



Urban Land **South Carolina**
Institute



2018
2013

STRATEGIC PLAN



A MESSAGE FROM OUR GOVERNANCE CHAIR W. Andrew Gowder, Pratt-Thomas Walker

Friends and Colleagues,

I have had the distinct pleasure of serving as the ULI South Carolina District Council Chair for the past two years. During my tenure as District Council Chair, I have observed with admiration the countless contributions of our many talented and dedicated volunteer members who work as operating committees, organize programs, volunteer as TAP panelists, host our events and so much more. We have a tremendous wealth of talent and commitment within our SC District Council and that talent and commitment sets us apart as one of the truly special district councils within ULI globally.

I joined ULI at the national level over 8 years ago, and served on the Founding Executive Committee when the South Carolina District Council was formed. I have found participation at the local level and the national level engaging and beneficial in different, but complimentary ways. Being involved at the district council—local—level allows me to meet and build strong working relationships with my colleagues and neighbors here in South Carolina and to focus on identifying how best practices in land use can make a difference on the ground in our home state. Through my involvement in the inaugural Sustainable Leadership Class, the steering committee for the BCD reality Check, as a regional Vice Chair, and as Chair, I have been given a rare opportunity to be involved with you in the work of ULI in forming a new leadership class that operates in a culture of inclusion, respect and candor, in the areas surrounding land use and in weaving the state together. We are one state, and one district council.

It is my pleasure now to pass the baton to my friend, Bogue Wallin. Bogue has been a committed and active member in ULI South Carolina and has most recently served as the Vice Chair for the Upstate. As I assume the role of Chair of the Governance Committee, I look forward to working to expand our reach to under-represented areas of the state, supporting all of our members, and to providing more leadership opportunities for mid-level career associates. Thank you all for your continued involvement with ULI South Carolina.

MISSION

ULI—the Urban Land Institute is an independent nonprofit education and research organization that is supported by its members. Its mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Established in 1936, the Institute today has some 30,000 members from 92 countries representing the entire spectrum of land use and real estate development disciplines.

“Through personal commitment, ULI members at work in our communities have the opportunity and the ability to make a direct positive impact in South Carolina. I am passionate about making a difference in our state. ULI South Carolina provides the forum for our state to become better connected and to stimulate initiatives that foster collaboration on infrastructure, land use and environmental policies. With over 530 members coming from the public, private and non-profit sectors, we are uniquely positioned to promote, pollinate and implement responsible land use and sustainable communities.”

*~Stephen P. Navarro, CRE, CCIM,
FRICS;
President, The Furman Co., Inc.*



Rendering of CU ICAR Collaboration Plaza



A MESSAGE FROM OUR DISTRICT COUNCIL CHAIR F. Bogue Wallin, Blue Wall Real Estate

Since ULI SC was founded in 2005, we have established an organization that reflects the creed and philosophy of ULI in South Carolina. By way of example: technical assistance panels have brought experience and insight to a host of planning, transportation and civic design issues throughout the state; the Sustainable Leadership Institute boasts 110 alumni who have applied the ULI toolkit in the public, private and non-profit sectors; the annual Capital Markets Conference has connected the national real estate capital markets with projects of a scope and size more suited to the Carolinas and the Southeast US; and our annual statewide meeting is an educational forum for all real estate professionals.

These accomplishments have positioned ULI SC as the leading resource for best practices in land use in South Carolina. It is from that vantage point, together with the passion of our membership to improve the state we live in, that ULI SC will embark on this five-year strategic plan whose primary focus is the condition of our infrastructure across the state. Investment in our infrastructure looms as an issue to South Carolina's continued economic development, quality of life and sustainable land use in urban and rural areas. Without a thoughtful and collaborative review of the issues, we are on a trajectory for larger costs and aging infrastructure which will inhibit growth and diminish our quality of life.

Over the next several years, ULI SC will gather pertinent information about the state of our infrastructure and the demands it will face moving forward. Through this work, ULI and our partners will put forth a strategy for 21st century infrastructure for South Carolina. Since ULI SC is not a lobbying group, our intention is to provide well-reasoned and broadly-supported answers to the infrastructure challenges and to let the political process implement effective policy.

As developers, designers, financiers and public officials among others, ULI SC is uniquely positioned to galvanize a working forum from across the state to address the pressing issue of our infrastructure. I am personally very excited about the role ULI SC will play in helping to overcome these obstacles. As Margaret Mead, the famous anthropologist said "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed is it the only thing that ever has."

With that in mind I invite you to read and become engaged in the many facets of ULI SC's strategic plan for 2013 - 2018.

WHAT WE DO

PROGRAMS

Programs are the core of ULI's educational outreach mission. These interactive events allow for access to high-level industry professionals discussing timely and pertinent topics of interest, as well as immersive networking opportunities with peers, practitioners and real estate industry leaders. They are designed to address the needs of members across the full range of disciplines, interests and experiences. Through the extensive ULI network we are able to engage both national and local experts.

TECHNICAL ASSISTANCE PANELS

One of the most effective tools ULI South Carolina offers to the community is the Technical Assistance Panel (TAP) program. Each multi-disciplinary panel convenes for a 1 ½ to 2-day period, bringing expertise and advice to local government and non-profit organizations struggling with critical land use issues. ULI's TAP teams approach the project from all perspectives, including market potential, land use and design, financing and development strategies and organization and implementation. ULI South Carolina members share their time and talent to analyze the problems, discuss the possible solutions, and ultimately make a set of recommendations to the sponsoring municipality or organization.

REALITY CHECK

Reality Check is a collaborative regional visioning process developed by ULI which engages diverse regional leaders in a dialogue on how their region should grow and compete in the global marketplace. The exercise involves carefully selected multi-disciplinary stakeholders working in teams to decide on key principles to guide growth and allocating anticipated job and household growth using Legos® on large-scale regional maps. Reality Check provides the momentum to begin the process of enacting change on a regional scale. One of the goals of Reality Check is that the diverse stakeholders who join ULI in planning the initial event become the nucleus of a new regional leadership team prepared to undertake a multi-year implementation effort. ULI South Carolina has hosted Reality Checks in the Berkeley-Charleston-Dorchester Region and the 10-county Upstate Region where alliances are underway with implementation efforts.

