

ULI Nashville Strategic Plan FY 2013 - 18

Mission Statement:

- Reach across the public, private and non-profit sectors in middle Tennessee to bring together the diverse industries working in real estate, land use, and development.
- Educate, collaborate, and facilitate dialogue and community outreach on ‘best practices’ in the use of land.
- Serve as a trusted advisor and a community stakeholder on issues of development and real estate in middle Tennessee.
- Bring value to its members in a fiscally responsible way, including leveraging national ULI resources, local resources and through community outreach activities.

Goal #1 – Programming

Goal	Objectives	Action Steps
Deliver programming that targets the most pressing land use and development issues facing middle TN, and that offer information on “best practice” to resolving those issues, positioning ULI Nashville as a Trusted Advisor and Stakeholder on land use /real estate issues	(1) Offer a variety of program topics around a general annual theme (2) Offer a variety of program formats (3) Offer a variety of experts (4) Engage the broadest spectrum of members.	- Adopt and implement an annual Programming Plan that balances Nashville and regional issues. - Continue range of regular casual ‘best practices’ gatherings (i.e. Member-only luncheon roundtable, “Content Before Cocktails” and other project tours). - Continue to utilize national and international ‘expert speakers’ and resources available through ULI; complement with local and regional based expertise. - Work with ULI Georgetown about bringing an (issue) conference to middle TN at MCC
	(5) Continue to build on TAP’s as a highly sought after and prized resource for the local community and region.	- Administer at least ONE (1) TAP program per year.
	(6) Programming should serve as the cornerstone of successfully realizing all other FY13 ULI Nashville Goals (e.g. membership, sponsorship / financial solvency and community outreach / collaboration).	Implement an annual Program Plan that advances the strategic objectives of the DC’s subcommittees in a holistic and cohesive manner, and that is responsive to input provided by the Advisory and Governance committees, and collaborates with public/ private/ and non-profit regional partners.

Goal #2 – Community Outreach/Collaboration

Goal	Objectives	Action Steps
Participate in action-oriented projects and committee work that builds and maintains relationships and provides value to members.	(1) Engage community groups, for-profit and non-profit organizations, professional design practitioners, governmental leaders and the general land development industry to participate in ULI Nashville.	Communicate scheduling to community partners to coordinate programming and avoid conflicts. Produce Programming that engages community partners
		Identify Community Outreach activities for committees such as ULI Grant applications, Go Green, etc..
		Continue to build contact lists to keep community groups informed
	(2) Position/market the DC as an organization comprised of experts in development and land use best-practices that is uniquely qualified to lead, facilitate and/or partner with local governments, regional authorities and community-based organizations.	Continue to brand ULI Nashville to differentiate the DC from other professional and community services groups
		Market ULI Nashville through District Community Outreach programming
	(3) Actively seek opportunities for partnered and collaborative programming and projects.	Continue to nurture and expand relationships with community and regional groups such as Land Trust, NAIOP, Metro Government and the Nashville Civic Design Center, et al
		Partner with organizations such as the MPO, Transit Alliance of Middle TN, and Cumberland Region Tomorrow to promote TAPs and other programming initiatives throughout the region.

Goal #3 – Membership

Goal	Objectives	Action Steps
Attract and maintain a diverse and active membership that shares a common commitment to the mission of ULI.	(1) Increase ULI Nashville membership at all levels.	Continue targeted recruitment of public / non-profit sector members region-wide through programs of regional relevance and interest, and personal contact of leaders. Reach 300 members within five (5) years, while maintaining a diverse, multi-discipline cross-section of public, non-profit and private sector members
		Increase membership levels both within the Davidson County Metropolitan area and throughout the Middle-Tennessee region.
		Use recruitment visits or personal contact to regional firms and agencies who share a common interest with the mission of ULI.
		Make personal follow-up contacts with individuals who have attended ULI programming events.
		Cross-market membership with sponsorship drives.
		Conduct follow-up recruitment of lapsed members.
		Continue to market ULI Nashville with local/regional/national media exposure and community campaigns.
		Continue to develop/maintain personal contact with members and prospects, as much as possible
	(2) Increase active involvement of all ULI members, especially Full members.	Increase member involvement on committees and community outreach activities by communicating the benefits and opportunities through marketing and individual member contact
	(3) Provide a high level of value for being a ULI member.	Conduct Member Survey ie. satisfaction, goals, et al
		Communicate member benefits on Facebook, website, annual letter and at programs.

Goal #4 – Fund Development

Goal	Objectives	Action Steps
Secure healthy funding from diverse sources to support its programs, staff and future growth.	(1) Retain existing sponsors at no less than current contribution levels and recruit new sponsors from across the region at all contribution levels	Communicate sponsorship benefits and reinforce value to sponsors.
		Create White Paper list of benefits for sponsors, including the quantity/quality/market sectors of ULI membership, achievements of ULI Nashville, future strategies of ULI Nashville
		Market local firms and agencies of employees who have attended ULI Nashville programming/events (in tandem with Membership drive visit, when appropriate).
		Target and market both local and regional companies, organizations and agencies that would be logical and productive sponsor partners with ULI Nashville, but haven't necessarily been associated in the past
		Continue to explore enhanced sponsorship levels and associated benefits such as that currently employed with Excellence in Development Awards sponsorship.
	(2) Add new program functions that generate positive cash flows	Conduct TAPs and seek CAGs
	(3) Manage the District council aggressively to be fiscally solvent.	