



ULI SAN FRANCISCO IMPACT REPORT

FISCAL YEAR 2025



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 49,000 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.

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"2025 was a banner year for the San Francisco District Council, the highlights of which are reflected in this year's Impact Report. I also want to recognize the work of the Fall Meeting Host Committee, as well as many of our District's leaders, who worked tirelessly throughout the fiscal year to plan and prepare for the Fall Meeting, which drew over 5000 attendees from around the country and which showcased the Bay Area as a region on the ascent. Locally, ULI-SF's role as a thought leader continued to grow as it strengthened its relationships with local governments by providing timely, effective assistance regarding today's pressing land use issues. We also continue to zealously support students, local stakeholders, and underrepresented members of the community through a variety of programs and initiatives. I am so proud of our membership and the countless hours that they devote to make ULI and the Bay Area the best that they can be."

- David Blackwell, ULI SF District Council Chair, Partner, Allen Matkins



(left to right) Eric Tao, Past Chair; David Blackwell, Chair; Diane Burnette, Vice President, District Council



ULI San Francisco Staff

Natalie Sandoval, Executive Director; Joy Woo, Senior Director; Teresa Breaux, Manager; Pooja Sharma, Manager; Jacqueline Smith, Manager; Lola Motley, Senior Associate, Niyah Fambro, Associate

Organization Snapshot



47,000+
GLOBAL MEMBERS



2,060+
LOCAL MEMBERS



25 COMMITTEES &
PRODUCT COUNCILS



294 COMMITTEE &
BOARD MEMBERS

Expanding Impact in the Region

Guiding Downtown Revitalization in San Francisco

In FY25, ULI San Francisco continued to expand its regional impact by translating research, convenings, and expert guidance into tangible action for downtown revitalization, with a particular focus on San Francisco’s urban core. Building on the momentum of the [2023 Downtown Revitalization Advisory Services Panel \(ASP\)](#), ULI SF strengthened its role as a trusted civic partner to the City, supporting global idea generation, targeted technical assistance, and policy implementation that is helping to advance a more vibrant, resilient, and inclusive downtown.



“San Francisco thrives when our downtown is energized—and that includes making Market Street vibrant and exciting again. This competition demonstrates that there is no shortage of creativity when it comes to reimagining our public spaces. Thank you to all who shared innovative ideas to help us reimagine Market Street.”

– Mayor Daniel Lurie

Market Street Reimagined Competition

At the request of the City of San Francisco, ULI SF partnered with the Mayor’s Office and the Civic Joy Fund to launch [Market Street Reimagined](#), an international ideas competition focused on re-envisioning San Francisco’s most iconic corridor as a destination for culture, commerce, and civic life.

The competition received over 170 submissions from multidisciplinary teams across nine countries, reflecting a global appetite for rethinking downtown streets as people-centered, adaptable public spaces. Proposals explored a wide range of concepts—from near-term activations and programming strategies to long-term physical transformations—offering the City a robust library of ideas to inform future planning, design, and investment along Market Street.

Winning concepts were celebrated through a public exhibition and awards program and are now informing ongoing conversations with City agencies, community partners, and downtown stakeholders about implementation pathways that support economic recovery and place-based revitalization.

ULI SF’s leadership of the competition helped position these ideas for City action. Mayor Daniel Lurie’s [Heart of the City](#) executive directive includes a six-month action item to “begin implementation of selected ideas from the Market Street design competition,” formally linking the ULI-hosted process to next steps for Market Street and that the City is ready to transform innovative concepts into tangible change.



San Francisco Housing Bond Technical Assistance Panel

In FY25, ULI SF delivered a Housing Bond Technical Assistance Panel (TAP) at the request of the City and County of San Francisco, building directly on the findings of the 2023 Downtown Revitalization ASP. The TAP focused on exploring a new vehicle for workforce housing production that would combine market and public resources including the City's proposed workforce housing bond and low-interest rates debt for sustainable middle-income housing production at scale.

Drawing on expertise from finance, development, public policy, and housing, the panel produced a formal memo outlining strategies related to governance, financing structures, and implementation considerations. The TAP has since informed City discussions around guidelines for the middle income housing finance strategy including bond design and execution, reinforcing ULI SF's role in advancing practical, solutions-oriented housing policy.