SUSTAINABLE LEADERSHIP INSTITUTE

The ULI SC Sustainable Leadership Institute strives to connect decision makers in the public, private and non-profit sectors from across the state to establish a shared vision for creating and sustaining thriving communities in South Carolina. The Institute embraces the idea that no one sector can effect change in isolation or in conflict with one another. Participants are challenged to think about the impacts of land use decisions from perspectives other than their own and to foster dialogue between professional sectors and geographic regions. The class introduces participants to a unique network of professionals from around the state who bring compelling perspectives and strategies to facilitate the open exchange of ideas, information and experience.



South Carolina State House, Columbia



Boeing 787 Dreamliner manufactured in North Charleston



Reedy River Park, Greenville

Did you know

ULI South Carolina....

... was the first statewide District Council to be formed in 2005 and has since become a national model

... has been awarded four Community Action Grants from the ULI Foundation

... is a three-time recipient of the Next Level Award in excellence for programming

... has provided technical assistance to the City of Columbia, CARTA, and the City of Charleston

... hosts more than 35 programs annually

About Our Members?

... 183 members have joined since 2009

... 50% of members joined before 2006

... 20% of members joined before 2000

... 110 leaders have graduated from the Sustainable Leadership Institute

... 70 members serve on committees throughout the state

... 32 members serve on Product Councils

... 27% of members are Young Leaders & Students

... 3 members have served on National Advisory Panels

... 3 members are ULI Trustees

... 2 members serve on national operating committees

... 1 member has been on a jury for ULI Awards of Excellence.

SPONSORSHIP

A special **thank you** to our Annual Sponsors. The activities, initiatives, and success of the South Carolina District Council are made possible through the generous contributions of our sponsors. They mark the ongoing commitment of our sponsors to bringing together the best and the brightest leaders in land use to find solutions, fostering great relationships, and investing in professional development. Our sponsors represent the leading real estate and land use companies in South Carolina

Gold



mc millan
paz dan
smith



NEXSEN | PRUET

The Carolinas Law Firm



Bronze

Carolinalive.com • Fox Commercial Properties • Haynsworth Sinkler Boyd • Pratt-Thomas Walker • Seamon Whiteside • The Furman Co. • Thomas & Hutton • Womble Carlyle Sandridge & Rice, PLLC

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BCD Reality Check, 2007



Sustainable Leadership Institute, 2008



Graniteville TAP, June 2012



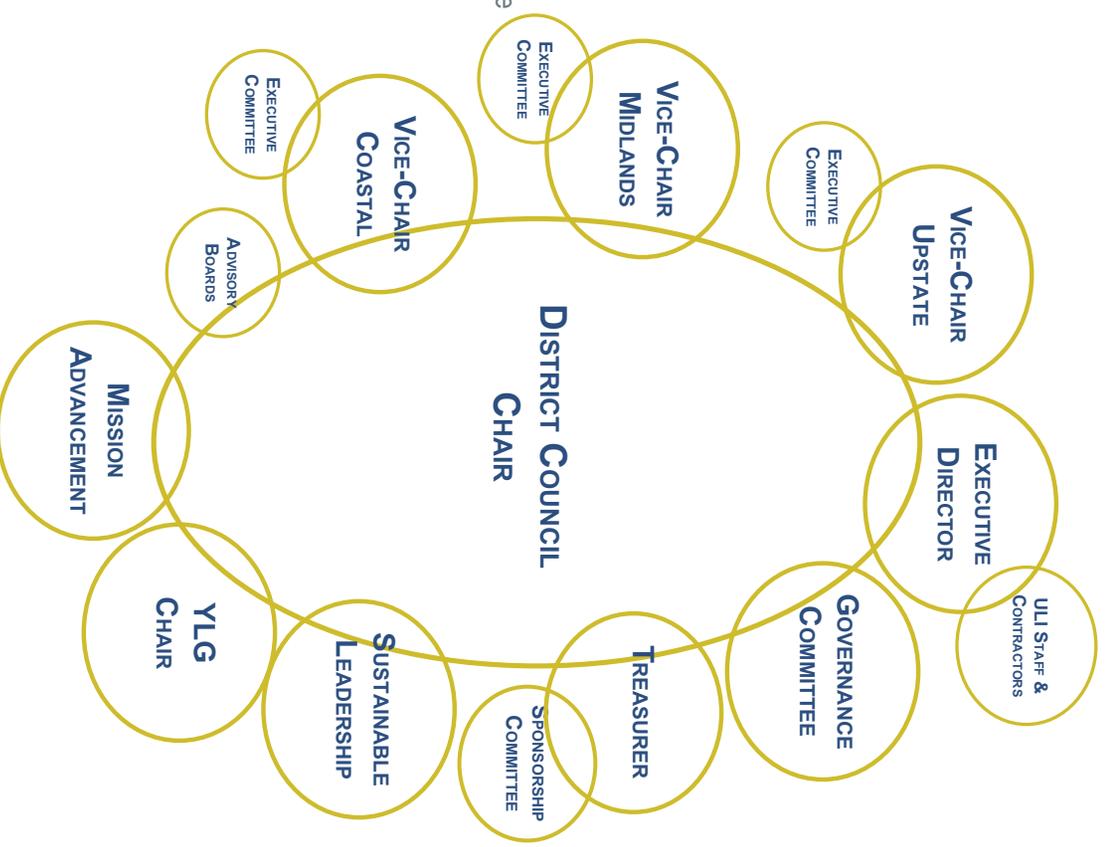
ULI South Carolina Regions

District Council Leadership

The Governance and Management Committees serve as the local leadership for ULI South Carolina. The Management Committee includes the District Council Chair, Chair of Mission Advancement, Upstate, Midlands and Coastal Vice-Chairs, Treasurer and Chair of Sustainable Leadership. Representatives on the committees are composed of leading real estate and land use professionals who volunteer their time to build a strong presence for ULI within South Carolina. All members of the Governance and Management Committee serve a two-year renewable term, commencing with ULI's fiscal year July 1 through June 30.

