



The Urban Charrette

2013 Strategic Plan Update

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Executive Summary

This Strategic Plan document was originally adopted in 2011 by the Board of Directors of the Urban Charrette to chart a course for organizational direction over the years 2011-2013. The purpose of this update is to refine the goals and strategies identified in the 2011 plan, and to set a direction for the years 2014-2016, which will help determine the organization's longevity and success.

During the 2011 planning effort, the Urban Charrette (UC) Board identified core structural and operating issues constraining their ability to deliver value and achieve sustainable performance. Through an assessment process, the UC defined its most critical internal issues and needs as the following:

- Establish a successful operational structure, process and systems to effectively engage the Board and volunteers,
- Attract volunteers and new Board Members with diverse professional and cultural perspectives to balance existing skills and increase stakeholder connectivity, and,
- Implement sustainable programs and services that support community needs, and serve as a catalyst for change.

Since the strategic plan was adopted, the Board has begun to address a number of these issues and has made key improvements towards the sustainability of the organization. Moving forward, the Board will continue to work on strengthening its operational structure, attracting and training new and energetic volunteers and Board Members, and by developing sustainable programs and services consistent with its mission and supportive of the overarching goal of improving urban design in the Tampa Bay Region.

The 2013 Strategic Plan Update builds upon the vision and goals of the previous plan while setting a clear direction for the next three years. This plan update will act as the framework that will guide the organizations through important years of evolution and development.

In 2014-2016, the UC Board will turn passion, ideas and experiences into effective and enduring systems. The UC Board will build an organizational model to manage resources effectively, create sustainable programs and services, and also continue to be a dynamic and energetic organization. With the enhanced structure and systems, the UC will be responsive to new opportunities, and even more prepared to successfully carry them out.

Background & History

Founded in April of 2007 by two graduate architects, the Urban Charrette implemented Friday morning workshops for the community to discuss issues facing Tampa's urban core. After building a track record of successful programs and events, the UC established a Board of Directors in order to create a more formal organizational structure. This Board was comprised of an interdisciplinary volunteer team of planners, engineers, interior designers, and architects, all of whom had been significantly involved in the organization's projects.

The Urban Charrette is focused on improving the aesthetics and functionality of the built environment in the Tampa Bay Region through:

Educational Programming

The UC programs and projects have helped to educate the general public about the importance of urban design in the development of the Tampa Bay community. Educational events such as ECO.lution, Paint the Town Green etc. have helped raise awareness about sustainability in urban design, and encouraged use of public transportation and local businesses. In addition, the UC Open Mic nights, Urbanism on, and educational forums provided opportunities for the community to participate in open discourse with each other and experts on a variety of urban design related topics.

Research Activities

In 2008, the UC received a Sustainable Design Assessment Team (SDAT) grant from the American Institute of Architects Center for Communities by Design. The Tampa SDAT, Connecting Tampa, was focused on the improvement of the neighborhood planning process to enable citizens to take a greater role in planning for sustainability where they live. The SDAT Tampa report produced in fall 2009 offered a well-defined list of astute observations about the neighborhoods, city processes, challenges and opportunities.

Facilitation, Planning, and Conceptual Design Services

The UC conceptual design and facilitation services are designed to assist non-profit organizations, associations, and public government agencies clarify community/organizational desires and aspirations related to the built environment and to facilitate the local government's decision making process. A recent project that exemplified this was the Pinellas Transportation Plan Station Area Charettes, which were completed in 2013. As part of the update to the 2035 Long Range Transportation Plan, the UC was hired to plan

and facilitate six charrettes and produce concept drawings for all 13 potential light rail stations along the Locally Preferred Alternative route.

Since its inception over six years ago, the UC has implemented many effective programs. In the coming years, the UC will continue to develop and offer the Educational Programs, Research and Conceptual Design Services, and will become more strategic in their planning and implementation to systematically address the issues raised in SDAT Tampa, while working more closely with stakeholders to achieve tangible results and progress.

