

ULI Colorado Strategic Plan 2025-2028



WHERE THE FUTURE IS BUILT

BUILDING ON THE STRENGTH of ULICO, we are laying the groundwork for the next three years of ULI's impact in the region.

Informed by data and input gathered from our more than 1,300 members statewide, and driven by ULI's Mission Priorities to accelerate our path to Net Zero, educate the Next Generation of diverse leaders, and increase Housing Attainability, ULICO's 2025-28 strategic plan brings increased intentionality to our work and will serve as a guiding force for our leadership, committees, staff, and member volunteers.

Through the course of gathering information for this plan, ULI members, committees, and ULICO leadership identified three key initiatives for our work:

- Housing Attainability
- Impact of the Regulatory Environment
- Downtown Revitalization

This plan outlines how ULICO will execute on these key initiatives through engaging members and the community, capitalizing on our voice and influence in the market, and driving operational excellence while maintaining our ongoing commitment to diversity, equity and inclusion.



ULICO Strategic Plan 2025-2028

The following key initiatives and priorities will help shape and guide ULICO's activities in the coming years.

Key Initiatives

- Housing Attainability
- Impact of the Regulatory Environment
- Downtown Revitalization

Strategic Priorities

- Member Engagement
- Voice and Influence
- Operational Excellence



Member Engagement

The *Who* of Our Work

- Define the volunteer journey
- Enhance committee effectiveness
- Communicate ULI's value proposition
- Outline ULI's network connectivity
- Address weak points along member journey
- Increase public sector involvement

Key Drivers for Action:

ULICO Staff
DEI Chair
Membership Committee
Management Committee
Governance Committee

Define and support the **member journey**

Now

- Reinforce onboarding support for new members
- Refine the DEI Chair role, its purpose and connectivity to all committees

12-18 Months

- Create a clear link from ULICO Young Leaders Group (YLG) to other points of engagement
- Define unique local value for Full Members
- Host programming to educate members on national connectivity (e.g., product councils)

3 Years

- Increase number of Full Members in Colorado
- Establish clear and value-driven pathways from early to seasoned membership

Clarify **member path to leadership** in ULICO

Now

- Update training for new committee leaders
- Document and implement clear Chair and Committee Chair selection process
- Facilitate YLG representation on every committee

12-18 Months

- Create a "member navigator" for member leaders (look to Governance Committee for assistance)

3 Years

- Increase ULICO representation on national product councils
- Expand number of local ULICO product councils consistent with other large district councils

Increase **public sector membership and involvement** in ULICO

Now

- Identify individuals and departments for membership and/or other engagement

12-18 Months

- Host programming that features public sector panelists to raise visibility; engage the membership committee to identify potential speakers
- Host small group pre- or post-event roundtable discussions

3 Years

- Co-host 3 partnership events at public sector industry events or conferences
- Scale up and leverage UrbanPlan



Voice and Influence

The *What* of Our Work

- Deliver programming aligned with key initiatives
- Achieve maximum influence
- Involve Advisory Board
- Utilize UrbanPlan and TAPs
- Have a seat at the table within the Colorado marketplace
- Elevate communication of ULI's impact

Key Drivers for Action:

ULICO Chair
ULICO Executive Director
ULICO Advisory Board
Chair of Mission Advancement
Programs Committee



Be **recognized as the Voice** for thought leadership in Colorado

Now

- Identify all conversations where ULICO should be represented by members and increase member visibility and representation there
- Include value language in marketing, branding, and event descriptions (e.g., launch a campaign featuring the value of ULI)

12-18 Months

- Expand the reach of TAPs, UrbanPlan, and other ULI programs to grow public awareness of ULI's influence
- Empower member leaders to take ULI's seat at the table, representing ULI's key initiatives and perspectives

3 Years

- Create a ULICO-led think tank that is recognized as *the voice* in the industry
 - » Identify and invite key participants
 - » Measure success by those seated at the table
- Amplify ULI's voice through strategic partnerships with other mission-aligned organizations



Operational Excellence

The *How* of Our Work

- Improve fiscal sustainability
- Balance programming
- Clarify roles and structure for committees
- Leverage product councils to enhance leadership involvement
- Create a process for vetting programs
- Clarify roles and structure for staff
- Seek balance in priorities and geographies
- Enhance event delivery effectiveness

Key Drivers for Action:

ULICO Staff
ULICO Executive Committee
Management Committee

Clarify committee **roles, structure, and leadership**

Now

- Create a standard structure for all committees to drive key initiatives
- Create and share tools for committee management including databases for speakers, venues, and topic resources

12-18 Months

- Identify each committee's purpose and effectiveness related to ULICO key initiatives
- Realign committees with ULICO's initiatives as needed

3 Years

- Establish clear and routine cadence of program and event development, execution, and sunseting

Enhance **fiscal sustainability**

Now

- Meet with each sponsor – explore partnerships on thought leadership and enhance ULI's value for individuals
- Create an event calendar to be packaged with annual sponsorship content
- Standardize expectations for fiscally responsible events and programs

12-18 Months

- Assess current offerings for fiscal sustainability
- Articulate the value proposition of annual sponsorship and develop deliverables
- Reinforce a "culture of support" relative to the roles and responsibilities of staff and committees

3 Years

- Rebuild reserve balance to pre-pandemic levels



A Flexible Plan for our Future

To get involved and learn more, visit our website at colorado.uli.org

Designed to be flexible, the ULICO strategic plan will take into account the influence and impact of the 2025 Spring Meeting, the 2025 transition to a new ULICO Chair, and the market movements and shifts that will occur throughout the course of the plan's three-year timeline. Further, the plan addresses the strategic continuity of the District Council, our ongoing commitment to diversity, equity and inclusion and supports the excellent, mission-focused work of ULI members across the state. These efforts will assist ULI in knitting together member leadership time, staff time, and financial resources into a path that is more efficient and impactful for Colorado.



ULICO Strategic Planning Timeline

	2024										2025
	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	
Advisory Board Meetings	●						●				●
Strategic Plan Steering Committee Meetings		●	●	●	●	●	●	●	●	●	
Data Collection (Power BI)											
Data Analysis Summary Document								▲			
Focus Group Workshops				●	●						
Strategic Plan											▲

- Meeting
- Facilitated Planning Day
- Focus Group Meeting
- ▲ Report/Deliverable
- Data Collection



WHERE THE FUTURE IS BUILT