset managers can use data to demonstrate the social value of portfolios to investors. Make data—whether financial proxies or other metrics—aggregable across assets and geographies.

---



### **Planning**

Use social value modeling to help architects and engineers make design decisions, and in communications with the community and city or potentially to attract investment. Conduct ongoing monitoring to help inform future projects and as part of the developer's track record. By integrating the planning process with the setting-up of data collection processes for the eventual outcomes, developers can better understand their impact.

## LEED Credits for Social Equity

Social equity is becoming integrated into real estate certification systems as an important component within ESG. Although not focused on racial equity specifically, many of the criteria of these systems can help real estate professionals think about how to apply the same concepts to address racial justice issues in their projects and communities. The following text is taken from the 2020 ULI report *Health and Social Equity in Real Estate: State of the Market*.

Leadership in Energy and Environmental Design (LEED) has been a major driver in mainstreaming sustainable building strategies. The U.S. Green Building Council (USGBC) describes LEED's value proposition as providing market recognition, accelerated leasing and absorption, higher resale value, and healthier indoor spaces. LEED buildings are expected to be better for building occupants, the community, and the environment. Although LEED's core rating system includes credits that address health and social equity issues such as air quality, nontoxic environments, access to transit, healthy food, and other strategies, USGBC continues to evolve the system to address other health and social equity issues.

In response to the COVID-19 pandemic, USGBC developed a series of LEED Safety First pilot credits, including Cleaning and Disinfecting Your Space, Re-enter Your Workspace, Building Water System Recommissioning, Managing Indoor Air Quality during COVID-19, Pandemic Planning, and Social Equity in Pandemic Planning.

LEED also provides users specific guidance on promoting social equity through their projects, including the following pilot credits:

- **Social Equity within the Project Team:** This credit encourages a development project's owners, financiers, architects, engineers, and contractors to incorporate social equity into their daily activities. Strategies include paying prevailing wages to construction workers, offering workforce development, obtaining B Corporation certification, and engaging in corporate sustainability reporting.
- **Social Equity within the Community:** This credit encourages a project team to address identified needs and disparities in the community surrounding the project. It outlines a process of engagement with community stakeholders that focuses on vulnerable populations to understand those needs and also allows certification through established frameworks, such as the SEED Evaluator (a program of the Social Economic Environmental Design Network) or Enterprise Green Communities.
- **Social Equity within the Supply Chain:** This credit encourages social equity for those involved in the production of materials and products for buildings, from raw materials extraction through final assembly. It rewards the establishment of supplier assessments, or scorecards, as well as the creation of supplier codes of conduct that address basic human rights.
- **Integrative Process for Health Promotion:** This credit encourages projects to (1) recruit a public health partner, (2) use public health data to prioritize population health needs and goals, (3) choose design and programmatic strategies to meet these objectives, and (4) monitor and evaluate health-related project outcomes.

## Principle 5: Leverage capital to drive equitable change.

---

Using capital to drive equitable change includes expanding access to capital, expanding the type of capital that developers bring in, and developing more complete understandings of risk and return. This requires education to help people overcome biased ideas about risk, sponsorship, and credibility. Capital is key not only for funding equitable development but also for ensuring that the investment's benefits accrue to existing residents and communities marginalized by racist policies and practices.

Racialized communities' lack of access to capital underlies inequalities in the United States, so improving access to capital advances inclusion and racial equity. In addition to the mind-set shift needed to enhance equitable access to capital, lenders also need to commit to principles of accountability and measure who is benefitting—and who is not benefitting from their investments (such as BIPOC developers and communities), and they need to understand the demonstrated ROI of their investments from the perspectives of both financial and social value.



## DIGGING DEEPER

The capital landscape is changing, and different sources of capital have different priorities and missions. Many investors and developers in the public, private, and nonprofit sectors already take a socially conscious approach and have different expectations about returns (although, especially in nonprofits, they often deploy capital in lesser quantities per deal, not in larger transactions).

Yet, equity-promoting developments do not have to be seen through a philanthropic or impact investing lens; many are simply a good deal. Beyond mission-driven real estate professionals, all stakeholders can also make the connections between developments and what they care about institutionally, such as advancing their institution's ESG commitments.

This principle also connects to [Principle 4, “Use data to ensure equitable processes and outcomes,”](#) and especially the importance of data transparency, and to the insights on redefining risk in [Principle 3, “Articulate the racial equity business case.”](#) [Principle 10, “Form strong, intersectoral partnerships,”](#) speaks to the need for new partnership structures that facilitate the deployment of capital with a different range of sponsors. Moreover, there is a need to expand community investment tools such as neighborhood investment trusts, which are seen as an accepted asset class, and invest directly in communities.

---

**“There is capital that could work well in many of these environments but comes to the table with misunderstandings and erroneous expectations about ideas about risk, return, opportunity, credibility, and sponsorship. It’s not just making sure we match up capital with certain parties or expanding access; we need to expand the pool of capital that will participate in these opportunities.”**

—Collete English Dixon, Executive Director, Marshall Bennett Institute of Real Estate, Roosevelt University

## GUIDING IDEAS FOR PRACTITIONERS

Community-based developers are often under-resourced because of structural barriers and bias, but they have many important strengths, such as a deep understanding of their neighborhood and a commitment to its long-term success. Barriers to capital access are many: complex approval processes; markets with few recent successful developments; a lack of “friends and family” capital to get started (due to the racial wealth gap and a lack of diversity in real estate networks)—which makes it harder to get the track record necessary to work on larger projects; higher interest rates on loans, with little transparency about the given rate; bias in lenders; and lack of familiarity with different loan types.

A key part of improving access to capital is building and managing relationships. A lot of capital is available, but the networks in which it flows are often exclusive and do not connect with underserved communities. Moreover, access is not a democratic process and often requires social and political connections, and it can be difficult to approach lenders who do not look like you and may be biased against you.

To expand the set of investable opportunities for capital and facilitate more equitable outcomes in what is being developed and where, access to capital must be accompanied by systemic change, such as different equity requirements, credit enhancement, and new types

of risk assessment. In addition, by creating more equitable outcomes in communities, these changes also open new markets and opportunities. And, to demonstrate that there is less risk than perceived, policies and practices can be designed to reduce investors’ first-loss risk, thereby encouraging investors to finance these projects and, in the process, gain insight into the actual level of risk.

It is important to acknowledge that personal bias often underlies barriers to capital. Real estate professionals—especially those in a position of privilege or power—should recognize where they get their capital and the structures behind it before assessing their own role in these systems. This means understanding how and where capital flows move, including their sources, uses, and distribution. For example, real estate professionals should require integrity and transparency from capital sources and avoid companies that have a history of discrimination. Real estate professionals who have traditionally held power can also expand who is in the room when relationships are being established, which affects mentorship, decision-making, and development opportunities.

## PRINCIPLE IN PRACTICE

Sample applications of this principle include the following:



### **Personal Values and Behavior**

Understand how your biases affect your perception of risk, and use your power to expand and extend networks.

---



### **Investment**

See [“Black Developers Challenge and Solution Summary Tables.”](#) Partner with organizations and community groups to offer financial literacy education.

---



### **Planning**

Look broadly at capital sources and match them to the development strategy.

**Black Developers Challenge and Solution Summary Tables** (abridged)

See the full table in [Shifting Power and Capital in Real Estate Finance](#) (Inclusive Capital Collective).

Fundamental Challenges	Brief Description	Solutions	Who Can Provide	Outcomes & Impact
<b>Access to patient equity and/or enterprise-level debt</b>	Black developers lack access to patient equity and enterprise-level debt, at non-extractive rates	<ul style="list-style-type: none"> <li>• Provide 0-5% return preferred or common equity</li> <li>• Provide 12- to 24-month interest-only periods</li> <li>• Offer ten-year-plus horizons</li> <li>• Provide equity at the project level or loans directly to the developer</li> </ul>	<ul style="list-style-type: none"> <li>• PRI - foundations</li> <li>• Family office</li> <li>• High-net-worth</li> </ul>	<ul style="list-style-type: none"> <li>• Closes capital gaps and unlocks access to debt, enabling Black developers to acquire and develop property</li> <li>• Lower cost of capital, enabling more affordable rent and reducing cost burdens and displacement</li> <li>• Community ownership more feasible due to cheaper equity buyback</li> <li>• Black developers increase cash flow, which enables deeper service, spreading out developer equity and scale</li> </ul>
<b>Access to friendly debt</b>	Black developers lack access to debt with affordable interest rates and the loan-to-value (LTV) ratios needed to acquire and develop property.	<ul style="list-style-type: none"> <li>• Provide senior debt with 80-95% LTV, interest rates at 4-6%</li> <li>• Provide subordinate debt with below-market rates (4-8%)</li> <li>• Provide A-note (senior at 80% LTV) and B-note loan products</li> <li>• Provide developer loan guarantee funding</li> </ul>	<ul style="list-style-type: none"> <li>• CDFIs</li> <li>• MDIs</li> <li>• PRI - foundations</li> </ul>	<ul style="list-style-type: none"> <li>• Closes capital gaps, enabling Black developers to acquire and develop property</li> <li>• Lower cost of capital, enabling more affordable rent and reducing cost burdens and displacement</li> <li>• Non-extractive, unsecured debt capital can empower Black developers to take risks, thus directly addressing systemic racism</li> </ul>
<b>Access to guarantors</b>	Black developers lack access to guarantors of projects to “cosign” when lenders are reluctant to finance without additional collateral.	<ul style="list-style-type: none"> <li>• Lenders help developers identify guarantors for projects</li> <li>• Serve as project guarantor</li> </ul>	<ul style="list-style-type: none"> <li>• CDFIs</li> <li>• MDIs</li> <li>• Foundations</li> <li>• High-net-worth individuals</li> <li>• Development authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Enables Black developers to gain the backing/collateral needed to close on financing with favorable terms</li> </ul>
<b>CDFI capital constraints</b>	CDFIs cite capital constraints that reduce the flexibility of their lending.	<ul style="list-style-type: none"> <li>• Provide flexible, nonrestrictive equity and debt to CDFIs</li> <li>• Provide pass-through grants to CDFIs dedicated to Black developers</li> </ul>	<ul style="list-style-type: none"> <li>• Private equity</li> <li>• PRI - foundations</li> <li>• Family office</li> <li>• High-net-worth individuals</li> <li>• Development authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Enables CDFIs to provide financial products that meet the needs of underserved Black developers</li> </ul>



## Standards for Equitable Community Investment

The Greenlining Institute has developed six standards to govern funds and programs intended to address poverty and inequity. These can be applied to community investments by diverse actors, including public agencies, philanthropic organizations, private investors, and community-based organizations advising or developing their own investment strategies:

1. Emphasize race-conscious solutions. Race-conscious policies such as redlining and urban renewal got us to this point, and race-neutral approaches cannot fix the underlying inequities. Investment needs to target and prioritize the most impacted communities.
2. Prioritize multisector approaches. Programs may be siloed, but problems are not. We need to prioritize approaches that address multiple issues and sectors at once.
3. Deliver intentional benefits. Benefits cannot trickle down to communities; they need to go directly to the people in the most impactful ways, while avoiding increasing or creating new burdens.
4. Build community capacity. Long-term disinvestment and discriminatory policies can erode a community's capacity for leadership, organizing or political capital. Acknowledging the ways that structural racism has impacted the capacity of communities of color to undertake community development projects is a key part of improving investments.
5. Be community-driven at every stage. Lifting up community-led ideas and sharing decision-making power is an important element of truly community-centered investment. Community members and organizations should be part of every phase of a project or policy, from goal setting to analysis.
6. Establish paths toward wealth-building. We need community ownership of assets and opportunities to continue building wealth. In a "Greenlined Economy," as many people as possible should be able to participate in wealth-building, which will include a broader set of pathways beyond homeownership with lower barriers to entry.