Target Audiences

The Urban Charrette has multiple audiences that it collaborates with. This plan designates the audiences as Primary and Supporting. Primary Audiences are groups or organizations that the UC most wants to impact or assist on an ongoing basis. Supporting Audiences are entities that the UC will engage to help carry out or support the mission and programs.

Primary Audiences

Government

- Staff departmental managers for cities and counties
- Staff and board members of governmental and quasi-governmental organizations (examples below):
 - 1) Transit Agencies
 - 2) Metropolitan Planning Organizations (MPO)
 - 3) City / County Planning Agencies
- Elected officials

Community Leaders

- Neighborhood associations
- Individual "catalysts" working on related issues
- Non-profit organizations working on related topics

Supporting Audiences

Professional Peers and their companies

- Designers, planners, engineers, architects, contractors and real estate developers

Economic Development and Business Organizations

- Designated Districts: Tampa Downtown Partnership, Westshore Alliance
- Associations: Tampa Bay Partnership, Tampa Independent Business Alliance (TIBA), Chambers of Commerce
- Financial Institutions – banks and credit unions

Educational Institutions

- University of South Florida , University of Tampa, Hillsborough Community College, Art Institute, and other higher education institutions
- School District of Hillsborough County

Mission Statement

A mission statement provides clear documentation of what an organization does, where it operates, and what need it fills. It must provide a clear and easily understood statement that defines and differentiates the organization to external audiences, including potential funders, clients, and the local community. It should also serve as the starting point from which organizational planning originates. All the activity of an organization must support it.

The Urban Charrette updated its Mission Statement during the 2011 strategic planning process. The approved Urban Charrette Mission Statement is below:

The Urban Charrette is a Tampa-based non-profit organization that educates and collaborates with community, business, government, and education leaders cultivating knowledge of leading urban design practices to build vibrant cities.

Operating Values

The statements below communicate the values that are essential to the culture of the Urban Charrette and its approach to engaging communities.

Values:

- *Great Urban Design leads to a higher quality of life for community residents.* The UC is committed to increasing the use of effective urban design, with the firm belief that this will continue to improve the built environment and enhance all residents' quality of life.
- *Holistic.* No one element of urban design alone makes a city a wonderful place. Therefore, all issues and projects are approached from a holistic perspective.
- *Collaboration.* The UC provides a platform for connecting the members of the community while adding knowledge on issues of urban design to maximize the energies of those involved in improving the city.
- *Respect.* The UC respects participants in the organization and members of the communities with which we engage. Everyone who cares enough to be involved in an issue and has ideas to bring to the table should contribute to developing the city.

SWOT Analysis

During the 2011 planning effort, internal and external analysis of the Urban Charrette and the community in which it works was done using a questionnaire completed by the Board and interviews conducted with local community leaders and national professionals. These provided a multi-level assessment of the organization's strengths and weaknesses and a review of the opportunities and threats in the community in which the UC operates.

The strengths and weaknesses were evaluated and grouped in three categories: the brand, the organization and services provided by the UC. Many of the comments from the interviewees about the city's design issues and opportunities paralleled the Tampa SDAT report, which was completed in 2009.

Most of the comments and findings of the SWOT analysis were not surprising to the Board. Clarified and documented through this process, some of the findings identified in 2011 are still relevant today, and provide a foundation for understanding what the Board must do to move the organization to the next stage of development. The remainder of this section includes an updated SWOT analysis building upon the work that was completed in 2011.

Brand Strengths and Weaknesses

The Urban Charrette has a positive brand image. The UC is seen as an energetic and enthusiastic urban grassroots organization of design professionals. The UC's honest, visionary advocacy has engendered strong support from private and public sector leaders they have interacted with -- they want the UC to succeed.

