



Los Angeles

# IMPACT REPORT

FY22 - FY23





# About ULI

# Letter from the FY22/FY23 Chair

The Urban Land Institute (ULI) is the largest network of cross-disciplinary real estate and land use experts in the world. The mission of ULI is to shape the future of the built environment for transformative impact in communities worldwide.

ULI has over 48,000 members across the globe representing the full spectrum of land use and real estate disciplines. Through our members' dedication to the mission and their shared expertise, the Institute has been able to set standards of excellence in development practice.

ULI Los Angeles has over 1,900 members and is one of the largest district councils in the ULI network. ULI LA's mission is to be the preeminent regional real estate organization providing inclusive and trusted leadership influencing public policy and practice.



**48,000+**  
GLOBAL MEMBERS



**1,900+**  
LOCAL MEMBERS



**18**  
COMMITTEES &  
COUNCILS



**74**  
ADVISORY BOARD  
MEMBERS

**Over** the past two years, serving as Chair for ULI Los Angeles has been a source of constant inspiration. Our members have consistently demonstrated remarkable leadership in policy discussions, program development, and initiatives such as technical assistance panels and UrbanPlan implementation. As a district council, we have wholeheartedly embraced our mission to Convene, Engage, Include, Grow, and Share, both within our membership and the broader Los Angeles community.

I'm particularly thrilled that we have experienced significant membership growth and have made strides in fostering diversity and inclusivity within both our Advisory Board and membership. Notably, we celebrated our First AAPI and Black History Month events, underscoring the significance of diversity and inclusion in our community.

As we look ahead, our unwavering commitment to ULI's mission remains the cornerstone of our endeavors, and we are determined to continue driving positive change through various programs. I am immensely proud of our collective achievements and am genuinely excited about the future, where ULI Los Angeles will continue to play a pivotal role in shaping a more vibrant, inclusive, and resilient community.

**Allison M. Lynch**  
ULI LA District Council Chair FY22/FY23



## FY22/FY23 BY THE NUMBERS



**63**  
EVENTS &  
PROGRAMS



**1,926**  
MEMBERS



**5,200+**  
REGISTRANTS



**74%**  
ENGAGEMENT



**4**  
URBANPLAN  
PROGRAMS



**5**  
TECHNICAL  
ASSISTANCE PANELS



# ULI Los Angeles Overview



The ULI Los Angeles District Council, with over 1,900 members, is the preeminent regional real estate organization providing inclusive and trusted leadership influencing public policy and practice in the Greater LA region.

ULI LA’s five strategic pillars are to Convene, Engage, Include, Grow, and Share through the key priorities of Housing/ Homelessness, Mobility, Building Healthy Places, and Diversity/Equity/Inclusion.

ULI LA members represent a diverse network of cross-disciplinary real estate and land use experts in the LA region. During FY22 and FY23, ULI Los Angeles delivered impactful work through our 18 committees and councils consisting of over 400 members

CONVENE

ENGAGE

INCLUDE

GROW

SHARE



Outgoing FY22/FY23 Chair Allison Lynch and Incoming FY24/FY25 Chair Ryan Altoon

### OUR COMMITTEES

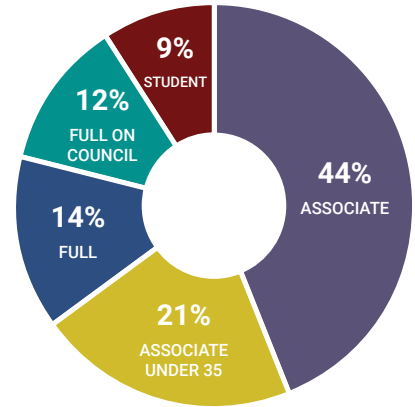
- Building Healthy Places
- Communications
- Diversity, Equity, and Inclusion
- Membership
- NEXT Initiative
- Programs
- Sponsorship

### OUR COUNCILS

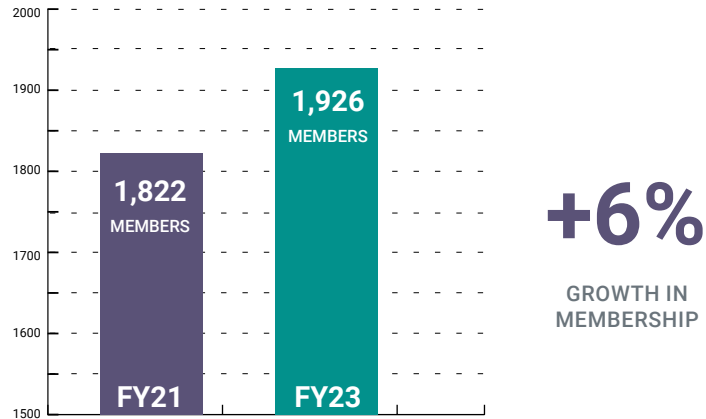
- Technical Assistance Panel
- Urban Marketplace
- UrbanPlan
- Women’s Leadership Initiative
- Young Leaders Group
- Capital Markets
- Homelessness Initiative
- Housing
- Innovation
- Leadership
- Mobility