Source: [The Greenlining Institute](#).

## EastPoint: 2021 ULI Equitable Development Award Winner

Oklahoma City, Oklahoma

In 2021 EastPoint, a redevelopment project in Oklahoma City, was chosen as one of the winners of the ULI Americas Awards for Excellence. Developed by Pivot Project Development, the project received special recognition in the Equitable Development category.

EastPoint is the first new development in the neighborhood in the past 30 years. When complete, it will have 41,202 square feet of renovated single-story retail and office space along a commercial corridor in a historically Black, disinvested community in the northeast part of the city. The first phase, which opened in 2019, includes a health clinic focused on Medicaid patients, a medical research tenant, and the only grocery store in the area. Phase two will focus on retail. Tenants, who include entrepreneurs from the neighborhood, will receive 15 percent ownership in the space.



EastPoint, a 2021 ULI Americas Awards for Excellence winner in Oklahoma City, received recognition in the Equitable Development category. *(Joseph Mills Photography)*



(Trevor Wolfe Photography)

At a total proposed cost of \$8.7 million, EastPoint experienced capital challenges throughout its development. Even after Pivot Project preleased a space to an anchor tenant (Centennial Health) and had a quarter of the project funded, it was difficult to secure a construction loan because of the economic stagnation of the surrounding neighborhood. Pivot Project relied on community support to retain Centennial Health until it was able to find a lender.

## Principle 6: Understand and address current and historical context.

---

Racial injustice did not just take place in the far past but continues today. Understanding both historical and current structures—including policies, programs, and practices with a racist impact—that shape the project, community, and team provides the context necessary to mobilize the development team’s ability to promote racial equity.

It also provides the context necessary to understand how a racial equity lens can address inequities, and to inform how the industry moves forward. The context includes not only the history of the local area but also the history of the country, with people of color experiencing the negative impacts to this day. This requires both undertaking personal education and engaging and learning from the local community.





African American quarter in Savannah, Georgia, shown in a 1935 photo by Walker Evans. (Everett Collection)

## DIGGING DEEPER

Race-neutral solutions are typically insufficient to remedy inequities created by race-conscious policies, and they often reinforce disparities. Development can deliver benefits that are proportionately distributed not on the basis of who people are but what they need. This may be perceived as unfair or as charity, but it can correct existing imbalances to ensure that everyone can be included in the benefits of development—not just those whom development already favors.

“There has to be an understanding of how we got to this problem to think about what a racial equity lens is as a baseline. We, as an industry, have an obligation to fix this.”

—Tyrone Rachal, President, Urban Key Capital Partners



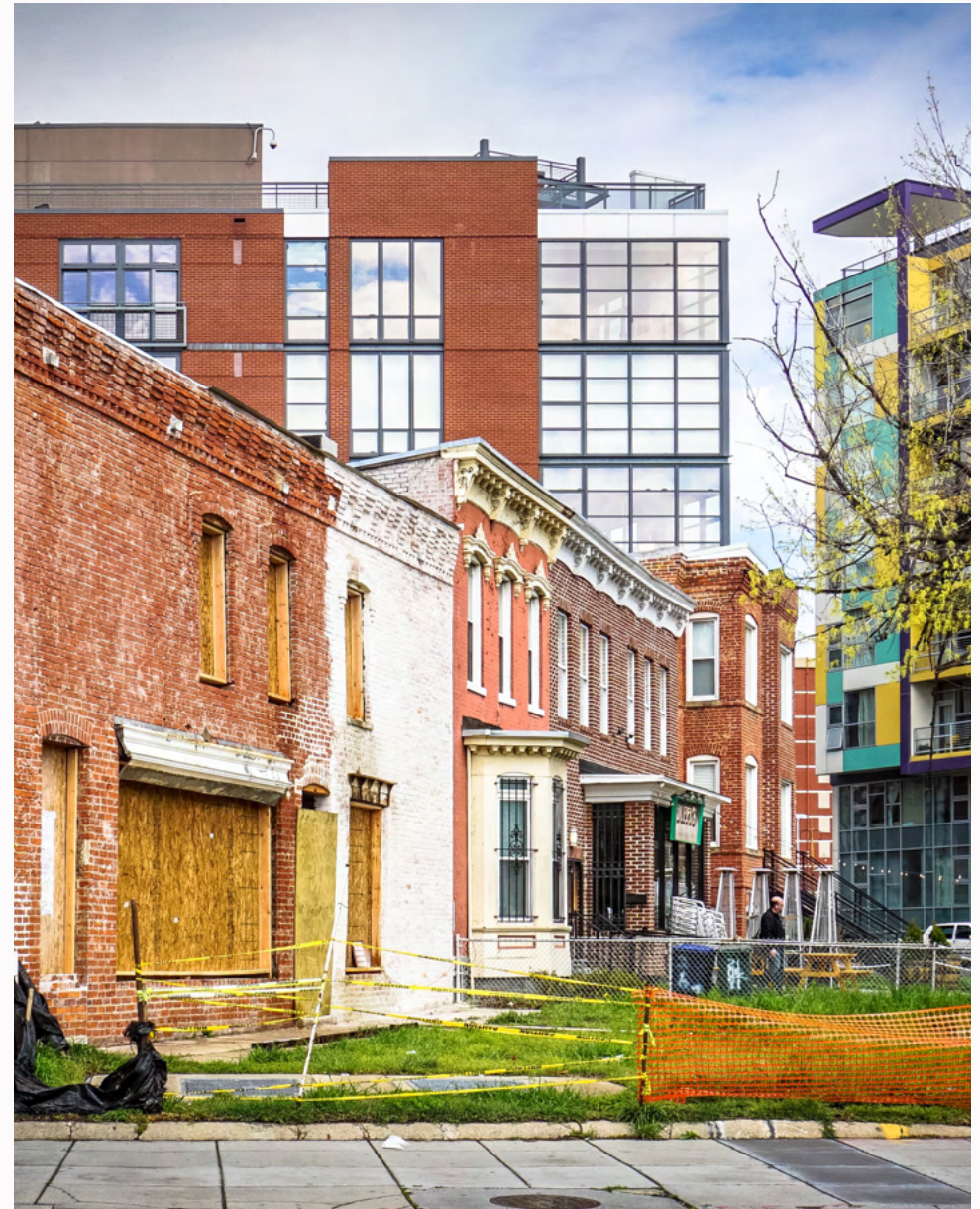
## GUIDING IDEAS FOR PRACTITIONERS

All real estate professionals can seek out vetted resources, such as [Racial Equity Tools](#), to educate themselves on this history. These resources may describe history broadly, but there is also value in localized histories of your companies, your affiliations (including ULI), and cities where you work. Understanding this local history is useful for interacting with the people who will benefit from your projects, but also for understanding pushback from those opposed to them.

Although this individual and personal work looks different for everyone, it can ultimately help to promote industry change. Gaining the appropriate training and education can help real estate professionals to avoid causing additional harm. In addition, strategies such as community mapping can amplify the cultural identity and history of a community (and specific sites), how they have shaped outcomes today, and whether there is a legacy of cumulative impacts that need to be remedied. Community mapping can also help prevent cultural displacement and erasure, engage non-experts in planning processes, and democratize information.

*To learn more, see [Principle 8, “Center communities throughout the development process.”](#)*

Every project should be grounded in this history, including indigenous history. However, project teams must be wary of reinforcing unjust historical patterns; documented history is often exclusive and focused on dominant groups. Preservation can be used to privilege already-recognized histories over those of racialized groups, so teams should critically consider whose history and culture are being preserved.



Rowhouses and luxury apartment buildings in Washington, D.C.  
(Ted Eytan/Flickr)

## PRINCIPLE IN PRACTICE

Sample applications of this principle include the following:



### Personal Values and Behavior

Use vetted resources such as [Racial Equity Tools](#) to gain an accurate understanding of racial justice issues and history locally and in the United States. Keep an open mind; prioritize learning, unlearning, and growth over getting it right from the start; and remain willing to be uncomfortable.

---



### Company Policies

Provide a variety of educational opportunities within real estate companies to reach out to people at different stages of their racial equity journeys. Provide forums for open, difficult discussion without causing harm, especially for racialized groups. Do not tolerate misinformation from peers or employees.

---



### Investment

Use your understanding of discriminatory lending practices in the past to seek out places where you should intentionally invest now. Remember: the places that look less attractive for investment now only appear that way because of a history of disinvestment, often because of implicit biases and misconceptions.

---



### Planning

Learn the history of the communities you are working with to better understand their perspectives, potential distrust, and diversity as a first step toward elevating them as equal, valued, respected, and fully engaged partners.

## PRINCIPLE IN PRACTICE (CONTINUED)



### **Design**

Celebrate the history, resilience, and strengths of communities in the design of developments once you have a deep understanding of their histories and current assets. Use the real estate product as an opportunity for others to learn about the history of the local community.

---



### **Construction**

Learn about the history of the construction industry and the challenges related to racial equity that it faces today.

---



### **Operations**

Intentionally address the health, economic, and social consequences of disinvestment by providing access to services and opportunities.

## Principle 7: Recognize the power of language.

---

Language matters, and by using terms in a thoughtful, inclusive, and actionable way, real estate professionals can more accurately talk about and more effectively work toward a vision for racial equity.

This report does not develop a shared language or framework for racial equity, but it does highlight the need for a common understanding of racial equity, particularly as it applies to real estate. Although creating such a shared language and framework will likely take an industry-wide effort, individual practitioners can seek to accomplish this on a smaller scale, including within their companies and their projects.

Individuals must also have the education necessary to use terms thoughtfully and precisely, recognizing that language evolves over time. Although real estate professionals may make mistakes in the language they use, this can ultimately lead to growth and a deeper understanding of terminology and how it applies to the industry. For example, real estate professionals may use the term “communities of color” when it would be more accurate to say “Black communities,” especially when recognizing the impacts of racist policies and practices targeted against Black people specifically.



## DIGGING DEEPER

Educating yourself about racial equity is an essential first step toward learning and co-creating a shared language. In addition to understanding historical and present context (see [Principle 6, “Understand and address present and historical context”](#)), understanding racial equity includes learning about the following:

- **Intersectionality.** People do not experience their lives through only one lens, such as race, but through multiple lenses and how these lenses interact.
- **Different types of equity.** Procedural equity is “inclusive, accessible, authentic engagement and representation in processes to develop or implement programs or policies,” whereas distributive equity is when “programs and policies result in fair distribution of benefits and burdens across all segments of a community, prioritizing those with highest need.” Social equity includes race and all other aspects of identity, such as gender, age, and ability. Understand what type of equity you are talking about. (For additional definitions, see the [glossary](#).)
- **Racial equity in the community.** Know what racial equity specifically means to the communities you work with, and adapt your terms to their understanding and reality.



