



# ULI SAN FRANCISCO IMPACT REPORT

FISCAL YEAR 2025



# Organization Snapshot



47,000+



GLOBAL MEMBERS

25



COMMITTEES &  
PRODUCT COUNCILS

294



COMMITTEE &  
BOARD MEMBERS

2,060+



LOCAL MEMBERS

# Expanding Impact in the Region

## Guiding Downtown Revitalization in San Francisco

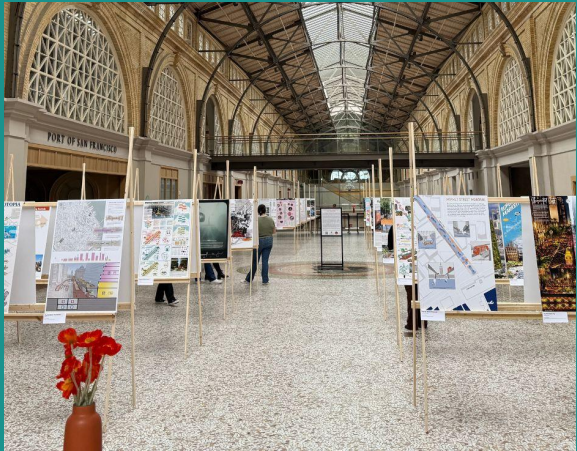
- Strengthened role as a trusted civic partner to the City
- Advanced a more vibrant, resilient, and inclusive downtown
- Expanded regional impact through research and convenings
- Turned momentum from the 2023 Downtown Revitalization ASP into tangible action in SF's urban core



*“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



## The Vision

International ideas competition launched by ULI SF, the Mayor's Office & Civic Joy Fund to **transform Market Street** into a destination for culture, commerce & civic life



## Global Engagement

- 170+ submissions
- 9 countries
- Ideas spanning from short-term activations to long-term physical transformations



## From Ideas to Action

The winning concepts are now informing City planning and advancing toward implementation under Mayor Daniel Lurie's *Heart of the City* directive.

# San Francisco Housing Bond

# TAP

## Technical Assistance Panel



- Built on 2023 Downtown Revitalization Advisory Services Panel (ASP) findings at City's request
- Explored workforce housing vehicle combining public and market resources
- Focused on proposed housing bond and low-interest debt for middle-income housing
- Panel recommendations covered governance, financing, and implementation strategies
- Informed City discussions, reinforcing ULI SF's role in advancing practical housing solutions

# Downtown SF Revitalization ASP recommendations now underway or completed:

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

- 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.**

- the City launched the Front Street Entertainment Zone, California's first of its kind, which has since hosted dozens of events, drawing tens of thousands of attendees and generating increased foot traffic and revenue for surrounding restaurants and bars

**Meaningfully reduce business taxes to retain and attract employers.**

- 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

**Accelerate office-to-residential conversions through targeted incentives.**

- the City is pursuing 10-year property tax abatements for the first 5 million square feet (approximately 5,000 units) of conversion projects

# Downtown SF Revitalization ASP recommendations now underway or completed:

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

- City implemented the ASP-recommended waiver of impact fees and transfer taxes for the first 5 million sq. ft. of conversions, removing key financial barriers

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

- Mayor Daniel Lurie's "Heart of the City" executive directive sets a vision for downtown as a place to live, work, play, and learn, directing City agencies to align policies and investments

**Modernize governance structures to support downtown recovery.**

- New administration restructured City leadership to elevate housing and economic development, appointing five dedicated chiefs
- Launched San Francisco's first-ever Downtown Development Office to coordinate implementation, partnerships, and investment

**Pursue comprehensive permitting reform.**

- PermitSF is streamlining and modernizing the permitting process to reduce timelines and uncertainty for projects that activate downtown

# Diversity, Equity, & Inclusion

In summer 2020, ULI established a DEI Committee to guide District Council programming and governance and to advance diversity, opportunity, and equity across the organization. Over the past five years, the committee has supported a Diversity Membership Fund, launched three Developers of Color cohorts, delivered the district council's first Pride event, strengthened diverse representation across programming, and continues to track progress toward DEI goals.