Advancing Advisory Panel Recommendations – From Guidance to Implementation

In 2023, ULI San Francisco convened a national Downtown Revitalization Advisory Services Panel (ASP) to provide actionable, near- and long-term recommendations to help San Francisco recover and reimagine its downtown in the wake of the pandemic. In FY25, the City of San Francisco continued to make meaningful progress advancing multiple core recommendations from the panel, translating expert guidance into policy reform, capital investment, and on-the-ground activation.



Key ASP recommendations now underway or completed include:

Invest in catalytic public-realm infrastructure to anchor downtown recovery.

Consistent with the ASP's call for signature public-space investments, the City is advancing the redesign of Embarcadero Plaza and Sue Bierman Park into a new Waterfront Park. A public private partnership between the City, BXP, the Downtown SF Partnership, and SF Recreation and Park Department is underway.

Activate streets through entertainment and nightlife districts.

Following the ASP's recommendation to concentrate entertainment uses in strategic downtown corridors, the City launched the Front Street Entertainment Zone, California's first of its kind. The zone has since hosted dozens of events, drawing tens of thousands of attendees and generating increased foot traffic and revenue for surrounding restaurants and bars, helping re-establish downtown as an evening and weekend destination.

Meaningfully reduce business taxes to retain and attract employers.

The ASP identified tax reform as essential to preserving San Francisco's long-term tax base and supporting economic recovery. In response, voters approved Proposition M, which increased the small-business exemption to \$5 million, eliminated several annual fees, rebalanced the business tax burden, and reduced penalties associated with locating workers in San Francisco.

Remove tax disincentives for in-person work.

Proposition M also restructured the gross receipts tax apportionment formula to 75% gross receipts and 25% payroll expense, down from 50% payroll for many businesses. Policymakers have publicly stated their intent to continue this trajectory toward eliminating payroll apportionment altogether, directly aligning with ASP recommendations.

Accelerate office-to-residential conversions through targeted incentives.

To support adaptive reuse at scale, the City is pursuing 10-year property tax abatements for the first 5 million square feet (approximately 5,000 units) of conversion projects — a direct ASP recommendation now underway.

Waive impact fees and transfer taxes to unlock early conversion projects.

The City has completed the ASP-recommended waiver of impact fees and transfer taxes for the same initial 5 million square feet of conversions, removing major financial barriers to feasibility.

Strengthen external messaging and rebrand downtown as a mixed-use neighborhood.

In line with the panel's call for a coordinated narrative shift, Mayor Daniel Lurie issued the "Heart of the City" executive directive, articulating a clear vision for downtown as a place to live, work, play, and learn, and directing City agencies to align policies and investments accordingly.

Modernize governance structures to support downtown recovery.

The new administration restructured City leadership to elevate housing and economic development priorities, appointing 5 dedicated chiefs focused on these issues and launching San Francisco's first-ever Downtown Development to coordinate implementation, partnerships, and investment.

Pursue comprehensive permitting reform.

The ASP emphasized permitting reform as a prerequisite to revitalization. Through PermitSF, the City is working to streamline and modernize the permitting process, including integrating planning, building inspection, and permitting functions to reduce timelines and uncertainty for projects that activate downtown.

Together, these efforts illustrate how ULI SF's convening power, technical expertise, and partnerships continue to drive measurable progress on downtown revitalization, positioning San Francisco for long-term economic vitality and renewed civic life.

Diversity, Equity, and Inclusion

In the summer of 2020, ULI prioritized diversity, equity, and inclusion by establishing the DEI Committee to provide guidance on our District Council programming and governance. This committee works collaboratively to develop policies and best practices to move ULI SF forward as an industry organization that promotes diversity, opportunity, and equity for all.

In the past five years, our DEI committee has supported an ongoing Diversity Membership Fund, provided memberships and programming for three Developers of Color cohorts, delivered the district council's first Pride event, and ensured diverse representation across ULI SF programming.

We look forward to continuing to track our progress around DEI in the coming years. Learn more about our DEI initiatives and impacts on page 12 of this Annual Report.



"ULI has been a centerpiece for forward-thinking, land-use, real estate, and people-centered progress. Involvement in ULI has opened doors to genuine connections, thoughtful collaboration, and business-partnering opportunities that strengthen our shared work. ULI's approach to leadership and community engagement has supported meaningful growth across the industry and continues to advance the conversations and partnerships that shape stronger, more equitable cities."

