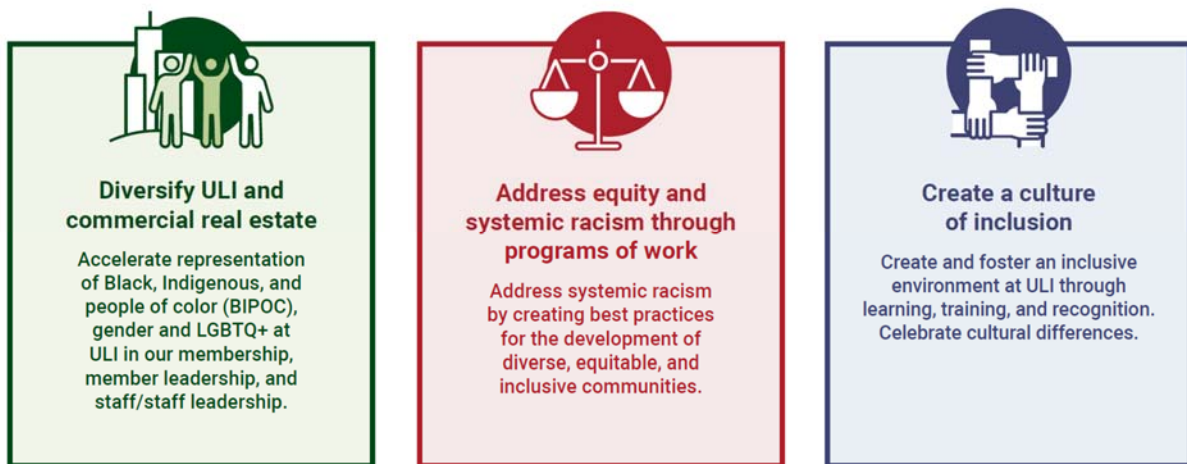


ULI Atlanta Diversity, Equity & Inclusion Strategy

The Urban Land Institute's Diversity, Equity and Inclusion (DEI) Strategy is shaped around three foundational elements that will create change at ULI and in the commercial real estate industry. This strategy, along with its supporting action steps, was created from the work and recommendations of the staff DEI Task Force and the DEI Council. Those recommendations were synthesized into a document called the "Blueprint," which was shared with the Americas Executive Committee in January.



The Atlanta District Council of the Urban Land Institute (ULI) is working to increase diversity, equity, and inclusion at ULI Atlanta and in the real estate industry as a whole. Our work is aligned with the ULI's national DEI Strategy outlined above.

ULI's mission is unattainable without hearing, understanding, and amplifying more diverse perspectives involved and engaged in solving today's land use and urban development challenges. To truly fulfill our mission, we need leadership, membership and programming that is more representative of the populations within which we work. Our intent is to cultivate, to foster, and to nurture a culture of inclusion that values diverse perspectives.

TIMELINE/PROCESS



In October 2020 ULI Atlanta established a DEI Steering Committee to guide the direction of this effort and to implement this initiative across the organization. The purpose of this group was to take the lead in prioritizing and setting goals based upon the feedback received during a series of listening session help in summer 2020. Goals, which should be both sustainable and measurable, will be placed in short, medium, and long term “buckets”, each with timelines for execution. This group is responsible for finding leaders within the organization to take responsibility for each initiative and provide leadership for the development of the strategy and plan. The Steering Committee organized into the following subcommittees:

- Access to Capital – Elevate diverse developers, business owners, community capital needs and champion creative financial strategies/tools. Provide emerging developers with deeper education on fundraising.
- Strategic Partnerships – Serve as a connection point between internal DEI Subcommittees and strategic external partners. Engage in and nurture relationships with organizations and institutions here in Atlanta in order to ensure that diversity, equity, and inclusion are fundamental components of responsible land use and development in our City.
- Advocacy and Outreach – Through active listening and education empower ULI members and the broader real estate community to become instruments of change. Amplify the voices of the communities and individual voices historically disenfranchised by the real estate industry.
- Professional Development – Provide programs, events and pathways for underrepresented groups to have access to and be prepared for opportunities to fully participate in all phases of the real estate industry.

Over the course of five months, the DEI Steering Committee met four times to identify goals and objectives for ULI Atlanta’s DEI work. Over 20 objectives were identified to advance the following goals:

- Establish a measurable increase in diverse representation in ULI Atlanta leadership, engaged members and overall membership;
- Develop content and convene conversations regarding race and real estate that inform members and create more equitable outcomes in the future; and



- Create more leadership pathways into the industry for students and professionals of color with an emphasis on the Black community.

