

FISCAL YEAR 2023

IMPACT REPORT



San Francisco

About ULI

Founded in 1936, the Urban Land Institute 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 45,000 members worldwide, representing the 2,000+ spectrum of land use and development disciplines. With 2,000+ 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



2,070+
LOCAL MEMBERS



21
COMMITTEES &
PRODUCT COUNCILS



185
COMMITTEE &
BOARD MEMBERS



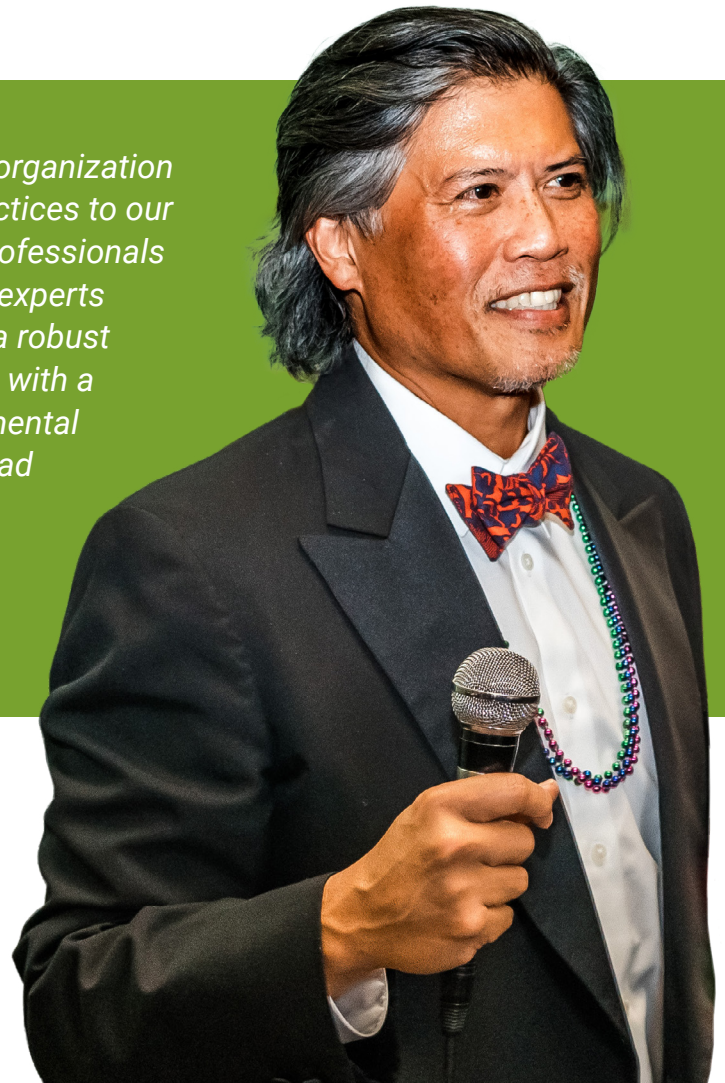
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ULI San Francisco Staff

(left to right): Teresa Breaux, Manager;
Joy Woo, Senior Director; Lola Motley,
Associate; Pooja Sharma, Senior Associate;
Natalie Sandoval, Executive Director;
Jacqueline Smith, Senior Associate

"It has been an honor and privilege to serve an organization that is committed to bringing best land use practices to our Bay Area communities and the growth of the professionals who serve them. Our strategic plan to convene experts across public and private sectors to engage in a robust discourse of ideas and help implement policies with a commitment to integrate principles of environmental sustainability, diversity and inclusiveness has had a profound impact this past year. I am grateful to the countless hours of staff and volunteer board, committee and participating members who made this happen."

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





CONVENING & SHARING BEST PRACTICES

Tour of San Mateo County Building organized by the Silicon Valley Programs Committee

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, as well as 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 new sustainable building technologies, proptech, downtown revitalization, office-to-residential conversions, emerging trends, housing the unhoused, and more.

 **50** PROGRAMS

 **1,792** REGISTERED ATTENDEES

 **3,500+** COMMITTEE VOLUNTEER HOURS

 **1,900+** PRO BONO EXPERT & SPEAKER HOURS

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 to explore how the industry has been affected and changed by the pandemic. Topics covered included the revitalization of downtown San Francisco, the economic impacts of work from home trends, and innovative technologies, such as mass timber productions and adaptive reuse methods.

3

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

137

LPC MEMBERS (56 RESIDENTIAL, 51 COMMERCIAL, 30 INNOVATION)



State of the Market presentation at our Spring LPC Meeting



Housing the Bay Summit, 2023



2 LEAD UP EVENTS WITH A TOTAL OF 245 REGISTRANTS



368 TOTAL SUMMIT REGISTRANTS



21 SPEAKERS

HOUSING THE BAY

Over the last six 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.