JUSTIN SMITH

Executive Board Member, Pathways to Inclusion Class of 2020, Spring Meeting 2024 Scholarship Awardee



"ULI has been a key part of my journey. Its scholarships and programs have fostered my growth and created space for my voice. Programs like the Developers of Color Cohort and serving as Co-chair of the East Bay Programs Committee have expanded my understanding of development, connected me with national thought leaders, and strengthened relationships with partners committed to equity. For that, I am deeply grateful. I can now be the person who opens doors, understands different backgrounds and situations, and challenges others the way my mentors challenged me."

LILY CIAMMAICHELLA

East Bay Programs Co-Chair, Developers of Color Year 2 Alum, Spring Meeting 2025 Scholarship Awardee



"By participating in the Developers of Color program as a mentor and cohort member, I've built connections for myself and others while empowering a more inclusive real estate community locally."

SWATHI BONDA

Housing the Bay Co-Chair, Developers of Color Year 3 Alum, Spring Meeting 2025 Scholarship Awardee



"One of the things that makes the ULI SF chapter special is its consistent and concerted effort to ensure that women, people of color, individuals with a disability, and members of the LGBTQIA+ community have opportunities to fully participate in ULI's offerings. As the leader of a local nonprofit organization, receiving a scholarship from ULI SF enabled me to attend my first-ever Spring Meeting in Denver. I am also a proud previous recipient of a discounted Associate-level ULI membership - also made possible through the ULI San Francisco Diversity Membership Fund. I am extremely grateful to the sponsors of the Fund, and I would encourage anyone belonging to a group that is underrepresented in the land use and real estate fields to learn more and apply!"

LINDSAY HADDIX

Housing the Bay Co-Chair, Diversity Membership Fund Recipient 2022, Spring Meeting 2025 Scholarship Awardee



"ULI is dedicated to fostering inclusivity through the Diversity Membership Fund. This initiative enables high-achieving real estate professionals to engage in programs and build connections that they might not have had access to otherwise. Indeed, it makes a difference!"

EDESA BITBADAL

Silicon Valley Programs & Women's Leadership Initiative Committee Member, Diversity Membership Fund Recipient 2024, Fall Meeting 2024 Scholarship Awardee

Convening and 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, as well as stay informed with the newest real estate trends and issues in the Bay Area, while also building relationships with other industry professionals. This year's programs covered the most pressing challenges and innovative topics in our industry while continuing to align with ULI's mission priorities.



 **72** PROGRAMS

 **4,442+** COMMITTEE VOLUNTEER HOURS

 **4,348** REGISTRATIONS

 **1,025+** 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 new projects in the Bay Area, economic trends, and P3 in higher education. 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.



158 LPC MEMBERS
(54 RESIDENTIAL,
50 COMMERCIAL, 54 P3)

3 LPCS FOCUSED ON RESIDENTIAL DEVELOPMENT, COMMERCIAL DEVELOPMENT, PUBLIC-PRIVATE PARTNERSHIPS (P3), AND INNOVATIONS IN REAL ESTATE AND LAND USE

Housing the Bay

Over the last eight 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, Housing the Bay delivered a sold-out summit, where we explored best practices – big and small – to boost housing production in the region. The Summit began with a highly-rated opening keynote by Jim Heid, author of *Building Small*, and then transitioned to discussions about homelessness, transit-oriented developments, growing cities, and innovative financing with speakers from the public sector, private developers, non-profits, and the State of California. [The summit program can be found here.](#)

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- Build Group

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- Plant Construction Company
- Prado Group
- Elizabeth (Libby) Seifel
- Sobrato Philanthropies
- Tidewater Capital
- TMG Partners
- Treasure Island



3 LEAD UP EVENTS WITH A TOTAL OF 465 REGISTRANTS



467 TOTAL SUMMIT REGISTRANTS



30 SPEAKERS



\$70K RAISED IN SPONSORSHIP

Gala

In September 2024, ULI SF hosted its third annual Gala, which provided a time and place to celebrate everything and everyone that makes ULI San Francisco unique and meaningful. We were thrilled to honor our members and another year of hard work and commitment to ULI San Francisco’s vision and mission. We further exemplified our values by hiring young musicians from the San Francisco Conservatory of Music for the evening’s entertainment. Our theme was “Building Community”, and we highlighted various ULI SF initiatives that strengthened community throughout the year.

