

An aerial photograph of San Francisco, showing a mix of dense urban development and green, hilly areas. The city's skyline is visible in the upper and right portions, while the lower and left portions show more greenery and residential areas. A central white rectangular box contains the report's title and logo.

20



San Francisco
IMPACT REPORT

22

About ULI

Founded in 1936, the Urban Land Institute (ULI) is a 501(c)(3) nonprofit research and education organization dedicated to providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI has over 47,000 members worldwide, representing the entire spectrum of land use and development disciplines. With 2,100+ members across the Bay Area, ULI San Francisco (ULI SF) is one of the Urban Land Institute's largest district councils.



47,000+
GLOBAL MEMBERS



2,100+
LOCAL MEMBERS



21
COMMITTEES &
PRODUCT COUNCILS



185
COMMITTEE &
BOARD MEMBERS



San Francisco

2 Bryant Street, Suite 300
San Francisco, CA 94105
(628) 231-2197 | www.sf.uli.org

ULI San Francisco Staff

(left to right): Joy Woo, Director;
Natalie Sandoval, Executive Director;
Julie Luu, Manager; Jacqueline Smith,
Associate; Pooja Sharma, Senior Associate

"I am incredibly proud of the ULI San Francisco staff, board and committee members in this bounce-back year from COVID. Not only were existing programs and initiatives re-energized with in-person participation such as Housing the Bay, technical assistance for cities and YLG Mentoring, but we also hosted the Hines Competition with attendees from across the US. As an aggregator of technical expertise and best practices, a place for mentorship, and a facilitator for making personal and professional connections, ULI SF this past year has continued to build its reputation as the leader in promoting positive transformative real estate policy and activity in the San Francisco Bay Area."

Eric Tao, ULI SF District Council Chair
Managing Partner, L37 Development



Convening + Sharing Best Practices

Educational Programs

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

Members of ULI SF can deepen their knowledge of the defining land use policies and practices, and stay informed with 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, proptech, public art, student competitions, access to homeownership, and more.



36 PROGRAMS



1,969 REGISTERED ATTENDEES



3,000+ COMMITTEE VOLUNTEER HOURS



400+ PRO BONO EXPERT & SPEAKER HOURS



Commercial and Residential Local Product Council Meeting



5M 415 Natoma Member Exclusive Tour

Local Product Councils

The ULI San Francisco Local Product Councils (LPCs) provide an opportunity for ULI members to meet in an intimate, leader-to-leader environment to share and discuss challenges and best practices that real estate and land use professionals face on a daily basis. LPCs are consistent with ULI's tradition of sharing experiences gained, mistakes made, and lessons learned.

This year, our LPCs met virtually and in person 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, and the potential of technological and operational innovations in the face of a changing market.

3 LPCS FOCUSED ON RESIDENTIAL DEVELOPMENT, COMMERCIAL DEVELOPMENT, AND INNOVATIONS IN REAL ESTATE AND LAND USE

137 LPC MEMBERS (54 RESIDENTIAL, 48 COMMERCIAL, 35 INNOVATION)



Keynote Speaker Majora Carter signs her book "Reclaiming Your Community" at the Housing the Bay Summit