The primary negative elements of their brand perceptions of a lack of permanence and a limited reach. The UC, as a design organization without a long track record must overcome a local history of and now defunct Tampa-based design organizations. Their existence as an entirely volunteer organization without significant funding and resources also contributes to the concern that they will run out of steam. Their lack of "official" partnerships with local government, business and community organizations has created the perception that they reach only their own demographic – other young design professionals.

Identified Brand Strengths

- Urban
- Visionary, "they get it"
- Hipsters, "rock stars"
- Grassroots, activists
- Young, vibrant, dynamic, energetic
- Hardworking
- Egoless, most honest voice in town
- Smart, professionals, good at what they do

Identified Brand Weakness

- Community design orgs have "come and gone"
- UC is a "start-up" or a "young organization"
- "Are they going to be around?"
- Limited to their demographic, they don't have the broad reach they could

Organizational Strengths and Weaknesses

The organization's strength is derived from the professional credentials of each of the Board members and volunteers (primarily the Board), their high level of energy, persistence, and respect for one another. The current

Board has professional experience in architecture, urban planning, interior design and engineering. They have demonstrated the ability to speak well and lead public forums. The charrettes and research projects have displayed, and contributed to, an extensive knowledge of the governmental, economic and environmental fabric of Tampa.

The organization's most significant weaknesses are a lack of an operating/management structure and clearly defined program and people management processes. Board members are often heavily focused on completing events/projects in short timeframes, and can become overextended while volunteers are underutilized.

The broad scope of urban design projects, activities and issues combined with the lack of a coordinated communications/outreach program create the perception that the UC is unfocused. Additionally, the UC needs to become more diverse to support organizational goals and connect effectively with stakeholders.

Identified Organizational Strengths

- Hardworking
- Built the structure and capacity to complete high quality projects with little overhead.
- Respect for one another
- Education of leadership
- Persistent

Identified Organizational Weaknesses

- Lack of mission/clarity of direction. Reacting to opportunities.
- Missing structure and resources to make them successful, not sustainable
- Limited capacity
- All volunteers - no formal staff structure dedicated to helping them get to the next level
- Not diverse racially - needs to represent that of the city and neighborhoods
- Lacking diversity in age of Board Members and volunteers
- Need to support the people in power, recognize their roles, accomplishments, and goals

Local Opportunities

Five opportunities were identified through the SWOT process and stakeholder interviews: assisting with the communication and roll-out of local planning and urban design initiatives, supporting neighborhood associations and community groups, educating business and community leaders about the link between a strong local economy and a quality built environment, connecting/positioning urban design initiatives to support healthy community activities and lifestyles, and serving as a trusted partner for design charrettes/public workshop facilitations.

Increasing Awareness and Understanding of Local Planning and Urban Design Initiatives and Practices

There is a need to continue to address local planning efforts and changes in local regulation and policy such as the implementation of form-based zoning, the Invision Tampa process, and Greenlight Pinellas, just to name a few. Local professional associations are often focused on member needs, and are not very active on community education. Lack of news coverage in local media is one reason business and community awareness of effective urban design is limited.

The UC can help with *building connections and bridging gaps* - between the City, local businesses, community organizations, and design professionals. The UC can help these groups work more effectively with the City to engage in public processes and achieve community goals

Neighborhoods

Connections to the needs and energies of the community are often provided through neighborhood association and local organizations. The UC can help connect these to local government or other institutions to help facilitate the accomplishment of the communities' goals.

Review Identified Neighborhood Opportunities

- Lack of robust, activist civic culture around issues of economic development, and urban design and planning.
- Neighborhood understanding of community issues is evolving.
- Potential for cross-community collaboration – “The Green Artery is a great example of an initiative that is connecting the community around a common thread.”
- Neighborhoods need support with visioning, understanding city processes, knowing what is

feasible financially and structurally.

- Support what the community wants/needs from start to finish
- Many local neighborhood organizations don't trust government.

- Neighborhoods need support with visioning, understanding city processes, knowing what is feasible financially and structurally.

