

## I. Mission

***The Urban Land Institute provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.***

The ULI Boston/New England District Council delivers that mission by serving its members and the region's public and private sector with pragmatic land use expertise, outstanding educational and informational forums, and unique professional networking opportunities.

To thrive, Greater Boston and New England cities will attract investment and development through the improvement of public infrastructure; the availability of a variety of housing options and work environments; and, a built environment that is sustainable, resilient and appealing.

The goal of ULI Boston/New England is to create a stronger, more connected region through the development and dissemination of real estate innovations, networks and best practices.

## II. Strategic Plan

### **DEFINING ULI Boston/New England**

1. ULI Boston/New England convenes multidisciplinary and cross sector leaders in the real estate industry
2. ULI Boston/New England delivers high-quality content about relevant land use issues
3. ULI Boston/New England provides for the exchange of ideas, experiences and best practices to create and sustain thriving cities

**THE OPPORTUNITY:** A special set of circumstances gives ULIB/NE the ability to create a comprehensive and aggressive strategic plan for the next three years. ULI Boston/New England should move quickly.

1. Positive economic cycle
2. A dynamic urban environment in Greater Boston and in the major cities throughout New England
3. Changes in the political leadership at the local & state levels
4. Strong District Council Leadership

5. A strong District Council balance sheet

**THE FOCUS:** Given the rich environment and limited resources, ULI Boston/New England will have a positive impact by:

1. Convening a network of like-minded city builders – both within the membership and through strategic public and non-profit partnerships
2. Educating through content-rich programming derived from members' best practices and activities, and established ULI programs including TAPs and Urban Plan.
3. Engaging key leaders on effective strategies for thriving cities

**SPECIAL AREAS OF CONCENTRATION:**

1. Addressing key land use issues in the council format and programming: Capital Markets, Housing, Infrastructure, Sustainability/Resiliency and Urban Design
2. Increased presence in Satellite Cities, the urban centers in New England
3. Greater Boston regional planning by implementing Reality Check (or adapted program)

**ORGANIZATIONAL ADJUSTMENTS:**

ULIB will address structural challenges & opportunities in order to realize its strategic goals.

1. **Personnel**

Increased staffing is required to implement the expanded scope of work. The DC will add and expand personnel resources to four professional staff and intern support with a particular focus on:

- Increasing ULI presence throughout New England
- Developing research/content capacity
- Optimizing local product council membership/programming
- Implementing a regional planning initiative

2. **Role of Members**

- Expand member participation in councils and leadership activities to generate deeper connection to ULI
- Integrate and promote of YLG and WLI members on councils, programs and leadership functions
- Encourage stronger affiliations of national product council members to the District Council
- Establish a working management committee (i.e. a "Kitchen Cabinet") for the DC Chair and Executive Director to seek input and provide counsel on regular basis
- Continued attention to developing leaders and planning for succession
- Raise revenue through additional annual sponsorships

3. **Local Product Councils**
  - Utilize fully developed Local Product Council model to optimize impact
  - Ensure consistency and participation in standing councils
  - Generate topical agendas and content-driven discussion within council meetings
  - Produce and disseminate content on pertinent issues through programming, events, publications, etc.
  - Provide valuable networking and professional development opportunities for council members
  
4. **Public Relations and Advocacy**
  - Activate Advisory Board and Council members to educate, advise and promote key land use issues and solutions.
  - Convene meetings, programs, symposium with key stakeholders
  - Maximize media presence (both traditional and social) to deliver content and message.
  - Partner with non-profit organizations and associations to fulfill mission of ULI Boston/New England.