



San Francisco

# ANNUAL IMPACT REPORT **FY 2021**



# About ULI San Francisco

Founded in 1936, the Urban Land Institute is a 501(c)(3) nonprofit research and education organization dedicated to shaping the future of the built environment for transformative impact worldwide. ULI has over 45,000 members worldwide, representing the entire spectrum of land use and development disciplines. With over 2,100 members across the Bay Area, ULI San Francisco (ULI SF) is one of the Urban Land Institute's largest district councils.



“

*This past year for ULI SF, like for many, has been a roller coaster full of challenges, silver linings, and successes. ULI SF helped organize the ULI Fall Meeting, which even though it was held online was still able to show off our favorite real estate in the best place in the world. We continued to engage our members with increased online content and faced our biggest challenge of systemic racism head on as we made great strides in our DEI trainings and learnings throughout the year.”*

**DREW HUDACEK**, Sares Regis Group of Northern California,  
ULI SF District Council Chair





**45,016**  
Global members



**2,115**  
Local members



**26**  
Committees, working  
groups, and product  
councils



**351**  
Committees, executive  
board, and working  
group members



#### ULI San Francisco Staff

(left to right): Julie Luu, Senior Associate; Michelle Malanca Frey, Executive Director; Casey Pond, Senior Associate; Adrian Garcia Hernandez, Associate; Natalie Sandoval, Senior Director

# Spreading ideas, sharing knowledge

## EDUCATIONAL PROGRAMS

ULI SF provides engaging and multidisciplinary content through its many panels, presentations, workshops, and social events for members of the Bay Area real estate and land use community.

Through their ULI SF membership, professionals can deepen their knowledge of land use policies and practices, stay informed on the newest

real estate trends and issues in the Bay Area, and build relationships with other industry professionals. This year's programs covered a wide variety of topics, including: building electrification; a conversation with Richard Rothstein, author of *The Color of Law*; tech and off-site solutions to rising construction costs; the new regional geography of jobs and housing; and more.



*Webinar: In Conversation with Richard Rothstein*



**45**

Online events



**4,243**

Registered program  
attendees



**2,588**

Unique program  
attendees



**3,226**

Committee and urbanplan  
volunteer hours



**1,028**

Pro bono expert and  
speaker hours



## LOCAL PRODUCT COUNCILS

The ULI San Francisco Local Product Councils (LPCs) provide an opportunity for Associate and Full members to meet in an intimate, leader-to-leader environment to share the key issues that real estate and land use professionals face on a daily basis. Sharing many characteristics with ULI's National Product Councils, the ULI SF Local Product Councils are consistent with ULI's tradition of sharing experiences gained, mistakes made, and lessons learned.

This year, our LPCs continued to meet virtually to explore the impacts of the pandemic and legislative changes on the real estate market. Topics covered included the impacts of COVID-19 on investment decisions, public efforts to sustain the economy, as well as the potential of technological and operational innovations in the face of a changing market.

“

*As the world restarts post-COVID, the way real estate is consumed, how public and private open space will merge, and what impact these shifts will have on product and economics is both an exciting and frightening prospect. Being connected to and learning from each other is critically important right now, which is exactly the role that Local Product Councils play.”*

**LYDIA TAN**, Tan Consulting



# Making an **impact**

ULI SF is a place where real estate professionals can make an impact. Through ULI SF's Housing the Bay, our Diversity, Equity, and Inclusion initiatives, and offerings like UrbanPlan and our Technical Assistance Panels, ULI members can donate their time and expertise to contribute to the greater good throughout the Bay Area.

## HOUSING THE BAY

Since early 2017, ULI SF has been working on Housing the Bay, a member-driven initiative to support the vision of a Bay Area with healthy, sustainable, and affordable housing options for everyone.

Through Housing the Bay we are exploring new solutions to break through housing roadblocks, improve

housing affordability, and ensure more people have access to the housing they need. Guided by our members' expertise in development and finance, policy and governance, community engagement and equity, we are exploring new possibilities and new solutions – while remaining conscious of the context that has brought us to the present moment.