*"ULI has been a centerpiece for forward-thinking, and-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 & Sharing Best Practices



# 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.



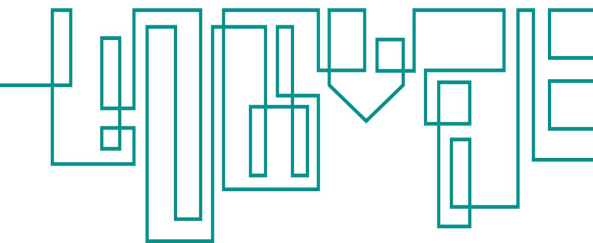
**3** LPCs RESIDENTIAL, COMMERCIAL,  
PUBLIC-PRIVATE PARTNERSHIPS (P3)

**158** LPC Members



# HOUSING THE BAY

SUMMIT APRIL 29, 2025



**467**

TOTAL REGISTRANTS

**3**

LEAD UP EVENTS

**30**

Speakers

**\$70K**

RAISED IN SPONSORSHIP



# GALA

**276**

**TOTAL  
REGISTRANTS**

**\$66K**

**RAISED IN  
SPONSORSHIP**



# Homeless to Housed (H2H) Initiative Fremont

- ULI SF partnered with the City of Fremont in 2024 to expand Winter Relief and non-congregate shelter programs using surplus hotel rooms.



- Workshop convened 40+ stakeholders to integrate shelters with broader housing solutions and address homelessness comprehensively.
- Key strategies: leverage city land, partner with hotels/motels, create revolving acquisition fund, and strengthen regional/state collaboration.

# TECHNICAL ASSISTANCE PANELS

# TAP



**3 TAPs**

Mountain View | San Francisco | Vacaville



**20 Tap Panelists**



**2 Webinars**



**173 Webinar Attendees**



**17 Speakers**



# SUSTAINABILITY & RESILIENCE



**8** Speakers



**130** Total Registrants



# PROMOTING DIVERSITY, EQUITY, AND INCLUSION



**17 Associate  
Memberships Awarded**



**59 Developers of Color  
Cohort Participants**



**32 Scholarships to ULI  
Spring & Fall Meetings**



**1 Pride  
Social**

## Diversity Membership Fund (DMF)

- The ULI SF Diversity Membership Fund creates opportunities for women, people of color, and LGBTQIA+ professionals underrepresented in land use and real estate.
- Nearly 75 professionals (17 in FY25) have received discounted Associate-level membership, mentorship with a ULI SF Ambassador, committee shadowing, event stipends, and other membership benefits.

## Construction Industry Workforce Initiative (CIWI) Partnership

- ULI SF continues to collaborate with the Construction Industry Workforce Initiative (CIWI) to build a diverse pipeline of future real estate development professionals.
- Efforts include company outreach for donations and summer 2024 internships, as well as direct contributions to CIWI.



# Bay Area Developers of Color Cohort



- Launched in 2022, this cohort equips mid- to senior-level developers with tools to advance affordable housing.
- 2024–25 Cohort participated in monthly sessions, received ULI membership, stipends, mentorship, and project feedback.
- Alumni are active in ULI councils and programs; year four will integrate with Pathways to Inclusion and include access to the 2025 Fall Meeting.



**24** Panelists



**19** Participants  
Accepted in Cohort #3



**8** Study Sessions



**220** Volunteer Hours from the  
Curriculum Committee & Speakers



**19** Senior Level Members  
Serving as Buddies

# Engaging Communities & Youth

## UrbanPlan

- Engages students and professionals in a hands-on land use simulation focused on development economics and real-world trade-offs; expanded reach with a new one-day school workshop format.
- Recognized volunteer contributions with 13 Fall Meeting scholarships plus memberships, event tickets, and stipends in FY25.



## UrbanPlan for Communities

- Full-day workshop for public officials and community leaders on redevelopment trade-offs and public-private collaboration; hosted three sessions in FY25.
- Launched the first UrbanPlan's Got Talent event, engaging member committees and attracting new volunteers.



**16 Classrooms**



**6 High Schools**



**494 Volunteer Hours**



**24 Incentive Awards**



**438 Participating Students**



**2 Universities**



**242 ULI Volunteer Opportunities**

# Cultivating Leadership & Building Careers

## NEXT

- Designed for mid-career professionals (35+) to connect and elevate the next generation of leaders within ULI and the broader real estate industry.
- Provides leadership development opportunities and meaningful connections with peers, ULI leadership, and the global ULI network.