3 LEAD UP EVENTS WITH A
TOTAL OF 137 REGISTRANTS



305 TOTAL SUMMIT
REGISTRANTS

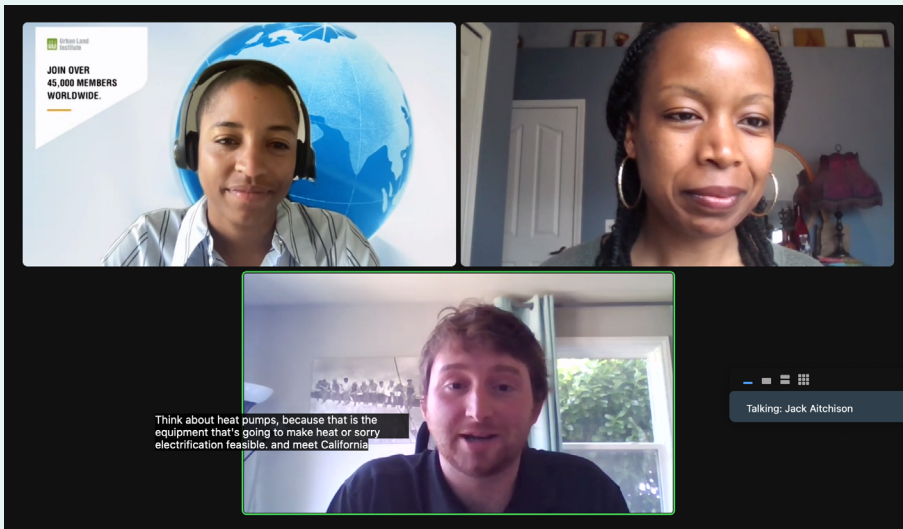


29 SPEAKERS

Housing the Bay

Over the last five years, Housing the Bay has examined the drivers of our housing crisis, highlighted public and private sector solutions, and elevated the voices of a broad range of people from across our industry and across North America. Since the launch of Housing the Bay in 2017, our members and partners have co-created over 30 lead-up events, tours, and workshops to break down barriers and take steps toward finding lasting housing solutions for the Bay Area.

In 2022, ULI SF continued to bring the most compelling ideas and innovations for generating more housing supply and increasing housing affordability, with a focus on how we can go big. Speakers covered topics ranging from homelessness, PropTech, climate, mega-projects, and beyond.



Ashley Besic, Candis Mary Dauphin, and Jack Aitchison discuss the path to building electrification

Net Zero Imperative (NZI)

ULI SF's partnership with the City of San Jose was part of the inaugural class of ULI's Net Zero Imperative, a multi-year initiative to accelerate decarbonization of the built environment. The partnership began with an Advisory Services Panel, which brought together national experts to examine how the City of San Jose could incentivize and facilitate both electrification and solar and battery integration into new and existing multifamily buildings.

Based on this work and extensive stakeholder outreach done by the City of San Jose, ULI SF held a two-part webinar series to educate the industry and create awareness around the City's proposed Existing Building Electrification Plan.

\$
\$10,000
Grant



7

Speakers



130

Total registrants at
2 webinars



9

Advisory Services
Panelists

Alameda County Decision Makers Training

Through our agreement with the Association of Bay Area Governments and the Metropolitan Transportation Commission (ABAG/MTC), ULI SF partnered with Urban Planning Partners to deliver a Decision Makers Training to Alameda's County's elected and appointed public officials such as councilmembers and planning commissions. This training was the first in a series of trainings for Alameda County that is being delivered under the ABAG/MTC regional planning bench. The trainings focused on increasing housing production in Alameda County jurisdictions by providing technical expertise on topics like finance and capital, public private partnerships, the missing middle, roadblocks to housing development, and tools and policies that cities can implement to spur both market rate and affordable housing.

What is Land Worth?

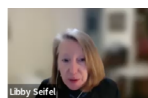
The value of land, particularly in California is not about just the land or location... it's about the **"entitlements"**

The value of land is tied to:

The rights associated with land

The right to build on the land

The probability that you can build on the land



Screenshot of Libby Seifel presenting during the Alameda County Decision Makers Training webinar



3 SPEAKERS



15 JURISDICTIONS



90+ ELECTED AND APPOINTED OFFICIALS

Promoting Diversity, Equity, & Inclusion

In the summer of 2020, ULI SF established the Diversity, Equity, and Inclusion (DEI) Committee to provide guidance on our District Council programming, governance, and a Diversity Membership Fund. This group works collaboratively to develop policies and best practices to move forward the industry and ULI SF as an organization that promotes diversity, opportunity, safety, and equity for all.

PART 1: Diversity Membership Fund

The ULI SF Diversity Membership Fund is designed to open opportunities within ULI to women, people of color, and members of the LGBTQIA+ community who are underrepresented in the land use and real estate fields.

Since its inception, this two-time ULI award-winning fund has provided 30+ diverse professionals with a discounted one-year Associate-level ULI membership and a range of benefits. In addition to membership, successful applicants are paired with a ULI SF Ambassador, invited to shadow a member of one of ULI SF's many internal Program Committees (depending on experience and field), and a stipend to attend ULI SF events.



Kim Pipkin with Housing the Bay Summit speakers Sulaiman Rashid, Darius Livingston, Matt Slepik, and Cedric Bobo (left to right).



