

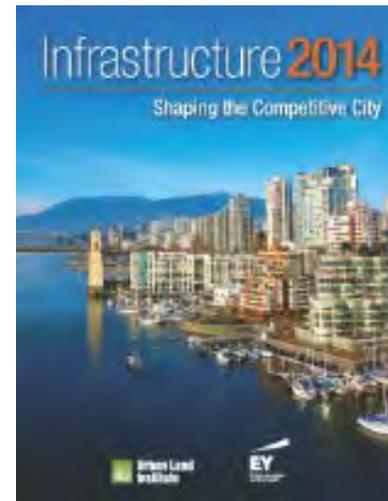
- Non-profit research and education organization
- 35,000 members world-wide
- We are land use and real estate professionals who share ideas, insights and best practices
- *The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide*



**Urban Land
Institute**

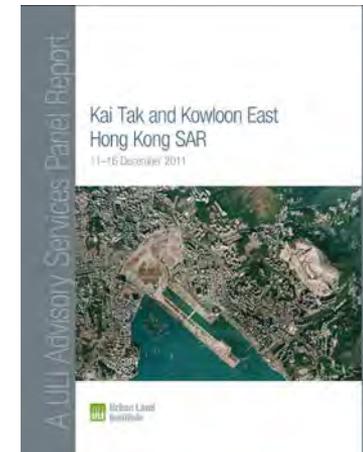
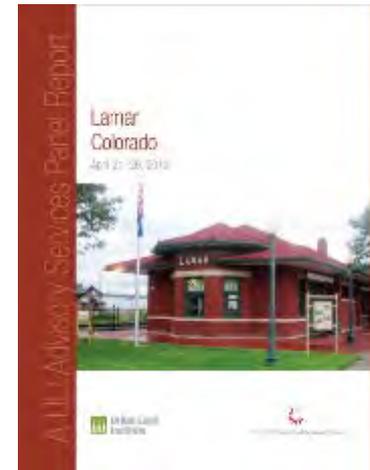
About ULI

- Meetings & Conferences
- District & National Councils
- Books, Magazines & On-Line
- Education Programs
- Research, Enquiry & Case Studies
- Advisory Service Panels



ULI Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective & candid advice on important land use and real estate issues
- Relies on volunteers who are all senior professionals within their companies or organizations:
 - Developers, bankers, brokers, market analysts, architects, engineers, planners, public officials, and many other land use, design, finance and real estate experts



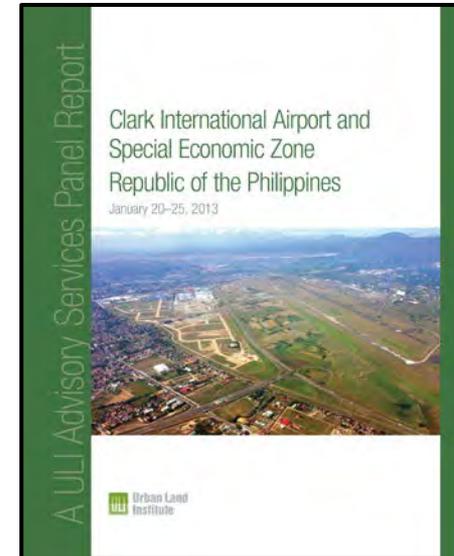
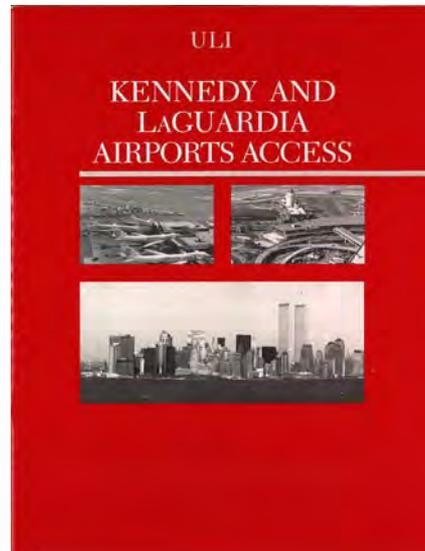
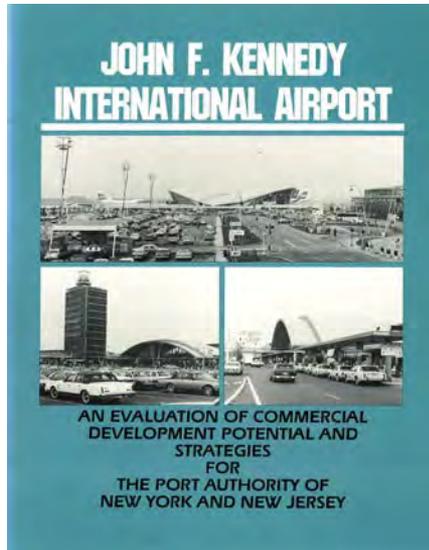
Panel Logistics