About ULI South Carolina

In local communities, ULI District Councils bring together a variety of stakeholders to find solutions and build consensus around land use and development challenges. The ULI South Carolina District Council was formed in 2005 to encourage dialogue on land use and planning throughout the state and within each of the three main regions as well as to provide tools and resources for leadership development. ULI SC is a forum through which the state can be woven together and thoughtfully promote better land use policy and decisions. The District Council is led by statewide management and governance committees and regional executive committees who focus on the development of membership, sponsorship, programs and Young Leader initiatives. With some 500 members, ULI South Carolina is committed to bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs.



A SPECIAL THANK YOU TO OUR DISTRICT COUNCIL LEADERS

Governance Committee 2012 - 2014

- **W. Andrew Gowder**, Pratt-Thomas Walker, *Chair*
- **Jim Chaffin**, ChaffinLight Associates, *ULLI Trustee*
- **Tom Hund**, Making Places, LLC, *Past District Council Chair*
- **John L. Knott, Jr.**, The Noisetette Company, *Past District Council Chair, Founding Member*
- **Stephen Navarro**, The Furman Co. *ULLI Trustee*
- **Diana Permar**, Permar, Inc.
- **Neil Robinson**, Nexsen Pruet

Management Committee 2012 - 2014

- **F. Bogue Wallin**, Blue Wall Real Estate, *District Council Chair*
- **Jeff Baxter**, The Noisetette Company, *Chair of Mission Advancement*
- **Ross Campbell**, Wells Fargo, *Treasurer*
- **Steve Dudash**, DesignWorks, LC, *Chair of Sustainable Leadership*
- **Deborah Haskell**, Cushman Wakefield, *Chair, Midlands*
- **Matt Norton**, K&L Gates, *Coastal Chair*
- **Joe Pazdan**, McMillian Pazdan Smith, *Upstate Chair*

Coastal Executive Committee

- **Matt Norton**, K&L Gates, *Coastal Chair*
- **Ray Anderson**, *City of North Charleston*
- **Jeff Baxter**, The Noisetette Company, *Chair Mission Advancement*
- **Jon Bushnell**, Carl Marks Advisory Services
- **Chris Chaffin**, Chaffin Light Associates
- **Stuart Coleman**, Shipyard Creek Ocean Terminals
- **Marcus Durlach**, Durlach Associates
- **Wes Fuller**, Greystar
- **John Grab**, MeadWestvaco
- **Mikell Harper**, Gramling Brothers
- **Amy Ironmonger**, K&L Gates
- **Kent Johnson**, The Beach Company
- **Tyler Jost**, Front Door Communities
- **Harry Lesesne**, City of Charleston
- **Robert Morgan**, Greystar
- **Marc Orlando**, Town of Bluffton
- **Amy Riley**, Thomas & Hutton
- **Jeddie Suddeth**, Haynsworth Sinkler Boyd
- **Jason Ward**, Landmark Enterprises

Midlands Executive Committee

- **Debbie Haskell**, Cushman Wakefield, *Midlands Chair*
- **Herbert Ames**, EDENS, *Treasurer*
- **Mary Beth Branham**, LS3P ASSOCIATES LTD
- **Alan Bridgers**, McCrory Construction
- **Teresa Hodge**, Estates Management Company, Inc
- **Grant Jackson**, Greater Columbia Chamber of Commerce
- **Gail Jeter**, CTC Public Benefit Corporation
- **W. Thomas Lavender**, Nexsen Pruet
- **Leighton Lord**, Nexsen Pruet
- **H. Lee Mashburn**, Mashburn Construction
- **Robert Mundy**, Estates, Inc
- **Matthew Mundy**, Estates, Inc
- **Patrick Mason**, Center for Carolina Living
- **Charles Thompson**, Thompson & Co
- **David Tuttle**, Lake Carolina
- **Irene Tyson**, The Boudreaux Group
- **Norman Whitaker**, Central Midlands Council of Governments
- **Hudson Williams**, Turner Padgett

Upstate Executive Committee

- **Joe Pazdan**, McMillian Pazdan Smith, *Upstate Chair*
- **Alan Ballew**, The Furman Co.
- **Robert Benedict**, Clemson University
- **Karen Calhoun**, McMillian Pazdan Smith
- **Mark Cooter**, Elliott Davis, LLC
- **Russ Davis**, Terwilliger, Davis & Leadbetter, LLC
- **Michael Fletcher**, Hughes Development
- **Tom Fox**, Fox Commercial Properties
- **Justin Hirsch**, The Furman Co., YLG Chair
- **Donna Millard**, Elliott Davis, LLC
- **Stephen Navarro**, The Furman Co., *ULLI Trustee*
- **Ralph Settle**, OTO Development
- **Craig Stipes**, The Furman Co.
- **F. Bogue Wallin**, Blue Wall Real Estate, *District Council Chair*
- **Stuart Wyeth**, NAI Earle Furman

ULI DAY

December 14, 2011



Mayor Joe Riley, Charleston, SC



Mayor Steve Benjamin, Columbia, SC



Mayor Knox White, Greenville, SC



Mayor Keith Summey, North Charleston, SC

ROLES AND RESPONSIBILITIES

- **District Council Chair:** The District Council Chair is responsible for overseeing all of ULI South Carolina's activities including the execution and enforcement of its strategic plan. The District Council Chair is expected to attend at least two (2) national ULI meetings and participate in quarterly District Council Chair conference calls.
- **Chair of Mission Advancement:** The Chair of Mission Advancement ensures that ULI's policies and practices are integrated into ULI South Carolina's program of work. The Chair of Mission Advancement is expected to attend at least two (2) national ULI meetings and participate in quarterly conference calls for the Chair of Mission Advancement.
- **Regional Chairs:** Regional Chairs oversee the enforcement and execution of ULI South Carolina's five-year strategic plan within their respective region. Each Regional Chair oversees the regional executive committees and regional programming. There are three regional Chairs in South Carolina.