20

Memberships awarded through the Diversity Membership Fund during FY22



85

Articles, videos, podcasts, and opportunities highlighted through the Read, Watch, Listen, and Act series

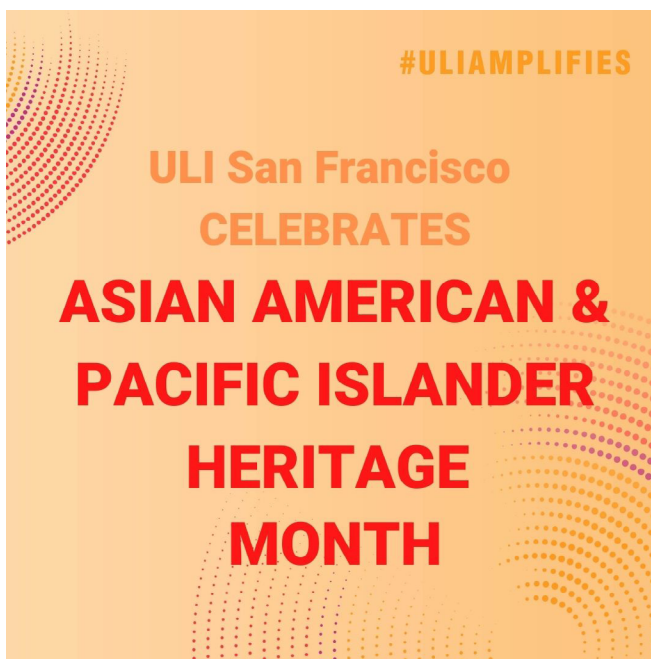
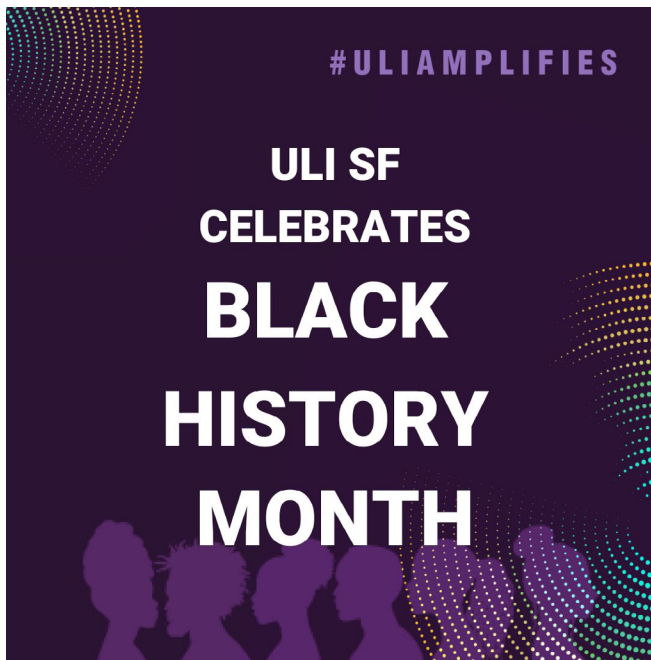


2

ULI awards

PART 2: Read, Watch, Listen, & Act (RWLA)


ULI SF has curated over over 85 Read, Watch, Listen, & Act resources to encourage our community to actively celebrate various heritage and history holidays throughout the year. Through these lists, which have been compiled since the introduction of our DEI committee in 2020, we invite our membership and broader community to join us as we create opportunities for learning and dialogue.





Engaging Communities and Youth


UrbanPlan

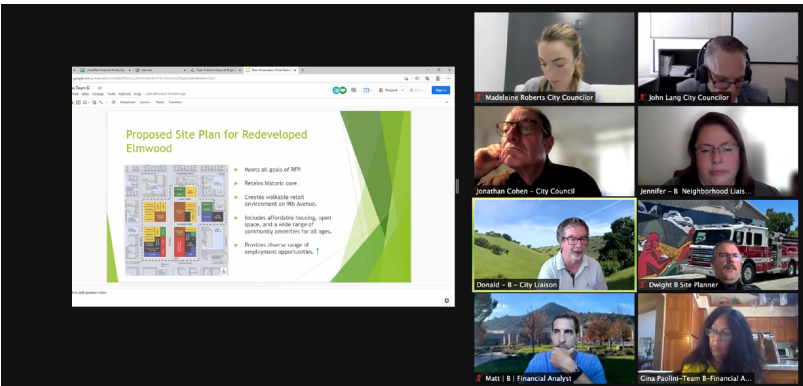
Bringing together disciplines such as economics, city government, real estate and urban planning, UrbanPlan engages students to consider the myriad of complex decisions that shape our built environment. UrbanPlan is a realistic, engaging, and academically demanding classroom-based curriculum in which students learn about the fundamental forces that affect development in the United States. Students experience the challenging issues, private and public sector roles, complex trade-offs, and fundamental economics in play when proposing realistic land use solutions to vexing growth challenges.