Housing the Bay Summit 2020 session: *The Big Picture - A Systems Approach for Transformative Solutions*



Housing the Bay Summit 2021 session: *Housing Leadership Forum with US Mayors*

This fiscal year we had not one but **two**, virtual Housing the Bay Summits, happening in September 2020 and June 2021. Our 2020 Summit explored the intersection of health, infrastructure, transportation, economics, labor, and natural systems and how we can work with and influence these systems to create positive disruption to tackle the housing crisis.

The 2021 Summit looked back at the progress our industry and our region has made over the last four years, and looked ahead to what needs to be done to create the housing that the Bay Area needs. Speakers covered a diverse range of topics including innovating financing, RHNA and other housing policies, equity and wealth generation through homeownership, and a Housing Leadership Forum with mayors from San Francisco, Atlanta, Austin, and San Diego.



Housing the Bay Summit 2020 performer: David Boyce



**678**

Attendees at 4 Summit lead-up events



**2**

Summits



**859**

Total Summit Registrants



Housing the Bay Co-Chairs: Libby Seifel and Eric Tao

“

*I found it so powerful how Dr. Banks was able to use a few key slides to tell a larger story that provided some really clear context and collective grounds for our session. She followed this up with a series of very personal, introspective tasks that encouraged us all to be vulnerable, share and learn. For me, one of the greatest signs of the success was that our group continued to meet to extend the conversations started that day.”*

**LISA CHOLMONDELEY,**  
Gensler



## DIVERSITY, EQUITY, AND INCLUSION (DEI)

In the summer of 2020, ULI SF established a Diversity, Equity, and Inclusion (DEI) Committee to focus on diversifying our membership, creating awareness around DEI issues in our field, providing programming guidance, and creating a more diverse pipeline of industry professionals.

To increase membership diversity, in partnership with the DEI Committee, we have:

- Launched a Diversity Membership Fund to increase opportunities for inclusion in ULI for people of color, women, and members of the LGBTQIA+ community. As of June 2021, we awarded 14 memberships.
- Partnered with ULI HQ on Pathways to Inclusion, a program to increase participation by mid- and senior-level professionals of color within ULI’s membership and at the ULI Fall Meeting 2020. Twenty-two new members participated in bi-monthly programming and were connected with peers from the DEI committee.



The DEI Committee is committed to educating the broader ULI SF membership by curating content for learning, understanding, and exploring how we can start dismantling systemic barriers in our industry and commit to ULI's mission of shaping the future of the built environment in the most equitable way possible. They engaged over 100+ members to participate in a 5-Day DEI Challenge sharing articles, podcasts, videos, music, and volunteer opportunities to further our learning.

To ensure DEI objectives are integrated throughout the organization's work, the DEI Committee also organized a "Developing an Equity Mindset" workshop for ULI SF's Executive Board and committee leadership, led by Dr. Kira Banks.

“

*In these times of social unrest and uncertainty, learning how to better understand the issues was at the heart of Dr. Kira Banks's research and thinking. She opened my eyes to another perspective by providing her insight into the racial history and current situation in the United States. She helped stimulate my thinking and provided me some ideas about how to better navigate the challenges facing us today.”*

**RICK DISHNICA**, The Dishnica Company



This year also marked the beginning of ULI SF's partnership with the Construction Industry Workforce Initiative (CIWI), with an aim to build a diverse pipeline of talented students within the real estate development profession. As part of this partnership, ULI SF provided complimentary memberships to CIWI's 2021 Internship Cohort, directed \$18,000 in donations from corporate donors to fund internships, engaged our DEI committee to help create civic programming for the 22 interns, and actively marketed the opportunity to host an intern to members.



