



SAN FRANCISCO 2020-2022 STRATEGIC PLAN



ULI's mission is to provide leadership in the responsible use of land and to create and sustain thriving communities worldwide. ULI San Francisco brings together multidisciplinary land use professionals and policy practitioners to share innovative and pragmatic solutions to drive the short-term and long-term success of the San Francisco Bay Area region, and to respond to the land use challenges facing our communities.

CONTEXT STATEMENT

ULI San Francisco exists in an exceptionally beautiful, culturally vibrant, desirable, and dynamic place. The Bay Area is the innovation and technology capital of the world and enjoys a remarkably robust economic environment.

At the same time, our region is facing a number of challenges that ULI and its members are uniquely positioned to address:

- a.** There exists systemic tension around the governance of land use between local, regional, and state controls.
- b.** We have a housing emergency with respect to supply and affordability.
- c.** We are experiencing natural disasters such as wildfires, droughts, and floods, and are at risk for seismic events; therefore the sustainability and resilience of our communities are top of mind.
- d.** Economic disparity and the displacement of long-term occupants are manifest.
- e.** The urbanization of transit corridors and evolution of transit networks is a necessary part of our growth and long-term livability.

Organizationally, we are also at a moment full of potential. San Francisco is the host city for the ULI Fall Meeting in 2020 which is an opportunity to put our region on display and a chance to build membership, goodwill, and a strong financial footing for the District Council for years to come.



POSITIONING STATEMENT

ULI San Francisco is the San Francisco Bay Area’s preeminent global organization focused on creating and sustaining thriving communities through wise land use, development, and redevelopment decisions. We bring together a dedicated multidisciplinary community of professionals that deliver market-based, innovative solutions that can be implemented in the Bay Area and beyond.

As integrators, we share real-world knowledge and best practices, and offer a wide range of in-depth educational programming and resources for members of the organization and the broader Bay Area community.

This Strategic Plan is organized around three major pillars:

PILLAR ONE: Inform and Influence Land Use Practices through Public and Private Sector Collaboration

PILLAR TWO: Share Knowledge through High Quality Educational Programs and Initiatives

PILLAR THREE: Create Professional Development Opportunities

The plan’s pillars are realized through supporting objectives and initiatives, as well as a fourth pillar, which is to Continue to Improve Organizational Effectiveness.



ONE: INFORM AND INFLUENCE LAND USE PRACTICES THROUGH PUBLIC AND PRIVATE SECTOR COLLABORATION

OBJECTIVES

- Be a leader in market-based solutions for the land use, development, and redevelopment problems facing the Bay Area that can be implemented to positively benefit regional development.
- Serve as an inclusive forum for people from different disciplines, backgrounds, and sectors to come together to discuss and collaborate on a wide range of land use and development issues.
- Educate and provide context for the development of land use policy.
- Encourage and enable members to drive the content and direction of the District Council.

INITIATIVES

- 1A.** Identify **major themes** to guide initiatives, programs, and outreach activities and revisit on an annual basis.
- 1B.** Expand the number of **Technical Assistance Panels** and other **public offerings**.
- 1C.** Promote ULI San Francisco as a **regional thought leader** in land use, real estate, and development.
- 1D.** Serve as the preeminent facilitator of expert conversations between multidisciplinary leaders from both the public and private sectors on active and meaningful policy issues surrounding land planning, development, and redevelopment around the Bay Area.
- 1E.** Strengthen and continue to offer **UrbanPlan** in educational settings and expand **UrbanPlan for Communities** in the public sector.
- 1F.** Demonstrate thought leadership through programs and initiatives on major issues.
- 1G.** Cultivate relationships and engagement with **public sector representatives**, with an eye to increasing participation at events and with initiatives, as well as increasing membership.
- 1H.** Utilize ULI San Francisco members and staff as spokespeople for ULI San Francisco, with the goal of promoting our mission and being a resource in the discussions around the District Council's key focus areas.
- 1I.** Evaluate and develop **strong partnerships** with allied organizations.





TWO: SHARE KNOWLEDGE THROUGH HIGH QUALITY PROGRAMS AND OTHER INITIATIVES



OBJECTIVES

- Differentiate ULI San Francisco as an organization that offers high quality, substantive programs and initiatives.
- Reinforce and continually improve ULI San Francisco's status as a "University without Walls," to facilitate the exchange of information between public- and private-sector land use and development professionals and community organizations throughout the Bay Area.
- Offer a range of activities and delivery methods to ensure a diverse set of offerings that will benefit all members.

INITIATIVES

- 2A.** Establish a **distinctive niche**, featuring high-quality programs alongside a strong community and meaningful networking opportunities.
- 2B.** Ensure that all programs and initiatives reflect the following **key characteristics** to reinforce ULI San Francisco's position as a quality-oriented provider:
 - i. Prioritize quality over quantity in programming and high take-home value;
 - ii. Demonstrate inclusion and equity through our panels and programs;
 - iii. Create opportunities for meaningful interactions between members;
 - iv. Exemplify honesty, candor, and trust;
 - v. Present multidisciplinary approaches;
 - vi. Develop programs and educational resources on timely topics that present a range of viewpoints;
 - vii. Show passion for the subject matter; and
 - viii. Demonstrate creativity and openness to learning.
- 2C.** Conduct **education and training courses** on a range of development-related topics for key target audiences including public agency staff and officials, community groups, and other professionals
- 2D.** Utilize technology and social media to generate exposure for ULI San Francisco's programs and content.



THREE: CREATE PROFESSIONAL DEVELOPMENT OPPORTUNITIES

OBJECTIVES

- Provide members with valuable and engaging educational and networking opportunities that will benefit their careers through interaction with other members and participation in teaching and learning activities.
- Provide targeted professional development opportunities to members at all points in their careers.
- Educate and provide context for the development of land and land use policy.

INITIATIVES

- 3A.** Expand coaching, support, and mentorship program for **professionals at all stages of their careers**.
- 3B.** Continue to offer **leadership and development programs**.
- 3C.** Expand professional development opportunities for **mid-career professionals**.
- 3D.** Expand the **Local Product Council (LPC)** offering through a sustainable model.
- 3E.** Create well-defined pathways to encourage the involvement of ULI San Francisco members in national Product Councils and leadership roles and deliver ongoing networking opportunities.
- 3F.** Cultivate opportunities to keep **highly experienced professionals**, including ULI Trustees and ULI Foundation Governors, engaged with ULI San Francisco's membership.
- 3G.** Coordinate educational programs and other professional development activities across all committees and other District Councils throughout California.





FOUR: CONTINUE TO IMPROVE ORGANIZATIONAL EFFECTIVENESS



OBJECTIVES

- Serve our members through an effective, well integrated, inclusive, and transparent management and leadership structure composed of members and staff.
- Ensure we continue to be one of the largest and most influential district councils within ULI.
- Provide a platform that fosters creativity, innovation, and new ideas.

INITIATIVES

- 4A.** Increase **Executive Board involvement** and direction. Utilize Board members to advance the goals of the Strategic Plan. Make sure all Executive Board members actively participate in the District Council throughout the year.
- 4B.** Develop strong performance **measurement and monitoring** practices.
- 4C.** Fundraise to ensure we have the **resources to accomplish our goals**.



STRATEGIC PLAN WORKING GROUP

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EXECUTIVE BOARD

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Mallory Natsis | Rick Dishnica
The Dishnica Company | Chelsea Maclean
Holland & Knight | Matt Slepín
Terra Search Partners |
| Meade Boutwell
CBRE | Lee Edlund
Allen Matkins Gamble
Mallory Natsis | Alan Mark | Jeff Smith
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