- **Sustainable Leadership:** The Chair of Sustainable Leadership is responsible for overseeing the evolution of ULI's Sustainable Leadership Institute through the development of curriculum, technical assistance, and communication.
- **Treasurer:** The Treasurer oversees a statewide Sponsorship Committee and the financial sustainability of the District Council. The Treasurer is expected to attend at least two (2) national ULI meetings and participate in quarterly conference calls for treasurers.

MEETING SCHEDULE

- **Governance Committee:** The Governance Committee convenes twice a year with ULI staff and the Management Committee. The meetings are typically scheduled in September and February.
- **Management Committee:** The Management Committee hosts quarterly in-person meetings with ULI staff in September, November, February, and April. Conference calls are typically conducted in August, January, March, and May.
- **Executive Committee:** Regional Executive Committees host monthly in-person meetings September through June. The committee meets for one hour. Committee members agree to serve a one-year term. The meetings are run by their respective Regional Chairs.
- **Advisory Board:** A statewide Advisory Board meets with ULI staff and the Regional Chairs twice a year in September and April. The Advisory Board members include both ULI and non-ULI members. Members of the Advisory Board agree to serve a one-year term.
- **Sponsorship Committee:** The statewide Sponsorship Committee meets quarterly with ULI staff and the Treasurer in September, January, April and June.

At a time when we have more questions than answers, ULI is bringing together the best and brightest to share ideas and stimulate innovation. Great partnerships will be fostered as we share experiences and create solutions.



Columbia TAP, October 2011



Upstate Reality Check, 2009



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Statewide Meeting, February 2011



Reprogramming the Master Plan, March 2011



ULI Spring Meeting 2012, Charlotte, NC

Statement of Purpose

In 2005, ULI South Carolina was founded with the goal of weaving the state together through a shared vision for quality growth that involves educating and informing land use professionals about the opportunities and challenges within South Carolina. In support of the larger ULI mission, ULI South Carolina has established itself as a learning center for thought leaders and a trusted and honest resource for best practices in land use in South Carolina.

Since its establishment, ULI South Carolina has consistently addressed the factors shaping our built environment. We have responded to shifts in the financial markets, provided expertise to community development initiatives, and addressed challenges arising from unprecedented growth and development. Through robust programming, technical assistance panels, our Sustainable Leadership Institute, and a multi-disciplinary peer network that extends across the state, ULI South Carolina supports excellence in land use decision making.

As we look forward to the next five (5) years, ULI South Carolina will continue to evolve and respond along with the real estate industry. We will focus on three key initiatives:

- In June 2012, we will kick off a multi-year initiative that will seek to build and implement a strategy for a 21st century infrastructure program for South Carolina;
- We will compile the resources to cultivate a better-informed approach to leadership in land use planning that supports ULI's priorities; and
- We will seek to build consensus among our members that will contribute to future success, competitiveness and innovation in South Carolina.

This document outlines the goals, strategies and actions we will adopt to achieve success. As a member-driven organization, we rely on our members to compile the resources and share their knowledge to this end. This strategic plan is a collaborative effort by the Governance Committee, the Management Committee, and ULI staff.

Vision, Mission and Goals

ULLI SOUTH CAROLINA VISION

Through the efforts of ULI South Carolina to convene, advise, educate and partner with the state's public, academic, non-profit and private sectors, leaders will be cultivated in land use to advance intelligent land use practices, infrastructure investment and community and economic development.

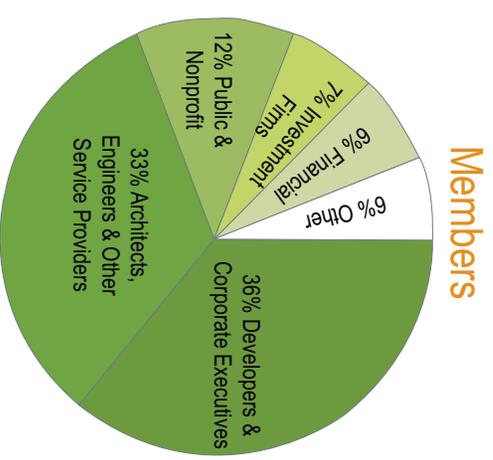
ULLI SOUTH CAROLINA MISSION

The mission of the Urban Land Institute is to provide leadership in the responsible use of land in creating sustaining and thriving communities worldwide. The ULI South Carolina District Council supports this mission through the initiatives outlined in this strategic plan.

GOALS

1. Build a signature plan of action that effectively carries out the strategy to develop a 21st century infrastructure blueprint for South Carolina, incorporating aspects of housing, sustainability, capital markets, leadership and education.
2. Expand the partnership base in order to draw upon their knowledge and experience to better inform policy and effect change.
3. Develop a legacy of leadership within the District Council to enhance professional development opportunities, build value and support all ULI members.
4. Cultivate the financial infrastructure and membership needed to stabilize, diversify and grow ULI South Carolina and ensure its success.

The strategies and actions that will be undertaken to achieve these goals are set on the following pages.



ULLI SC FY 2013 Event Calendar

- August**
 - Green Multifamily Development, Greenville
- September**
 - Capital Markets, Kiawah Island
 - Monthly Members Only Series
- October**
 - Bull Street Site Tour, Columbia
 - ULI Fall Meeting, Denver, CO
 - Members Only Fall Meeting Recap
- November**
 - Revitalization of Hilton Head Island
 - Monthly Members Only Series
- December**
 - Regional Meeting, Greenville
 - Member Recognition Networking Social, Charleston, Columbia and Greenville
- January**
 - Monthly Members Only Series
- February**
 - 7th Annual Statewide Meeting, Hilton Head Island
 - Monthly Members Only Series
- March**
 - Regional Meeting, Coastal
 - Monthly Members Only Series
- April**
 - Infrastructure Forum 2013, Columbia
 - Monthly Members Only Series
- May**
 - 2013 Spring Meeting, San Diego, CA
 - Regional Meeting, Upstate
 - Members Only Spring Meeting Recap
- June**
 - Regional Meeting, Coastal
 - Summer Networking Social, Charleston,

Goal #1: Build a signature plan of action that effectively carries out the strategy to develop a 21st century infrastructure blueprint for South Carolina, incorporating aspects of housing, sustainability, capital markets, leadership and education.

