

2024-26 STRATEGIC PLAN

ULI Boston/New England



Mission & Priorities

ULI's Mission

Shaping the future of the built environment for transformative impact worldwide.

Mission Commitments

CONNECT active, passionate, diverse members through the foremost global network of interdisciplinary professionals

INSPIRE best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

LEAD in solving community and real estate challenges through applied collective global experience and philanthropic engagement

Global Mission Priorities

Increasing Housing Attainability in Communities Around the World

Decarbonization and Net Zero

Educating the Next Generation of Diverse Real Estate Leaders



WHERE THE FUTURE IS BUILT

ULI Boston/New England's Local Priorities

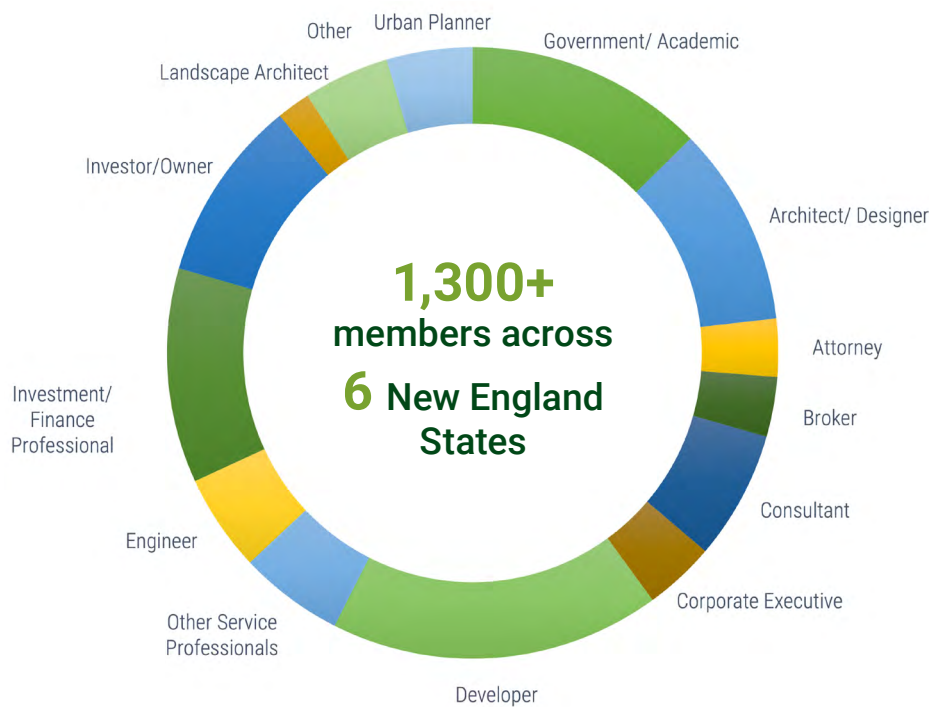
Leverage ULI's respected voice on land use issues to drive decisions that promote sustainability, equity, economic development, and a high quality of life across the region.

- Engage with the public sector to inform land use and development policies
- Act as a primary resource for knowledge, tools, and best practices
- Amplify best practices, leverage member expertise



Members & Survey

MEMBERS & 2023 SURVEY Throughout the spring of 2023, ULI Boston/New England surveyed members from across New England to gauge their opinions on a variety of District Council events, activities, and initiatives.



Strategic Plan Contributors

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Thank you to First Citizens Bank and Studio Gather by Tishman Speyer for hosting Strategic Planning sessions.



Members & Survey

Survey Results

Attend events

lunches, panel programs, tours, socials

1

Attend virtual programs/webinars

2

Access local reports

Living with Heat, Building for the Middle, or Reimagining Communities

3

Sit on a Local Product Council

Sit on a committee

Participate in Affinity Groups

Young Leaders, NEXT, or Women's Leadership Initiative

Sit on a leadership board

Advisory Board, Management Committee

Volunteer for UrbanPlan

trained in curriculum prior to 2022

Participate in Pathways to Inclusion

Volunteer for Technical Assistance Panels (TAPs)

None of the above

Volunteer for UrbanPlan

trained in NEW curriculum introduced in 2022

How do members participate at the local level?