 **32** CLASSROOMS

 **11** HIGH SCHOOLS,
1 UNIVERSITY

 **413** PARTICIPANTS


 **576** VOLUNTEER HOURS





The City of Morgan Hill participants in an UrbanPlan for Communities workshop


Urban Plan for Communities

UrbanPlan for Communities is a hands-on, full-day workshop geared towards elected officials, appointed officials, and community members and leaders. Participants work in teams to respond to a case study of a city-led redevelopment effort where compromise between the locality, development team selected in the RFP, and the community needs to be met. The workshop helps local decision-makers understand the forces and processes that shape and affect the built environment. Participants gain a deeper understanding of their own role in shaping the built environment, trade-offs and risks at play in the entitlement and negotiation process associated with land use, and the tools to create a collaborative relationship with private sector partners to make projects a success for all stakeholders.

 **2** WORKSHOPS

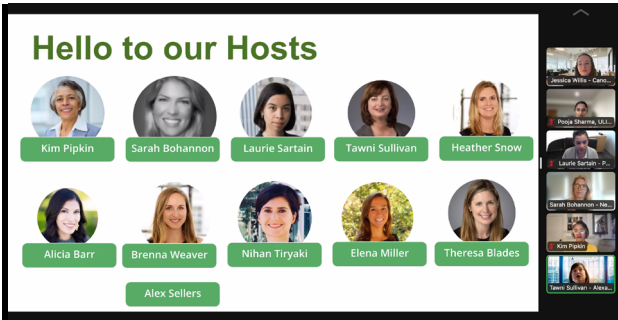
 **31** PARTICIPANTS

 **25** VOLUNTEERS

 **94.5** VOLUNTEER HOURS

Get In for an Internship

ULI SF's Women's Leadership Initiative hosts an annual "Get In for an Internship" event, with the goal of inspiring and educating students from all majors to consider a path in real estate. This year, WLI expanded its audience to graduate students and students from backgrounds that are typically underrepresented in the industry. In the days following the event, students receive one-on-one informational interviews with partnered companies that pique their interest, with the opportunity for a potential summer internship or full-time position with that firm. The virtual format allowed students from Philadelphia, Houston, and Kailua to join their Bay Area peers and hear from real estate leaders.



Introducing speakers at the virtual Get In for an Internship event.

**36** ATTENDEES

**11** SPEAKERS



The opportunity to get connected to a mentor in the industry is one of the main offerings of the career accelerator

WLI Career Accelerator

The WLI Career Accelerator is digital hub geared at creating a community and serving as a resource for women who are new to the real estate industry. Through the hub, women can learn about various sectors within real estate, other women's career paths within the industry, case studies, resume writing tips, and interview skills. Women can connect with mentors and leaders who can help them be successful in the industry. The WLI Career Accelerator is supported by a Hines Foundation innovation grant.

9 PARTNER ORGANIZATIONS
REACHED THROUGH ULI SF

23 INTERNS FOR
SUMMER 2023



CIWI interns

Construction Industry Workforce Initiative

We are proud to continue our partnership with the Construction Industry Workforce Initiative (CIWI) to build a diverse pipeline of talented students to the real estate development profession. As part of this partnership, ULI SF has continued to support CIWI through company outreach to secure donations and internship positions for the summer of 2022.

ULI Hines Student Competition

An area in the Old Oakland neighborhood was the study site for ULI's 20th annual ULI Gerald D. Hines Student Urban Design Competition. Groups of graduate students from around the world worked in multidisciplinary teams to provide innovative design and development ideas for an existing large-scale urban site. Student proposals reflected a vision for Oakland's downtown as a dynamic regional hub that welcomes the entire community.

A team from the University of Austin at Texas won first place with their entry "The Stack," which was focused on health, culture and connection for a reimagined, mixed-use, transit-oriented hub.



The team behind the winning plan at the Hines Competition Reception in Oakland



97 TEAMS



51 UNIVERSITIES



5 COUNTRIES



\$80,000 IN PRIZES



NEXT members connect and kick off the 2022 cohort group at the Presidio Social Club in San Francisco

Cultivating Leadership + Building Careers

NEXT

The NEXT initiative is tailored to mid-career professionals age 35+ and aims to connect and elevate the next generation of leaders within ULI globally and the real industry more broadly. NEXT provides a range of benefits to participants as they continue to develop their leadership skills and build lasting relationships amongst peers, with ULI leadership, and throughout the ULI network.

