



2021-2023 STRATEGIC PLAN



South Carolina

FLOURISH

PROSPER

ADAPT

FORGING A NEW PATH

With the start of fiscal year 2021, ULI South Carolina is beginning what will likely be its most challenging year since inception. The organization and its members will be facing an exceptional level of uncertainty in the midst of a pandemic—and associated recession, and a time of introspection and action regarding diversity, equity and inclusion within our industry. In the meantime, we continue to operate our businesses and engage in important decisions that will impact our communities for years to come.

For ULI, the comfort of relying on our past blueprint for operations and measures of success will no longer be possible. In-person events—a cornerstone of ULI interaction and revenue—will be curtailed, moved to online formats or cancelled. Entire sectors of the real estate industry will be upended. Consumer behaviors have changed and will certainly continue changing.

ULI SC is up to the challenge. As a best-in-class organization, our thoughtful membership is committed to lifelong learning, information sharing and best practices. Our members not only share lessons learned, but mistakes made. Our multidisciplinary approach and inclusion of the public, private and non-profit sectors will position us to **lead in the creating and sustaining thriving communities worldwide.**

In a short amount of time, ULI SC has begun adapting to a new operating environment. Since March we have conducted 23 virtual events across the state drawing 1,600 participants. While virtual events certainly have their limitations, member response to creating virtual content and participating in networking and mentorship events has been enthusiastic. As we bide our time until we can once again meet in person, these connections bode well for future member engagement and relationship building—particularly for a statewide organization where distance between members has always been a challenge.