Linking Quality Environment with a Thriving Economy

Case studies and research in professional publications support the connection of good urban design to desirability of a community and economic success. However, this information is not disseminated to the general public, or well-understood by the business community. Incorporating communications about this fact will help to position design more favorably and create more support for specific UC projects.

Creating Healthier Communities with Good Design

Communities are working to redefine space to support healthier lifestyles (increasing mobility, pedestrian friendliness). This growing topic aligns with the goals of the UC. By drawing from the Center for Disease Control's (CDC) Healthy Community Design Initiative, the UC can work with communities on the conceptualization of usable space (community buildings, parks, paths etc), and collaborate with healthcare and community organizations working on this issue, and pursue grants to develop the projects.

Leveraging Local Experience

Many professionals and community members with design knowledge are willing to be a sounding board and provide advice. These people expressed support for the success of the UC and should be tapped for their experiential knowledge.

Local Threats

Several threats exist that UC must recognize and plan for.

Economy

Tampa's economy must be considered from a short-term and long-term perspective. The area was severely impacted by the recent recession, housing market collapse and high unemployment levels. A recovery is occurring, but it is not likely that the community will have economic growth similar to that of pre-2008 for some time. Tampa has a significant working class and lower income population, few corporate headquarters, and a small affluent population compared to other cities. To be successful, the UC must engage communities through grass-roots approaches and deliver tangible results.

Review Identified Economic Threats

- Limited level of civic awareness and support for design/urban planning, other communities are more engaged, lower levels of education and income
- Economy's impact on building, and general community, reduced property taxes impact city revenue and projects

Government

Changes in administrations at both the state and local level will bring with them changes in governmental priorities. The chronic revenue issues and budgeting decisions at the state level directly impact the availability of financial and staff resources at the local level.

Review Identified Government Threats

- Understanding the ongoing impact of Governor Scott and legislature on policies and funding on local organizations and issues.
- Understanding the Mayor's priorities, and being prepared if a new mayor enters office in 2015.
- Understanding how UC fits and can support the priorities of a changing political landscape is critical.
- Addressing perceptions of competition, entrenched organizations and turf.

Strategic Direction

To become more effective and increase their impact, the UC will work to increase the capacity to engage in effective design projects and build a strong network of community groups, local non-profits, businesses and educational institutions. It can do this through meetings with stakeholders to “listen” to understand organizational goals, and identify opportunities to create alliances and collaborative partnerships with groups affiliated with urban design, sustainability and neighborhoods. The UC has identified three primary goals and associated strategies that will guide its development during the timeframe covered by this Strategic Plan. These goals are listed below:

1. Strengthen abilities of community leaders and organizations to implement planning projects, design projects, and community events.

The UC will implement activities to support capacity building internally, and among external audiences within the community. By implementing an integrated educational program for internal and external audiences, the UC will create a robust civic infrastructure focused on design issues. This will become the UC’s cornerstone community building program, producing tangible results and benefits to the entire community.

- **Internal Preparation:** The UC needs to recruit a mix of young and experienced professionals from peer associations and other businesses (HR, communications), develop programs to train volunteers, and provide experiences for the younger professionals.
- **External Result:** The UC will work to improve the knowledge and abilities of neighborhoods and organizations to understand the importance of design, and be proactively involved in urban design projects and events.

2. Enhance the design “intelligence” of government, and business organizations, professional organizations, and educational institutions.

The UC will provide useful information and support progressive discussion on effective design, addressing sustainability and economic aspects. Information can be shared through: formal presentations, public meetings, small groups and individual meetings. The UC will also collaborate with local educational institutions (University of South Florida, University of Tampa, Hillsborough Community College) to create effective partnerships needed to collectively engage in community improvement and education campaigns.

- **Internal Preparation:** The UC will seek out opportunities to advance the knowledge and grow the skill set of its Board of

Directors and volunteers through formal/informal training programs. In addition, it must also designate specific members and/or volunteers to leverage personal/professional networks to develop relationships with the identified groups.