“

*With the support of ULI SF and their DEI team – including financial, programmatic, and mentorship support – the CIWI 2021 program is our largest to date on all metrics, including number of interns, diversity of interns, amazing sponsors and funders, and an expanded Civic Engagement and Sustainability schedule with 60 hours of learning in the field.*

*It is clear to me that we wouldn't be here without ULI and the amazing firms that are part of the ULI family.”*

**MONICA WILSON,**  
CIWI



Construction Industry Workforce Initiative (CIWI) 2021 student intern cohort

## URBANPLAN

The mission of UrbanPlan is to create a more sophisticated level of discourse among local stakeholders involved in land use decisions through the education of tomorrow's voters, neighbors, community leaders, public officials, and land use professionals so, together, we can create better communities.

Through UrbanPlan in high school and universities, students discover how the forces of our market economy clash and collaborate with the nonmarket forces of our representative democracy to create the built environment. UrbanPlan entered the new school year strong, using lessons learned from the previous semester to continuing to deliver value to students, teachers, and volunteers, and schools in a virtual format.



UrbanPlan Site Plan



**25**

Classes at 7 high schools,  
1 university



**612**

Students engaged



**78**

New volunteers trained



**184**

Active volunteers



**287**

Volunteer hours donated

“

*UrbanPlan has enabled thousands of real estate professionals to communicate directly with tens of thousands of high school students, college students, and public officials to better understand the economic and political forces that shape the communities in which they live. ULI San Francisco developed UrbanPlan and continues to lead the nation in delivering this internationally acclaimed program. Engaging with these bright students lifts my spirits. It is a privilege!”*

**RON NAHAS,**  
Rafanelli and  
Nahas LLP



“



*UrbanPlan is a great way to explore the world of real estate, planning, and land use through the eyes of our future leaders. This program has created a fun, innovative way for high school and college students to examine the city, determine what to build, unpack the impacts of these choices on the community, and present their concepts to a larger audience.”*

**STACY GRUBBS,**  
Oracle

The UrbanPlan for Communities (UP4C) program is aimed at leaders, professionals, and community members and allows them to engage in a hands-on format with the trade-offs involved in urban development decisions. While ULI SF’s UP4C workshops were put on hold due to the pandemic, we continued to participate in ULI HQ’s virtual pilots, learn best practices for virtual workshop delivery, and are happy to announce we’ll be kicking off the next fiscal year with two of our own virtual workshops.

Both UrbanPlan and UrbanPlan for Communities sessions are facilitated by ULI members, providing a rich opportunity to give back to the communities where they live and work.



## TECHNICAL ASSISTANCE PANELS

Technical Assistance Panels (TAPs) provide expert, multidisciplinary advice to local governments, public agencies, and nonprofit organizations facing complex land use and real estate issues. Drawing from our seasoned professional membership base, TAPs identify strategic, practical advice and solutions for the most challenging problems our communities face.

This year ULI SF completed two virtual TAPs – for the City of Petaluma and the City of Dublin. Panelists on these TAPs provided insights on complex land use and real estate questions, ranging from site-specific recommendations to broad policy and land use potential.



Dublin TAP panelists



Petaluma TAP panelists



15

TAP panelists



556

Pro bono hours  
contributed



150

Volunteer hours by  
committee members



Dublin TAP site tour



Dublin TAP site tour

“



*Through ULI SF's TAPs program, an inventive, experienced panel crafted a place-based toolkit to meet housing goals, advance resilience, and match the diverse needs and resources of city residents."*

**KAREN ALSCHULER FAICP,**  
Perkins&Will and Petaluma TAP Chair

“

*The ULI SF TAP provided valuable input from a panel of leading experts on a complex site that has remained as vacant land while development has occurred around it. While keeping in mind the community's needs and the sensitivity surrounding future development, along with considering the site's future potential, the panel did an amazing job in analyzing the challenges and providing imperative advice and recommendations for the City to consider."*



**HAZEL WETHERFORD,**  
City of Dublin and TAP Client

“



*As a panelist and a Vice Chair of the local TAP in Dublin, it was a great way to share my professional skillsets, learn from fellow ULI SF member real estate industry experts, and create opportunities to forge new long-term relationships. Real estate, cities, and people are complex, and having the best representation and diverse perspectives from various disciplines allows us to provide informed recommendations for the TAP client."*

**RIKI NISHIMURA,**  
Populous and Dublin TAP Vice Chair

# Building careers, cultivating leadership, & connecting members

ULI SF has multiple member-driven initiatives to support current and future land use leaders to learn, advance, and thrive in their work.