(Stephanie Montelongo)



These concepts apply to real estate in specific ways. For example, although privilege can have many meanings in different situations and industries, its implications for real estate include how racist practices related to homeownership have created disparities in generational wealth, how developers of color often face additional barriers to accessing capital, how people of color are excluded or undervalued in real estate company workplaces, and how many people making development decisions often have not lived in the communities that are home to their development projects.

All of this language is fundamentally about power and the many ways it can be wielded, upheld, and shared. It is important to consider the nuances of using language that is either “for” or “against” (e.g., justice and antiracism) and to define terms precisely.

A shared framework that extends beyond language to a common understanding of why concepts are important and how they apply to your work can also advance an understanding of why racial equity–focused approaches to development are necessary and what they can look like. Even today, some real estate professionals see equity as a zero-sum game, but a shared framework can help rectify this misconception.

For example, some developers may believe that they will lose out on a good hire if they prioritize hiring locally, but they actually have an opportunity to look beyond their typical pool and find an even better hire who otherwise would not be considered—expanding their own professional network along the way. A shared framework can demonstrate how embedding racial equity in real estate development does not detract from other priorities but instead complements them. Also, a shared framework that includes measurement can advance equity even without buy-in from everyone since it provides a guide for doing the work.

---

**“I find these discussions can be very sensitive, and often people do not have the framework to talk about these complicated topics together.”**

—Charu Singh, Managing Director, Emergent Capital Partners



Wall art at a memorial for George Floyd.

## GUIDING IDEAS FOR PRACTITIONERS

The path to reaching a common understanding will vary depending on your identity and beliefs. Given the prevalence of white men in the industry, a shared language and framework risks privileging the comfort of people who are already in positions of power. As part of a journey toward understanding racial equity, people with different privileges must recognize their power and how the systems they are part of affect people of color, including through health disparities, wealth gaps, and other consequences of oppression.

BIPOC people must be central to the process of defining this framework, but companies must also be wary of problematic dynamics such as tokenizing BIPOC employees, expecting BIPOC employees to educate others and thus bear the impact of their mistakes, and treating BIPOC employees as representative of their entire race.

Of course, working toward this framework is an iterative process. As the real estate industry grapples with language and imperfectly strives to conduct development in a new way, progress may be inconsistent. For example, a training program for public housing residents to enter the construction industry is one step forward, but if the industry itself is not inclusive, then a gap remains. A “do no harm” framework can help real estate professionals to consider their impacts on racial equity, even as they seek out ways to more actively promote equitable outcomes.

## PRINCIPLE IN PRACTICE

Sample applications of this principle include the following:



### **Personal Values and Behavior**

Use language thoughtfully and intentionally, remaining open to learning more about the different histories and evolving connotations of words.

---



### **Company Policies**

Create a company framework for thinking about racial equity that can help facilitate conversations among employees. Ensure that definitions of the language you use are documented and explained.

---



### **Investment**

Use terms that are as specific as possible. For example, rather than aiming to invest in underserved communities, aim to invest in communities with a specific average income, lack of essential amenities (such as grocery stores or pharmacies), and a history of racial injustice (including environmental injustices and highway impacts).

---



### **Planning**

Ensure that you use language in the same way as the people you work with (e.g., public sector officials), and redefine terms as needed to better reflect what they mean to the community.

## Learning about History with the Equitable Development Challenge

In 2021, ULI Tampa Bay offered a [21-Day Equitable Development Challenge](#) that encouraged participants to reflect on and identify real actions that they could take individually, at their company or organization, and as a community to address the inequities in the real estate industry. For three consecutive weeks, participants received an email message with a list of articles, blogs, and videos to read and watch. They could also join a live conversation on Thursday mornings that highlighted local projects and provided a deep dive into the week's subject matter.

The focus of each week was designed to help participants learn about the history of racism and real estate in Tampa Bay and begin working toward change:

### **Week One: History of Systemic Racism in Tampa Bay and the Role of the Real Estate Industry**

Participants looked back on the events, policies, and systems in Tampa Bay that have shaped the city's history and influenced current events.

### **Week Two: Today's Tampa Bay: Learn, Listen, and Reflect**

Participants listened, learned, and reflected on the current effects of racial inequities on the Tampa Bay region and on the real estate and land use industry.

### **Week Three: Committing to Change: From Moment to Movement**

Participants explored policy frameworks, innovative development strategies, and best practices that could advance equitable development in Tampa Bay.

ULI Tampa Bay recognized that, to realize ULI's mission of shaping the future of the built environment for transformative impact in communities worldwide, it is necessary to listen to, understand, and amplify more diverse perspectives of people engaged in solving today's land use and urban development challenges. The 21-Day Equitable Development Challenge was an innovative initiative to bring members on this journey of understanding and addressing Tampa Bay's history and how it affects the city today.

## Principle 8: **Create a community- centered development process.**

---

Communities need the opportunity to meaningfully inform the projects that will affect them. This begins with ensuring that a broader group of stakeholders is part of the process and has the ability to provide input. This way, not only is the community shaped by the project but also the project is shaped by the community, so that it responds to local needs and provides value to community members, including racialized groups.

Community-centered design and development processes that are built around racial equity have the potential to ensure that projects benefit the people who directly interact with them as well as the community as a whole, including expanding access to the development for groups that had been excluded. To realize this potential, real estate professionals must embrace, empower, and embolden the community to make decisions as a true development partner.



## DIGGING DEEPER

The real estate industry creates the places in which people live, learn, and work every day. This principle recognizes the influence of how these places are designed, delivered, and operated and calls for more community inclusion throughout this process to drive more equitable outcomes.

Centering community in development includes creating an engagement process that is open and accessible to all affected by the project (including groups that historically have been denied access to the community), using people-centered design to better serve building users, and considering how the development interacts with the surrounding area.

Rather than expecting the outcomes of real estate development to automatically benefit communities, real estate professionals at every stage can help to ensure that communities are empowered to utilize their strengths, shape their futures, and grow capacity for community leadership and economic development. Historical and ongoing disinvestment and discrimination have eroded aspects of community capacity, and remedying this erosion can enable communities to retain the benefits of investments.

This mind-set is critical, and it fundamentally means not viewing communities and their location through a deficit lens. All communities have strengths, the potential to grow, and the right to self-determination. Moreover, community leadership is essential to the success of development projects—not a liability. Concrete ways of acting on this mind-set include the following:

- Shifting power and emphasizing self-determination by putting community members in leadership and decision-making positions;
- Building capacity among local and minority-owned firms throughout the development process, including through partnerships, increased access to capital, and mentorship;
- Making more flexible capital available to underserved communities so that they can build on their own priorities;
- Connecting local residents and businesses to resources, such as technical assistance, financial literacy programs, and business grants;
- Providing information on people's options for homeownership, with proactive outreach to communities historically excluded from these opportunities, and how people can raise their credit so that they can take advantage of wealth-building opportunities; and
- Supporting community members in becoming developers themselves rather than relying on traditional development firms.

## Principle 8: Create a community-centered development process.



When implementing these strategies, real estate professionals must understand the limits of their expertise, and, when possible, allocate resources directly to communities so that they can identify their own priorities and make their own decisions. Real estate professionals cannot know everything, and communities have knowledge that they can act on as equal stakeholders in the development process. Firms can develop their own set of priorities to help determine the community-identified needs that the firm is most effectively able to address in the scope of a particular project.

Respectful sharing of information and resources also recognizes that everything is local and contextual. Although real estate professionals can learn from work in different communities, there are no cut-and-paste solutions. Each community's unique history and identity should drive decisions. Understanding that not everyone in a community or demographic group will have the same experiences or perspectives, real estate professionals should seek to understand the diversity within a community, and ensure that development and placemaking reflect and celebrate the identities of each community.

## Principle 8: Create a community-centered development process.

One challenge in sharing information is that the real estate industry has a specific way of thinking about development success. Fostering a shared language and values among real estate professionals, municipalities, residents, and other actors in communities makes it possible to effectively work toward racial equity together. Crafting a shared vision early in the process can help to ensure that the interests of the company, clients, and communities align.

Although developments should be designed to serve their primary demographics, it is possible to balance this goal with enhancing community access. For example, community spaces in affordable housing should be created to primarily serve the housing community, but if people in an adjacent neighborhood would benefit from accessing resources in those spaces, they should be able to.

Finally, putting people first only matters when they can stay in their communities. Centering communities is meaningless unless people are able to remain and benefit from changes.

The following sections describe two dimensions of this principle: (1) provide real community benefits, and (2) create opportunities for wealth building and economic inclusion. By making racial equity a priority, real estate professionals can more successfully provide real community benefits. And as communities change, opportunities for wealth building and economic inclusion enable communities to benefit from rising property values and an increased tax base.

---

**“Development should disseminate financial and other benefits to a wider set of stakeholders, and this can come in many forms: through direct wealth creation, job creation, improvement of environmental conditions, access to goods and services, and more.”**

—Melanie Brown, President and Chief Executive Officer, Restoration 52



## GUIDING IDEAS FOR PRACTITIONERS: PROVIDE REAL COMMUNITY BENEFITS

Real community benefits seek to change long-term outcomes rather than being satisfied with outputs alone. For example, the goal of a mixed-use development could go beyond building a grocery store to establishing access to healthy, culturally relevant food that results in improved community health.

Design, programming, and operations have the potential to provide real benefits to both the local community and the target user group. It is important to intentionally deliver benefits that are direct (not ones that will eventually trickle down to communities), meaningful (informed by community-identified priorities), and assured (guaranteed to reach communities).

See the section [“Fostering Equitable Community Outcomes”](#) for a deeper dive on hiring locally, using community benefit agreements, looking beyond the building, and promoting environmental justice.

To make community benefits meaningful and impactful, developers must provide benefits that meet community-identified needs. Although these are sometimes referred to as amenities, they are often essentials, such as affordable housing and access to healthy food. To maximize impacts, development teams should think holistically about a project’s benefits, burdens, and potential to increase equity. For example, a new grocery store negotiated in a community benefit agreement can also create jobs and support local supply chains if there are additional provisions for local hiring and procurement.



Community garden in Washington, D.C., near residential housing.  
(Daniel Lobo, CC BY 2.0, via Wikimedia Commons)

## Principle 8: Create a community-centered development process.

Community benefit agreements can be negotiated between a developer and an inclusive and representative community coalition. They can include resources allocated for enforcing the agreement and accountability mechanisms. The benefits can include local hiring and livable wage policies, anti-displacement protections, neighborhood improvements, and development of affordable housing and neighborhood-serving retail. The benefits are specific to development projects and communities, but may include the following:

- Job training for residents
- Support for local entrepreneurs through discounted space and mentorship
- Open and public space
- Safe and affordable housing for all populations, including families and seniors
- Child care
- Schools and educational programming
- Access to public transportation
- Nearby jobs that pay a livable wage
- Grocery stores and healthy food options
- Land for urban farming
- Zero displacement policy and a right to return
- Access to an extended-hour computer lounge with free internet
- Tenant rights education
- Inclusive design and signage

- Cultural programming (including funding nonprofits to do programming)
- Connections to supportive services and resources
- Affordable operating space for local BIPOC-owned business

In addition, community benefits can honor the past and present of communities. Specific local landmarks and the history of a site imbue developments with meaning, and they should not be erased. Whether developments are utilizing an aspect of a site to educate tenants and visitors on history or celebrating the neighborhood's culture, contributions and achievements, both the present and historical contexts are integral to how developments relate to their surroundings and deliver community benefits. Moreover, creative placemaking can celebrate community history. Strategies using arts and culture can play a role in building trust. Engage artists at the start of the development process, and form relationships with trusted community partners such as nonprofit arts and culture organizations.