For each objective, a timeline, budget, metrics and partners were identified. These recommendations were presented to the ULI Atlanta Advisory Board on March 9, 2021. Feedback from this group of district council leaders was then incorporated and a summary of the DEI Steering Committee's work was shared with ULI membership. The DEI Steering Committee then recommended that a DEI Council be formed to oversee implementation of these recommendations and achievement of our goals and objectives. These goals and objectives will also be incorporated into the forthcoming ULI Atlanta Strategic Plan, ensuring integration of all DEI work into all ULI Atlanta programs, activities, initiatives, Committees and Councils.

DEI COUNCIL

The newly formed DEI Council (DEIC) will consist of 20-25 ULI Atlanta members who have committed to implement the goals and objectives that were established by the DEI Steering Committee. DEIC will work collaboratively with ULI Atlanta's Advisory Board and committees to ensure implementation of the goals and objectives for ULI Atlanta's DEI work across the organization. The committees within the DEIC will have the same four areas of focus as the DEI Steering Committee, have committed to meet as a body up to six times in a calendar year, and will focus on the objects outlined below.

OBJECTIVES

The DEI Steering Committee recognized the need to make an immediate impact, so focused on identifying accelerator goals that could quickly advance our goals. These include new programming, ensuring diverse representation on all ULI committees, focusing Member Spotlights on DEI success stories and developing a strategy for outreach to sponsors and partners. The following accelerator objectives were identified:

- Engage HouseATL Funder's Collective to understand DEI goals, approach, track record of DEI investments;
- Develop budget for Investment Readiness Accelerator;
- Develop a one-page Executive Summary of DEI Initiatives for distribution to partners;
- Consolidate a list of sponsors and existing ULI Atlanta partners for outreach;
- Focus existing "Member Spotlights" on stories that highlight our DEI initiatives and/or success stories; and
- Ensure every program has a diverse mix of speakers/panelists.

Timeline for Execution – Within the next 30-90 days

Longer-term the DEI Council will focus on the following initiatives:



Programming

Working with the ULI Atlanta Programs Committee, we will ensure that every ULI Atlanta program has a diverse mix of panelists and speakers. In order to achieve this, we will review current Committee membership and make recommendations for new members who will contribute to the diversity of the Committee. New programming will be developed that better meets the needs of BIPOC-owned businesses, including topics such as accessing capital and development gap areas, as identified through interviews/surveys. Events will also increase usage of non-traditional venues and locations that might attract a more diverse audience (i.e., Bankhead instead of Buckhead).

Timeline for Execution - Immediate

Investment Readiness Accelerator

This new program will be deepening the education of emerging developers on the fundraising process. An initial pilot program will be launched in 2021 for two to three projects. This is a real pipeline development for our capital partners so we can truly get money in the hands of live deals that are semi-ready to go but need technical assistance to help them pass the underwriting process. This program would target projects that provide a community benefit in predominantly Black communities, led by BIPOC developers. The desired outcome of this program long-term is wealth creation for participants. This may be modeled on the [Yield program](#), launched in 2019 by LISC Chicago and ULI Chicago. Yield aggregates emerging and seasoned real estate professionals who share best practices and work together to further actionable neighborhood-based commercial real estate projects. More significant than creating dialogue through convention, the purpose is to drive projects to completion, providing financial and civic success.

Timeline for Execution – within the next 180 days

Resource Guide

A Resource Guide will be created which highlights BIPOC-owned firms and their services for use by ULI members and the broader industry. This will be done through a partnership with the Black CRE Collective. Once complete, the Resource Guide will be available on the ULI Atlanta website, and through other partner organizations.

Timeline for Execution – within the next 120 days

REAP Expansion + Etkin Scholars Program

[Project REAP](#) (Real Estate Associate Program) works to advance diversity, equity and inclusion in the commercial real estate industry. ULI Atlanta has an existing partnership with Project REAP through which REAP participants receive a complementary one-year membership to ULI. To better leverage this existing program, ULI Atlanta will extend the complementary associate-level membership from one to three years.



We will also assign a ULI Mentor/Sponsor to each REAP graduate while a sponsored member of ULI Atlanta to provide ongoing support and create dedicated programming and more structured activities.

ULI Atlanta will also expand outreach to students of color at Atlanta University Center (AUC) schools and local universities with real estate programs to provide support and to provide entry points to the real estate industry. ULI Atlanta has been selected to participate in the Etkin Scholars Program which is designed to introduce college and university students to the resources available through ULI membership and integrates those students into the ULI path of learning through their local District Councils. Through this program, ULI Atlanta will partner with Morehouse College's Division of Business Administration and Economics to identify a cohort of at least 20 students. ULI Atlanta will provide a welcoming and concrete entrée into ULI with funding support, free ULI student memberships, creative programming, networking, and learning opportunities throughout the academic year of their scholarship. A partnership with [Project Destined](#) will be evaluated in order to create internship opportunities for these BIPOC students.