STRATEGIES

1. Engage universities to create an annual What's Next Report and annual Infrastructure Report for South Carolina
2. Prepare an inter-related and connected program of work that builds upon itself and reflects ULI priorities
3. Pair local programming with ULI reports and publications
4. Coordinate with neighboring district councils
5. Increase awareness of ULI through Community Outreach initiatives
6. Produce an annual calendar of events each September.

ACTIONS

Statewide Programs

- Capital Markets: Promote an in-depth understanding and insight about activities influencing all real estate markets and assets (September)
- Infrastructure: Provide a real estate voice to issues related to transportation, water, roads, rail, and the port to establish a forum to effect change (June)
- Annual Statewide Meeting: Utilize ULI leadership and adapt ULI research and publications to provide a regional and statewide context for ULI priorities (February).

Regional Programs

- Host two to three programs annually in each region that highlight specific projects and initiatives and reflect ULI priorities
- Maximize visibility of ULI events through the inclusion of alternative industry groups
- Borrow best practices from other District Councils
- Increase the visibility of ULI in outlying areas of the state with one regional meeting per year.

Members Only Series

- Maximize the opportunity for ULI members to connect with regional monthly members only events
- Increase the visibility of Executive Committee members through the ownership and execution of members only events.

Young Leader Events

- Support Young Leaders-sponsored events in each region
- Foster Young Leader collaboration and interaction via programming and networking at all statewide meetings
- Create opportunities for a regional Young Leader network within the ULI SC, Charlotte, NC and Triangle, NC District Councils.

Sustainable Leadership Institute

- Create a signature program of work that promotes the ongoing engagement of ULI Sustainable Leadership alumni
- Increase the visibility and impact of the Sustainable Leadership Institute through the development of a Rural Development Tool Box
- Incorporate the ULI's What's Next research and content into the curriculum for the Sustainable Leadership Institute
- Conduct at least three (3) networking events annually for Sustainable Leadership Institute alumni.

Technical Assistance Panels

- Create a marketing and public relations campaign with local and state governments to increase awareness of the benefits of ULI technical assistance
- Continue to grow the Technical Assistance Panel Program with a goal of conducting eight (8) TAPs over the next five years.

Reality Check

- Execute ULI South Carolina's third Reality Check in the Midlands
- Engage participants of the Berkeley-Charleston-Dorchester and Upstate Reality Checks to carry out the recommendations made
- Expand public sector involvement with ULI South Carolina.

ULI South Carolina Event Attendance

National Meetings

- Spring Meeting 2010: 36 Attendees from SC
- Fall Meeting 2010: 87 Attendees from SC
- Spring Meeting 2011: Attendees from SC
- Fall Meeting 2011: 76 Attendees from SC
- Spring Meeting 2012: 129 Attendees from SC

ULI SC Statewide Meeting

- February 2010: 211 Attendees
- February 2011: 216 Attendees
- February 2012: 227 Attendees

Capital Markets

- 2010: N/A
- 2011: 72 Attendees
- 2012: 215 Attendees

2011 - 2012 Regional Meetings

- Healthcare & Real Estate: 73 Attendees
- Infrastructure 2011: 58 Attendees
- Art in the City: 26 Attendees
- Multifamily Housing: 73 Attendees
- Innovista: 63 Attendees
- Reprogramming the Master Plan: 48 Attendees
- Social Media & Real Estate: 34 Attendees

See Appendix A for more information.

Key ULI South Carolina Partners Include:

- Business Groups**
- Better Business Bureau
 - Chambers of Commerce
 - Convention and Visitors Bureaus
 - Downtown Development Associations
 - Economic Development Associations
 - Main Street South Carolina
 - SC Manufacturers Alliance

- Colleges & Universities**
- Clemson University's MRED
 - Clemson University's Restoration Institute
 - Clemson's University's Parnell Center
 - College of Charleston
 - Medical University of South Carolina (MUSC)
 - University of South Carolina (USC)
 - USC's Darla Moore School of Business

- Historic Preservation**
- Confederate Heritage Trust
 - County and Local Historic Societies
 - Historic Charleston Foundation
 - National Trust for Historic Preservation
 - Palmetto Conservation Society
 - Preservation Society of Charleston
 - Regional Historic Societies
 - Regional Preservation Societies

- Land Trusts and Environmental Advocacy**
- Coastal Conservation League
 - Community Open Land Trust
 - Congaree Land Trust
 - Congaree River Keeper
 - Friends of the Reedy River
 - Keep South Carolina Beautiful
 - Lowcountry Open Land Trust
 - Mount Pleasant Open Land Trust
 - Nature Conservancy of South Carolina
 - Pee Dee Land Trust
 - Regional Land Conservancies
 - SC for Green
 - South Carolina Land Trust Network
 - Spartanburg Area Conservancy
 - Sustainability Institute
 - Sustainable Midlands
 - Ten at the Top
 - Upstate Forever

- Local Public Sector**
- City and County Councils
 - County School Districts
 - Housing and Redevelopment Authorities
 - Mayor's Offices
 - Municipal Association of South Carolina (MASC)
 - Parks and Recreation Departments
 - Planning, Land Use and Zoning Departments

Goal #2: Expand the partnership base in order to draw upon their knowledge and experience to better inform policy and effect change.

STRATEGIES

1. Engage the South Carolina state legislature and executive branch, the state universities, and local municipalities through a series of informal meetings and online communication
2. Support public sector participation by expanding the focus of ULI South Carolina's programs
3. Develop a strategy for a 21st century infrastructure program in South Carolina
4. Enhance coordination with public sector agencies to monitor issues and offer assistance with best practices and sharing ideas on specific issues.