### FY22/FY23 MEMBERSHIP BY THE NUMBERS

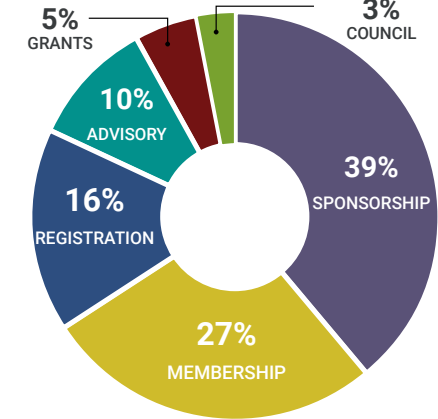
MEMBERSHIP BY TYPE



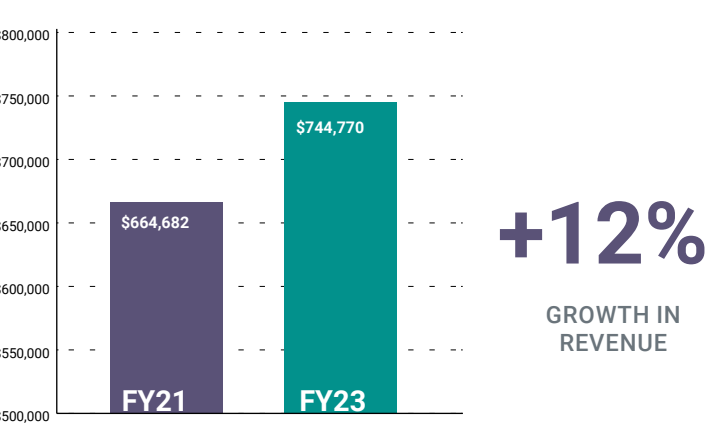
MEMBERSHIP GROWTH



REVENUE BY TYPE



REVENUE GROWTH







Over the course of FY22 and FY23, ULI Los Angeles convened over 500 industry experts and stakeholders, delivered over 60 impactful programs, and engaged with over 5,200 attendees to continue sharing knowledge and advancing our mission priorities.

### CONVENINGS BY THE NUMBERS



**63**  
PROGRAMS & EVENTS



**5200+**  
REGISTRANTS



**500+**  
PANELISTS &  
STAKEHOLDERS

### POLICY RELATED SESSIONS

#### Zoning Code

Los Angeles City Planning set out to create a modern and efficient zoning code. The proposed approach aims to establish a new Zoning Code that is both easier to use and more responsive to the needs of Los Angeles's many diverse neighborhoods.

#### Adaptive Reuse

Adaptive reuse of underutilized buildings can support housing needs and celebrate the historic urban fabric of Los Angeles. It promotes diverse neighborhoods and stewards environmental sustainability by avoiding demolition and updating energy systems to current standards.

#### Housing Laws

With California's acute housing shortage showing no signs of abating, 2022 was another banner year for new laws which seek to transform California's housing market. One of the more promising bills to come out is AB 2011 'The Affordable Housing and High Road Jobs Act'.

#### Builders Remedy

California's Housing Accountability Act (HAA) has provided what is called a 'Builder's Remedy' tool within the law which allows housing developers to bypass the local zoning in cities that are out of compliance with the State's Housing Element law.



### CASE STUDIES

Our Case Studies & Site Tours programs offer an in-depth, behind-the-scenes look at innovative development projects throughout the region. Showcasing best practices in design and development, members learn about project successes and challenges from key stakeholders.