- Panels take about 2 to 3 months to organize
- Work with Sponsor on Assignment
- Recruit Chair and Panelists
- Coordinate Travel, Hotel and Workspace
- Five day panels = 8-10 panelists
- Process
 - Review background materials
 - Receive a sponsor presentation & tour
 - Conduct stakeholder interviews
 - Consider data, frame issues and write recommendations
 - Make presentation
 - Produce a final report



Advisory Services Program

Since 1947 we have done completed dozens of panels focused on airport and airport environs.

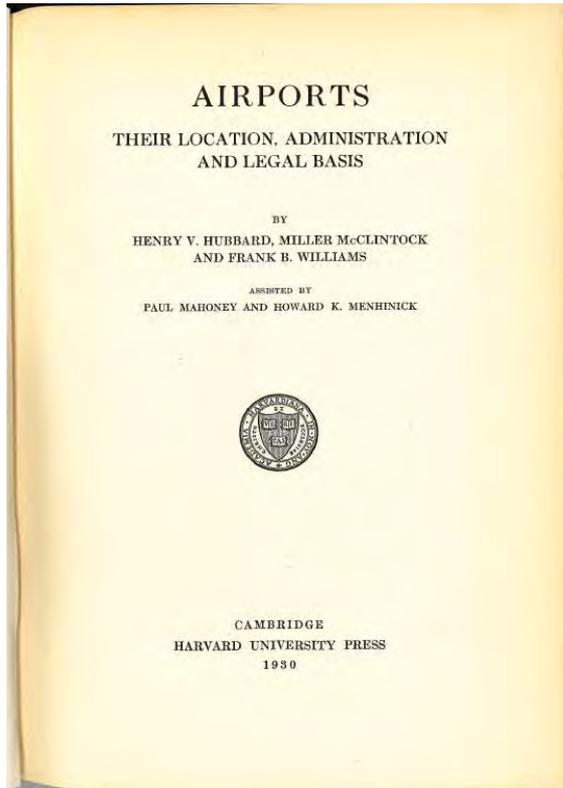
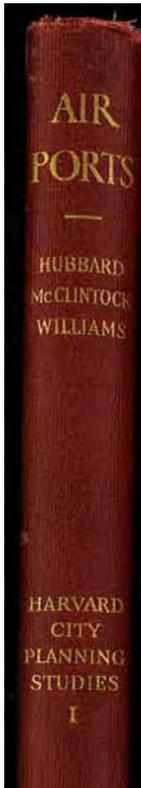