URBAN PARTNER

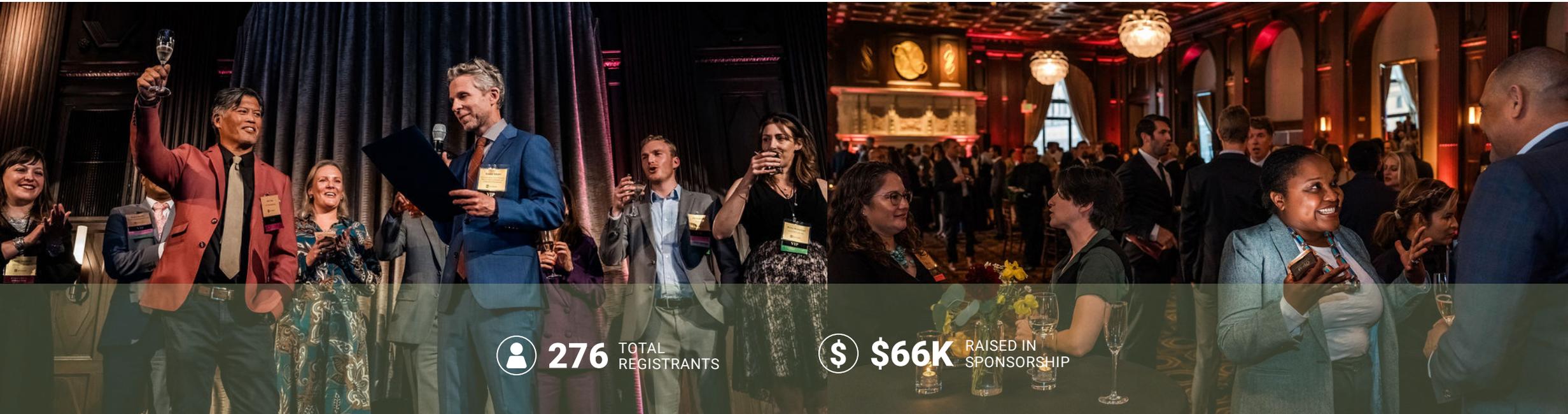


GROSVENOR

2024 GALA SPONSORS

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- Sares Regis Group
- TMG Partners



 **276** TOTAL REGISTRANTS

 **\$66K** RAISED IN SPONSORSHIP

Homeless to Housed (H2H) Initiative Fremont

In 2024, ULI San Francisco was once again selected as one of five ULI district councils to participate in the H2H initiative. As a second-year cohort participant, ULI SF partnered with the City of Fremont to organize a technical assistance workshop focused on expanding the city's Winter Relief and shelter intervention programs. These programs repurpose surplus hotel rooms to provide non-congregant shelter for unsheltered individuals. This innovative approach offers a dual benefit: generating a steady revenue stream for property owners facing post-COVID occupancy challenges, while increasing much-needed shelter options in Fremont.

The workshop convened over 40 stakeholders, including city staff, hotel owners, affordable housing developers, and service providers, to discuss the expansion of non-congregate shelters and how these models can be integrated with broader housing solutions. Fremont's Winter Relief Program, which has shown success in stabilizing individuals, faces challenges like limited funding, high market rates for housing, and misalignment of resources. Participants emphasized that while the city's partnerships with developers and hotels have been valuable, greater collaboration and creative funding solutions are necessary to expand and sustain these programs.

Key themes from the workshop include the need for a multi-pronged approach to homelessness, addressing the financial constraints limiting deeply affordable housing development, and focusing on a continuum of housing solutions from transitional shelters to permanent supportive housing. Participants proposed actionable ideas such as leveraging city-owned land, forming partnerships with motels and hotels for safe parking sites, and creating a revolving acquisition fund to reduce the risk for developers. Additionally, they stressed the importance of continued collaboration with regional and state partners to enhance funding opportunities and improve service delivery.

A report outlining the key takeaways from the workshop and highlighting tangible actions for expanding relief for the unsheltered is available [here](#).





Technical Assistance for Communities

ULI SF is proud to be a resource to communities throughout the Bay Area. Our 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.