This year, ULI SF delivered a sold-out summit, where we **reflected** on where we've been, **recalibrated** to address our new realities, and addressed what we need to do to **build**. Speakers included public officials, developers, advocates, financiers, journalists, and community leaders. [A link to the full program and list of speakers can be found here.](#)

GALA

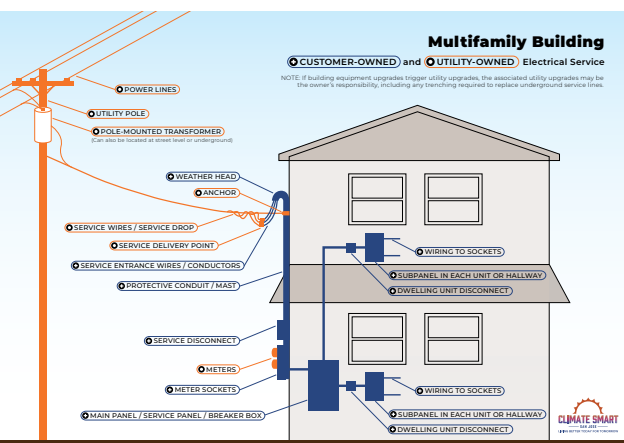
In September 2023, ULI SF hosted its first ever Gala, which provided a time and place to celebrate our community and everything and everyone that makes ULI San Francisco so special and meaningful. We were thrilled to celebrate being back in person to Reconnect and Renew our collective commitment to ULI San Francisco's vision and values. We further exemplified our values by committing 25% of net proceeds to ULI SF's DEI initiatives, hiring four small women owned BIPOC businesses to cater the Gala, bringing in young musicians from the San Francisco Conservancy of Music to entertain, and hired a Bolivian painter to capture the evening.



Attendees enjoying our 2022 Gala at The Green Room in San Francisco

\$10K RAISED FOR ULI SF DEI INITIATIVES

326 TOTAL REGISTRANTS



Multifamily Building Electrification graphic

\$10,000 GRANT

NET ZERO IMPERATIVE (NZI)

ULI SF's partnership with the City of San José 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.

In FY22, ULI SF built upon this work and extensive stakeholder outreach done by the City of San José and held a two-part webinar series to educate the industry and create awareness around the City's proposed Existing Building Electrification Plan.

Continuing to build upon this work further, the City of San José commissioned ULI SF to create a resource for single-family and multi-family owners and/or building managers interested in electrical panel upgrades. This resource will not only be helpful for the general public, but can also be useful for City Council to consider as they continue to evaluate the City's plan electrification goals and implementation plan.

ALAMEDA COUNTY DECISION MAKERS TRAINING

Through our agreement with the Association of Bay Area Governments and Metropolitan Transportation Commission, ULI SF partnered with Urban Planning Partners to deliver a Decision Makers Training to Alameda County's elected and appointed public officials such as councilmembers and planning commissions. This training was the second in a series of trainings for Alameda County that is being delivered under the ABAG/MTC regional planning bench. The training focused on helping decision makers better understand specific implementation strategies/zoning tools and programs to achieve housing at variety of income levels to meet Regional Housing Needs Allocations (RHNA) goals including affordable housing overlays, inclusionary policies, local density bonuses, and affordable by design strategies; and have a more informed dialogue related to adopting the Housing Element and achieving RHNA goals.



6 SPEAKERS



14 JURISDICTIONS



60 PARTICIPANTS

DECISION MAKER TRAINING 2.0

Introductions



ULI San Francisco

Natalie Sandoval
Joy Woo
Julie Luu



David Garcia
Turner Center



Rick Jacobus
Street Level Advisors



Sheryl Klein
Alta Housing



Alameda County Housing Collaborative

Urban Planning Partners
Lynette Dias
Alexia Rotberg
Alison Lenci



Lynette Dias
Moderator



Josh Roden
Brookfield Properties



Ann Silverberg
Related California

Introduction to our second Alameda County Decision Maker Training

Technical Assistance Panel (TAP) & Advisory Services Panel (ASP)

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 a two-day TAP for the City of St. Helena focused on downtown branding and re-activation. A summary of the TAP panel's recommendations and a [link to the full report can be found here](#).