External Result: The UC will explore the potential for creating email updates on design topics, producing white papers, conducting formal research, and offering charrette services and grant funded projects. These projects and services will be offered to provide groups and organizations with tools and information to inform decision making on issues related to urban design.

3. *Adopt specific organizational goals and tactics that will help the UC become a widely known, highly-respected nonprofit organization.*

The UC will build its organizational capacity by focusing on internal structural and operational improvements that will allow for the achievement of the following goals:

- Develop of a more effective operating and management structure
- Establish regular reviews of the Strategic Plan to better ensure implementation
- Attract new board members and effectively utilize a diverse group of volunteers
- Increase capacity by implementing procedures that support consistent performance
- Provide opportunities for formalizing institutional knowledge of current Board Members and volunteers
- Ensure the quality and consistency of its performance to achieve customer satisfaction
- Effectively communicate to/with stakeholders and builds awareness for design practices among local leaders and organizations
- Secure donations, sponsorships and grants to support programs and administrative operations.

Establishing an Effective Structure

To become a highly-respected non-profit organization that attracts increased numbers of volunteers, optimizes Board time and generates increased financial contributions to support programs and administrative operations, the Board must first create an effective operating structure.

Action Steps

1. Develop an organizational chart, roles and measurable responsibilities for current Board members to carry out management of operational goals to achieve current plan objectives
2. Establish Board committees to implement organization and program objectives.
3. Implement a strategic recruitment program or recruitment committee to increase diversity (professional, racial, cultural and extent of career expertise) among the Board and volunteers
4. Establish an, advisory committee comprised of thought leaders from the defined audiences to provide input on strategic planning and programs, and foster collaboration with stakeholders to build trust and engagement on critical projects. (Meets annually)
5. Define and prioritize professional services and administrative tasks needed to run the organization that could be outsourced, as funding becomes available.
6. Define roles, requirements and performance expectations future Board Members.

Establishing an Effective Structure: 2a

Adding Professional Expertise

UC identified the need to attract volunteers with specialized expertise and capabilities to achieve the organizational and programs goals.

Action Steps:

1. The Board should consider recruitment of Board Members with the following professional expertise:
 - Economic development & project ROI/cost analysis
 - Human resources: volunteer coordination, development
 - Education programming: principles of adult learning diverse audiences, useful materials, comprehension
 - Project Management: defining/standardizing processes
 - Public Relations and Marketing
 - Fundraising

Establishing an Effective Structure: 2b

Defining New Committees & Primary Responsibilities

The UC Board defined new committees and their primary responsibilities to support the organizational development goals. The Board will need to create Committee Leader Job Descriptions and Committee Descriptions. Committees can be constituted of a majority of non-voting volunteers, but must be chaired by a current Board Member.

Proposed Committees include:

1. Programming & Services Committee
 - Develops and oversees implementation of UC Educational programming, research activities and facilitation/design services.
 - Implements new program development process, criteria and measurable outcomes.
 - Attract, retain and develop volunteers with a diverse professional expertise, ethic, racial and social background.

2. Stakeholder Coordination and Development Committee
 - Create an “account manager” per audience to be the UC liaison.
 - Attends audience/stakeholder meetings and provides information to UC to ensure UC programs meet stakeholder needs/expectations.
 - Facilitates stakeholder involvement in UC programs and participates in projects.
 - Responsible for planning, coordinating, and implementing fundraising activities: emphasis on grant development, sponsorship/donors and fee for services.
 - Identify opportunities and develop grant applications among local, state and national foundations, organizations and agencies
 - Identify and maintain a list of potential sponsors/donors, solicit sponsors for specific events or programs, obtain and coordinate in-kind donations.
 - Work with Programs committee to identify, pitch and win one “fee for services” project annually.