- **Alsace Hotel**
- **Ivy Station**
- **West Harbor**
- **SoLA Beehive**
- **Inglewood Market Street**

### LUMINARIES

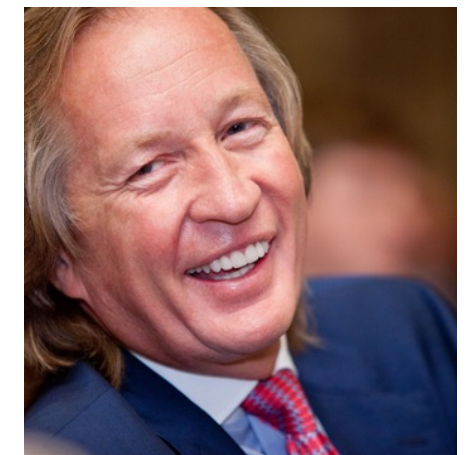
Our impactful Luminaries Program features discussions with trailblazers in the real estate industry. These signature events provided an intimate setting for ULI members and industry leaders to engage in candid conversations about career trajectories, industry perspectives, and personal values. The program's success is a testament to the insightful and illuminating dialogues that fosters a deeper understanding of the diverse experiences and expertise within the real estate community.



Phoebe Yee



Danny Bakewell, Sr.



Roy March





## URBAN MARKETPLACE

ULI Los Angeles' Urban Marketplace is a signature program brings together industry and civic leaders, providing insights into the latest trends crucial for successful development in traditionally underserved communities.

In 2022 the focus was on "Advancing Equity through Infrastructure," fostering inclusive development by exploring the intersection of infrastructure projects and equity considerations.

In 2023, the spotlight shifted to "Connecting to Capital," delving into strategies for securing financial resources critical to shaping urban development. The Urban Marketplace remains a catalyst for progress, empowering communities and influencing the trajectory of urban development.

[View Urban Marketplace 2023 highlight video](#)

## URBAN MARKETPLACE BY THE NUMBERS



12

KEYNOTE AND PLENARY  
SPEAKERS



38

ROUNDTABLES



46

COMMITTEE  
MEMBERS



114

INTERACTIVE TABLE  
SESSIONS



## HOMELESSNESS SUMMITS

Building on the important work done at the first Homelessness Summit in 2020, ULI LA convened a second regional summit in summer of 2022 to further explore immediate housing solutions.

With more than 69,000 individuals experiencing homelessness in Los Angeles County, the crisis demanded Housing Now! The Summit produced a report with 17 key recommendations.

In 2023, ULI Los Angeles expanded our collaboration with the public sector. Deputy Mayor of Housing, Jenna Hornstock, shared the progress that had been made through three Executive Directives – ED1, ED2, and ED3 - to expedite housing production.

ULI Los Angeles

HOMELESSNESS WHITE PAPER

## HOUSING NOW!

COST-EFFECTIVE, RAPIDLY DEPLOYABLE,  
AND SERVICE-INTEGRATED HOUSING SOLUTIONS



JANUARY 2023

[View Report](#)

## HOMELESSNESS SUMMIT BY THE NUMBERS



9

BREAKOUT GROUPS



17

RECOMMENDATIONS



20

KEYNOTE & PLENARY  
SPEAKERS



385

ATTENDEES



## FY22/FY23 TAPS

ULI LA's Technical Assistance Panel Program (TAPs) is an extension of ULI's Advisory Services Program. ULI advisory services panels provide strategic advice to Sponsors (public agencies, nonprofit organizations and the private sector) on complex land use and real estate development issues. The program links Sponsors to the knowledge and experience of ULI and its membership.

ULI LA's TAPs tackle some of the most challenging land use and real estate development issues with local experts who are able to focus and make critical recommendations in a thoughtful and expedited time frame.

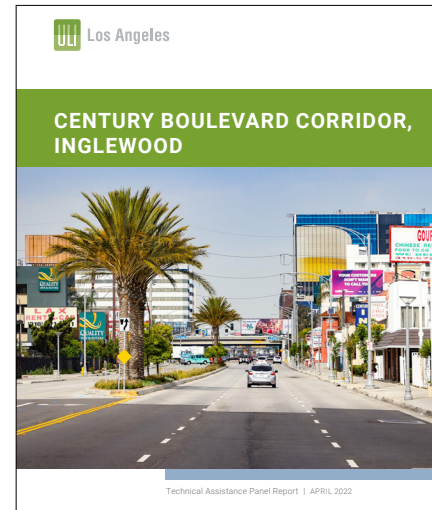
For an interactive map of past TAP locations and reports visit [here](#).