ULI SF, in collaboration with the ULI Advisory Services Program, the ULI Terwilliger Center for Housing, and the ULI Foundation, also conducted ULI's first-ever ASP that included both local and national experts for the City and County of San Francisco focused on revitalizing downtown San Francisco. The ASP was sponsored through a combination of funding from ULI San Francisco, the City and County of San Francisco, the ULI Terwilliger Center for Housing, and the ULI Foundation. The panel provided short- and long-term strategic recommendations for leveraging the city's existing physical assets, identifying opportunities for financial incentives, and implementing public policy reforms that promote the economic and social health of Downtown, with many of the recommendations aligning with key elements of the Mayor's Roadmap. [A summary of the panel's recommendations can be found here](#).

St. Helena TAP



7 TAP PANELISTS



340 PRO BONO HOURS



23 STAKEHOLDERS



Panelists in St Helena during the two-day TAP



Panelists from around the country, participate in an ASP focused on downtown revitalization for San Francisco

Downtown San Francisco Revitalization ASP

 **146** VOLUNTEER HOURS BY COMMITTEE MEMBERS

 **11** TAP PANELISTS

 **590** PRO BONO HOURS

 **96** STAKEHOLDERS



ULI SF's inaugural Bay Area Developers of Color Cohort launched in FY23

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 ULI SF forward as an industry and an organization that promotes diversity and opportunity and safety and equity for all.



13

Memberships awarded
through the Diversity
Membership Fund during FY23
(6 YLG, 11 women,
11 POC, 3 LBGTQ+)



2

ULI awards



100+

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

DIVERSITY MEMBERSHIP FUND

The **ULI San Francisco 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.

This two-time ULI award-winning fund has provided over 45+ (13 in FY23) 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.

READ, WATCH, LISTEN, & ACT (RWLA)

ULI San Francisco has curated over a dozen **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 Diversity, Equity, and Inclusion committee in 2020, we invite our membership and broader community to join us as we individually and collectively create equitable, inclusive, and safe spaces for everyone.

ULI San Francisco celebrates
**National Disability
Independence Day**

July 26, 2022

ULI San Francisco

ULI CELEBRATES
**NATIONAL HISPANIC
HERITAGE MONTH**

ULI CELEBRATES
**NATIONAL
NATIVE
AMERICAN
HERITAGE
MONTH**

#ULIAMPLIFIES

**READ, WATCH, LISTEN, & ACT
BLACK HISTORY
MONTH**

ULI SF members created curated content and resources to educate and amplify history and culture. Click on the images to learn more.

BAY AREA DEVELOPERS OF COLOR COHORT

ULI San Francisco and the City and County of San Francisco, in partnership, launched a new cohort program for mid- to senior-level housing developers. This cohort opportunity is designed to provide participants with a deep knowledge and understanding of the affordable housing development process within the City and County of San Francisco. Guided by ULI SF and MOHCD, participants are equipped with the tools and skills to access development opportunities in San Francisco. The program is funded by a Partnership for the Bay's Future Policy Grant from the San Francisco Foundation to accelerate work focused on advancing equitable housing policies and supporting developers of color in San Francisco.

An ad hoc curriculum committee composed of DEI committee members and Board Members worked with ULI and MOHCD staff to evaluate applications and develop the program. In the first of two cohort programs (2022-2023), ULI SF and MOHCD selected 20 participants (from an applicant pool of over 40). The 20 participants represent a diverse group of developers of color:

- 50% identify as female and 50% as male
- 55% work for a for-profit organization and 45% for a non-profit organization
- 35% identify as Black or African American, 35% as Hispanic or Latino/a/x, 30% as Asian, and the remainder as Native American, Puerto Rican, or multicultural

The cohort participated in 8 curated sessions with expert panelists from the San Francisco Bay Area real estate industry and the City and County of San Francisco departments. Each participant received a complimentary year of ULI associate-level membership; a stipend to attend ULI SF events; a buddy who is an executive-level ULI member; access to ULI events and learning opportunities; and the opportunity to prepare, present a response, and receive feedback to a mock NOFA for their final project.

As a result of their participation in the cohort, several members are engaging with ULI as Local Product Council and committee members, and/or participating with our UrbanPlan program. A second year of the cohort will run from 2023 to 2024.



40 APPLICATIONS
RECEIVED



20 PARTICIPANTS
ACCEPTED IN
COHORT #1



18 SENIOR LEVEL MEMBERS
SERVING AS BUDDIES



36 PRESENTERS
AND PANELISTS



8 STUDY SESSIONS



320 VOLUNTEER HOURS:
AD HOC CURRICULUM
COMMITTEE & BUDDIES



ENGAGING COMMUNITIES AND YOUTH

UP4C workshop team facilitations for Leadership Sunnyvale

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.