## NEXT Cohort

- Connects mid-career land use professionals in small peer groups to build lasting relationships and deepen Bay Area market knowledge.
- Multi-month engagement featuring leadership discussions, deal “lessons learned,” project tours, and peer-to-peer learning.



**11** Cohort Groups



**152** Cohort Members

# Women's Leadership Initiative (WLI)

- WLI Connects: Creates a safe, inclusive space for mid- to senior-level women to connect, grow, and discuss industry-specific challenges; fourth cohort launched in Spring 2024.
- Women Shaping Real Estate: Revamped mentorship program connecting students and young professionals with women leaders for candid career conversations.
- Boardroom After Dark: Reintroduced in an expanded format, convening five women industry leaders for an intimate dinner discussion with 40 attendees.



**184 Registrants  
Across 3 Events**



**8 Cohort Groups**



# Young Leaders Group (YLG)



## Learn from the Best



**10** Industry Leaders



**89** Young Leader Registrants



**3** Rounds of Networking with Leaders



## Development 360



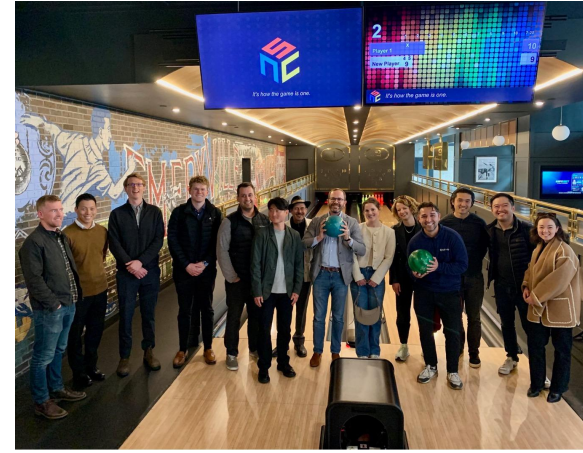
**7** Sessions



**10** Speakers



**34** Participants



## Mentor Program



**13** Mentors



**34** Participants

# 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

**Kacey Claggett**, Appleseed Strategy

**Kate Collignon**, HR&A Advisors

**Matt Concannon**, TMG Partners

**Mary Corley**, Rosen Consulting

**David Cropper**, Four Corners Properties

**Kim Diamond**, KD Shae Development

**Rick Dishnica**, The Dishnica Company LLC

**Corie Edwards**, Reuben, Junius & Rose, LLP

**Jennifer Eskildsen**

**Drew Hudacek**, Sares Regis Group of Northern California

**Rosalynn Hughey**, City of San José

**Mona Lovgreen**, DIALOG

**Nikki Lowy**, Northeastern University

**Chelsea MacLean**, Holland & Knight

**Linda Mandolini**, Eden Housing

**Ayrika Ng**, EQ Office

**Riki Nishimura**, Populous

**Carolyn Powell**, PCCP

**Mariana Ricker**, SWA Group

**Rod Roche**, G&M Realty

**Lexi Russell**, Google

**Libby Seifel**, Seifel Consulting Inc.

**Nell Sellander**, City of South San Francisco

**Jay Sholl**, CBRE

**Geeti Silwal**, Perkins&Will

**Jeff Smith**, Sack Properties

**Bryant Sparkman**, Century Urban

**Lydia Tan**, Tan Consulting

**Eric Tao**, L37 Development

**Stephanie Ting**, Swig

**Erica Weber**, Strada

**Becky Zegar**, Arup

## ULI San Francisco Emeritus Board

**Meade Boutwell**, CBRE

**Alan Chamorro**, Lowe

**Lee Edlund**, Allen Matkins Leck Gamble Mallory Natsis, LLP

**Jeff Holzman**

**Diane Oshima**, Port of San Francisco

**Teresa Ruiz**, TCA Architects

**Susan Sagy**, Urban Land Development

**Tomas Schoenberg**, CONBRIO Commercial Real Estate

**Matt Slepian**, ZRG

## ULI San Francisco Governance Committee

**Doug Abbey**, Swift Real Estate Partners

**Faye Beverett**, Bard Consulting

**David Blackwell**, Allen Matkins Leck Gamble Mallory Natsis, LLP

**Mike Covarrubias**, TMG Partners

**Kim Diamond**, KD Shae Development

**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**, Capital Partners

**Eric Tao**, L37 Development