In FY25, ULI SF completed two-day TAPs for the cities of Mountain View, San Francisco, and Vacaville. [A summary of the TAP panel's recommendations and a link to the full reports and webinar recordings can be found here.](#)

 **3** TECHNICAL ASSISTANCE PANELS (TAPs)

 **20** TAP PANELISTS

 **2** WEBINARS

 **173** WEBINAR ATTENDEES

 **17** SPEAKERS

Sustainability & Resilience

ULI SF's Sustainability and Resilience Committee works on educating and engaging Bay Area real estate and land use leaders in creating and implementing sustainable development practices in our communities. Objectives include supporting the development of sustainable practices, enhancing community understanding of sustainability strategies and tools to enhance development, fostering regional systems that support resilient communities, and identifying public policies that support sustainable community development practices.

In December 2024, the committee held a panel on institutional ESG practices, particularly on how capital sources are shaping real estate investment decisions through their growing climate goals and priorities. Then, in February 2025, the committee convened a panel of experts and stakeholders on district energy and California's recent SB100 policy that calls for a 100% clean energy system by 2045.

 **130** TOTAL REGISTRANTS

 **8** SPEAKERS

Promoting Diversity, Equity, and Inclusion

Now in its fifth year, the ULI SF Diversity, Equity, and Inclusion (DEI) Committee continues to provide guidance on our District Council programming, governance, and several award winning initiatives established at ULI SF. This group works collaboratively to develop policies and best practices to move ULI SF forward as an industry and an organization that promotes diversity, opportunity, and equity for all.

Since 2020, the DEI initiative has:

- **Subsidized 73 associate memberships for women, people of color, and members of the LGBTQIA+ community.**
 - 7 have been selected to participate in the Developers of Color program.
- **Selected 59 professionals to join our Developers of Color cohort, many of whom were first time ULI members through the program.**
 - 60% of these participants have participated in a ULI event beyond the San Francisco district council.
 - 1 in 3 have joined an additional ULI SF cohort.
 - 22% have received a scholarship to attend a Spring or Fall Meeting.
- 2 have become business partners.
- 1 has served as a panelist at our Housing the Bay Summit.
- 1 has taken on a leadership role on our Housing the Bay steering committee.
- **Dedicated \$32,000 in scholarships to provide engaged members the opportunity to attend the Fall Meeting in Las Vegas and the Spring Meeting in Denver.**
- **Ensured that all programming in FY25 included gender and racial diversity in speaking or moderating roles.**
- **Created ULI SF's first ever Pride event in partnership with Build Out Alliance.**

 **73** ASSOCIATE MEMBERSHIPS AWARDED

 **32** SCHOLARSHIPS TO ULI SPRING AND FALL MEETINGS

 **59** DEVELOPERS OF COLOR COHORT PARTICIPANTS

 **1** PRIDE SOCIAL



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.

This two-time ULI award-winning fund has provided nearly 75 (17 in FY25) 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, and a stipend to attend ULI SF events.



PART 2: Bay Area Developers of Color Cohort

In 2022, ULI San Francisco and the City and County of San Francisco launched a cohort program for mid- to senior-level housing developers. This cohort opportunity was 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 was 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.

With the conclusion of the two-year grant, ULI SF's executive board pledged to continue the program with support from our reserves. The continued programming expanded the cohort's focus to cities throughout the Bay Area. The 2024-2025 Cohort represented a diverse group of mid-to-senior level professionals:

- 53% of participants were female, 47% were male
- 55% work for a for-profit organization, 42% represented non-profits
- 47% identify as Black or African American, 21% as Asian, 16% as Middle Eastern, 11% as Hispanic/Latino/a/x, and 5% as Native Hawaiian.

As with previous years, this cohort participated in 8 curated sessions with expert panelists from the San Francisco Bay Area real estate industry. 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 on their own projects at the end of the program.

As a result of their participation in the cohort, several members are engaging with ULI as Local Product Council and committee members, and are participating with our UrbanPlan program. A fourth year of the cohort will combine with ULI's Pathways to Inclusion program to offer registration to the 2025 Fall Meeting in San Francisco, in addition to the benefits included in previous years.



 **24** PANELISTS

 **19** PARTICIPANTS ACCEPTED IN COHORT #3 (36 APPLICATIONS RECEIVED)

 **19** SENIOR-LEVEL MEMBERS SERVING AS BUDDIES

 **8** STUDY SESSIONS

 **220** VOLUNTEER HOURS FROM THE CURRICULUM COMMITTEE AND SPEAKERS



Engaging Communities and Youth

UrbanPlan

Bringing together disciplines such as economics, city government, real estate, and urban planning, [UrbanPlan](#) engages students and professionals to consider the complex decisions that shape our built environment. This year, we successfully piloted a one-day workshop format for schools, expanding our reach and impact. The curriculum, which is a realistic and engaging simulation, teaches participants about the fundamental forces that affect development in the United States. Through the simulation, participants grapple with challenging issues, complex trade-offs, and fundamental economics as they propose realistic land use solutions.