31 CLASSROOMS



9 HIGH SCHOOLS,
2 UNIVERSITIES



797 PARTICIPATING
STUDENTS



364 ULI VOLUNTEER
OPPORTUNITIES



700 VOLUNTEER HOURS

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 needs to be met between the locality, development team selected in the RFP, and the community. 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 risk 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

 **25** VOLUNTEERS

 **45** PARTICIPANTS

 **50** VOLUNTEER HOURS



Leadership Sunnyvale participating in their fourth UrbanPlan for Communities workshop





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 a 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.

Construction Industry Workforce Initiative (CIWI)

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 2023, and also donated to CIWI directly.

5 PARTNER ORGANIZATIONS
REACHED THROUGH ULI SF

21 INTERNS

Another example of the richness of our partnership with CIWI is the journey of Lalo Mendez, a first-generation immigrant and DACA recipient who comes from a family of farm workers. Following a successful CIWI summer internship with Republic Urban Properties (ULI member), Lalo applied and was selected to participate in ULI's **YLG Development 360 Program**.

CIWI participants, staff, and ULI member leaders at Housing the Bay





CULTIVATING LEADERSHIP + BUILDING CAREERS

YLG Mentor Kickoff

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 an intimate 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 groups peers that 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.



10 COHORT GROUPS



132 COHORT MEMBERS

WLI Connects

In August of 2022, ULI SF's Women's Leadership Initiative launched WLI Connects to provide a space for mid- to senior-level women to gather and connect with their peers. Women have made many strides in our industries over the past decade; yet, challenges unique to women professionals remain. WLI Connects acknowledges these challenges and offers a safe and inclusive space for professional growth networking, discussions, and support.

Following the success of our 6-month pilot program, we relaunched a full year cohort offering and expanded our reach to the South Bay.

15

COHORT GROUPS

137

TOTAL REGISTRANTS



Attendees enjoying our WLI New Year Social, many of whom participate in WLI Connects



Attendees enjoying intimate, candid conversations with industry leaders in a speed-dating style setting.

YLG Learn from the Best

YLG's annual **Learn from the Best** event returned in May 2023, 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 paired into small groups and had open conversations about whatever topics come to mind. This program began at ULI SF in 2005, and has since been adopted by YLG committees across the nation



3 ROUNDS OF NETWORKING
WITH LEADERS



11 INDUSTRY
LEADERS



104 YOUNG LEADER
REGISTRANTS

Development 360

YLG's popular **Development 360 Program** returned for its ninth 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

 **36** PARTICIPANTS



Mentor groups meet for the first time at the kickoff

Mentor Program

The **Mentor Program** runs concurrently to the Development 360 program, offering working professionals and graduate students under 35 an opportunity of 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.

 **16** MENTORS

 **101** MENTEES



*ULI SF Executive + Emeritus
Board Meeting, January 2023*

ULI San Francisco Executive Committee

David Blackwell, Allen Matkins Leck
Gamble Mallory Natsis, LLP

Nikki Beasley, Richmond
Neighborhood Housing Services

Tiffany Bohee, Lendlease

Meade Boutwell, CBRE

Xiomara Cisneros, Chan Zuckerberg
Initiative

Kacey Clagett, Appleseed Strategy

Mary Corley, Rosen Consulting

David Cropper

Kim Diamond, Harvest Properties

Rick Dishnica, The Dishnica
Company LLC

Corie Edwards, Reuben, Junius &
Rose, LLP

Jennifer Eskildsen, Grosvenor

Frank Fuller, Urban Field Studio

Jeff Holzman, Google

Drew Hudacek, Sares-Regis Group
of Northern California

Rosalynn Hughey, City of San Jose

Linda Mandolini, Eden Housing

Nikki Lowy, Northeastern University

Riki Nishimura, Populous

Diane Oshima, Port of San Francisco

Carolyn Powell, PCCP

Rod Roche, G&M Realty

Susan Sagy, Urban Land
Development

Libby Seifel, Seifel Consulting Inc.

Jay Sholl, CBRE

Adam Simon, Realized

Matt Slepín, Terra|ZRG

Jeff Smith, Sack Properties

Bryant Sparkman, Century Urban

Lydia Tan, Tan Consulting

Eric Tao, L37 Development

Stephanie Ting, Swig

Courtney Trunnell, Cushman &
Wakefield

Becky Zegar, Arup

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

Diane Filippi, SPUR

Drew Hudacek, Sares Regis Group of
Northern California

Mike Jameson, JP Morgan

Ron Nahas, Rafanelli & Nahas

Jay Paxton, Buchalter Nemer

Lynn Sedway, Sedway Consulting

Jeff Smith, Sack Properties

Eric Tao, L37 Development

THANK YOU TO OUR 2023 SPONSORS

In 2023, ULI SF reached a new record in sponsorship by raising over \$700,000, in annual and Gala Sponsorship.

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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