*To learn more about partnerships, see [Principle 10, “Form strong, intersectoral partnerships.”](#)*



## Case Studies on Community Benefits

The 2020 ULI report [\*Health and Social Equity: Examples from the Field\*](#) includes case studies on development projects that have created a wide range of community benefits.

When **Brandywine Realty Trust** was building **Schuykill Yards**, a mixed-use development in Philadelphia, the trust (1) provided \$9.3 million in cash grants to a fund managed by a consortium of local community groups; (2) established an apprentice training program to place local residents in union construction jobs; (3) supported local minority-owned small businesses with low-interest loans and technical assistance; (4) included community development corporations in every phase of the development; and (5) invested in local sourcing, incentivizing corporate spending on West Philadelphia businesses. To date, the training program has placed 57 program graduates as apprentices, and Brandywine has made \$786,912 available in low-interest loans to small, local, and minority-owned businesses.



Schuykill Yards. (Brandywine Realty Trust)



Freedom Plaza. (Primestor)

- **Primestor's** South Los Angeles mixed-use development **Freedom Plaza** has created 578 construction jobs and achieved 50–66 percent local hiring in many anchor stores, including Smart & Final, Ross Dress for Less, Nike, Blink Fitness, Starbucks, The Habit Burger Grill, Bright Now Dental, and OneWest Bank.

- **FCP** has integrated high-quality, low-cost after-school and summer childcare programs in two workforce multifamily residential developments, **Holly Spring Meadows** in Maryland and **Stratford Ridge** in Georgia. FCP partners with local nonprofit groups to run the programs, and the programs have become a key factor in resident satisfaction and retention.



Holly Spring Meadows. (FCP)



## GUIDING IDEAS FOR PRACTITIONERS: CREATE OPPORTUNITIES FOR WEALTH BUILDING AND ECONOMIC INCLUSION

Real estate is the basis of wealth in America, and racial wealth disparities are driven to a large extent by race-based policies and laws. In 2016, the [net worth](#) of a typical white family (\$171,000) was nearly 10 times greater than that of a Black family (\$17,150). In addition to law and public policy, development practices can help expand opportunities for building wealth for those who have previously been denied opportunities on the basis of race. Strategies for doing so include the following:

- When talking about the impacts of real estate development, include wealth creation and opportunities for generational wealth as an impact.
- Create plans to prevent displacement during times of neighborhood change so that residents can build wealth and benefit from economic inclusion. Arup provides a [Social Equity Toolkit](#) on antidisplacement for neighborhoods near transit, and many cities have city-specific toolkits that take into account local policies.
- Establish paths toward building wealth and creating long-term value beyond homeownership, such as community equity ownership models for commercial real estate. Providing ownership opportunities to community residents also promotes a direct stake in the success and vitality of economic development projects in the community.
- Support existing local businesses, such as by soliciting them to occupy new buildings in a community. Strive to use local procurement and service providers throughout building operation.

- Minimize capital leakages by prioritizing BIPOC businesses and people in procurement, employment, and investment. Find opportunities for investment where the money stays in the community.
- Prioritize making economic opportunities work for all communities, such as providing workforce training, creating career pathways that meet the needs of the community (including part-time options), and ensuring community members have the opportunity to have a financial stake in economic development projects. Prioritizing local businesses creates jobs and helps community members build wealth.

In addition to development strategies, greater diversity in the real estate industry, including in the C-suite, and other strategies can promote a greater focus on building wealth in communities of color, as more diverse perspectives lead to new thinking and decision-making.

Yet even when there are opportunities for ownership, barriers to building wealth remain. For example, appraisers can underestimate the amount of income a project would generate based on market conditions, reinforcing past discrimination and devaluing real estate in Black communities. Implementing strategies to overcome this challenge, such as accurately valuing developments and providing income-based lending (which is based on the percentage of income the project is expected to generate rather than past appraisals), is one step toward increasing wealth generation in undercapitalized communities.

## PRINCIPLE IN PRACTICE

Sample applications of this principle include the following:



### **Investment**

Require developers to demonstrate how racial equity is central to their project and reflect it in the business case.

---



### **Planning**

Include community benefits as requirements in the RFPs issued by the owner, to help attract values-aligned developers. Develop strategies to mitigate any negative development impacts, such as displacement, from the beginning. Design an equity-focused community engagement process.

---



### **Design**

Use the design to celebrate the history, strength, and identities of the community, engaging local artists, nonprofit organizations, and other professionals as appropriate.

---



### **Construction**

Hire local companies and minority, women, and disabled veteran business enterprises (MWDVBEs) for construction, and use inclusive contracting on a voluntary basis.

## Principle 9: Build trust, transparency, and credibility.

---

Embedding racial equity in real estate development requires trust, transparency, and credibility as the foundation of all relationships.

When relationships—whether with communities, within companies, with vendors and business partners, or across sectors—are built with integrity and empathy, trust can be developed and maintained on both sides. Given the history of the industry and its current lack of diversity, real estate is not starting from a neutral place and must actively make efforts to overcome past harms. To earn trust, real estate professionals must work with local communities and racialized groups. Accountability is critical for ensuring that a development has accomplished the community’s vision and for continuing to build credibility.



## DIGGING DEEPER

Building trust takes time, and development teams should be prepared to “move at the speed of trust.” The [Principles of Trustworthiness](#), from the Association of American Medical Colleges, provides 10 ideas to guide the process of establishing trustworthiness. Notably, gradual processes that show real respect—for example, by ensuring that the community has decision-making power before, during, and after a development is created—are more successful in the long term. One way to do so is to proactively engaging the community before creating development plans rather than asking for feedback on existing plans. Doing so helps to ensure that the development is responsive to community priorities and needs, and can foment trust, support, and credibility, and project success in the long term.

Throughout the development process, communicating how decisions are made can help to foster transparency, set expectations, and enable community-engaged development. Not all community members will come into the process aware of real estate professionals’ roles and limitations. Without transparency about what development can and cannot accomplish, misunderstanding can exacerbate distrust. Upon project completion, a best practice is to have an advisory panel or an evaluation committee assess whether the project met its equity aims and hold the project team accountable, enhancing transparency for the community.

Company policies can also foster trust, transparency, and credibility. Employees will recognize when DEI is treated as a one-time initiative rather than cultivated over time as a real priority. Similarly, the current lack of diversity in the industry is not solely a pipeline problem; qualified, highly educated,

and talented people of color try to work in real estate but do not get the same degree of mentorship (especially from people who look like them), and often confront racism and institutional bias. When these factors are at play, they contribute to a lack of credibility within company initiatives.

.....  
“When working with communities, there is a need to understand, acknowledge, and reckon with historic wrongs. It should be about taking a more restorative approach to development and ‘doing more good.’”

—Becca Rushin, Vice President, Sustainability and Social Responsibility, Jamestown

## GUIDING IDEAS FOR PRACTITIONERS

Development teams should include professionals with expertise and experience in community engagement, equity, and community benefits. Community liaisons can more effectively build community connections, meaningfully incorporate input, and understand best practices and existing work with communities, so that the team is not starting from scratch. Of course, they should be compensated fairly.

Whether working with communities or within a company, transparency and data are essential. [Principle 4, “Use data to ensure equitable processes and outcomes,”](#) discusses this concept more.

## PRINCIPLE IN PRACTICE

Sample applications of this principle include the following:



### **Personal Values and Behavior**

Live your values in your professional life to ensure that you have credibility when interacting with other real estate professionals.

---



### **Company Policies**

Make a real, long-term commitment to DEI, stay accountable to the community, and transparently publish the results of your initiatives. Develop and track key performance indicators.

---



### **Investment**

Implement transparent financing criteria, and identify outcomes for a variety of equity-focused metrics.

## What Does Equitable Community Engagement Look Like?

Equitable community engagement goes beyond traditional community engagement strategies to cede power to communities and co-create places. Ceding power is a skill. It does not mean disengagement; rather, people who have traditionally held power can continue to be engaged as allies while helping to make space for new voices, viewpoints, and practices.

It is not always clear, however, who the “community” is, although it is always more than a physical location. Before creating an engagement strategy, understand what you mean by “community” and who it includes and excludes. That way, you can prioritize the input of people within the community, recognizing that no one person speaks for all. For example, in affordable housing developments, defining the community can help to avoid privileging the perspectives of high-income people within the same neighborhood, and instead lead to seeking out the perspectives of potential new residents and understanding their needs as well. Often, it even makes sense to overrepresent those who have been historically disenfranchised and will be most affected by a development, such as providing subsidized spaces for existing and minority-owned businesses most at risk of displacement.

Recognize that communities already have power. Although real estate professionals often speak from a place of authority and power—sometimes using language like “we need to ‘let them’ participate”—community members are the experts on themselves and need to be respected as partners. The community does not need to have studied real estate to have critical knowledge and the opportunity to determine the future of their neighborhoods.

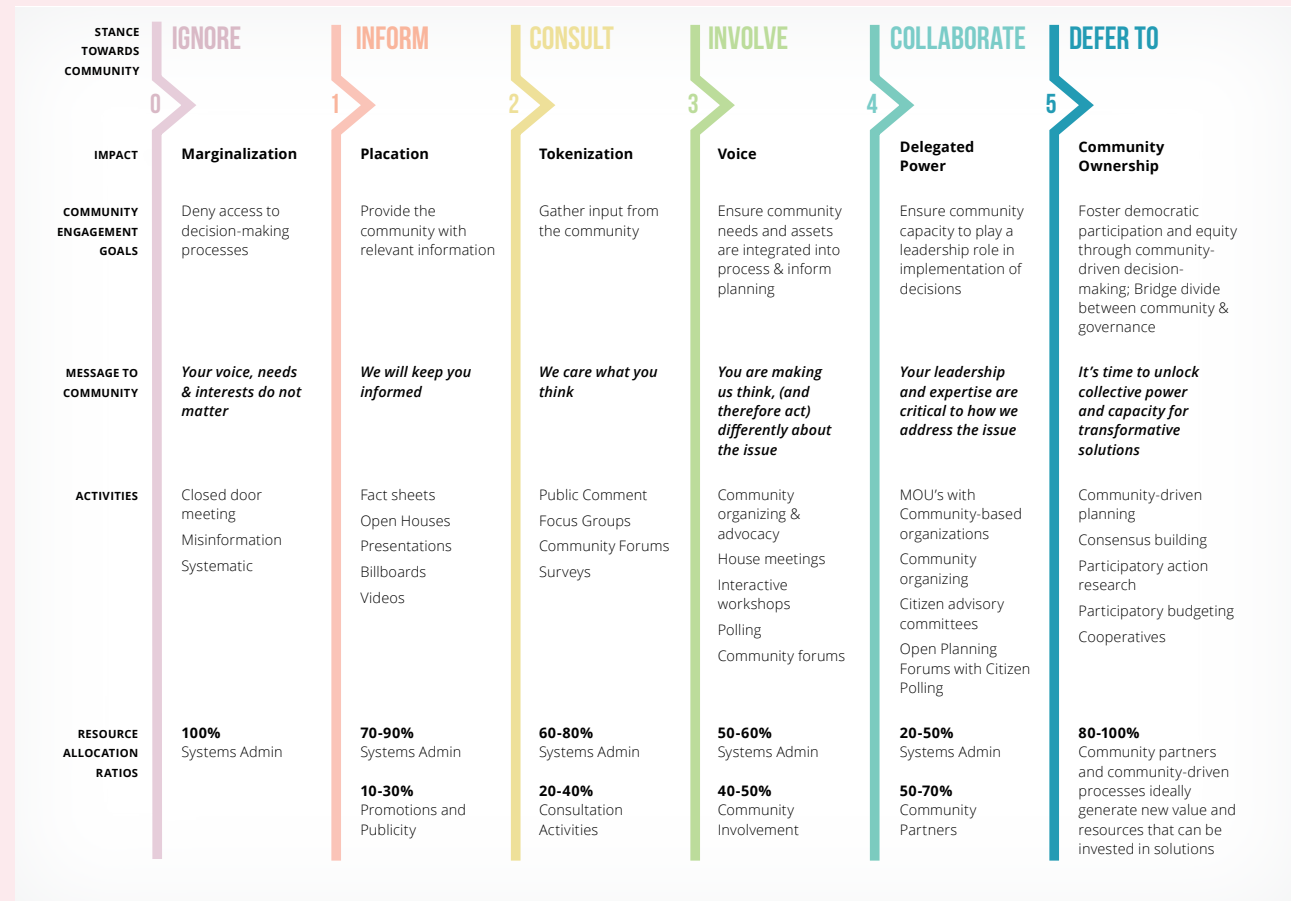
Community members, including community organizers, small business owners, and residents from all generations, should be involved throughout the development process—from goal-setting to analysis—as part of an equitable decision-making process with transparent accountability measures.

