



# 2022-24 STRATEGIC PLAN

## CONTEXT STATEMENT

ULI San Francisco exists in an exceptional place. The Bay Area is naturally stunning, culturally vibrant, economically dynamic, and historically innovative. People want to live, work, and play here. There is opportunity for leveraging land use towards a future where all can thrive in harmony with the natural environment. At the same time, our region is facing serious challenges, many that have been exacerbated by the pandemic, and that ULI SF and its members are uniquely positioned to address. Not only must our way forward reflect the evolving needs of communities, members, and sponsors, but we must also recalibrate this organization to thrive in a world transformed by two-plus years of both tragedy and innovation.

In early 2022, our Executive Board and member leaders began a strategic planning process to chart the organization's course for the next two years. To start, we conducted a survey to gauge our members' sentiment on where ULI contributes the most value and where we should focus to have the greatest impact. ULI SF leadership then held a full-day, in-person strategic planning workshop. The session was optimistic, honest, motivating, engaging, and productive. We had open and at times confronting discussions about the tough issues facing all of us in the Bay Area and about ULI SF's role across the industry, what has been going well, what could be improved, and what should be left behind. Having examined all of this input,

ULI SF has embraced this opportunity to not only play a more active role in advancing the best possible future for the Bay Area, but also to reimagine our value to the ULI SF community and the real estate and land use industry.

We are delighted to share with you the resulting two-year Strategic Plan for 2022-2024. This plan advances ULI's mission priorities by best leveraging our strengths: our community, member engagement, educational programming, trainings and research on complex issues.

### The four pillars of our Strategic Plan are:

- Convene with purpose
- Embrace new ways to create value
- Activate community
- Focus on impact

As an organization, we are committed to a thoughtful implementation of this plan and look forward to engaging you in the years to come.

**ERIC TAO**  
Managing Partner  
L37 Development  
ULI SF District Council Chair

**NATALIE SANDOVAL**  
Executive Director  
ULI San Francisco



## POSITIONING STATEMENT

**ULI San Francisco and its members lead the private and public sector strategies that shape the San Francisco Bay Area real estate land use economy and ecosystem.**

We lead towards a future where the built environment thrives in harmony with the natural environment, communities are decarbonized, housing is attainable for all, there is sustainable growth and shared prosperity through land use and development, and our industry and its leaders are as diverse as our communities.

### We lead by:

- Advancing ULI's mission priorities.
- Striving for excellence.
- Advocating for facts.
- Proliferating best practices in new models of land use by learning from the past and innovating for the future.
- Engaging all relevant voices and perspectives.
- Leveraging excellent educational content for leaders to build upon.
- Leveraging our unique cross-sector network to convene participants to solve shared problems.
- Charting and supporting career paths in land use and the real estate profession.