Raleigh Durham International Airport

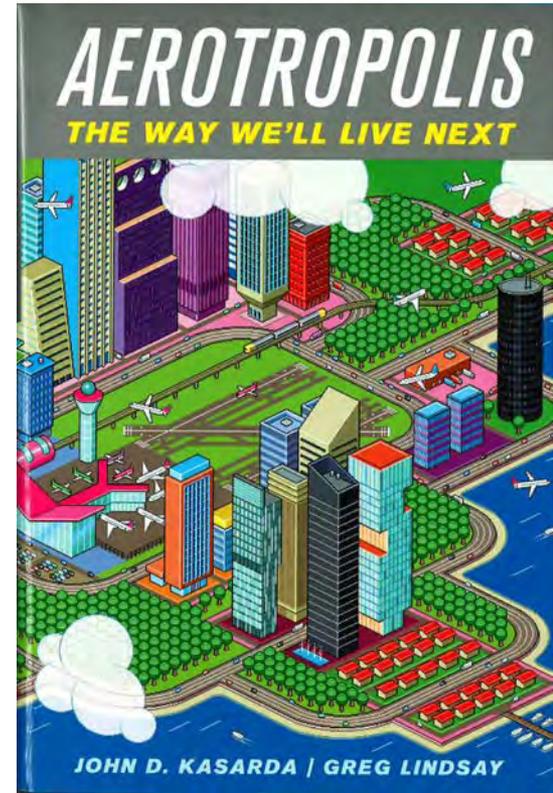
- Become an airport that provides a world-class passenger experience
- Serve as a “neutral ground” for the region by taking a leading role in the creation of a regional identity
- Develop and implement a strategic plan for development of the Airport to meet future demands for surplus terminal area land, runway passenger service facilities, and cargo
- Identify and plan sites for development- including analysis of uses, engineering, development costs and appropriate marketing platform
- Utilize surplus land to strengthen airport’s identity and functionality, while coordinating uses within the region for appropriate uses



Urban Planning for Airports



1930

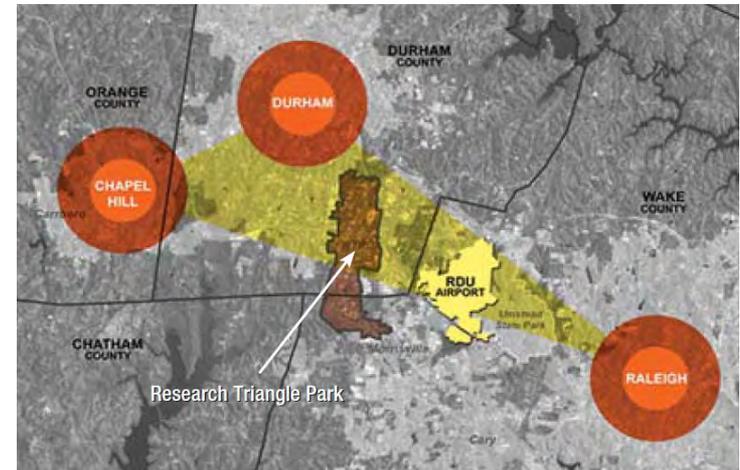


2011

Non Aviation Revenue

“At present the modern airport is no longer just providing infrastructure for airlines, but has evolved to a sophisticated market entity with diversified revenue streams.”

Non-Aviation Revenue in the Airport Business – Evaluating Performance Measurement for a Changing Value Proposition - Authors: Max J. Zenglein and Jürgen Müller



Economic Power of Airports

- The total economic output of **North Carolina's** public airports is approximately **\$25.9 billion** while supporting over **108,000 jobs**.
- The total economic output of **Pennsylvania's** public airports is approximately **\$23.6 billion** while supporting over **304,462 jobs**.
- The total economic output of **Virginia's** public owned airports is approximately **\$28.8 billion** while supporting over **258,996**



Non Aviation Revenue

- Non-Aviation Revenue per Passenger is a measure of value and from one *limited* perspective, airports generally have five possibilities to generate revenue: Retail, services, food and beverages, parking, and passenger access.
- There is another and it is potentially a big one: managing/developing/selling/leasing real estate.
- Has the change in aviation technology (quieter engines, more efficient lift capacity) combined with new business models and operational changes (hub vs small hub vs gen aviation) made excess land redundant at the smaller hubs and can those airports parley that into revenue??



Development 101

- Land development can be one of the most lucrative areas for a property investor.
- Some of this country's foremost communities have been created by successful real estate entrepreneurs who built their fortunes by subdividing and developing tracts of land.

So.....Start acting like a developer

- Understand what you have
- Understand the land economics
- Be aware of trends near you airport
- Consider a variety of approaches to land development and real estate investment

Creating Connections to Site Development Opportunities