This includes asking the community what they want and need before deciding on a development strategy, making real changes in response to community-identified needs and concerns, and creating mechanisms for accountability.

To ensure that the community can meaningfully influence development decisions, respectfully share information on the real estate process in an accessible way. If need be, provide training on brownfield remediation or other technical issues. Also, understand barriers to community involvement in engagement processes, design culturally relevant outreach strategies, and meet people where they are. Include compensation for community partners in development budgets, including community members who share their perspectives and experiences.

There are multiple ways to conduct community engagement, some more effective than others in advancing the goals of equitable development (see chart). They can include supporting grassroots efforts that lead community outreach or partnering with community organizations. Rather than checking a box—which is often unresponsive to the local context and ineffective, have a menu of options for engagement, be flexible, and engage in genuine discourse with the community.

### Spectrum of Community Engagement to Ownership



Source: [The Spectrum of Community Engagement to Ownership](#) (Movement Strategy Center).

## Spotlight on the 11th Street Bridge Park

Washington, D.C.

As part of the 2021 Shaw Symposium on Urban and Community Issues, ULI developed and shared the [People-Centric Funding Model Workshop Background Brief](#). This brief includes a case study on the 11th Street Bridge Park in Washington, D.C., which is commonly considered a model of community co-creation.

The following text is adapted from the brief, and its strategies for mitigating displacement, engaging the community, and delivering tangible community benefits demonstrate how partners can together build trust and credibility over time to create a project that truly serves the community.

The 11th Street Bridge Park is a proposed 1,200-foot bridge that would span the east and west banks of Washington, D.C.'s Anacostia River. The community-led public-private partnership is seeking not only to implement the 132,000-square-foot park but also to act as a resource. The project delivery is expected to be in 2023.



The 11th Street Bridge in Washington, D.C. (Ted Eytan/Flickr)



From the earliest days of the proposal in 2013, mitigating displacement from park investments was central to the implementation plan. To combat fears of displacement, the District and the nonprofit Building Bridges Across the River launched an effort to develop an equitable development plan for the one-mile area surrounding the park. This plan identified key strategies on workforce development, small business enterprises, housing, and arts and culture. Thousands of community members have engaged with the design process. Because of the COVID-19 pandemic, the District of Columbia has delayed approximately \$34.9 million in proposed bond funding but the nonprofit has raised approximately \$111.5 million for design, construction, operations and maintenance, and community benefits.

Since 2016, more than \$60 million has been invested in building human capital related to the project. The early success of this investment was captured in a 2019 Urban Institute evaluation of the first two years of the implementation of the Equitable Development Plan. It found that 70 homes had been purchased by participants in the Ward 8 homebuyers club, 31 construction trainees had full-time jobs, and 104 small businesses east of the Anacostia River had received loans and technical assistance through the Washington Area Community Investment Fund, a partner. This plan also helped launch the Douglass Community Land Trust, community gardens, and community-supported agriculture, connecting community members with the Anacostia River.

## Principle 10: **Form strong, intersectoral partnerships.**

---

Partnerships are a powerful way to make racial equity–focused development projects more feasible (e.g., to expand a firm’s capacity for deep community engagement), to support local developers, and to maximize the impact of community benefits. By seeking partnerships, including with people and organizations embedded in the community—making sure to amplify historically excluded voices—project teams can approach challenges with an expanded set of tools and a more holistic understanding of success and local needs.

## DIGGING DEEPER

Strong partnerships are sustainable relationships, not last-minute transactions. They require investing financial resources and time, as well as demonstrating genuine interest and adjusting plans on the basis of partners' feedback. Formalizing partnerships through written agreements can help ensure that they remain equal and do not end up taking advantage of communities.

Silos that exist within the real estate industry lead to gaps in accountability and responsibility for addressing racial equity, lack of alignment in goals and decision-making, and missed opportunities to create value for different stakeholders. Working across silos can help real estate professionals to avoid these pitfalls, which results in fewer unintended consequences of development and more comprehensive solutions that create value for real estate and communities.

---

**“It’s not a genuine community partnership if a developer isn’t willing to adjust their plans based on feedback.”**

—Sonrisa Cooper, Transformative Communities Program Manager, The Greenlining Institute



The Sidney and Lois Eskenazi Health Campus in Indianapolis was designed for patients, visitors, and community members, and includes a publicly accessible farm and open space. (Photo © 2014 by Timothy Hursley, courtesy HOK)

## GUIDING IDEAS FOR PRACTITIONERS

Public/private partnerships create opportunities to elevate racial equity while getting public funding and overcoming barriers such as restrictive zoning, making equity-focused projects more feasible.

Partnerships should not be limited to traditional “development partners” but include churches, schools, nonprofits, art organizations, and other institutions that are embedded in communities. Project teams can engage people outside of the real estate industry—such as community-based organizations, public health partners, and community initiatives—to understand opportunities to reduce health inequities, work toward environmental justice, and address other community-wide issues from the beginning of the development process.

Because cultural differences and lack of trust can make it difficult for project teams and communities to understand one another and work together, a cultural intermediary can be used to navigate different stakeholders within the process. Otherwise, miscommunication and misunderstanding can result in or exacerbate distrust. Of course, the cultural intermediary does not own the relationship with the community but enables further partnerships and the exchange of diverse perspectives. (See [Principle 9, “Build trust, transparency, and credibility.”](#))



These challenges do not exist in isolation, and the real estate industry can be part of an approach that more effectively addresses multiple issues and sectors at once (e.g., a transit-oriented development project in partnership with a health care provider and workforce development agency). Moreover, these partners may be able to respond better to community needs, understand community priorities better, and serve as trusted advocates for engaging the community.

When community-based organizations lead the development process, real estate professionals can support them by providing capital, mentorship opportunities, or technical assistance, such as helping to fill out applications for state funding.

Consistent partnerships between new local- or minority-owned firms and established firms can be especially impactful over time, as the relationship grows—both in terms of mentorship and in terms of building a successful track record together.

Investors, developers, owners, and designers all share the responsibility to make development more equitable, and they can collaborate on policies, programs, and best practices to not only make racial equity—promoting outcomes a more feasible goal for development but also help other real estate professionals understand the importance of racial equity and DEI as an industry-wide priority. Bringing together

these different perspectives can help to create an intentional framework for change (see [Principle 7, “Recognize the power of language,”](#) and [Principle 2, “Commit to building your knowledge and optimizing your personal and institutional power”](#)).

Working together, companies can seed the pipeline in every aspect of the industry, creating mechanisms for people who are currently underrepresented to participate. The real estate industry is lagging behind on these issues and can take lessons from other industries that have been leading. Real estate companies can bring in outside groups to provide expertise on DEI practice and racial equity education.

Working across silos within real estate can also bridge development and operations. Project teams can design spaces that create economic opportunity and enhance equitable community outcomes when operating, such as including community spaces for BIPOC-owned businesses and spaces for health services within affordable housing.

## PRINCIPLE IN PRACTICE

Sample applications of this principle include the following:



### **Company Policies**

Encourage cross-departmental relationships and work.

---



### **Planning**

Form partnerships to create an inclusive and holistic development plan that addresses community-wide priorities such as health, economic development, and food access.

---



### **Operations**

Partner with community organizations by providing space for them to operate, hiring them to provide services, and conducting ongoing community engagement and communication.

## NAACP Centering Equity in the Sustainable Building Sector Initiative

This text originally appeared in *Health and Social Equity: State of the Market*.

Recognizing that Black, brown, and low-income communities are disproportionately affected by unhealthy, energy-inefficient, and disaster-vulnerable buildings, the NAACP launched the Centering Equity in the Sustainable Buildings Sector (CESBS) initiative in August 2018.

The CESBS Initiative brings together NAACP leaders and members from across the country, sustainable building professionals who are underrepresented, and people and organizations currently leading the sector. Together, they are building a collective policy platform and action agenda that embraces the full meaning of sustainability—with racial, economic, environmental, and climate justice at its core.

Universal design, social and economic inclusion, health equity, equitable emergency management and resilience to climate change, and fair treatment of workers are just a few areas that the CESBS Initiative considers fundamental to truly sustainable buildings and development.

# Part Two: Fostering Equitable Community Outcomes

Alexandra Park, a 2021 ULI Americas Awards for Excellence winner in Toronto, received recognition in the Equitable Development category. *(Ted Eytan/Flickr)*





The purpose of the 10 principles outlined in this report is to help real estate professionals embed racial equity in the development process. By making different development decisions in their projects, working toward DEI in their companies, influencing the industry through both policy and market drivers, and championing equitable development, individuals can make racial equity-focused approaches the norm in the industry.

A more equitable industry and more equitable development processes can help to foster more equitable community outcomes—the ultimate goal. This section describes four ways that developers can work toward these outcomes, using the 10 principles to guide their thinking and decision-making at every step: **hire locally, design for inclusion, look beyond the building, and promote environmental justice.**



Mural in Cincinnati, Ohio. (Sean Foster/Unsplash)

## Hire Locally

Project teams can hire locally for construction workers, subcontractors, consultants, vendors, and permanent jobs, with a focus on MWDVBE businesses. This increases local and minority contractors' access to and capacity for contracts and creates jobs within a neighborhood. Hiring locally also helps build trust with the community and create a sense of ownership, especially if the employees are located within 5 to 10 miles of the project site.

To begin increasing representation at the local scale, development can create career pathways within communities—particularly for people who have historically been excluded—throughout design, construction, and operation. This may include allocating a percentage of design, construction, or maintenance contracts to registered MWDVBE organizations or offering workforce development and training programs. This can also look like providing physical space for small businesses, nonprofits, or workforce education programs, where they can operate at a low cost.