## STRATEGIC PLAN GOALS

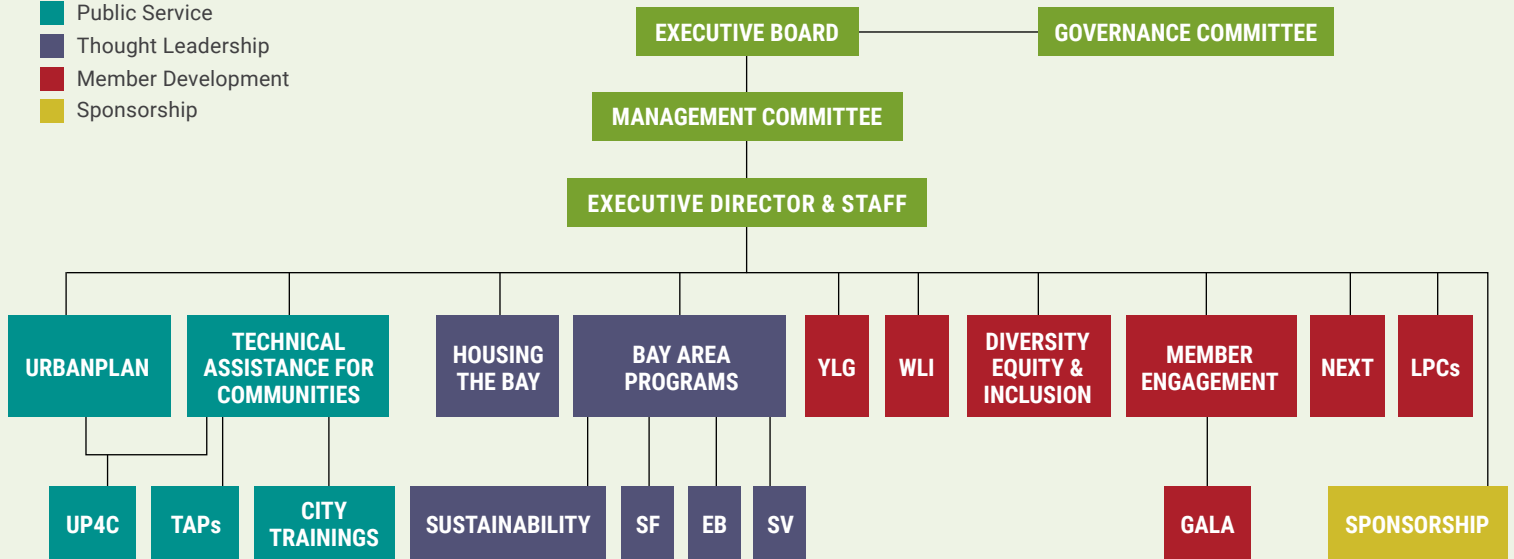
These four pillars of our Strategic Plan are:

<p><b>PILLAR ONE:</b> Convene with purpose</p>	<p><b>Bring multidisciplinary land use professionals together to deliver and scale market-based and innovative solutions to the Bay Area's vital problems.</b></p> <ul style="list-style-type: none"> <li>• Design and deliver high-quality, substantive, and impactful programming that broadens perspectives, disseminates</li> </ul>	<p>best practices, and fosters collaboration across an ever more inclusive audience.</p> <ul style="list-style-type: none"> <li>• Pursue, engage, and amplify the un- and under-represented voices vital to effective and enduring solutions.</li> <li>• Proactively identify shared problems and convene cross-sector stakeholders to address them.</li> </ul>
<p><b>PILLAR TWO:</b> Embrace new ways to create value</p>	<p><b>Reimagine our value to our community and industry. Consider and pilot new ways of doing things both organizationally and as an industry.</b></p> <ul style="list-style-type: none"> <li>• Commemorate and celebrate our past while focusing on our present and our future.</li> <li>• Continually refine and share real-world</li> </ul>	<p>knowledge and best practices through educational programming that engages all current and future industry leaders.</p> <ul style="list-style-type: none"> <li>• Promote best practice in new models of land use by leveraging national and local experience.</li> <li>• Ensure structure that is effective for implementation.</li> </ul>
<p><b>PILLAR THREE:</b> Activate community</p>	<p><b>Markedly improve the equity of representation and leverage our renewed shared purpose to cultivate a deep sense of community.</b></p> <ul style="list-style-type: none"> <li>• Engage and retain historically under-represented members of our land use ecosystem.</li> <li>• Encourage and enable cross-pollination across committees.</li> </ul>	<ul style="list-style-type: none"> <li>• Activate members at different stages of their careers.</li> <li>• Enhance our ability to genuinely listen and engage with the entire land use community.</li> <li>• Improve visibility of programs and leadership pathways.</li> </ul>
<p><b>PILLAR FOUR:</b> Focus on impact</p>	<p><b>Be more intentional and deliberate in directing our efforts towards measurable positive impact across community, learning from and building on our experience.</b></p>	<ul style="list-style-type: none"> <li>• Establish an impact model that includes measurable goals.</li> <li>• Optimize the impact of each initiative.</li> <li>• Activate new strategic partnerships for impact.</li> </ul>

Across all pillars, we will focus on the basics and improve engagement, resilience, flexibility, diversity and inclusion, and response speed.

# ULI SF GOVERNANCE & COMMITTEE STRUCTURE

- Organizational Leadership
- Public Service
- Thought Leadership
- Member Development
- Sponsorship



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