ACTIONS

Reality Check

- Re-engage the participants from the BCD and Upstate Reality Checks
- Utilize the Regional Growth Tool Kit to evaluate planned land use projects
- Execute a third Reality Check in the Midlands in 2013.

Infrastructure Forum

- Establish a statewide forum for discussion as it relates to infrastructure investments and vision
- Examine statewide infrastructure issues in the context of national ULI panels
- Contribute to the development of a long-term strategic planning effort as it relates to transportation, roads, port, water, energy and rail
- Help the state capitalize on emerging port and intermodal rail opportunities
- Engage the state legislature and executive branch
- Create a regional forum for discussion that includes Charlotte, Raleigh and Atlanta.

Regional Growth Toolkit

- Expand the public sector’s adoption and education of the Regional Growth Toolkit
- Improve the dialogue between regions and across the state to inform policy, promote best practices and support better informed infrastructure decision making
- Build upon the Reality Check Guiding Principles and Smart Growth Principles.

Sustainable Leadership Institute

- Teach best practices in land use
- Instill triple bottom line thinking
- Teach the principles of leadership
- Establish a respectful dialogue among peers and public sectors
- Teach ULI behavior through case studies and role playing
- Grow the number of alumni to 200 by 2017.

Regional Initiative Councils

- Establish three (3) Regional Initiative Councils with ULI Charlotte, ULI Triangle, and ULI South Carolina
- Minimize attrition of associate members
- Create professional development and leadership opportunities for associate members
- Recruit new members
- Build regional capacity and dialogue
- Provide a real estate voice to issues affecting the region across product types and assets.

Partnerships

- Strengthen and expand ULI’s alliance with the state’s university system
- Build a strategic alliance among the state’s largest employers
- Engage city and county officials in leadership positions
- Introduce ULI to the manufacturing, automotive, aerospace, and agricultural industries
- Sustain existing relationships through more effective communication and in-person meetings.

KEY ULI SOUTH CAROLINA PARTNERS INCLUDE:

Major Business Partners

- Alcoa
- Blue Cross Blue Shield
- BMW
- Boeing
- Bon Secours St. Francis Hospital System
- Bridgestone
- General Electric
- Greenville Medical Hospital System
- HSA Hospital System
- Michelin
- MMV
- Palmetto Health
- Roper Hospital System
- Tenant Hospital System

Professional Industry Groups

- American Bar Association (ABA)
- American Institute of Architects (AIA)
- AIA South Carolina
- American Planning Association (APA)
- American Society of Civil Engineers (ASCE)
- American Society of Landscape Architects (ASLA)
- Center for Real Estate Women (CREW)
- Congress for New Urbanism (CNU)
- International Transportation Engineers (ITE)
- South Carolina APA (SCAPA)
- South Carolina Society of Professional Engineers
- US Green Building Council (USGBC)

Statewide and Regional Public Sector

- Office of the Governor
- Regional Councils of Government (COGs)
- SC Department of Commerce
- SC Department of Energy
- SC Department of Parks, Recreation and Tourism (PRT)
- SC Department of Transportation
- SC State Ports Authority
- State Historic Preservation Office

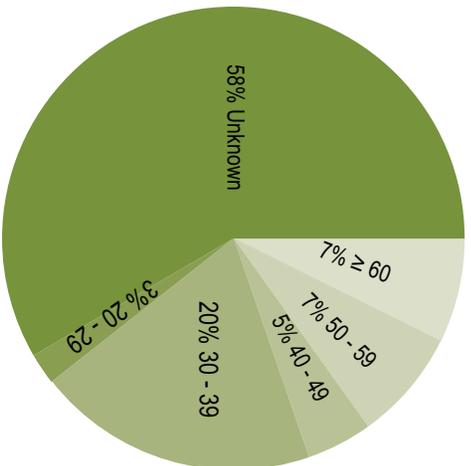
Technology Development Resources

- Charleston Digital Corridor
- EngenuitySC
- Greenville Spartanburg Anderson Technology Council
- Innovista
- New Carolina
- NEXT
- SC Launch!
- South Carolina Research Authority (SCRA)
- South Carolina Technology Alliance

Tourism and Hospitality Groups

- Discover Upcountry Carolina Association
- Hospitality Association of South Carolina
- Lowcountry and Resort Island Tourism Commission

Membership by Age



Goal #3: Develop a legacy of leadership within the District Council to enhance professional development opportunities, build value and support for all ULI members.

STRATEGIES

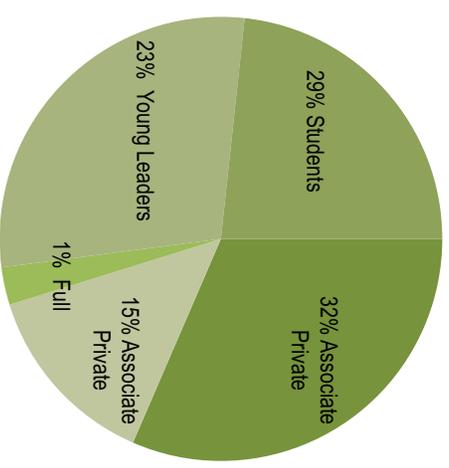
1. Learn more about our members through surveys
2. Develop a long-term strategy for District Council leadership by improving successor training for committee leadership
3. Create member liaison committees with partner organizations, local government, and universities
4. Create regional opportunities to expose ULI South Carolina members to a larger network of ULI members
5. Provide opportunities for emerging leaders at the national level
6. Customize outreach program for young leaders transitioning to associate members
7. Maintain strong and participatory regional leadership through the executive committees
8. Engage ULI leaders from other District Councils.