To stay accountable, developers can set standards for local employment, such as hiring a percentage of local construction workers and subcontractors, or a percentage of local workers who are students or graduates of Department of Labor-registered apprenticeship programs or bilingual craft training programs.

However, it is also important to recognize when hiring locally is insufficient. Unions are not always representative of the community, and the construction industry is not diverse. A local workforce can also be challenging to find in cities

with high costs of living. Ways to help address these issues include training local residents to gain these skills and looking beyond the standard construction players.

Companies can incorporate equity into their daily responsibilities by paying living wages, providing workforce development opportunities, demonstrating corporate social responsibility, and building a foundation of equitable decision-making processes and transparent accountability measures. Occupational health and safety measures that exceed minimum requirements must be in place for workers during construction and operations, such as fall prevention measures and the reduction of hazardous exposures.

## Design for Inclusion

In terms of people-centered design, understanding the “who” of buildings can facilitate the inclusive participation of all possible building users, such as

- Going beyond the minimum requirements of the Americans with Disability Act and working toward universal design, meeting the Principles of Universal Design (United States Access Board), and following the Architectural Barriers Act Accessibility Guidelines;
- Providing access to basic sanitary materials and all-gender, single-user, and accessible bathrooms;
- Providing rooms for specific needs of building users such as prayer rooms and lactation rooms; and
- Designing community spaces in high-quality affordable housing for services like low-cost childcare, mental health services, and career support for tenants who previously experienced homelessness.



Although these considerations are not about race specifically, building users often have multiple, intersecting identities, and improving access for all should be a priority. Moreover, design that promotes both health and sustainability (e.g., materials low in volatile organic compounds, ventilation, daylighting) can be part of an environmental justice strategy. (See the section [“Promote Environmental Justice.”](#))

At a minimum, development should not cause harm and should avoid causing displacement. But developments can also improve access to the surrounding area, including to transit and public spaces, so that tenants are better able to benefit from and be a part of the wider community. For example, if there are barriers to reaching a nearby bus stop, developers can work with the city to remove them.

Development has the potential to benefit the surrounding community, such as by opening green spaces onsite to the public and making such spaces welcoming to everyone in the neighborhood. There are also opportunities to celebrate different cultures within community through design, including public art and creative placemaking.



The Julia C. Lathrop Homes, a renovated public housing project built in 1938 by the WPA in Chicago, now provides 414 units of mixed-income housing. (Pamela Brick/Shutterstock)





Halletts Point is a multibuilding, phased development with two 100 percent affordable rental buildings on the Astoria Waterfront in Queens, New York. The development activates a previously unused waterfront site, creating green space and a community event area. *(Eric Laignel)*

## Look Beyond the Building

Development shapes entire communities, not just individual buildings. Real estate professionals can intentionally harness their projects to support mixed-use, transit-oriented, walkable communities with access to employment, education, health care, healthy food, open space, and retail.

These community characteristics enhance spatial equity through sustained and inclusive access to locations, spaces, and resources within the asset and the local community. Moreover, the development process can create local jobs (including local businesses that then hire more people and subcontractors in the community) and career paths that fit community needs while benefiting the economy as a whole.

Achieving this requires understanding the root causes of inequity, community-identified needs, a community-driven vision, and disparities in the community surrounding the project. Project teams should look beyond the building to ensure that developments are accessible and welcoming to all, regardless of age, ability, or any other aspect of identity.

Looking beyond the building starts with site selection. Find sites that contribute to healthy development patterns, such as building near transit stops or helping integrate neighborhoods by providing a mix of housing types. Affordable housing alone is not equitable when it perpetuates patterns of segregation and exclusion.





Mural next to a Black-owned eatery. (BuddyL/Flickr)

When procuring materials, products, and equipment for construction, prioritize sourcing decisions that reflect equitable practices throughout the supply chain, including consideration of environmental justice, human rights, and supplier diversity. Supporting equitable supply chains can promote environmental justice for communities upstream.

From there, project teams can contribute to community-driven enhancements, such as employing creative place-making interventions like making street improvements in the surrounding area and investing in publicly accessible art onsite (especially art created by local or BIPOC artists), renovating community spaces to meet evolving needs, and upgrading infrastructure. In addition, project teams can donate part of the project cost to a community-based nonprofit organization focused on health or racial equity, or conduct pro bono work within the community.

Throughout this process, project teams can efficiently leverage concurrent investments. For example, commercial development can build on an existing transit-oriented development planning process so that the retail at catalyst locations serves the needs of residents, complements (rather than competes with) existing small businesses, and addresses the displacement concerns of established businesses and residents.

Thriving communities not only support the success of developments but also contribute more broadly to the economy. Notably, because the social value created typically does not include effects beyond neighborhood boundaries, it is usually an underestimate.

## Promote Environmental Justice

Many environmental justice efforts come from the public sector, but private sector real estate can also help to remedy injustices and promote healthier places. Project teams can intentionally maximize the opportunities that environmental justice presents, such as equitable economic development, local hiring for brownfield remediation, and enhancing community resilience. Developers can promote environmental justice by actively ensuring that communities have the opportunity to participate in the economic benefits of environmental remediation and other positive outcomes of development.

Avoid building developments near polluting sites, especially in communities already made vulnerable by the cumulative impacts of environmental hazards. Remediate contamination on brownfields, which can then create local jobs during clean-up and construction.

Assess the potential impacts of climate change on developments and ensure that strategies exist to mitigate them for both tenants and the larger community. For example, help mitigate the impact of disasters on low-income households that must stay in place during an emergency (e.g., create affordable housing in locations that will experience fewer climate impacts, and ensure that all housing is designed to be resilient). At the community scale, ensure the project does not exacerbate environmental injustices such as disproportionate flooding or the urban heat island effect.

Ensure that the community has a strong voice in every step. For brownfields, this includes steps from identifying priority sites for cleanup through confirming the cleanup has been successful (and providing accountability if not). If need be,

residents should get training on environmental health and remediation so that they can be informed participants in the decision-making process. Engage the community in making resilience measures culturally inclusive from the design phase through operation.

Use local hiring agreements and provide job training for surrounding residents so that they can gain the environmental and economic benefits of brownfield redevelopment. This can also be an opportunity to identify community needs, and since brownfield sites are often near existing infrastructure, they may already be an accessible location. Additional community benefits could include living-wage jobs, affordable housing set-asides, and space for community organizations to operate.

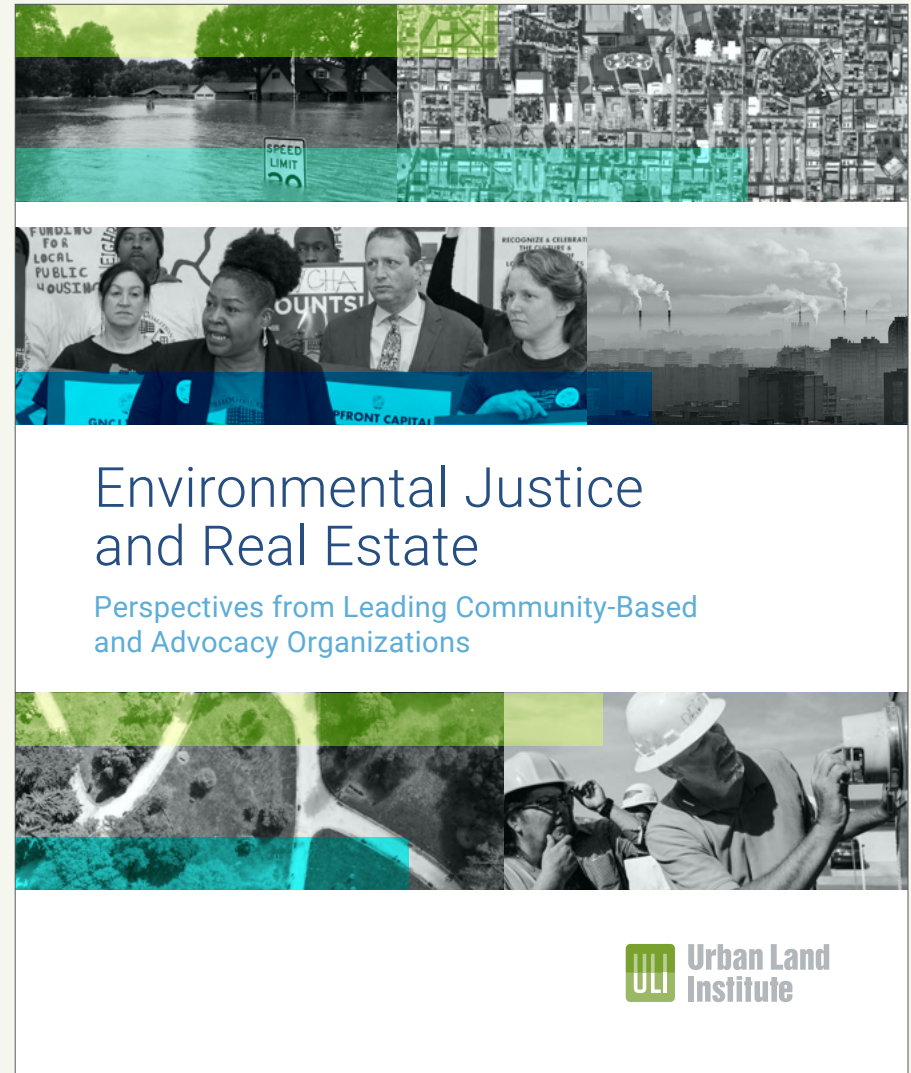
Once a development is built, ensure that regular maintenance and any upgrades to affordable housing and workplaces reduce energy burdens (such as through weatherization) and eliminate any environmental hazards (such as asbestos). Energy efficiency measures—including LED lighting, window replacement, efficient appliances, and efficient heating, ventilation, and air-conditioning systems—also can improve tenant comfort and health equity by reducing emissions in communities with high rates of asthma and other pollution-related illnesses.

Climate gentrification occurs when communities are priced out of less vulnerable neighborhoods and can only afford to be in neighborhoods prone to climate impacts such as flooding, which perpetuates discriminatory development patterns. In addition to preventing climate gentrification, create pathways for environmental justice communities to participate in and benefit from climate solutions, such as through small-scale energy projects in the neighborhood.

## Environmental Justice and Real Estate

Environmental justice has become a key policy lens for examining and addressing how low-income communities and communities of color have been disproportionately affected by real estate and land use decisions and environmental hazards. [\*Environmental Justice and Real Estate: Perspectives from Leading Community-Based and Advocacy Organizations\*](#) features interviews with leaders from the Fifth Avenue Committee, Catalyst Miami, the Initiative for Energy Justice, and The Greenlining Institute. It seeks to elevate these perspectives to help real estate professionals address the effects of structural racism and community disinvestment through the perspective of environmental justice.