5  
PANELS

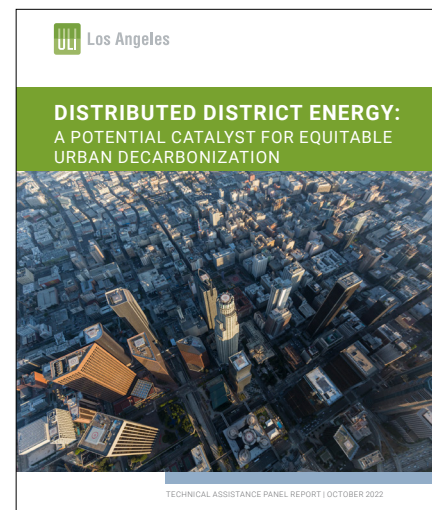


52  
PANELISTS



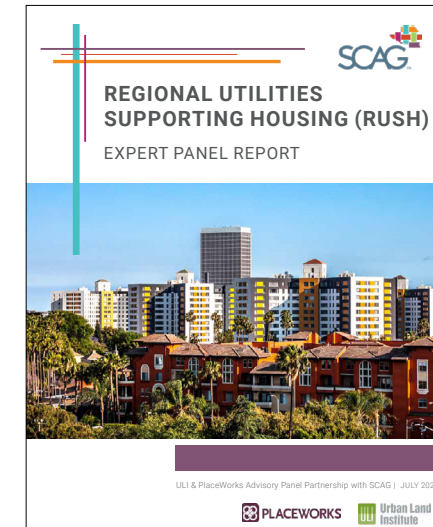
### THE CENTURY BOULEVARD CORRIDOR

The Inglewood City Council engaged ULI LA to produce recommendations for land use, development, urban design, and financing solutions to spur health and wealth along the corridor, without displacing existing residents and businesses. [View Report](#)



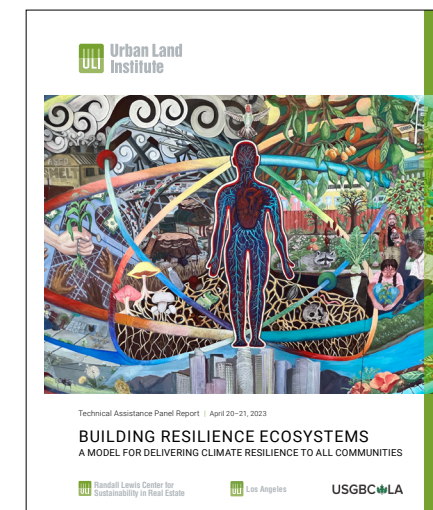
### DISTRIBUTED DISTRICT ENERGY

Partnered with the LA Better Buildings Challenge, IBI Group, Arup, and CenTrio Energy to identify real-world strategies to develop a "distributed district energy system" in Downtown Los Angeles. [View Report](#)



### SCAG

The Southern California Association of Governments engaged PlaceWorks and ULI LA to identify current challenges, best practices, innovative examples, and recommendations that could better align utility investments with planned housing production. [View Report](#)



### BUILDING RESILIENCE ECOSYSTEMS

Teamed with the Los Angeles USGBC, ULI LA focused on how to best deliver resilience through real estate development and associated activities across communities. [View Report](#)



### THE COMMONS

The Veterans Affairs Greater Los Angeles Healthcare System engaged ULI LA to evaluate the 2022 and 2016 Town Center Master Plans and provide recommendations on the optimal path forward to shape The Commons to best serve Veterans. Work on the TAP continued into FY24. [View Report](#)





## URBANPLAN

UrbanPlan harnesses the power of experiential learning to educate high school students – our future voters, neighbors, public officials, and land use professionals – to better understand the many considerations and tradeoffs presented to land-use professionals in the design and development of our cities. In FY2023, ULI Los Angeles delivered the UrbanPlan program to 4 high schools and over 176 students in diverse neighborhoods around Los Angeles.



## URBANPLAN BY THE NUMBERS



**4**  
HIGH SCHOOL  
PROGRAMS



**33**  
TEAMS



**176**  
STUDENTS

More information about UrbanPlan can be found [here](#)



## BHP RESEARCH REPORT UNFOUNDED OPPORTUNITIES: INVESTING IN UNDERSERVED COMMUNITIES

The January 2023 report funded by the Randall Lewis Grant delved into five crucial themes aimed at fostering increased and equitable development in historically underinvested communities. These themes, interwoven and mutually influential, center around the recognition that effecting change necessitates targeted education to dismantle biased perceptions regarding risk, sponsorship, and credibility. Additionally, the report emphasized the pivotal role of capital not only in financing equitable development but also in ensuring that the benefits

of investment extend to communities marginalized by historical racist policies and practices. The initial five themes delineate strategic approaches, while the concluding topic, “Prioritize Change,” serves as a compelling call to action. It outlines essential recommendations and actionable steps crucial for instigating the transformative change needed in these communities. The report can be found [here](#).