ACTIONS

Member Liaison Committees

- Effectively engage with neighboring District Councils
- Create a member initiative committee for Capital Markets, Infrastructure, and the Statewide Meeting
- Utilize partner organizations to increase visibility and raise awareness of ULI South Carolina Initiatives
- Utilize our Sustainable Leadership alumni to work with universities on land use related programs.

New Membership January - June 2012



Member and Leadership Support

- Retain existing active members and provide them with new roles of leadership
- Support current and incoming leadership by decreasing the administrative burden
- Distribute operating principles and expectations to Governance, Management, Advisory and Executive Committees
- Actively engage incoming leadership prior to the start of ULI's fiscal year
- Communicate leadership opportunities within the organizational structure to new members
- Adopt mutually agreed upon operating principles.

Young Leaders

- Create a new generation of leadership by including Young Leaders in the statewide dialogue
- Increase the visibility of Young Leaders through speaking opportunities
- Recruit Young Leaders and students for District Council programs.

Communication Outreach Program

- Create of an organized strategy to transition Young Leaders to associate members
- Increase awareness of Full Member and Associate Member benefits
- Define and communicate the value proposition to Associate Members.

Regional Initiative Councils

- Develop a program exclusively for Associate Members to engage with peers in a trusted environment modelled after the national product councils
- Capitalize on opportunities to create a forum for emerging leaders.

In the next five (5) years more than 50% of the current ULI SC Young Leaders will transition out of this category and be eligible to become Associate Members.

Sponsorship 2009 - 2012	
Fiscal Year 2009	
• Annual Sponsors:	\$53,000
• Event Sponsors:	<u>\$124,000*</u>
• Total:	\$177,000
Fiscal Year 2010	
• Annual Sponsors:	\$45,850
• Event Sponsors:	<u>\$30,500</u>
• Total:	\$76,350
Fiscal Year 2011	
• Annual Sponsors:	\$46,000
• Event Sponsors:	<u>\$37,000</u>
• Total:	\$83,000
Fiscal Year 2012	
• Annual Sponsors:	\$56,100
• Event Sponsors:	<u>\$38,000</u>
• Total:	\$94,100
*Reality Check Sponsorship Included	

Goal #4: Cultivate the financial infrastructure and membership needed to stabilize, diversify and grow ULI South Carolina and ensure its success.

STRATEGIES

1. Increase cultural and gender diversity and inclusivity
2. Initiate a dialogue with members to increase diversity
3. Survey members to increase retention and build stronger relationships
4. Engage in membership outreach to under-represented groups including the public sector, COGs, manufacturing, aerospace, and agriculture industries
5. Expand geographic diversity
6. Capture an additional 20% of the state's development community
7. Increase membership by 7% each year for the next five (5) years
8. Increase annual sponsorship by 7% each year for the next five (5) years
9. Increase event sponsorship by 5% each year for the next five (5) years.

ACTIONS

Member Outreach and Retention

- Get to know our members better to create more value
- Improve new member communication with a welcome packet and face-to-face meetings
- Establish a member ambassador program targeting potential, new, and lapsing members through our executive committees
- Highlight the accomplishments of ULI South Carolina members.

Sponsorship and Alternative Funding

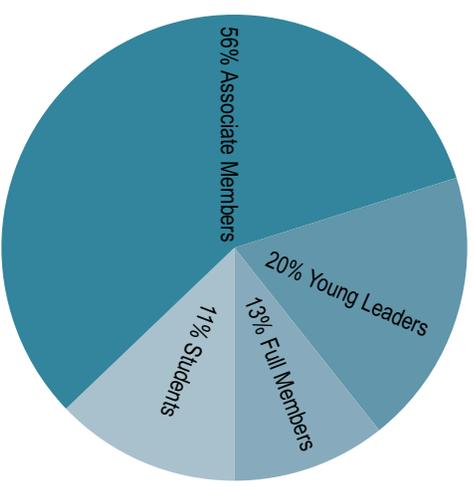
- Identify non-traditional funding sources (i.e. hospitals, endowments, grants)
- Establish a statewide sponsorship committee focused on annual sponsors
- Make personal visits to prospective sponsors
- Increase the value proposition for sponsors with custom benefits
- Actively engage sponsors in a dialogue about the strategic direction of ULI South Carolina
- Provide in-kind sponsorship of partner organizations through the promotion of partner programs and recruitment of ULI members to staff and speak at sponsor events.

- Improve Sponsor Value Proposition
- Improve the visibility of annual sponsors on the ULI South Carolina website
 - Increase the visibility of annual sponsors in ULI South Carolina newsletters and e-blasts
 - Create opportunities for sponsors to participate on panels and serve as keynote speakers
 - Develop a sponsor-care initiative
 - Launch an annual sponsor recognition program

Membership Diversity as of May 31, 2012

Members:	Total	Female	Young Leaders	Public	Minorities
North America	24,864	3,322	4,712	3,866	250
ULI South Carolina	429	41	94	73	1
ULI Charlotte	516	46	102	86	6
ULI Triangle	390	34	72	57	0
ULI Atlanta	849	123	128	125	4
		13.4%	19.0%	15.5%	1.0%
		9.6%	21.9%	17%	0.2%
		8.9%	19.8%	16.7%	1.2%
		8.7%	8.5%	14.6%	0.0%
		14.5%	15.1%	16.2%	0.5%

Membership by Type



SEE APPENDIX B FOR MORE INFORMATION

Appendix A: ULI Priorities

Promoting Intelligent Densification and Urbanization

- What are the most responsible ways to provide cost-effective housing for a rapidly increasing global population that is becoming increasingly urbanized?
- How can we advance the understanding of the relationship between a high-quality of life and the built environment to create high-quality, appropriately-priced density that is attractive to users?
- What is the relationship between a thriving economy and a thriving city (and vice versa)-the relationship between a dynamic society and the built environment?

Creating Resilient Communities

- What are the best new business models in the real estate and land use industry and how can we support their development?
- How can we best adapt and reuse existing real estate while eliminating obsolete space to create thriving communities?
- How can we influence land use leaders locally and around the world as they reshape the process of community building and developing both social and physical infrastructure?