Timeline for Execution – within the next 120 days

Partnership/Leadership

The initial priority will be to identify a research partner through whom we will establish baseline demographic data which will be used to establish metrics and measure progress. ULI Atlanta will then seek to understand the challenges facing both BIPOC developers and communities. This will be done through surveys, interviews, focus groups and listening sessions. Listening sessions will be conducted with communities and individuals who identify as disenfranchised by the real estate community to understand assets, challenges and identify potential solutions. BIPOC developers will be surveyed to identify developmental gap areas. Programming will then be developed with the Programs Committee to address these gaps. We will also identify the real estate sector that would most benefit from the DEI's Council's advocacy and resources that currently exist (i.e. Transformation Alliance's Equity Evaluator) that can be used as a framework to consider the impact of a specific real estate opportunity.

ULI Atlanta will convene other industry organizations to align, partner, coordinate and leverage our DEI activities based on identified needs. These strategic partnerships will raise brand awareness and facilitate engagement. Potential partners include: NAIOP, CREW, ACBR, Council for Quality Growth, NOMA and RCIE.

Timeline for Execution – within the next 180 days

Recommendation	Metric	Timeframe	Within ULI/ Industry/ Other	External Partner	ULI Committee/ Council	D, E, or I
Evaluate partnership with Project Destined to create internship opportunities for students of diverse backgrounds.	TBD	30 Days	Industry	Project Destined		Diversity
Evaluate expansion of ULI memberships to REAP graduates from 1 to 3 sponsored years.	REAP graduate member retention	ASAP	ULI	REAP	Membership	Inclusion
Ensure that there is racially diverse representation on the ULI Programming Committee.	committee demographics	ASAP	Industry		Programs	Diversity
Ensure that every program has a diverse mix of speakers/panelists before it goes live.	speaker demographics	ASAP	Industry		Programs	Diversity
Develop a one-page Executive Summary of DEI initiatives for distribution to partners.		30 Days	ULI			Equity
Consolidate a list of sponsors and existing ULI Atlanta partners for outreach and collaboration.	# conversations	30 Days	Industry			Equity
Design or incorporate Access to Capital topics into programs calendar.	4 programs annually	60 Days	Industry	National Speakers	Programs	Equity
Engage HouseATL Funder's Collective to understand DEI goals, approach, track record of DEI investments.		60 Days	Industry	HouseATL		Equity
Focus existing "Member Spotlights" on stories that highlight our DEI Initiatives, success stories, and/or DEI focused efforts.	6/year (non-white males)	30 Days	ULI			Diversity
Identify resources that currently exist (i.e. Transformation Alliance's Equity Checklist) that can be used as a framework to consider the impact of a specific real estate opportunity.	1,000 downloads	90 Days	Industry	TransFormation Alliance		Equity
Create partner commitment letter.	letter drafted	30 Days	Industry			Diversity
Connect with each of 92 current sponsors to determine level of interest and areas of interest.	contact 92 sponsors	90 Days	ULI		Sponsorship	Equity
Create list of industry organizations that ULI can partner with on DEI initiatives.	new partnerships	120 days				
Assign a ULI Mentor/Sponsor to each REAP graduate while a sponsored member of ULI Atlanta.	360 assessments of participants	60 Days	ULI	REAP		Inclusion
Create 1-3 programs that specifically focus on developmental gap areas identified through interviews/surveys.	1-3 programs/# attendees	90 Days	Industry		Programs	Equity

Solicit feedback from local/regional minority developers through interviews and/or surveys on pain points for accessing capital.	75 surveys/interviews	90 Days	Industry	Third Party Consultant		Equity
Launch Pilot for Investment Readiness Accelerator.	2-3 projects	6 months	Industry			
Organize listening sessions (appx 1 per quarter) with communities and individuals who identify as disenfranchised by the real estate community.	1/quarter	30 Days	Other	NPUs, community organizations		Inclusion
Identify the real estate sector that would most benefit from the committee's advocacy based on interviews/surveys.	sector	90 Days	Industry			Equity
Develop a Resource Guide highlighting BIPOC-owned firms and their services for use by ULI members and the broader industry.	published guide	6 months	Industry	Black CRE Collective, Saporta Report, Wilbert		Diversity, Equity, Inclusion