3. Public Relations & Outreach

- Media relations to increase awareness of design issues, and support projects.
- Develop and implement social media strategies to build brand, attract and motivate volunteers among peers and target groups.
- Outreach – communicates with stakeholder PR “staff” to build relationships, understand needs and increase visibility in their communications vehicles.
- Create marketing materials to provide to stakeholders, for rebranding.

Increasing Organizational Capacity

In order to implement the valued services and projects in a consistent and sustainable manner, the UC must define and establish people management procedures and documents that support volunteers, community leaders and the Board.

Action Steps:

1. Meet with staff or governing boards of other volunteer-oriented organizations to discuss volunteer coordination and development programs.
2. Implement a program to recruit new volunteers with the defined professional expertise.
3. Select a leading charrette training program and establish a budget to pay for the Board and volunteer leaders receive training to build consistent capacity.
4. Develop orientation procedures to ensure new Board members, committee members and volunteers understand the UC mission, values and how their efforts contribute to the success of the organization.
5. Organize an annual UC meeting and volunteer recruitment program.

Ensuring Quality Implementation

UC is known for creative thinking and strives to effectively execute and implement projects and services. The UC needs to establish processes to ensure that programs and projects are implemented to defined standards to assure volunteer and client satisfaction, and achieve the defined outcomes. The action steps to support this goal will be implemented by the Programming & Services committee.

Action Steps:

1. Develop a process and procedures to standardize service deliverables (define performance metrics, budget etc) and assure client satisfaction.
2. Define a UC project management model and contractual documents to standardize interactions and strengthen project performance.
3. Define, implement processes and tools to assess and measure client satisfaction by program and service.
4. Formalize efforts to track, quantify and qualify impacts of community participation in events.

Increasing Outreach & Communications

The Public Relations and Outreach Committee will work to increase visibility of UC services; implement public relations efforts to create support for community projects, and increase the dialog about design/planning concepts within stakeholder programs. The Board and other committee members will need to define and commit to speaking engagements for each key stakeholder organization every year.

Action Steps:

1. Continue to increase awareness of good urban design concepts/practices and specific community projects among stakeholders in the Tampa Bay Region through newsletters, social media, and other platforms.
2. Continue the efforts of the Technology Plan to build brand, attract and motivate volunteers among peers and target groups.
3. Work closely with stakeholder PR staff/community leaders to build relationships and understand needs and communicate through their media platforms.
4. Update website quarterly to promote brand awareness, introduce UC to new stakeholders and highlight services.
5. Create marketing materials that promote the values of the UC or specific projects. Revise existing marketing materials annually.

Developing a Funding Plan

To move to the next level, UC needs to recruit volunteers with fundraising expertise to develop and implement a strategic, annual fundraising plan aligned with UC programs. The plan could begin funding personnel to implement key administrative and organizational management tasks, as well as pieces of special projects that may not be efficiently handled by volunteers.

Fundraising Events

Over the life of the Strategic Plan, The Urban Charrette will organize at least three events (one annually) that will be focused on fundraising for the organization. These events may have educational themes (i.e. Paint the Town Green), or may be more traditional fundraisers.

Grant Development Program

The UC should consider 2014-2016 as the “grant readiness” phase. The efforts entail grant research, data preparation and strengthening the organizational structure, volunteer project management capabilities, developing a track record for specific projects, and quantifying results and producing the requisite documentation. This will enable the UC to demonstrate organizational ability to effectively manage programs, people and funds.

Corporate Donations & Sponsorship Program

With its 501(c)(3) tax-exempt status, the UC is strongly positioned to solicit cash donations from corporations (and wealthy individuals) who want to support the organization and/or sponsorships for specific programs and projects. In addition, the UC can also realize benefit from in-kind donations – such as professional services and provide companies with another tax deduction.

Workshop/Design Services for Hire

UC should continue to provide design workshop services for fee. The projects should provide a general public benefit to the city or a community. The UC indicated that fees paid by the project client “generally cover the cost of hosting the project as well as help pay for related community outreach projects.