*Environmental Justice and Real Estate* highlights the history and objectives of the environmental justice movement and the role that real estate can play in partnering with community actors to drive systemic change. Interviews with four community-based and advocacy organizations shed light on how to define environmental justice, how community efforts work to shape the built environment, and how to create collaborative solutions based on local needs. Member perspectives introducing and concluding the report provide specific guidance on the role ULI and its membership can play in supporting this work. The takeaway: **contributing to environmental justice provides an opportunity to engage both community leaders and the real estate industry to promote healthy, sustainable resilient places for communities to live and work.**



# Report Context

A member engagement process, the November 2021 workshop, and extensive research informed this report. The following sections describe the process used to determine the principles; the imperative and vision for racial equity that motivated this process; and the barriers, challenges, and opportunities that members highlighted throughout the process.



## Overview of the 10 Principles Process

ULI's Building Healthy Places (BHP) Initiative kicked off the 10 Principles process with a roundtable in June 2021. The roundtable convened ULI members and other industry experts to share their insights on racial equity, help refine the scope of the 10 Principles project, and discuss how this report could be most actionable and relevant to the real estate industry.

Over the summer and early fall, BHP staff conducted extensive engagement to gather best practices and understand diverse perspectives. They synthesized the learning from this outreach process—including drop-in sessions, individual interviews, a literature review, and a Navigator opportunity (and corresponding survey for non-members)—into a briefing book for the November workshop.

Over the course of two days, workshop participants determined the 10 Principles for Embedding Racial Equity in Real Estate Development. This report captures the participants' ideas holistically. By describing the concepts that came up throughout the workshop, the report aims to reflect the depth and nuances of the discussion. It does not necessarily reflect the opinions of individual participants in the workshop.

Throughout this process, Juanita Hardy has served as ULI's equity adviser for this project, and she has provided invaluable guidance on the roundtable, member engagement process, workshop, and report.



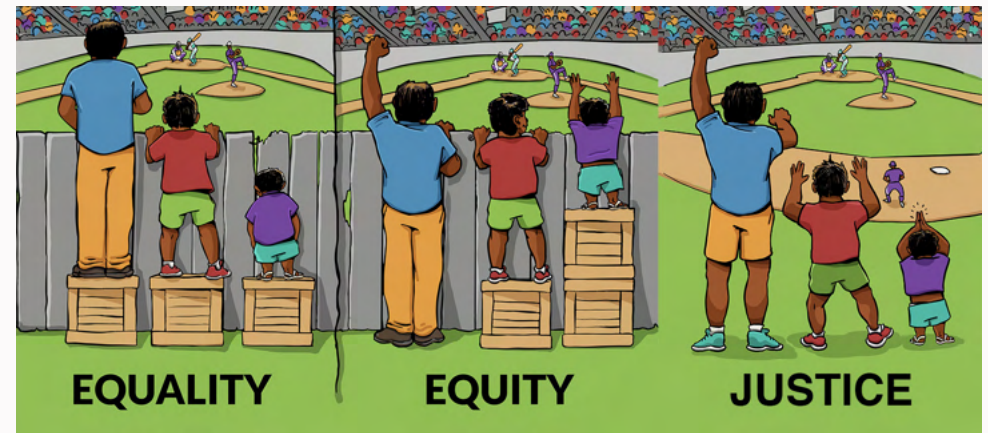
Participants at the virtual 10 Principles workshop in November 2021. (ULI)

## The Imperative and Vision for Racial Equity

Now more than ever, the real estate industry needs a new playbook. Incorporation of racial equity is becoming an expectation for development, just as sustainability has moved from a less common idea to a mainstream standard in recent years. Industry actors are beginning to recognize the business case for racial equity and the ability of equity-focused approaches to add value to developments and make them more competitive. And, the industry risks losing its social license to operate if it does not evolve to meet communities' expectations and societal changes.

Yet, real estate professionals cannot successfully act on the imperative for racial equity—no matter how urgent it is—without a clear vision. As a starting point, this report used a definition of equity from [PolicyLink](#): “Just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.” Equity gives people and communities what they need to “reach their full potential.” Equity is not equality: equality is giving everyone the same size ladder to see over a fence even if the ladders are not tall enough for some, whereas equity is giving everyone the right size ladder for each to see over the fence. Justice is removing the fence so there is no longer a barrier to reaching equal outcomes for all. This definition is broad enough to fit different contexts with unique histories and challenges, and it can be applied to both equitable outcomes and equitable processes. (See [glossary](#) for more.)

A common definition of racial equity is when race cannot be used to predict or determine outcomes. Because racialized communities currently do not have a level playing field due to



*(Health City)*

historical segregation, redlining, and other racist policies and practices, achieving this vision requires more equitable—not equal—practices.

Change looks not only like more equitable community outcomes but also like different approaches to racial equity within the industry, such as new business practices, power sharing, and a focus on diversity and inclusion. These approaches reflect the opportunity to accelerate change by embedding racial equity at multiple levels—personal, company, industry, and policy. Each of these levels has the power to influence development decisions, which then shape community outcomes.

Diversity and inclusion are intertwined with racial equity; diverse perspectives with decision-making power are necessary to understand and work with communities more effectively, make smarter business decisions, and create places that successfully serve their communities. Representation matters, so diversity and inclusion are necessary for equity and racial justice—but not sufficient in

themselves. This report incorporates considerations of diversity and inclusion throughout, recognizing it as essential for transforming real estate development.

Equitable processes are also necessary in real estate—including both in organizations and in work with communities—to generate more equitable outcomes. Although these processes may look different depending on the sector, profession, and place, they typically involve changes to power dynamics and yielding power to traditionally excluded groups.

This vision for racial equity involves widespread change, but it is urgent, necessary, and within reach. Indeed, it is often profitable for the real estate industry to work toward racial equity. The 10 Principles provide important foundational concepts to guide this work and help practitioners translate their motivation into action for a more equitable future.

## Barriers, Challenges, and Opportunities

The changes necessary to achieve the bold vision of more equitable community outcomes, industry transformation, diversity and inclusion, shifting power in processes, and ultimately justice are difficult to advance. Many real estate professionals have a stake in maintaining power; many may not have an accurate understanding of privilege and anti-racism; and many are accustomed to current practices as the only way to conduct development and to achieve their personal and professional goals.

The ULI Europe report [Zooming in on the S in ESG](#) identifies six barriers to creating social value: political, economic, and business culture; fragmentation and lack of alignment in decision-making across different stakeholders; focus

on financial return expectations; lack of consensus and transparency; focus on outcomes, not outputs; and lack of knowledge and skills. Many, if not all, of these barriers also apply to achieving racial equity.

Nevertheless, industry leaders can build on current momentum to overcome these barriers and advance racial equity in the field. In summer 2020, the murder of George Floyd and the subsequent racial justice protests sparked a growing awareness among many real estate practitioners of the history of racism and other inequities, as well as the structural injustices that still exist today. Since then, ULI members have increasingly expressed a clear interest in working to address the legacy of these inequitable policies and practices in real estate, and they have looked to ULI for guidance on how to translate this interest into action.

In 2019, ULI undertook an [assessment](#) of the state of health and social equity in the industry. The assessment concluded that the movement for health and social equity was still in its early days, and only 12 percent of respondents were characterized as consistent adopters of social equity—promoting practices. When the research was conducted, many industry actors were aware of the potential to enhance social equity and had a desire to do so, but many lacked the knowledge necessary.

This report directly responds to these member calls and industry needs, providing actionable guidance on how real estate professionals can make racial equity central to their professional practice. This report is not a road map to a specific set of practices and processes, but it can help guide practitioners as they begin to see the benefits, leading to industry-wide shifts that help to establish a racial equity-focused approach as a standard part of development.

# Conclusion

The 10 Principles are just a starting point, and they are meaningless if they do not lead to action. The real estate industry, including ULI, can use these principles to guide the urgent and necessary work on racial equity. Real estate professionals are now doing this work, and their expertise and experiences have informed this report. It is already possible to adopt the best practices described for each principle, and it has proven to be profitable to do so.

As ULI's Social Equity Resource Hub grows, it will complement this report with other resources focused on (1) different audiences, such as people just beginning to learn about social equity; (2) different aspects of social equity, such as gender, sexuality, ability, and ethnicity; (3) different sectors; and (4) different topics, such as deeper dives into personal bias and company DEI policies.

The introduction began with a few essential questions:

Who has the power and privilege to live in great places, and who gets left behind?

How do we, as real estate professionals, perpetuate an unjust status quo?

How do our personal values drive our professional practice and align with our everyday behavior?

The report may not end with you having all the answers to these questions, but more importantly, it should leave you with this new one: What's next?



# Glossary

*Note: Any sources not specified are definitions from previous ULI reports.*

This glossary includes terms that appear throughout the report and were used during the workshop. This is not a comprehensive glossary, and these terms may be used differently in different contexts. The definitions below reflect, to the extent possible, how the terms are used in this report. The source of each definition is given in parentheses; for additional definitions, please see the [Racial Equity Tools glossary](#).

**Antiracism:** active, intentional actions toward racial justice and against all forms of racism.

**Belonging:** the feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group. ([Cornell](#))

**BIPOC:** acronym for Black, indigenous, and people of color.

**Diversity:** intentional representation of different minorities or underrepresented populations with considerations of race and ethnicity, gender, sexual orientation, and disability status. ([PNC](#))

**Equality:** ensuring that every individual has an equal opportunity to make the most of their lives and talents, and believing that no one should have poorer life chances because of where, what or whom they were born, what they believe, or whether they have a disability. ([Equality and Human Rights Commission](#))

**Equitable development:** an approach to creating healthy, vibrant, communities of opportunity. Equitable outcomes come about when smart, intentional strategies are put in place to ensure that everyone can participate in and benefit from decisions that shape their neighborhoods and regions. ([PolicyLink](#))

**Equitable processes:** broadly, processes that define workflow or approaches with an **equity lens**. Processes are broad and industry-specific. In the real estate industry, they range from customer-facing ones such as the real estate development process to internal business ones such as hiring and communications. (Juanita Hardy)

**Equity:** just and fair inclusion into a society in which all can participate, prosper, and reach their full potential ([PolicyLink](#))

There are many types of equity. Definitions from the Urban Sustainability Directors Network ([USDN](#)) include **procedural equity** (inclusive, accessible, authentic engagement and representation in processes to develop or implement programs or policies) and **distributional equity** (fair distribution of benefits and burdens across all segments of a community, prioritizing those with highest need, as a result of programs and policies).

**Equity lens:** consideration of equity dimensions of involvement, process, values and assumptions, and outcomes, from a perspective that highlights how practices hold potential to shift power toward inclusion and equity. (Center for Nonprofit Advancement)

**Inclusion:** authentically bringing traditionally excluded individual and/or groups into processes, activities, and decision/policy-making in a way that shares power. ([Racial Equity Tools](#))

**Intersectionality:** the complex and synergistic ways in which different aspects of identity combine and overlap.

**Justice:** the elimination of barriers that create the need for equity-focused interventions. (Combination of several definitions)

**Marginalized:** groups and communities that experience discrimination and exclusion (social, political, and economic) because of unequal power relationships across economic, political, social, and cultural dimensions. This report uses marginalize as a verb to describe the act of discriminating against or excluding people within unequal power relationships. (National Collaborating Centre for Determinants of Health)

**Privilege:** unearned social power accorded by the formal and informal institutions of society to all members of a dominant group (e.g., white privilege, male privilege). Privilege is usually invisible to those who have it because they are taught not to see it, but it nevertheless puts them at an advantage over those who do not have it. ([Colours of Resistance Archive](#), [“Privilege” via Racial Equity Tools](#))

**Racial equity:** the condition that would be achieved if one’s racial identity no longer predicted, in a statistical sense, how one fares. When we use the term in this report, we are thinking about racial equity as one part of racial justice, and thus we also include work to address root causes of inequities, not just their manifestation. This includes elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or that fail to eliminate them. ([Racial Equity Tools](#))

Alternative definition: transforming the behaviors, institutions and systems that disproportionately harm people of color. Racial equity means increasing access to power, redistributing and providing additional resources, and eliminating barriers to opportunity in order to empower low-income communities of color to thrive and reach full potential. ([Greenlining Institute](#))

**Racism:** both individual acts of prejudice and discrimination and systemic and structural factors leading to inequitable outcomes on the basis of race.