NEXT Cohort

The NEXT Cohort Program allows mid-career land use professionals to engage and network with a small group of peers to develop lasting professional relationships, share expertise, and deepen their knowledge of the Bay Area real estate market. Cohort groups are dedicated peers who explore topics and activities such as leadership and management experiences, deal-related “lessons learned”, project tours, and peer-to-peer discussions in small group settings over the course of several months.

8 COHORT GROUPS

106 COHORT MEMBERS



Dan Adams of the City and County of San Francisco provides welcome remarks at the 2022 Learn from the Best event.

YLG Learn from the Best

YLG's annual Learn from the Best event returned in person in May 2022, featuring an all-star lineup of the Bay Area's top real estate professionals from development, architecture, brokerage, land use, affordable housing, and more. Young leaders and real estate leaders were placed into small groups and had open conversations about whatever topics arose. This chance to ask pre-eminent leaders their views on topics, including market trend, lessons learned, and career success stories, first arose at ULI SF in 2005 and has since been adopted by YLG committees across the nation.



3 ROUNDS



9 INDUSTRY LEADERS



64 YOUNG LEADER ATTENDEES

Development 360

YLG's popular Development 360 Program returned in FY22 for its seventh year. This development opportunity is designed for young, working professionals and consists of seven sessions that span a typical academic calendar to cover the real estate development process from start to finish. All speakers shared their experiences and best practices in lively and interactive sessions, opting for case studies and Q+A sessions over lectures. Topics covered included entitlement, design, engineering, engagement, small-scale developments, master plans, and more.



7 SESSIONS



9 SPEAKERS



34 PARTICIPANTS



Mentors and participants gather at 415 Natoma to celebrate another successful year of the program.

Mentor Program

The Mentor Program runs concurrently with the Development 360 program, offering working professionals and graduate students under 35 an opportunity for mentorship, career development support, and networking opportunities. Each cohort consists of five to seven YLG members with similar interests or experiences in the industry and are guided by an industry leader serving as their mentor. Meetings include lessons learned from a mentor's career, discussing career goals, case studies, social events, project tours, guest speakers, and more.



15 MENTORS



112 MENTEES



ULI SF Leaders during our 2022 Strategic Planning Session

ULI San Francisco Executive Committee

David Blackwell, Allen Matkins Leck
Gamble Mallory Natsis, LLP

Meade Boutwell, CBRE

Alan Chamorro, Lowe

Mary Corley, Rosen Consulting

Kim Diamond, Harvest Properties

Rick Dishnica, The Dishnica
Company LLC

Lee Edlund, Allen Matkins Leck
Gamble Mallory Natsis, LLP

Jeff Holzman, Google

Drew Hudacek, Sares Regis Group
of Northern California

Rosalynn Hughey, City of San Jose

Nikki Lowy, Google

Riki Nishimura, Populous

Diane Oshima, Port of San Francisco

Teresa Ruiz, TCA Architects

Susan Sagy, Urban Land
Development

Tomas Schoenberg, CONBRIO
Commercial Real Estate

Jay Sholl, CBRE

Libby Seifel, Seifel Consulting Inc.

Matt Slepín, Terra|ZRG

Jeff Smith, Sack Properties

Bryant Sparkman, Century Urban

Carolyn Powell, PCCP

Eric Tao, L37 Development

Becky Zegar, Arup

Courtney Trunnell, Cushman &
Wakefield

ULI San Francisco Governance Committee

Doug Abbey, Swift Real Estate Partners

Faye Beverett, Bard Consulting

Mike Covarrubias, TMG Partners

Kim Diamond, Harvest Properties

Rick Dishnica, The Dishnica Company LLC

Diane Filippi, SPUR

Drew Hudacek, Sares Regis Group of Northern
California

Mike Jameson, Jameson Advisory

Ron Nahas, Rafanelli & Nahas

Jay Paxton, Buchalter

Lynn Sedway, Sedway Consulting

Jeff Smith, Sack Properties

Eric Tao, L37 Development

Thank You to Our 2022 Sponsors

Our sponsors are comprised of the leading real estate industry companies in the region. Sponsors receive a number of benefits for their contributions, in addition to the satisfaction of knowing 100% of their funds are going to support ULI San Francisco's local programs, educational activities, and public service initiatives.

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