Key Survey Findings

Most Valuable Activities

Building Tours
Young Leaders Programs
Panel Programs

Where should we focus our efforts?

Public Sector Collaboration
Regional Impact
Future Industry Leaders

Topics of Greatest Interest

Housing

affordable, attainable, market rate, senior, etc.

Mixed Use Development

Capital Markets

Commercial Development

life sciences, office, industrial



Local + Global Priorities

How do ULI Boston priorities elevate and amplify ULI's global priorities?

HOUSING ATTAINABILITY

- Expand access to ULI learning for public sector members
- Explore housing-focused UrbanPlan for public sector and communities
- Implement the Mobility Oriented Development initiative
- Expand the Housing Roundtable to include employer perspectives on the housing crisis
- Convene the major stakeholders to explore all potential housing solutions
- Provide storytelling tools to members to build community support for housing

DECARBONATIZATION AND NET ZERO

- Explore opportunities to enhance the value of the MBTA to riders and land use planners/developers
- Leverage ULI's national and global research and reports for local programming
- Revisit past work, including Living with Water and Living with Heat, to explore implementation opportunities

INFORMING LEADERS

- Leverage UrbanPlan — differentiating goals for high school, university, public officials, and community
- Utilize UrbanPlan to get members in front of decision makers to demonstrate development tradeoffs
- Expand volunteer trainings and opportunities for Pathways to Inclusion members.
- Successfully grow and scale the Etkin Scholars program locally
- Partner with organizations to provide public sector with land use focus professional development
- Explore Center for Leadership program designed for NEXT demographic



Local + Global Priorities

2 How will we deliver our mission and make meaningful impact in our community and membership?

- Do simple better — ensure all local programming is high quality and meaningful
- Conduct TAPs and UrbanPlan to show our expertise and value to local communities, especially on the mission-aligned issues of housing and infrastructure
- Develop YLG members with goal of taking leadership and volunteer roles in UrbanPlan for High Schools
- Expand trained UrbanPlan volunteers to reflect the diversity of our membership
- Track and amplify impact of technical assistance and educational initiatives
- Explore new communication methods, e.g., podcast, videos, etc.
- Leverage the role of ULI as a convener
- Align programming with priorities; featured projects should amplify one or more priorities
- Explore Center for Leadership program designed for NEXT Demographic

3 What should we be doing to increase impact and add value to members?

- Provide and promote opportunities for members to interact/collaborate with public officials through TAPs and UrbanPlan and MOD programs
- Focus on partnerships with universities and young leaders to deepen diversity, equity, and inclusion work and create pathways into ULI including UrbanPlan
- Help members reconnect to ULI when creating small scale development ventures
- Distill big topics/reports down to one-pagers; share via Sitelines or on social media



Surveyed members and Strategic Planning Committee members were asked to consider what programs and initiatives should be explored, expanded, sustained, and sunseted.

Explore

- Center for Leadership/Leadership Institute
- Housing Roundtable with expanded stakeholder list
- Communications plan
- Additional revenue sources
- Alternative TAP funding sources for communities in need
- Mentorship opportunities focused on Pathways or DEI initiatives

Expand

- UrbanPlan: UrbanPlan for Public Officials and Communities; YLG engagement for high schools
- Group volunteer trainings
- Access to ULI Learning for public officials
- Sharing of TAP findings
- Annual sponsorship campaign
- Storytelling tools for members

Sustain

- Local Product Councils
- Technical Assistance Panels
- Social/networking events

Sunset

- Focus on high school UrbanPlan outside urban core



WHAT'S NEXT?

With fulfillment of ULI's global mission priorities at the forefront, ULI Boston/New England is developing an implementation framework that aligned its core programming needs identified in the member survey with the major focus areas for the Boston/New England District Council to map out a plan of execution. These core issues

underpin ULI Boston/New England's work for 2024 and beyond by leveraging member leadership, member engagement, educational programming, and thought leadership on complex real estate and land use issues. Each initiative will be evaluated on an annual basis on the degree to which the initiative will drive membership,

revenue, and community impact. The ULI Boston/New England Executive Director will routinely make an assessment of staff and district council resources required to ensure feasibility. Through this framework, member leadership can assess how their respective committees are advancing ULI's strategic priorities.

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