To support our dedicated volunteers, we continued our incentive program and introduced a new Fall Meeting Scholarship opportunity. Volunteers who contributed at least three times during the fall semester were eligible to apply. We are proud to have awarded 13 Fall Meeting scholarships, as well as 8 memberships, 6 tickets to Housing the Bay, 7 ULI event stipends, and 3 ULI learning stipends in FY25. These incentives help us recognize the incredible commitment of our volunteers and ensure they are rewarded for their invaluable contributions.



 **16** CLASSROOMS

 **6** HIGH SCHOOLS

 **494** VOLUNTEER HOURS

 **24** INCENTIVE AWARDS

 **438** PARTICIPATING STUDENTS

 **2** UNIVERSITIES

 **242** ULI VOLUNTEER OPPORTUNITIES



Urban Plan for Communities

UrbanPlan for Communities is a hands-on, full-day workshop geared towards public officials and community leaders. Participants work in teams to respond to a case study of a city-led redevelopment effort, helping them to better understand the complex forces that shape and affect the built environment. Participants gain a deeper understanding of their own role in shaping the built environment, the trade-offs and risks at play in the entitlement and negotiation process, and the tools to create a collaborative relationship with the private sector to ensure projects are successful for all stakeholders.

In FY25, ULI SF held three workshops, including the fourth consecutive workshop for Leadership Sunnyvale. We also held a joint workshop for two returning organizations, the Black Cultural Zone and Richmond Neighborhood Housing Services. Finally, we partnered with the San Francisco Foundation to host a workshop for newly elected city council members from nine different jurisdictions across the Bay Area.

-  **3** WORKSHOPS
-  **43** VOLUNTEERS
-  **49** PARTICIPANTS
-  **83** VOLUNTEER HOURS

We were also excited to host our first-ever UrbanPlan’s Got Talent event. Three of our member committees—the YLG, NEXT, and the Executive Board—formed teams to compete using the UrbanPlan curriculum. The teams delivered their City Council presentations in front of a live audience, which not only made for a fun and engaging evening but also proved to be a successful way to attract new volunteers to the program.

Construction Industry Workforce Initiative (CIWI) Partnership

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 2024, and also donated to CIWI directly.



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 estate 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](#) continues to grow and 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 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.



 **11** COHORT GROUPS

 **152** COHORT MEMBERS



Women's Leadership Initiative (WLI)

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.

We continued this offering in the Spring of 2024 to launch our fourth Connects program.

WLI also re-introduced two beloved programs that reached both young and established leaders.

In for an Internship was revamped as **Women Shaping Real Estate**, now reaching young professionals and students alike to connect them with women leaders in the industry for roundtable conversations about their careers, challenges, and triumphs.

Boardroom After Dark returned with an expanded format, celebrating five women leaders in the real estate industry and bringing them together for intimate conversation over dinner with 40 attendees.

 **8** COHORT GROUPS

 **184** REGISTRANTS ACROSS 3 EVENTS

YLG Learn from the Best

YLG's annual [Learn from the Best](#) event returned in March 2025, 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 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.

Development 360

YLG's popular [Development 360 Program](#) returned for its tenth year. This opportunity is designed for young, working professionals and consists of a series of 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.

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.

 **10** INDUSTRY LEADERS

 **89** YOUNG LEADER REGISTRANTS

 **3** ROUNDS OF NETWORKING WITH LEADERS

 **7** SESSIONS

 **10** SPEAKERS

 **34** PARTICIPANTS

 **13** MENTORS

 **105** MENTEES



ULI SF Governance & Leadership

The ULI SF local leadership is made up of leading real estate and land use professionals who volunteer their time to build a strong Bay Area presence of ULI.

ULI San Francisco Executive Board

David Blackwell, Allen Matkins Leck Gamble Mallory Natsis, LLP
Nikki Beasley, Richmond Neighborhood Housing Services
Tiffany Bohee, Mercy Housing
Zorana Bosnic, HOK
Xiomara Cisneros, Chan Zuckerberg Initiative
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