Following the success of the Pinellas MPO Charrettes, the UC will continue to seek fees for facilitating the workshops at a reduced rate. The UC can support this aspect of fundraising by developing clear marketing messages (PDF/web) that communicates to potential companies and organizations the role and value of your services. The Board understands that IRS regulations for a 501(c)(3) limit the amount of funding from this category and will ensure that the annual financial plans ensure the organization is in compliance with the requirements.

Action Steps:

Fundraising Events

1. Over the life of the Strategic Plan, The Urban Charrette will organize at least three events that will be focused on fundraising for the organization. These events may have educational themes (i.e. Paint the Town Green), or may be more traditional fundraisers.

Grant Development Program

1. Conduct research on local, state and federal grant opportunities to define high potential grants -- understand the guidelines and requirements, and which UC programs align.
2. Apply for local, project specific grants when they are an excellent fit.
3. Partner with other non-profits and institutions.
4. Identify peers with experience in writing major proposals for public projects and grants.
5. Identify and interview professional grant writers to be considered for Board Membership or hired as consultants.
6. Implement evaluation processes/tools that reflect the major grant data needs for quantifiable measurements.
7. Create detailed budgets and financial tracking systems.

Corporate Donations & Sponsorship Program

1. Define potential contributors from local businesses, leading firms and affluent individuals who would be likely to support the UC.
2. Create and implement a tiered sponsor program to support the broader UC Educational Programs.
3. Create a compelling small donor program to increase annual contributions and project specific support through the e-commerce capabilities on the UC website.

Workshop/Design Services for Hire

1. Develop a business plan for Workshop/Design Services that clearly identifies service type, fee structure, and process to ensure that services are delivered effectively and in accordance with applicable 501(c)(3) rules and regulations.

2. Protect the intellectual rights of drawings and documents produced by the UC. Contractual agreements should clearly describe use rights and standards and ownership for the organization and individuals.
3. Develop an external marketing piece focused on the provision of Workshop/Design Services.
4. UC should continue to provide design workshop services pro-bono and for a fee. The projects should provide a general public benefit to the city or a community. The UC indicated that fees paid by the project client generally cover the cost of hosting the project as well as help pay for related community outreach projects.

Programs and Services

The programs and services that will be developed and delivered by the UC during the 2014-2016 Strategic Plan will be focused on accomplishing its stated goals. Since its inception, the UC has implemented a variety of programs and events designed to build capacity and enhance the community's design intelligence. Moving forward, the UC will need to focus former efforts and approaches so that they are more effective in achieving organizational goals/objectives. In addition, the UC will need to develop new programs and approaches to supplement the existing and to broaden the organization's audience. The proposed programs can be grouped into three primary categories:

1. Educational Programming
2. Formal Research
3. Facilitation, Planning, and Conceptual Design Services

The 2014-2016 Strategic Plan is focused on improving the organizational weaknesses that impact Educational Programming. Progress on those efforts will enhance the organization's ability to conduct Formal Research and implement Facilitation, Planning, and Conceptual Design Services.

Educational Programming

The UC strives to facilitate awareness among community and businesses leaders of the importance of good urban design to the overall quality of life in the region. Education programs which can include formal and informal learning are delivered through multiple vehicles: public lectures, Urbanism on Tap, open mic educational events, workshops and charrettes.

Strategic Planning and Educational Programs

The UC needs to conduct "market research" by talking with local community organizations, business leaders, government staff and elected officials to define needs related to issues, new policies and implement strategies that can improve the overall sustainability, livability, and aesthetic quality of the built environment.

Recommendations for Implementation

To maximize effectiveness of its educational programs, the UC should:

- Work with local government, agencies, neighborhood organizations, and other non-profits to leverage resources and ensure that

programming addresses the specific needs of the organization/community.