**Social equity:** impartiality, fairness and justice for all people. Distinct from racial equity, it refers to all people; in addition to race, it includes gender, ethnicity, age, and other factors. (United Way of the National Capital Area)

**Structural racism:** a system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with “whiteness” and disadvantages associated with “color” to endure and adapt over time. Structural racism is not something that a few people or institutions choose to practice. Instead it has been a feature of the social, economic, and political systems in which we all exist. ([Aspen Institute](#))

**Systemic racism:** in many ways synonymous with structural racism. If there is a difference between the terms, it can be said to exist in the fact that a structural racism analysis pays more attention to the historical, cultural, and social psychological aspects of our currently racialized society. ([Aspen Institute](#))

**Underserved:** people and communities who were historically and are systemically provided with inadequate services, infrastructure, and other essentials, denied opportunity and investment, and often discriminated against. This report uses underserved rather than other commonly used terms, such as disadvantaged, to highlight unjust policies and practices. Other terms can inaccurately imply differences in community characteristics. (Combination of several definitions)

# Resources

The following resources provide additional information relevant to embedding racial equity in real estate development.

1. [Centering Health Equity](#) (Green Health Partnership and Mithun)
2. [Getting Beyond Green: A Baseline of Equity Approaches in Sustainable Building Standards](#) (CESBS)
3. [Shifting Power and Capital in Real Estate Finance](#) (Inclusive Capital Partnership)
4. [Guidelines for Equitable Community Involvement](#) (CESBS)
5. [Advancing Racial Equity in Housing and Community Development: An Anti-Racism Guide for Transformative Change](#) (Grounded Solutions Network)
6. [Equitable Development Principles and Scorecard](#) (The Alliance TC)
7. [Guide to Equitable Neighborhood Development](#) (NALCAB)
8. [Equitable Development Toolkit](#) (PolicyLink)
9. [Delivering Social Value: Measurement](#) (UKGBC)
10. [Social Value in New Development](#) (UKGBC)
11. [Government Alliance on Race and Equity](#)
12. [Zooming in on the “S” in ESG](#) (ULI Europe)
13. [Health and Social Equity: State of the Market](#) (ULI)
14. [Health and Social Equity: Examples from the Field](#) (ULI)
15. [Identifying Bias and Barriers, Promoting Equity](#) (National Fair Housing Alliance)



# Acknowledgments

Support for this research was provided by the Robert Wood Johnson Foundation. The views expressed in this publication do not necessarily reflect the views of the Foundation.

## WORKSHOP PARTICIPANTS

ULI thanks the workshop participants for their insights and engagement. Please note that the principles and content of this report are a holistic representation of the November 2021 workshop and do not necessarily reflect the opinions of individual workshop participants.

### **Mariela Alfonzo**

Founder and Chief Executive Officer  
State of Place

### **Michael Banner**

President and Chief Executive Officer  
Los Angeles LDC Inc.

### **Shawn Barney**

Managing Director  
CLB Porter LLC

### **Melanie Brown**

President and Chief Executive Officer  
Restoration 52

### **Monique Brown**

Senior Project Officer  
Healthy Places by Design

### **Gabrielle Bullock**

Principal, Director of Global Diversity  
Perkins&Will

### **Sonrisa Cooper**

Transformative Communities Program Manager  
The Greenlining Institute

### **Fernando Costa**

Assistant City Manager  
City of Fort Worth

### **Kimberly Driggins**

Executive Director  
Washington Housing Conservancy

### **Don Edwards**

Founder, Chief Executive Officer, and Principal  
Justice and Sustainability Associates

### **Collete English Dixon**

Executive Director  
Marshall Bennett Institute of Real Estate, Roosevelt University

### **Nicole Furnace**

Founder, Chief Executive Officer, and Principal  
Roots Consulting

### **Juanita Hardy (Equity Adviser)**

Managing Principal  
Tiger Management Consulting Group LLC

### **Erica-Nicole Harris**

Vice President, Wispark Operations  
WEC Energy Group

### **Erin Christensen Ishizaki**

Partner  
Mithun

### **AJ Jackson (Workshop Chair)**

Executive Vice President, Social Impact Investing  
JBG Smith

### **Darryl Jones**

Senior Vice President  
Coventry Development Corporation

### **Taidgh McClory**

Founder and Social Impact Entrepreneur  
T.H. McClory LLC

### **Peg Moertl**

Principal  
Grovedale Consulting

**Leroy Moore**  
Senior Vice President and  
Chief Operating Officer  
Tampa Housing Authority

**Dionne Nelson**  
President and Chief  
Executive Office  
Laurel Street Residential

**Marc Norman**  
Faculty Director  
Weiser Center for Real Estate,  
University of Michigan

**Erin Patterson**  
Director of Real Estate  
Research and Strategy  
Wafra

**Sara Queen**  
Managing Director and Head  
of Real Estate Equity  
MetLife Investment  
Management

**Tyrone Rachal**  
President  
Urban Key Capital Partners

**Taylor Ralph**  
Founder and President  
REAL Building Consultants  
LLC

**Alan Razak**  
Principal  
AR Spruce LLC

**Lyneir Richardson**  
Chief Executive Officer  
The Chicago TREND  
Corporation

**Becca Rushin**  
Vice President, Sustainability  
and Social Responsibility  
Jamestown L.P.

**Treasure Sheppard**  
Analyst  
Los Angeles County  
Development Authority

**Charu Singh**  
Managing Director  
Emergent Capital Partners

**Adam Weers**  
Chief Operating Officer  
Trammell Crow Company

## WORKSHOP STAFF

### **Paul Angelone**

Senior Director, Curtis Infrastructure Initiative

### **Sara Hammerschmidt**

Senior Director, Building Healthy Places

### **William Zeh Herbig**

Senior Director, Building Healthy Places

### **Rachel MacCleery**

Senior Vice President, Building Healthy Places

### **Matt Norris**

Director, Building Healthy Places

### **August Williams-Eynon**

Senior Associate, Greenprint Center for Building Performance and Urban Resilience

## ROUNDTABLE PARTICIPANTS

A June 2021 roundtable determined the scope of this project. We would like to thank the following participants for their guidance and expertise.

### **Shawn Barney**

Managing Director  
CLB Porter LLC

### **Peggy Brimhall**

Principal  
Figurd

### **Gabrielle Bullock**

Principal, Director of Global Diversity  
Perkins&Will

### **Kimberly Driggins**

Executive Director  
Washington Housing Conservancy

### **Don Edwards**

Founder, Chief Executive Officer, and Principal  
Justice and Sustainability Associates

### **Juanita Hardy (Equity Adviser)**

Managing Principal  
Tiger Management Consulting Group LLC

### **Edward Henley III**

Principal and Project Executive  
Pillars Development

### **Erin Christensen Ishizaki**

Partner  
Mithun

### **AJ Jackson (Workshop Chair)**

Executive Vice President,  
Social Impact Investing  
JBG Smith

### **Mandy Lee**

Program Manager,  
Centering Equity in the Sustainable Building Sector  
NAACP

### **Taidgh McClory**

Founder and Social Impact Entrepreneur  
T.H. McClory LLC

### **Leroy Moore**

Senior Vice President/Chief Operating Officer  
Tampa Housing Authority

**Sara Queen**

Managing Director and Head  
of Real Estate Equity  
MetLife Investment  
Management

**Taylor Ralph**

Founder and President  
REAL Building Consultants  
LLC

**Becca Rushin**

Vice President of  
Sustainability and Social  
Responsibility  
Jamestown, L.P.

**Charu Singh**

Managing Director, Portfolio  
Management  
Emergent Capital Partners

**Adam Weers**

Chief Operating Officer  
Trammell Crow Company



## OUTREACH AND ENGAGEMENT

In addition to the roundtable, an extensive engagement process informed the November 2021 workshop. We are grateful to the industry experts who participated in interviews, drop-in sessions, and surveys. Many also participated in the workshop, and they are listed above. We would like to give a special thank-you to ULI Arizona's DEI Committee for hosting a focus group.

**Michael Bloom**  
Sustainability Practice  
Manager  
R.G. Miller Engineers Inc.

**Stephen Broache**  
Senior Architect  
Baltimore City Public Schools

**Victoria Comer**  
Senior Associate, District  
Councils  
Urban Land Institute

**Kacey Cordes**  
Vice President, Affordable  
Housing  
U.S. Bank CDC

**Francesca Fiamingo**  
Senior Closer  
Surety Title Company

**Vicki Genz**  
Real Estate Agent  
Keller Williams Success  
Realty

**Trevor Hall**  
Executive Director, Land  
Services  
Colliers International

**Trinity Hart**  
Managing Director  
Storie Co. Development

**Jenna Hornstock**  
Executive Officer, Transit-  
Oriented Communities  
LA Metro

**Lynn Jerath**  
Founder and President  
Citrine Investment Group

**Natalie Keiser**  
Senior Associate, Atlanta  
Civic Site  
The Annie E. Casey  
Foundation

**Melanie Kortyka**  
Executive Director  
ULI Cleveland

**Christy Mead**  
Director  
ULI Dallas–Fort Worth

**John Moore**  
Project Manager  
Primestor Development

**Kevin Moran**  
Director  
ULI Philadelphia

**Maggie Parker**  
Founder, Managing Partner  
Innovan Neighborhoods

**Lynn Ross**  
Founder and Principal  
Spirit for Change Consulting  
LLC

**Yolanda Sepulveda**  
Principal  
Spectacle

**Lynn Thurber**  
Chairman of the Board  
JLL Income Property Trust

**Peter Villanueva**  
Project Manager, Community  
Development  
Stantec

**Breana Wheeler**  
Director of Operations  
BREEAM USA

**Jill Ziegler**  
Senior Director of  
Sustainability  
Brookfield Properties

# Report Team

## PRIMARY AUTHOR

**Diana Schoder**

Manager, Building Healthy Places

## PROJECT STAFF

**Billy Grayson**

Executive Director, Center for Sustainability and Economic Performance

**Juanita Hardy**

Managing Principal

Tiger Management Consulting Group LLC

**Sonia Huntley**

Senior Vice President, Diversity, Equity, and Inclusion

**Rachel MacCleery**

Senior Vice President, Building Healthy Places

**Sara Hammerschmidt**

Senior Director, Building Healthy Places

## EQUITY REVIEWER

**Tiffany Pertillar**

Epic Health Solutions

**James A. Mulligan**

Senior Editor

**Lise Lingo, Publications Professionals LLC**

Manuscript Editor

**Mary Kate Hayden, Herz.Works**

Art Director and Designer

**Craig Chapman**

Senior Director, Publishing Operations