Understanding Demand and Market Forces

- How can we best understand the demand (quantity, type, price, and location of the need) for real estate and discover what the market wants short-term versus what the market needs long-term?
- How can we help balance local, regional, national, and global interests as well as public and private interests in terms of how they affect land use decisions and development?
- How will changing technology influence building and buildings, and how will people's use of technology influence how they interact with the physical environment?

Connecting Capital And The Built Environment Through Value

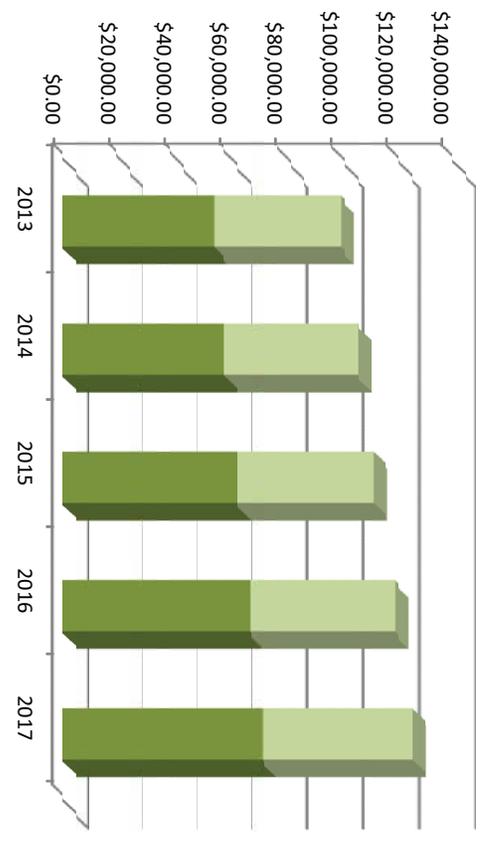
- How can we best generate value in the built environment that is greater than its cost?
- What are the best ways to ensure the attractiveness of real estate as an investment as institutional capital allocators continue to change and become more global?
- What is the most effective way to demonstrate and explain the relationship between investment in public projects *(including infrastructure) and amenities and the impact on real estate value?

Integrating Energy, Resources, and Uses Sustainably

- How can we best reduce the negative impact of the built environment on our natural resources and climate?
- What are the best ways to use the world's energy resources and protect the built environment from volatile and unpredictable conditions?
- How will trends in energy and resources impact the future best use of land?

Appendix B: ULI SC Financials

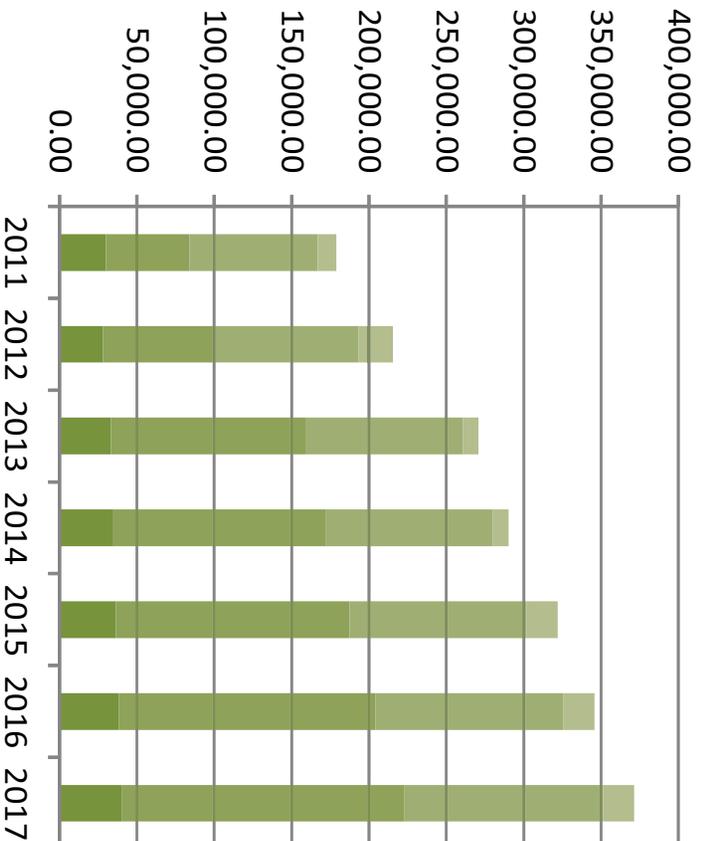
SPONSORSHIP PROJECTIONS 2013 - 2017



- Annual Sponsorship
- Event Sponsorship

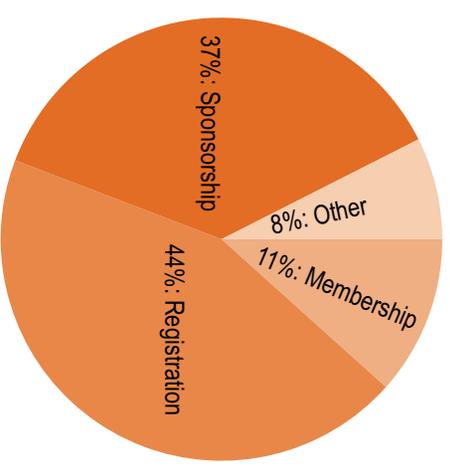
*Assumes an annual growth rate of 7% in annual sponsorship & 5% in event sponsorship

REVENUE PROJECTIONS 2013 - 2017



- Membership (Assumes a continuous growth rate of 5%)
- Registration Revenue (Assumes a growth rate of 7% 2014 - 2017)
- Sponsorship (See Above)
- Contract Revenue (Assumes 1 - 2 TAPS per year with a goal of eight (8) by 2017)

FY2013 Projected Revenue



2013 - 2018 STRATEGIC PLAN

ULI SOUTH CAROLINA
205 1/2 KING STREET
CHARLESTON, SC 29401
WWW.SOUTHCAROLINA.ULI.ORG



Urban Land South Carolina
Institute