- Support the development of the civic infrastructure, by providing practical information, useful guides and resources, and ongoing communications.
- Create programming that addresses a greater variety of audiences, including those from diverse racial and socioeconomic backgrounds.

Public Events to Support Community Projects

The UC has a long tradition of holding public events to educate the community, the most consistent of which has been Open Mic Night (now operating as Urbanism on Tap). Moving forward the UC will work to hold regular public events for local residents to expand their knowledge or facilitate discussion about a particular community issue. Events would be held at a venue within the local community to ensure wide-spread participation. The events would have measurable goals that are tied to educational programming.

Recommendations for Implementation

In order to maximize effectiveness and impact of its public events, the UC should:

- Collaborate with the Congress for the New Urbanism Tampa Bay group (CNU Tampa Bay) to annually assess the effectiveness of Urbanism on Tap and identify changes in format or other improvements to ensure that the event continues to grow in popularity and become an important vehicle for sharing information on good urban design principles.
- The UC should seek out opportunities to collaborate with other local organizations (i.e. Green ARTery, Suncoast APA Chapter, AIA Tampa Bay, etc.) to host events on specific topics on urban planning and design.

Formal Research Activities

The UC research activities help identify place-specific ideas, positively shape policies and support programs that can be implemented by organizations and government. By undertaking research projects, and seeking publication that meet specific objectives, the UC will ensure that their research will be accepted and used by the stakeholders, leading to tangible benefits to the community.

Recommendations for Implementation

In order to maximize effectiveness and impact of its research activities, the UC should:

- The UC should create a list potential research topics related to high priority issues that are shared by community organizations, local government, business groups, and other agencies or organizations, and acknowledged as such, by professional peers and stakeholders.
- Focus on topics can eventually lead to Facilitation, Planning and Conceptual Design services for the organization. This will allow the UC to be involved with project development from the earliest stages, and ensure that the Facilitation, Planning, and Conceptual Design Services are focused on the most effective strategies/approaches.
- Collaborate with local institutions (USF, HCC, UT, SDHC, etc.) on proposed research initiatives wherever possible which will allowed for greater leveraging of organizational/institutional resources.
- Complete at least one research initiative during the life of the Strategic Plan. Following completion, the UC Board should work to publish articles and make presentations at local events and local/national conferences in order to build organizational credentials.

Facilitation, Planning, and Conceptual Design Services

During the life of the Strategic Plan, the UC will work to identify potential projects for governmental and organizational clients with the goal of providing affordable technical expertise.

Recommendations for Implementation

In order to continue to identify potential pro bono and fee projects, the UC should:

- Following the completion of the editing process, publish the complete Pinellas County Charrette Report on the UC website, and print a limited number of copies to use for marketing purposes.
- Develop marketing materials for Facilitation, Planning, and Conceptual Design Services for use when meeting with potential clients.
- Consistent with the adopted Technology Plan, create a website on the UC homepage that describes provided services and areas of expertise.
- Develop a PowerPoint presentation describing potential services that can be easily customized and delivered by Board Members to local governments and other organizations as the opportunity may arise.

- Develop a list of local professionals that agree to work with the UC as projects arise. The designers/facilitators used in the Pinellas County Charrettes should serve as the initial list.
- Develop new contractual documents to ensure delivery of desired product and protection of the intellectual property rights of the UC as well as individual sub-contractors that may be hired for specific projects.
- Meet with Pinellas County Government and select municipalities to discuss organizational capabilities and identify potential future projects.

Conclusion

Over the next two years, the Urban Charrette will carry out the strategies and actions presented in 2014-2016 Strategic Plan. Schedules will be determined to meet specific goals and benchmarks to ensure the viability of the organization's structure, programming, and funding model. The Board of Directors will take action to implement goals as scheduled, and frequently review the status of accomplished tasks. The review process should take place every three months, and will be discussed at a regular Board Meeting. . The Urban Charrette is optimistic about the challenges identified in the Strategic Plan and is confident about the direction of the plan as a guide for the future.