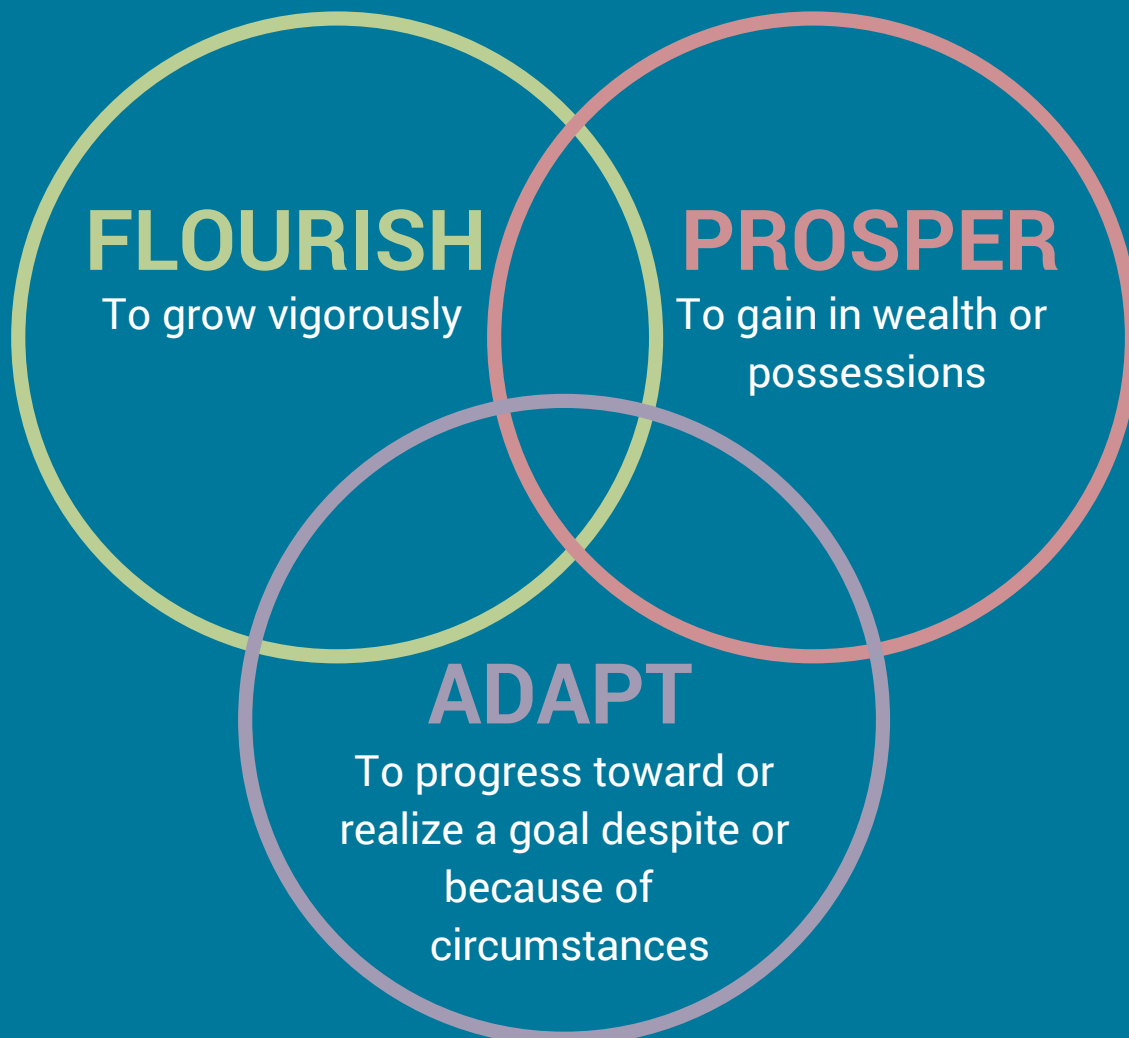


OUR MISSION

As we start a new year, it's important to revisit our mission to guide our strategic plan:

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

During our strategic planning retreat, a particular emphasis was placed on “creating and sustaining thriving communities worldwide” and the word thrive which Merriam Webster defines as follows:



WHAT WE HEARD FROM YOU

ULI SC has many strengths that have helped us become a premiere, trusted organization within the city-building realm. We have achieved this by doing the following:

- focusing on research, sharing best practices, lessons learned and mistakes made
- providing take-home value to members by offering relevant programming
- fostering connections, relationship and networking opportunities
- leading efforts that have a community impact
- having fun!



Despite our strengths, we are a homogenous organization that is predominantly male and almost entirely white. We have ignored a history of land use, zoning, financing and legislation that has marginalized our black population, and benefitted—both wittingly and unwittingly—our membership.

We are in a unique position to lead if we accept the challenge.

ULI has excelled as a convener of people with the development and land use field. As former ULI Fellow and former Mayor of Pittsburgh Tom Murphy has described, our greatest role may be as translator between private, public and non-profit sectors. We are city building focused, not just developers in a transactional environment.

WHAT WE **MUST** DO NOW

- 1 Prioritize efforts and rely on things that ULI does well
- 2 Address Race and Equity Head On by acknowledging that we are not doing enough to include all members of our community, especially when it comes to our black communities in South Carolina. We have much to learn, but we must start the journey
- 3 Inspire a new culture that challenges our members to engage and take a more active role in understanding, promoting and achieving truly thriving communities within our state
- 4 Reinforce Organizational Sustainability by honing our value proposition to members and sponsors

ACTION ITEMS

1 Increase Member Recruitment Efforts & Build Industry Pipeline with People of Color and Women

- ☐ Focus attention on new member recruitment.
- ☐ Utilize personal and professional networks to extend invitations to join us.
- ☐ Examine and recommend opportunities for educating, promoting and welcoming racially diverse students and practitioners into real estate development, planning and design professions and into ULI membership and leadership.



2 Inspire Member Engagement

- ☐ Solicit interest and nominations for our Chair of Diversity & Inclusion.
- ☐ Examine and recommend education and training opportunities for members to learn and integrate equity and inclusionary practices into work, hiring, and community advocacy with a particular focus on regional land use policies, partnerships, mentorship, best practices, lessons learned.
- ☐ Examine and recommend ULI SC leadership training that elevates the culture of equity and inclusion with the clear purpose of increasing minority engagement.



3 Thriving Community Builders Initiative

- ☐ Examine and recommend avenues to build broad community relationships and partnerships with a particular focus on community outreach and engagement



ACTION ITEMS

4 Enhance Sponsor Value

- ☐ Enhance our Value Proposition for our Annual Sponsors—beyond complimentary memberships and conference registrations, what can ULI SC do to enhance your organization's strategic goals?
- ☐ Working with sponsor organizations, develop programs tailored to sponsor organizations' needs.
- ☐ Designated sponsors for membership scholarships to help reach diversity goals, UrbanPlan, Thriving Community Builders Initiative, TAPs, etc.



5 Retain Membership & Enhance Member Value

- ☐ In the wake of COVID-19, continue providing valuable, and relevant, information to membership.
- ☐ Disseminate expert research, best practices and emerging trends to assist members in navigating the pandemic-related recession.



6 Establish an Advisory Board

- ☐ The Inaugural Advisory Board will advise ULI SC on the implementation of the ULI SC Strategic Plan with a particular focus on our **commitment to diversity, equity and inclusion throughout all aspects of the organization.**





South Carolina

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ON THE COVER: Drone Aerial of the Downtown Greenville, South
Carolina Skyline. (Getty Images Pro)