In our steadfast commitment to advancing diversity and inclusion, ULI Los Angeles member leaders have initiated impactful programs aimed at not only increasing participation in DEI efforts but also actively engaging and amplifying the voices of historically underrepresented individuals from BIPOC communities in the real estate industry.

## BY THE NUMBERS

**41%**

FEMALE ADVISORY  
BOARD MEMBERS

**30%**

BIPOC Advisory  
Board Members

## BLACK HISTORY MONTH

For Black History Month event, SoLA Impact's The Beehive served as the inspiring backdrop where members and community leaders came together to celebrate the contributions of African American real estate leaders, fostering an environment of recognition and appreciation.

## AAPI HERITAGE MONTH

During AAPI month, ULI member leaders organized the inaugural AAPI event featuring industry leaders who shared insights into their roles and paths as AAPI leaders. The event, held at Japan House, provided a platform for meaningful dialogue and connection.



## WLI

ULI Los Angeles proudly commemorated the 10-year anniversary of the Women's Leadership Initiative. This milestone celebration recognized a noteworthy accomplishment: three out of the past six ULI Los Angeles Chairs have been accomplished women. This achievement underscores our ongoing dedication to promoting gender diversity and leadership parity within our organization, reinforcing the principles of equity and inclusivity that define ULI Los Angeles.

## REACH

To ensure that future leaders have an opportunity to engage in a meaningful manner, ULI Los Angeles leaders continued the highly successful REACH program whose mission is to increase the representation of diverse professionals in commercial real estate and provide the resources and network to aid in advancing the career trajectory for underrepresented early career professionals. REACH stands for Recruit, Empower, Access, Connect, and Hustle. An additional two cohorts of REACH fellows participated in the program.

To find out more and get involved visit the [ULI LA committees webpage](#).





In our continuous commitment to fostering professional growth and development, ULI Los Angeles delivered a range of mentorship and professional development programs to support the diverse aspirations of our members.

### WLI GROW

The Women's Leadership Initiative (WLI) continued the GROW program, led by women mentors, to empower and guide both women and men in the real estate industry, providing a supportive network for their career advancement.



### YLG PARTNERSHIP FORUM

Young Leaders Group (YLG) members can benefit from the Partnership Forum, fostering meaningful connections and mentorship opportunities with established industry leaders.

To find out more and get involved visit the [ULI LA committees webpage](#)



### NEXT INITIATIVE

Launched in FY22, the NEXT Cohort program under the NEXT Initiative provides a collaborative space for emerging leaders to engage in groups, facilitating knowledge exchange and skill development.



### REACH

Additionally, ULI Los Angeles proudly supports the nationally recognized REACH program, connecting our members with industry-leading mentors and resources to accelerate their professional growth.

Along with our Leadership Council, these mentorship programs collectively contribute to the cultivation of a robust and supportive community, reinforcing ULI Los Angeles as a hub for mentorship excellence within the real estate and development sectors.

### BY THE NUMBERS

**40+**  
MENTORS

**230+**  
MENTEES

**290+**  
NEXT COHORTS



## LOCAL PRODUCT COUNCILS

Drawing inspiration from the ULI Americas Product Councils, the ULI Los Angeles Local Product Councils serve as specialized, multidisciplinary forums where members convene regularly to foster a rich exchange of insights, explore emerging industry trends, and collaboratively share valuable information and best practices.

In Los Angeles there are 6 Councils with over 310 council members -

**Capital Markets**

**Homelessness Initiative**

**Housing**

**Innovation**

**Leadership**

**Mobility**

## BY THE NUMBERS

**6**  
COUNCILS

**310+**  
COUNCIL MEMBERS



Member-driven, each council shapes its program content, selects guest speakers, and determines meeting schedules to ensure a customized experience that prioritizes the open dialogue and vibrant exchange of ideas characteristic of Urban Land Institute.



In addition to Council member meetings and convening, our Local Product Councils also share their areas of knowledge and expertise with all ULI LA members through key events such as the annual Emerging Trends Panel, Homelessness Summit, and Housing Council Programs.



To find out more and get involved visit the [ULI LA Councils webpage](#)





# Acknowledgements

## ULI LOS ANGELES STAFF



**Marty Borko**  
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**Kellie Kao Miles**  
Senior Director



**Lisa Cahan Davis**  
Senior Manager



**Emily Williams**  
Associate

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