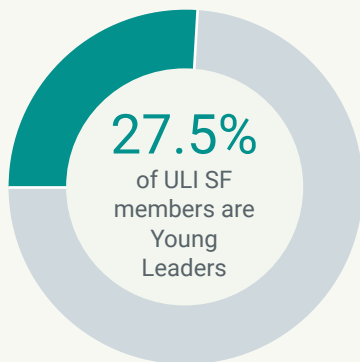


Young Leader mentor group site tour

## YOUNG LEADERS GROUP

ULI San Francisco's Young Leaders Group (YLG) aims to create opportunities for young professionals (members aged 35 and under) to develop skills and build relationships that will help advance their careers and foster an understanding of thoughtful development practices. ULI SF's YLG has created several unique events and programs that have since been adopted nationally, including Development 360, Learn from the Best, and the YLG Mentor Program.

This past year our Young Leaders continued to innovate their programs and events to create opportunities to learn from and connect with their peers in a virtual environment. Whether it be on a tour with their YLG Mentor Groups, at a home winetasting and recipe sharing event, or an "In the Trenches" career-focused virtual program, these Young Leaders made the most of a year full of distance and uncertainty.



### YLG MENTOR PROGRAM:



**21**  
Mentors



**128**  
Mentees

### YLG DEVELOPMENT 360 PROGRAM:



**35**  
Students



**9**  
Classes



## NEXT

ULI is a place to expand on your skills and make meaningful connections and relationships at any stage in your career. ULI SF's NEXT initiative engages our members with events and programming tailored to mid-career professionals.

NEXT provides a range of benefits to support our members as they continue to learn and develop

their leadership skills and form relationships amongst peers and throughout the broader ULI network of Bay Area real estate and land use professionals. Signature programs include our NEXT Cohort Program, which consists of smaller, intimate groups of peers who meet throughout the year for site visits, tours, and discussions, and the Learn From Your Peers roundtable networking event.



Networking event: NEXT Learn from Your Peers



82

NEXT cohort  
program participants



161

Attendees at  
NEXT events

“

*During this unimaginable year in a remote work environment, the ULI NEXT cohort program connected me to a group that enabled me to process a rapidly changing environment. The group provided a place of normalcy with outdoor meetings and helped me stay connected with the market during my maternity leave with my second child.”*

**ANGELA BIGGS**, Grosvenor

“

*Participation in ULI SF's NEXT initiative has been very rewarding and educating due to the exceptional programming events on career development and advancement, hot topics in real estate, and emerging trends. The initiative, and the NEXT Cohort Program in particular, provides wonderful, irreplaceable opportunities to network and engage with other like-minded mid-career professionals.”*

**JUSTIN ZUCKER**, Reuben, Junius & Rose, LLP

## WOMEN'S LEADERSHIP INITIATIVE

The mission of ULI's Women's Leadership Initiative (WLI) is to raise the visibility and number of women leaders in ULI and the real estate and land use industry. ULI SF's WLI Committee offers a variety of programs and events throughout the year to help achieve this goal by providing a way for women to connect, learn, share leadership skills, and continue to promote the advancement of women throughout their careers as leaders in the Bay Area land use industry.

WLI engagement in the virtual world remained strong thanks to a curated mix of programming that gathered men and women in both small and large group settings for networking, career development, and even an online workout class!



Female member leaders at ULI San Francisco

“

*Real estate is an apprentice-based business. I could not have started a venture-backed company without the support of my mentors in the Young Leaders program, and my colleagues at the Women's Leadership Initiative who are nurturing a pipeline of young, diverse talent.”*

**JESSICA WILLIS,**  
Canopy Analytics



**35**

Students at “In For An Internship” event



**30**

Female members in ULI SF leadership positions

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*ULI San Francisco Executive Board meeting*

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